



CITY OF CHEYENNE

NARRATIVE BUDGET REPORT

TO THE GOVERNING BODY



For the Fiscal Year
July 1, 2017 through June 30, 2018



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February 28, 2017

To the Members of the City Council,

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

In early February, the Executive Staff of the City met and developed a revised organizational structure. We have included the revised structure on page 6 of this report. As the organization is revised, the budget will need to be changed accordingly. Due to time constraints, we have prepared a shortened version of this report. The report does not contain all required provisions of Resolution No. 5533, however, we intend to provide all of the required information in the final budget to be prepared for Fiscal Year 2018.

We look forward to further conversations with the City Council on the information provided.

A handwritten signature in black ink, appearing to read 'Marian J. Orr'.

Marian J. Orr
Mayor

A handwritten signature in black ink, appearing to read 'Lois A. Huff'.

Lois A. Huff
City Treasurer

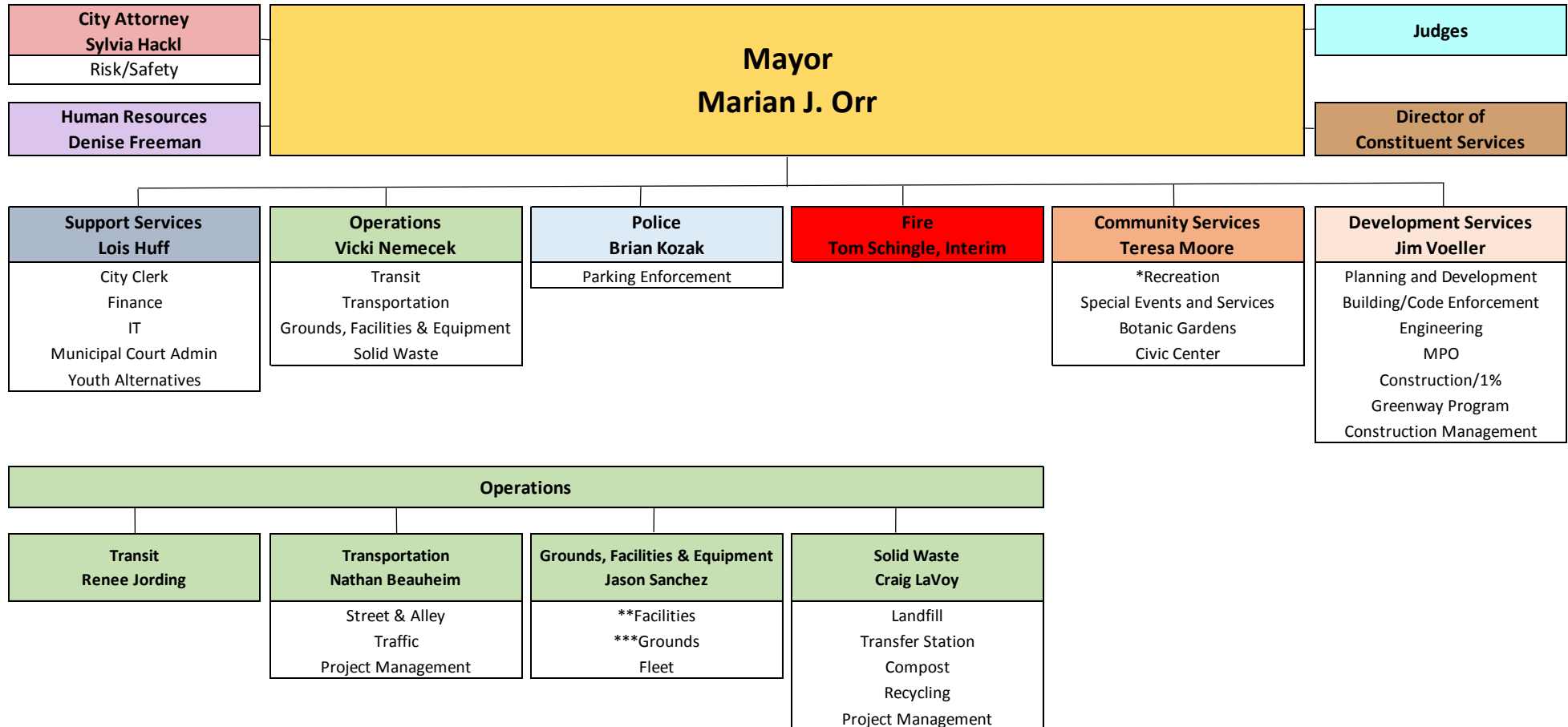
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SUMMARY OF NARRATIVE REPORT

- In early February, the Mayor and Executive Staff of the City met for two days to prepare a Mission Statement and develop a Strategic Plan for the next four years and beyond. As a result of this session, a new organizational chart for the City has been developed. The new plan will provide a means to account for activities on a functional basis and provide a more streamlined approach to City Government. We have included, on the following pages, the mission statement of the City of Cheyenne Government and a recap of the revised organizational chart.
- As a result of the reorganization, the Budget of the City of Cheyenne for Fiscal Year 2018 will be prepared with new functions, divisions and departments. We will provide as much comparative information as possible in the Fiscal Year 2018 budget but some departments and divisions have now been combined and will not be reported separately in future periods.
- As the restructure is recent, strategic goals and objectives for each new department will not be shown in this report but will be included in the final Fiscal Year 2018 budget document.
- We have included a summary of the General Fund budget and actual results for prior years on Pages 7-8. This presentation includes all divisions that were previously reported (prior to the reorganization). As stated above, when the final Fiscal Year 2018 budget is presented, it will be presented with the revised organization structure in mind. In addition, we have included a summary of initial thoughts and concerns about the funding and expenditures that are predicted for Fiscal Year 2018 on page 9.



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.



*Includes all Recreation functions such as Recreation Programming, Ice & Events Center, Aquatics, and Family Support Services

**Includes functions that maintain all City owned buildings including Facilities (maintenance and custodians) and the Clean and Safe program

***Includes functions that maintain all City owned land and land improvements including Forestry, Cemetery, Golf, Right-of-Way, Parks, Greenway and Weed & Pest

GENERAL FUND BUDGET IN BRIEF

	2013 Actuals	2014 Actuals	2015 Actuals	2016 Actuals	2017 Adopted Budget
Revenues by Source:					
Taxes and Special Assessments	\$ 10,237,701	\$ 10,858,896	\$ 11,703,156	\$ 11,448,675	\$ 11,612,799
Licenses and Permits	2,521,193	2,322,287	2,592,927	2,081,711	2,248,820
Intergovernmental	20,470,600	27,494,746	25,869,896	23,787,458	24,179,375
Special Distribution From State	3,974,977	5,862,997	4,206,046	4,797,842	4,676,783
Charges for Services	10,048,124	9,973,370	2,257,784	2,420,740	2,230,596
Fines and Forfeitures	1,317,739	1,515,890	1,470,479	1,291,142	1,432,000
Interest	(50,875)	117,236	139,394	211,190	110,500
Miscellaneous	800,756	636,712	817,055	783,910	620,800
Grants	452,353	469,798	479,292	500,127	475,000
Transfers	12,140	5,653	1,606,292	1,286,614	755,000
Revenue from Reserves	-	-	-	-	662,415
Total Revenues	49,784,708	59,257,585	51,142,321	48,609,409	49,004,088
Operating Expenditures - Departments	44,638,221	46,498,373	41,070,967	42,332,286	43,756,788
General Accounts	3,510,445	3,651,510	3,958,692	3,421,655	3,150,475
Support Services	1,579,989	1,652,815	1,656,303	1,722,266	2,066,825
Total Operating Expenditures	49,728,655	51,802,698	46,685,962	47,476,207	48,974,088
Capital Expenditures	222,160	1,258,305	1,826,534	2,217,956	30,000
Total Expenditures	49,950,815	53,061,003	48,512,496	49,694,163	49,004,088
EXCESS REVENUES OVER (UNDER) EXPENDITURES	\$ (166,107)	\$ 6,196,582	\$ 2,629,825	\$ (1,084,754)	\$ -

GENERAL FUND DEPARTMENTS

(as previously reported—prior to reorganization)

	2013 Actuals	2014 Actuals	2015 Actuals	2016 Actuals	2017 Adopted Budget
City Council	306,502	273,201	274,720	250,467	271,255
Mayor	178,617	180,584	184,369	189,986	188,079
City Attorney	455,340	457,041	501,123	634,169	629,423
Human Resources	311,147	316,486	324,962	338,574	321,655
Municipal Court	736,639	747,030	765,041	741,657	791,483
Youth Alternatives	400,217	340,916	280,371	268,183	355,141
City Clerk	543,971	574,253	591,770	648,516	648,213
Risk Management	887,522	974,217	902,335	1,009,430	1,015,965
Special Events and Services	616,381	684,422	669,141	648,466	671,675
Information Technology	564,324	558,486	641,060	797,126	1,268,896
Public Works Administration	267,078	273,405	266,274	264,818	273,192
Traffic Operations	501,383	471,315	502,516	515,907	523,513
Facilities Maintenance	843,385	880,866	927,633	924,080	958,033
Street and Alley	1,600,948	1,613,623	2,160,294	2,177,866	2,269,990
Sanitation	3,187,540	3,391,540	-	-	-
Fleet	4,238,346	4,414,353	-	-	-
Police	11,448,435	12,203,071	12,893,345	12,821,584	13,091,299
Fire	9,048,906	9,250,796	9,774,800	9,975,966	9,903,271
Parks and Recreation Administration	556,437	607,184	598,404	663,997	686,165
Forestry	520,922	546,526	601,437	595,815	627,009
Aquatics	585,403	639,061	627,422	921,877	837,529
Leisure Services	535,305	544,307	573,028	602,793	592,563
Recreation Buildings/Kiwanis House	185,125	201,256	216,670	205,701	205,486
Golf	572,181	575,651	633,250	626,403	651,642
Parks	1,480,295	1,550,945	1,811,853	1,895,200	1,969,682
Cemetery	475,306	477,677	485,078	488,863	452,855
Botanic Gardens	480,827	516,799	529,960	552,860	600,915
City Engineer	829,222	885,449	848,428	954,270	1,105,819
City Treasurer	563,673	600,209	633,543	614,264	684,080
Development	-	-	-	513,388	649,633
Building	1,038,789	1,035,410	1,125,228	1,133,243	1,189,124
Planning	678,055	712,294	726,912	356,817	323,203
	44,638,221	46,498,373	41,070,967	42,332,286	43,756,788

BUDGET NOTES FOR FISCAL YEAR 2018:

- The sales tax collections for the City of Cheyenne General Fund continue to lag behind projections. As of January 31, 2017, the year to date collections for Fiscal Year 2017 are \$940,000 behind projections (9.3%). We will be projecting a lower amount of sales tax revenues for Fiscal Year 2018 based on the results of Fiscal Year 2017.
- We have received preliminary estimates of increases to the cost of health insurance for City employees. We anticipate an increase in premium costs and a reduction of benefits for City employees.
- As of January 31, 2017, numerous line items for utility costs have exceeded budget—in particular the Aquatics Center and the new Public Safety Center. We will need to analyze the options for those line items in the Fiscal Year 2018 budget.
- During Fiscal Year 2017, we added \$200,000 to the overtime cost line item for the Fire Department. We anticipate a similar increase will be required for the original Fiscal Year 2018 budget.
- In addition to increased costs of operations of the new Public Safety Center and the Aquatics Center, we are analyzing increases in projected operating costs for the expanded Botanic Gardens for Fiscal Year 2018. As you are aware, the City has an Operations and Maintenance Fund for the Botanic Gardens, funded by the 6th Penny Tax. However, we need to be cognizant of increased costs that cannot be paid from the O & M fund which could affect the General Fund Budget.
- As a result of the concerns listed above, the City has continued the 60 day hiring pause for non-essential positions. We will continue to review all open positions as we move forward to determine if additional savings can be realized.

GENERAL FUND STAFFING

Division (as previously reported)	Department (after reorganization)	2015 Full-Time Equivalent	2016 Full-Time Equivalent	2017 Full-Time Equivalent
Aquatics	Community Services	3.0	3.0	3.0
Botanic Gardens	Community Services	7.0	8.0	8.0
Finance	Support Operations	8.0	8.0	8.0
Building	Development Services	15.0	15.0	15.0
Cemetery	Operations	5.5	5.5	5.0
City Attorney	Mayor	5.0	6.0	6.0
City Clerk	Support Operations	7.0	7.0	7.0
City Council	City Council	1.0	1.0	1.0
Development	Development Services	0.0	8.0	8.0
Engineering	Development Services	10.7	10.7	10.8
Facilities Maintenance	Operations	10.0	10.0	10.0
Fire Administration	Fire	4.0	4.0	4.0
Fire EMS	Fire	1.0	1.0	1.0
Fire Prevention	Fire	5.0	4.0	4.0
Fire Suppression	Fire	79.0	80.0	80.0
Fire Training	Fire	2.0	2.0	2.0
Forestry	Operations	7.0	7.0	7.0
Golf	Operations	6.4	6.4	6.4
Human Resources	Mayor	4.0	4.0	4.0
Information Technology	Support Operations	5.0	6.0	8.0
Kiwanis and Recreation Buildings	Operations	2.0	2.0	2.0
Leisure Services	Community Services	7.0	7.4	7.2
Mayor	Mayor	2.1	2.1	2.1
Municipal Court	Support Operations	10.0	10.0	10.0
Parking/Special Projects	Community Services	9.0	9.0	9.0
Parks	Operations	19.1	19.1	19.6
Parks and Recreation Administration	Community Services/Operations	5.5	6.0	6.0
Planning	Development Services	9.5	3.5	3.5
Police Administration	Police	21.0	21.0	17.0
Police Patrol	Police	106.0	106.0	106.0
Public Works	Operations	3.7	3.3	3.3
Risk Management	Mayor	3.0	3.0	3.0
Street and Alley	Operations	26.0	25.0	25.0
Traffic Operations	Operations	6.0	5.0	5.0
Youth Alternatives	Support Operations	4.0	4.0	4.0
Total General Fund Staffing		419.5	423.0	420.9

OTHER FUNDS STAFFING

Other Funds (as previously reported)	Department (after reorganization)	2015 Full-Time Equivalent	2016 Full-Time Equivalent	2017 Full-Time Equivalent
Weed and Pest	Operations	2.0	2.0	2.0
Youth Alternatives	Support Services	6.0	6.0	7.0
Development Impact Fees	Operations	0.0	0.0	0.0
Recreation Programs	Community Services	3.0	3.6	3.8
Community Development Block Grant	Support Services	1.0	1.0	1.0
1% Sales Tax	Operations/Development Services	15.2	15.1	15.0
Law Enforcement Grants	Police	3.0	3.0	3.0
Transportation Planning	Development Services	5.5	5.5	5.5
Federal Transit Authority Grant	Operations	17.0	17.0	17.0
Juvenile Justice	Support Services	2.0	2.0	3.0
Special Friends	Support Services	2.0	2.0	2.0
Special Purpose Option Tax	Support Services	2.5	2.0	3.0
Youth Activities	Support Services	0.0	0.0	0.0
Golf Facilities	Operations	0.0	0.0	0.0
Fleet Maintenance	Operations	18.0	17.0	17.0
Solid Waste Management	Operations	70.3	74.8	74.8
Civic Center	Community Services	5.0	5.0	5.0
Ice and Event Center	Community Services	2.0	3.0	3.0
Cemetery Perpetual Care	Operations	0.0	0.0	0.0
Total Other Funds Staffing		154.5	159.0	162.1
Total City Staffing		574.0	582.0	583.0

MAYOR

DEPARTMENT OVERVIEW/MAJOR DUTIES

- **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 representation to the Governing Body, the Mayor and the City Departments. In its representation of the City, the City Attorney's Office deals with a wide variety of legal issues, including constitutional, contract, development, real and personal property, tort, finance, tax, water, employment, collective bargaining, and public records. The Attorney's office will also oversee the **Risk Management** cost center which reviews property, vehicle and liability coverages and claims, recommends and monitors employee safety programs and practices, and provides safety training as well as employee new hire training. Risk Management staff provide risk management services for liability incidents and claims for the Board of Public Utilities, and also coordinates and participates in meetings of the Mayor's Employee Safety Committee.
- **Human Resources:** develops, implements and monitors personnel policies and practices for the City, including assistance with dispute resolution and mediation; recruiting and retaining employees; and monitoring the City's performance evaluation system.
- **Municipal Court Judges:** appointed by the Mayor and confirmed by the Governing Body. The judges consider and adjudicate all cases filed with the Municipal Court.
- **Constituent Services:** this newly formed position will provide and facilitate communication between the citizens of Cheyenne and the Mayor's office.

SUPPORT SERVICES

The Support Services Department manages and coordinates a variety of services to support the administration of City Government. These include cost centers for Finance, City Clerk, Information Technology, Municipal Court Administration and the Youth Alternatives program.

DEPARTMENT OVERVIEW/MAJOR DUTIES

- **Finance** includes the following services:
 - **Accounting:** provides centralized city services including general accounting functions, external financial reporting, coordination of external audit, payment processing to vendors and employees and revenue collection for all City funds.
 - **Treasury:** provides daily cash management including investment of available cash balances, management and monitoring of all debt obligations.
 - **Grants:** provides guidance and services for grant applications and the responsibility for administering and compliance with all grant requirements.
 - **Purchasing:** monitors compliance with City Purchasing policies and State Statutes.
 - **Budget:** coordinates city-wide operating budget development activities and provides budgetary support and guidance to city departments and other agencies.
 - **Administrative support:** prepares and updates the Citywide Capital Improvement Plan, and implementation and training for all software modules related to Accounting functions including all Innoprise applications.
 - **Community Development Block Grant (CDBG):** manages the U.S. Department of Housing & Urban Development Block Grant entitlement funding working with the low-income residents of Cheyenne.
- **City Clerk** includes the following services:
 - **Records:** responsible for City legislative, historical and other records management and maintenance areas, including the City records retention program in accordance with state requirements and City-owned property files and affiliated database management/maintenance.
 - **Licensing:** issues business, alcohol and other miscellaneous types of licensing and permitting.
 - **Municipal Elections:** provides municipal elections assistance and information.
 - **Cash Receipts:** receipts the monies due the City.

SUPPORT SERVICES

DEPARTMENT OVERVIEW/MAJOR DUTIES (CONTINUED)

- **City Clerk (continued):**
 - **Administrative support:** maintains cemetery records and provides Cemetery Complex administrative services, and oversees City Codebook supplementation and the City's internet/intranet website.
- **Information Technology:** responsible for administration, backup and maintenance of the City's client/server infrastructure and computer network operating systems, hardware, affiliated connections and operations, including 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 also oversees the City's mail room, leased copiers, printers, in-house print shop services, VoIP phone system, security cameras, municipal building door security controllers, and provides "help desk" services to network users.
- **Municipal Court Administration:** provides support for the Municipal Court including reporting all court filings and case work, and receiving, accounting for and reporting all funds processed through the Court.
- **Youth Alternatives:** seeks to meet its mission of providing counseling, prevention and probation services to youth and their families by providing direct services to youth, families, schools and community agencies in Cheyenne; and through community education, influence and direction regarding City, County and State decisions and policies concerning youth and juvenile justice concerns.

OPERATIONS

The Operations Department has the primary responsibility to oversee the physical operation and maintenance of city-owned properties and land. The Department also oversees the Solid Waste Division. The Department consists of five distinct Divisions with sub-cost centers under each Division.

DEPARTMENT OVERVIEW/MAJOR DUTIES

- **Transportation:** consists of the following sub-cost centers in addition to providing project management for all transportation projects:
 - **Street and Alley:** provides a safe transportation system to the traveling public by repairing and maintaining roadways and the City's storm water drainage system in all weather conditions.
 - **Traffic:** maintains and repairs signs, paint and traffic signals in the City to ensure a safe transportation system. Traffic Engineering staff are responsible for the placement and operation of all traffic signals, traffic signs and pavement markings on City streets. The office also reviews and approves street closure requests and traffic control plans for construction projects and special events.
- **Grounds and Facilities:** includes the following sub-cost centers and including project management for all grounds and facilities projects:
 - **Facilities Maintenance:** responsible for cleaning, repair and maintenance of approximately 50 City facilities, including numerous Recreational facilities and City-owned parking structures and lots.
 - **Grounds:** provides maintenance, management, and improvements for 1000+ acres of parks and amenities, 39+ miles of Greenway system, athletic fields and picnic shelters. In addition, grounds includes the maintenance of the City-owned cemetery grounds and a staff of arborists providing forestry services on City-owned grounds. This sub-cost center also maintains the City's two municipal owned golf courses.
- **Fleet Maintenance:** provides fuel, preventive maintenance, repair and replacement services for a fleet of over 800 vehicles and equipment items City-wide.
- **Solid Waste:** provides waste collection and disposal services to residents and businesses in the City while also accepting solid waste from private haulers that collect waste outside City limits. Sanitation manages the Compost Facility, Transfer Station, the Household Hazardous Waste Facility, Electronic Waste, and Recycling Programs.
- **Transit:** provides both route and curb-to-curb bus service throughout the City and into some areas outside City limits.

POLICE

CPD, “*Protecting the Legend*” of Cheyenne by working in Cooperation with citizens to lead the charge in Preventing crime and Defending the rights of the community.

DEPARTMENT OVERVIEW/MAJOR DUTIES

- ☐ Safeguard the lives and property of the people we serve
- ☐ Reduce incidence of fear of crime
- ☐ Improve quality of life in Cheyenne
- ☐ Strive to remain leaders in public safety
- ☐ Introduce criminal predators to the criminal justice system



FIRE

The mission of Cheyenne Fire and Rescue Department is to provide fire protection and prevention, emergency medical services, and other life safety services to the citizens of Cheyenne.

DEPARTMENT OVERVIEW/MAJOR DUTIES

Six Divisions make up Cheyenne Fire and Rescue:

- **Administration:** responsible to provide policy direction, fiscal and personnel management and accountability for the program and services offered by the department.
- **Fire Prevention/Public Education:** responsible for assisting the Fire Chief in the administration and enforcement of the Fire Codes, investigation of fires, and fire safety and prevention programs to our community.
- **Suppression:** responds to all emergency incidents within the city and also assists with emergency calls in Laramie County through mutual aid.
- **Technical Rescue Team/Hazardous Materials Team:** The backbone of the Wyoming Office of Homeland Security's Regional Response Team; Cheyenne's Team Seven covers Laramie, Platte and Goshen Counties as well as responding throughout the state when needed.
- **Training:** responsible for planning, coordinating and training fire department personnel throughout the year and assisting with a 16-week Fire Academy two times a year as a member of the Front Range Fire Consortium.
- **Emergency Medical Services:** provides integrated Emergency Response System by providing Emergency Medical Technician and Paramedic emergency care.

COMMUNITY SERVICES

The Community Services Department has the responsibility to meet the needs of a changing and growing community by providing a variety of high quality recreational and quality of life activities for the Cheyenne community.

DEPARTMENT OVERVIEW/MAJOR DUTIES

The Community Services Department provides quality of life activities through the following divisions:

- **Recreation:** provides community recreational programming, sports leagues, special events, and programming, family support services, aquatics and the Ice and Events Center.
- **Special Events and Services:** manages special events and a public call center for event planning.
- **Botanic Gardens:** exhibits diverse plant collections and landscapes, beautifies the community, 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. The Gardens is also an event rental venue.
- **Civic Center:** manages the City-owned Civic Center facility that provides a venue for shows, concerts and other events.

DEVELOPMENT SERVICES

The Development Services Department guides and regulates the development, redevelopment and use of private property within the City of Cheyenne and provides for the planning and design of the City's infrastructure needs.

DEPARTMENT OVERVIEW/MAJOR DUTIES

- **Urban Planning:** works to address long range goals to develop vision for the future, including cultivating future leaders via the Mayor's Youth Council, enhancing heritage through historic preservation efforts, motivating Downtown revitalization through projects like the West Edge initiative, and coordinating cross-departmental efforts to help address growth-related topics like the impact fee study.
- **Development:** facilitates current development projects and the process for reviewing development proposals by multiple agencies to ensure that all codes are met and that utility, regulatory, and safety issues are coordinated. The Department also facilitates community discussion of activities that relate to the growth and/or changing of our community. Boards and Commissions that are staffed and supported by the Department include the Board of Adjustment, and partial responsibility for the Planning Commission.
- **Building/Code Enforcement:** reviews construction plans and performs building inspections for all new construction, to ensure the life, health, safety and welfare for residents and visitors. The Division also administers and enforces the Contractor Licensing Program, as well as collects all plan review, permit and licensing fees.
- **Engineering Services:** responsible for administering the public rights-of-way and drainage facilities under the jurisdiction of the City of Cheyenne. The City Engineer acts as the City's floodplain administrator for both City-regulated and Federal Emergency Management Agency-regulated floodplains.
- **GIS:** maintains the City's Geographic Information System (GIS), including producing maps for use by the public and by various City Departments; provides professional land surveying services on behalf of the City; and maintains the City's survey control network.
- **Metropolitan Planning Office (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.
- **Construction Management:** administers all street maintenance projects; reviews and approves all construction plans for street improvements; reviews development proposals and approves plans for construction of associated facilities in public rights-of-way; oversees permitting and inspecting work performed by contractors within public rights-of-way.