

INFORMATION PACKET

Friday, May 26, 2023



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C.A.S.P.E.R.

Communication Accountability Stewardship Professionalism Efficiency Responsiveness

The Grid
Working Draft of Council Meeting Agendas

Meetings Move to the Lyric

June 6, 2023 Councilors Absent:

Regular Council Meeting Agenda Items	Est. Public Hearing	Public Hearing	Ordinances	Resolutions	Minute Action
Pre-Meeting: Judge's Quarterly Update					
Pre-Meeting: Youth Empowerment Council					
Pre-Meeting: Energy Efficiency Conservation Block Grant Application					
Approval of 5/16 Minutes					C
Bright Spot: Rotary Donations for Various City Parks					
Est. PH - Adopt FY24 Budget	C				
Establishing June 20th as the public hearing date for consideration of Fiscal Year 2023 Budget Amendment #3	C				
Public Hearing - Adoption of 2023 National Electric Code		N			
Public Hearing - Chinook LAD		N			
Authorize Revocable License Agreement with Centurylink Communications, LLC., dba Lumen Technologies Group, for Installation and Maintenance of a Fiber Optic Line.				C	
Authorize Amendment No. 1 to the Contract for Professional Services with Civil Engineering Professionals, Inc. (CEPI) in the amount of \$131,582.46 for the Poplar and 1st Street Utility Improvements, Project No. 17-072.				C	
Authorize a purchase order to Aqua Smart, Inc., for procurement of SeaQuest corrosion inhibitor for use at the WTP, in an amount not to exceed \$158,062.50				C	
Authorizing an Agreement with 71 Construction, in the amount of \$216,680.00 for the Police Department Impound Lot Improvements, Project No. 21-037.				C	
Authorize an Agreement with Crown Construction, LLC., in the Amount of \$268,230.00 for the Solid Waste Surfacing Improvements, Project. 22-060.				C	
Authorize Revocable License Agreement with Zayo Group, LLC., for Installation and Maintenance of a Fiber Optic Line.				C	
Authorize an Agreement with Crown Construction, LLC., in the Amount of \$484,165.00 for the Ford Wyoming Center (FWC) South Walkway Replacement, Project. 22-025.				C	
Authorize an Agreement with Treto Construction, LLC., in the Amount of \$295,200.00 for the Wolf Creek Road Improvements (West 38th Street to West 40th Street) – Phase I, Project. 21-066 (tentative)				C	
Approving the Senior Center Lease				C	
A Resolution Authorizing Amendment No. 1 to the Contract for Professional Services Between the City of Casper and Foxter OPCO LLC, dba CTS Software, for Transit Dispatch Software.				C	

The Grid
Working Draft of Council Meeting Agendas

June 6, 2023 Councilors Absent:

Regular Council Meeting Agenda Items	Est. Public Hearing	Public Hearing	Ordinances	Resolutions	Minute Action
Authorizing Amendment Three to the Grant Award Agreement Between the Wyoming Office of Homeland Security and City of Casper. (Regional Response Grant #19)				C	
Nicolaysen Contract Amendment					
Authorize a Partial Refund, in the Amount of Two Hundred Twenty-five Dollars (\$225), for the Parkway Parking Permit Issued at 1140 South Center Street.					C
Authorize the Purchase of One (1) New Haul Truck in the Total Amount of \$176,200.00, to be Used by the Solid Waste Division of the Public Services Department.					C
Authorizing the Purchase of One (1) New Skid Steer Loader in the Total Amount of \$65,350, Before Trade, and \$42,350.00 after Trade to be Used by the Waste Water Treatment Plant of the Public Services Department.					C
Authorizing the Purchase of One (1) Water Truck in the Total Amount of \$144,773.00, to be Used by the Solid Waste Division of the Public Services Department.					C
Authorizing the Purchase of Three (3) New Half-Ton Extended Cab 4x4 Pickup Trucks with 8' Beds in the Total Amount of \$139,332.00, Before Trades, and \$119,192.00 After Trades, to be Used by the Casper Metro Division.					C
Executive Session: Personnel & Security					

June 13, 2023 Councilors Absent: Pollock

Work Session Meeting Agenda Items	Recommendation	Begin Time	Allotted Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested			
Meeting Follow-up		4:30	5 min
MPO's Electric Fleet Feasibility Study Final Report	Information Only	4:35	20 min
Rec Enterprise Business Plans Part 1--Golf and Fort Caspar	Direction Requested	5:15	45 min
Fiscal Year 2023 Budget Amendment #3	Move Forward for Approval	6:45	20 min
Banner Health and Fire Agreement	Move Forward for Approval	7:05	20 min
I-25 Enhancement Updates	Direction Requested	7:25	20 min
Agenda Review		7:45	20 min
Legislative Review		8:05	20 min
Council Around the Table		8:25	20 min
Approximate Ending Time:			8:45

The Grid
Working Draft of Council Meeting Agendas

June 20, 2023 Councilors Absent:

Regular Council Meeting Agenda Items	Est. Public Hearing	Public Hearing	Ordinances	Resolutions	Minute Action
Pre-Meeting: Impact Fee Final Report (30 min)					
Approval of 6/6 Minutes					C
Approval of 6/6 Executive Session Minutes					C
Public Hearing - Adopt FY24 Budget		N			
Public Hearing - Budget Amendment #3		N			
2nd Reading - Adoption of 2023 National Electric Code			N		
2nd Reading - Chinook LAD			N		
Authorizing a Request to Natrona County to Continue the Collection of 8 Mills of Property Tax on Behalf of the City of Casper.				C	
Agreement for Elevator Maintenance Services with Kone Corporation (tentative)				C	
1% #17 Community Projects					
Sponsorship & Naming Rights Global Spectrum (tentative)				C	

June 27, 2023 Councilors Absent:

Work Session Meeting Agenda Items	Recommendation	Begin Time	Allotted Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested			
Meeting Follow-up		4:30	5 min
Optional 1% Tax	Direction Requested	4:35	60 min
Homeless Coalition	Direction Requested	5:35	40 min
Ordinance Regarding Feeding Turkeys	Direction Requested	6:15	30 min
Rec Enterprise Business Plans Part 2	Direction Requested	6:45	45 min
Agenda Review		7:30	20 min
Legislative Review		7:50	20 min
Council Around the Table		8:10	20 min
Approximate Ending Time:			

WEDNESDAY, July 5, 2023 Councilors Absent:

Regular Council Meeting Agenda Items	Est. Public Hearing	Public Hearing	Ordinances	Resolutions	Minute Action
Pre-Meeting:					
Approval of 6/20 Minutes					C
3rd Reading - Adoption of 2023 National Electric Code			N		
3rd Reading - Chinook LAD			N		

The Grid
Working Draft of Council Meeting Agendas

July 11, 2023 Councilors Absent:

Work Session Meeting Agenda Items	Recommendation	Begin Time	Allotted Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested			
Meeting Follow-up		4:30	5 min
Code Enforcement – Potential Code Changes	Direction Requested	4:35	40 min
Agenda Review			20 min
Legislative Review			20 min
Council Around the Table			20 min
Approximate Ending Time:			

July 18, 2023 Councilors Absent:

Regular Council Meeting Agenda Items	Est. Public Hearing	Public Hearing	Ordinances	Resolutions	Minute Action
Pre-Meeting:					
Approval of 7/5 Minutes					C

July 25, 2023 Councilors Absent:

Work Session Meeting Agenda Items	Recommendation	Begin Time	Allotted Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested			
Meeting Follow-up		4:30	5 min
		4:35	
Agenda Review			20 min
Legislative Review			20 min
Council Around the Table			20 min
Approximate Ending Time:			

Future Agenda Items

Council Items:

Item	Date	Estimated Time	Notes
Formation of Additional Advisory Committees			
Excessive Vehicle Storage			
Graffiti Abatement & Alternatives			
Safe Place Program Implementation & Resolution			
Livability/Marketing Follow-up			
Special Event Permitting Process			
Camping Ordinance & SOP Follow-up			
One Cent Funding Application Process Debrief			
One Cent Allocation Compliance Follow-up			
General Businesses Licenses			
Snow Route Declarations			Late Summer
Snow Plow Ordinance			Late Summer
Funding for Sidewalk Repairs/Homeowner			
Parking Garage Update from Republic			
Naming City Equipment			Summer
Liquor License Incentive and Responsible Sales Program			
Wyoming 211			
Youth Commission (Discrimination)			

Staff Items:

CBC Public Safety Design			July
Downtown Parking Kiosks			
City Inspectors Authority/Oversight of Licensed Contractors			
Speed Limit Ordinance Review			
Unpaid Utility Ordinance Amendment			
Part 2 Ford Wyoming Center			
Judge's Quarterly Update	9/5/23 & 12/5/23	15 minutes	Rekurs Quarterly
Parks Master Plans MOU's			
Community Readiness Application for Utility Installation Around FWC/Sports Ranch			
Casper Mountain Property Easement Request			
North Platte Development Plan			

Potential Topics-- Council Thumbs to be Added:

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Future Regular Council Meeting Items:

Executive Session: Personnel	9/19/2023		
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Retreat Items:

Economic Development and City Building Strategy

CITY OF CASPER, WYOMING

May 23, 2023

MEMO TO: His Honor the Mayor, and Members of the City Council

FROM: J. Carter Napier, City Manager

SUBJECT: Budget Message for Fiscal Year 2024

Introduction

Pursuant to the direction of the City Council and as required by State law, the proposed Fiscal Year 2024 (FY 24) budget is attached for Council's review. The attached budget represents a balanced approach for funding the operations of the City of Casper and providing services to the citizens of Casper for FY 24. The attached budget however is staff's collective suggestion as to how the funds should be allocated for the next year. Council now has the responsibility to review the draft budget materials, make changes as necessary, and provide further direction as Council sees fit. The budget should reflect the will of the Council as to the City's finances for FY 24; it is our hope that the budget work sessions will help draw that direction into the discussions and the budget document, as it needs to be formally considered no later than June 20. The total budget being proposed for FY 24 is \$197,572,307.ⁱ

Summary Overview

The backdrop the City finds itself for the new fiscal year is once again an interesting dichotomy. On the one hand, regional banks across the country are suffering a crisis of faith from among its patrons while energy has improved and sustained respectable prices per therm and per barrel since the incredible collapse of oil two years ago. In fact, as of the writing of this message, the six largest oil companies are currently reporting historic cash and cash equivalent assets in the realm of \$160B.ⁱⁱ While this dynamic should not be viewed as a sign that drilling projects will be ramped up over the next year, Goldman Sachs' commodities strategist has forecast that Brent and WTI crude oil will climb 23% and trade near \$100 and \$95 per barrel over the next 12 trading months, an outlook that supports their upside view for profits in the energy sector.ⁱⁱⁱ This would be a welcomed improvement for oil prices per barrel with oil priced at \$75/barrel on average now.

Fears of pending recessionary trends are strong at this point in time as well throughout the country. Inflationary pressures were a concern coming into the current fiscal year a year ago, however, prices for the typical basket of goods items seem to be softening. As an example, U.S. gasoline prices were at \$3.50 per gallon on average yesterday, according to Gas Buddy (\$3.05-3.15/gallon in Casper.) That's 7.5 cents per gallon lower than a month ago and 80.7 cents per gallon less than the year-ago levels.^{iv} Interest rates are currently between 5.5% and 7% depending on the kind of lending being used. Unfortunately, this probably means that the only way these rates come down is on the heels of a weakening economy.

CITY OF CASPER, WYOMING

A softening economy over the next year would not bode well for the financial condition of the City given the significant reliance on retail trade here in Natrona County. However, indications for the energy industry are favorable with a reliable rig count currently in play; water and sand are back to being hauled steadily right now as well.^v While there is a defensible need to be conservative in the projections this budget builds over the next year, there are several undeniable objectives that have to be accomplished over the next year as well that will require a heavy lift regardless. Nonetheless, the premium Council places on revenue optimization and expense streamlining will be necessary to continue in order to navigate the uncertainties the next year will undoubtedly bring.

Revenue

General Fund

The General Fund represents one of the greatest ironies for cities and towns in Wyoming, the City of Casper being no exception. The General Fund is one of the most critical funds in the operations for Casper in that it hosts the largest number of services in the form of Police, Fire, Streets and Parks, among others. However, it is also the fund that has the largest degree of vulnerability in the form of having no control, local authority, or independent ability to establish the revenues necessary to support these important operations. Of the entirety of the \$53.3M in General Fund revenue the City of Casper is counting on for the next budget year, 73% of those dollars are unilaterally calculated and allocated by another government entity, independent of any input by the City of Casper. Conversely, only 27% of those critical revenues (the \$53.3M) are somewhat influenced by the Casper City Council, who is responsible for 100% of the General Fund services and operations. Even the casual observer would have to concede that this model would appear to be completely backwards in its construct and antithetical to practices of reasonable planning and forecasting.

Be that as it may, staff works very hard within these unusual constraints and through the keen guidance of the City Council to find ways to sharpen the approach that optimizes not only what revenue the City is fortunate enough to receive in the General Fund, but to also create opportunities in a constant effort to reimagine the ways in which this conundrum can be dealt with more effectively. Two ways that seem to consistently be discussed again and again each year is that of considering revenue that the City may somehow be missing out on and reducing our dependence on unsustainable practices that the General Fund has been built around, thereby creating greater sustainability despite challenging financial times that do occur in Wyoming. For the FY 24 budget, staff tackled two areas that appears to impact very positively the construct of the General Fund, if maintained over the long term, will improve the fund's sustainability overall. For one, the financial conditions of the day along with some language in the statutes that the City has not considered all that thoroughly in the past should yield a number of benefits in the interest/investment income of the General Fund for FY 24.

Investment Income

Quite a bit of conversation nationally with respect to banking investments has produced an interesting dialogue internally as to strategies staff is pursuing to more effectively leveraging of

CITY OF CASPER, WYOMING

pools of dollars the City has on hand, of which the General Fund is the primary benefactor, along with all of the other funds in varying degrees. Council is aware, that the City utilizes three investment avenues to produce investment income, First Interstate Bank Wealth Management, Wyostar I and Wyostar II. The investments held within First Interstate are invested in US Treasury Bonds, US Agency Bonds, Corporate Bonds and Money Markets. The bonds held by the City are intended to be held to maturity; the City views the First Interstate accounts as long-term investments. Bonds pay semi-annual interest over the life of the bond making interest earnings from investments fairly easy to calculate (\$3,420,520 Annual Income from \$152,720,016 invested reported on the Q1 2023 Performance Report). Wyostar I and Wyostar II are short term investments held in a Government Investment Pool managed by the State of Wyoming. The interest rate is harder to predict as it is managed by the State; the interest is allocated among all participants based on the average daily balance throughout the month. The estimated income produced from the Wyostar I and Wyostar II accounts is approximately \$833,713 of Annual Income from \$30,800,000 invested using an estimated annual interest rate of approximately 2.75%.

It is important to note that over the last year, staff has utilized the guidance of a number of experts to help with these decisions. The Investment Advisory Committee along with the advisor from First Interstate Wealth Management have been instrumental in determining and securing better positioning of the City's portfolio (across all funds.) The incorporation of Corporate Bonds, a State authorized investment, starting in November of 2022, in addition to rising interest rates, has enabled the portfolio to realize interest income of \$2,002,919 compared to the FY23 Budgeted Interest Earned \$1,507,155; this is a \$495,764 (133%) increase with the actual only reported through April of 2023. Projections through year end estimate \$2,862,381 of realized interest earned in FY23; this is a \$1,355,225 (190%) increase over the FY23 budget (across all funds, not just the General Fund.)

Corporate bonds offer a higher interest rate due to the increased risk. In order to mitigate this risk, the investment policy requires corporate bonds to be limited to 20% of the portfolio and must have a rating from one of the rating agencies (S&P or Moodys) of at least an A-. These investments are watched closely for any indication of default. The City started purchasing these bonds in November of 2022 and reached 19.3% of the portfolio in March of 2023. The City currently holds \$29.5M in Corporate Bonds with an average coupon rate of 4.375%.

The overall portfolio held with First Interstate Wealth Management as reported in the Q1 2023 performance report shows increases year over year in interest rates (coupon) from 1.44% to 2.33% (across all investments), in yield-to-maturity from 2.04% to 4.36% and in the maturity from 1.95 years to 2.99 years. Market expectations for US interest rates provided by Northern Trust Asset Management, Bloomberg, show interest rates topping out in May of 2023 at 5% and then declining through January of 2024 to 4.2%. Interest rate declines could impact the Wyostar I and II accounts along with the Money Market funds held in the First Interstate Wealth Management portfolio which are very susceptible to interest rate changes. The strategy of lengthening the overall maturity of the First Interstate portfolio is to mitigate interest rate risk (the inability to reinvest matured investments at the same or higher interest rate).

In November of 2022, the statewide electorate passed Amendment A. The amendment to the Wyoming Constitution would allow municipalities to invest in equity investments (become

shareholders in corporations). This type of investment requires guidance from the legislature to proceed while still ensuring safety, liquidity and legality of taxpayer funds. Equity investments are not currently part of the City's portfolio; however, the investment advisory committee will be working on an amendment to the investment policy in FY24 to incorporate equity investments, based on the legislature's guidance, into the City's investment policy (to benefit all of the City's funds, not just the General Fund.) Equity investments are a long-term investment strategy designed to provide income to the City over many years, which may only be applicable to specific, less fluid funds. Aside from the anticipated virtues of Amendment A, the culmination of all of these strategies is projected to provide great benefits to the operations of the General Fund, along with the other non-gf funds, and will hopefully be a hallmark of the way in which the City supports its operational costs from now on. This is a very similar strategy to how the State has been supporting their general operations for a much longer time.

Direct Distribution

The investment opportunities generated through our conversations with a host of experts coupled with the guidance of the Finance Committee of the City Council, has created an interesting intersect with the way in which Direct Distribution is being proposed to be managed from now on as well. The FY24 budget incorporates historically unrealized interest earnings into revenue replacement strategies for the Direct Distribution space of the General Fund operations. Historically, interest income is recorded into the fund that holds the investments.^{vi} The Government Accounting Standards Board, detailed in the 2020 Blue Book, allows the recording of interest into other funds, i.e., the General Fund. Furthermore, the City currently records the CARES fund interest income into the General Fund. The City also maintains the Opportunity Fund and River Fund separately for tracking purposes however these funds are integrated into the General Fund for financial reporting purposes. In the past, these funds have reported their own interest; however, starting in FY24, the investment earnings from these funds will be reported directly into the General Fund. Additionally, the Capital Projects funds, which are used to track capital projects funded primarily with 1% dollars, will also report investment earnings in the General Fund. The re-allocation of the investment earnings will increase the General Fund interest revenue by \$1,241,224 for a total of \$2,137,760. In that these revenues are not balanced by an increase in General Fund expenses in the same amount, this revenue replacement strategy will reduce the dependency on Direct Distribution dollars and successfully did so in the amount of \$1.2M of dependence reduction on this program. Isolating Direct Distribution even further for one-time expenses in the operational, non-capital parts of the General fund also provided more sustainable benefits.

One of the hallmark limitations associated with Direct Distribution as a feature of operational revenue in the General Fund is that the Legislature has continually said that this program should not be counted on for long term operational needs. This stance would indicate that sustainability would be better achieved if Direct Distribution were more closely tied to one-time, less critical expenses necessary for ongoing operations. Staff proposes that for expenses that don't reach the capital threshold would be better supported by Direct Distribution dollars more so than operational revenue needed for the ongoing costs necessary over the long term. Examples of this shift in expense would include replacement furnishings, one-time equipment expenses associated with new hires, initial one-time expense for software purchases,^{vii} drone equipment, cameras and other less than mission-critical equipment needed on a one-time purchase basis, and safety

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supplies needed on a one-time basis, to name a few. This shift in purchases away from the limited operational revenue, reduces the City's operational dependence upon Direct Distribution by another roughly \$600K.

There are another number of extra-agency commitments that have historically been borne exclusively by the general fund operational revenue streams. If Council is comfortable including obligations of this nature in the Direct Distribution portfolio, another \$750K would be freed from the General Fund to bear on its own. Examples of expenses of this nature include, Natrona County Health (\$575K typically), Proud to host the best (\$50K), Detention Center and HOJ maintenance (\$100K), and the community promotions funding the City pays in our partnership with Visit Casper (\$25K).

Assuming these proposed practices become a mainstay from now on and Direct Distribution were to go away for whatever reason, the beauty of the recommendations provided thus far is that the loss of the associated programs/expenses would not impact the mission critical operations of the City's General Fund. The next series of recommendations however would not provide the same immunity to other operations of the City's in the face of losing Direct Distribution.

It is also being proposed that Direct Distribution be the revenue source that supports the subsidies needed by the recreation funds (the Ford Wyoming Center being the exception.)^{viii} While it certainly could be argued that the disappearance of the Direct Distribution would relegate those subsidies right back to the General Fund, this proposal does allow for a more distinct view of the cost of doing business for the non-enterprise functions of the City as long as Direct Distribution remains in place. By so doing, the General Fund is relieved of \$1.4M in non-GF expenses. These subsidies will be discussed in more detail later in this narrative.

The last step for managing Direct Distribution more appropriately, the budget also suggests creating a separate Direct Distribution Fund as an essential part of this effort. The new fund will not only create the physical distance from the operations of the General Fund that is desired, but will dramatically improve the transparency for how these kinds of dollars are used in keeping with the original spirit of the genesis of this program. (Before it was completely buried in the General Fund with no ability to see what the program funds exactly.) By adopting the policies just described, the General Fund will lose an operational vulnerability in the magnitude of \$4.5M.^{ix} These changes will forward the sustainability of the General Fund well into the future and from now on. While this has been a needed feature of the City of Casper's operational revenue strategy for seven years, it is hoped that this program will never find its way back into the operations of the General Fund for as long as the program should exist. If that can be the case, the Council will always be able to represent that the City is indeed living within its means as to its mission critical services.

The largest single source of operational revenue in the General Fund is the sales and use taxes.^x The projected increase to end FY 23 over what was received last year is at 9%. Council will note that the FY 23 proposal was a no growth proposal this time last year (compared to actual receipts). In the face of what many believe will be a year of recessive trends, staff is concerned that trying to mirror the same growth for next year would be ill conceived. Staff is proposing a

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3% increase to end FY 24 (year over year) in this important revenue category. This modicum of growth will help the General Fund to support a few of the larger expenses in human resources which will be discussed later in this narrative.

Property tax revenue continues to find a place within the public dialogue lately, largely in response to the increases property owners are being burdened by over the last year from the property taxes they pay.^{xi} The City's General Fund has incurred some growth in this revenue category over the last year (15%). The Assessor has indicated that unfortunately more increases are anticipated. Staff is suggesting another 16% growth in this category is imminent. Even though this is a relatively small figure compared to the amount generated for the County and School District, the addition of \$2M by the end of FY 24 will prove to be very helpful for the sustainability of the General Fund over all.^{xii} This revenue stream is almost exclusively unique in that once that calculation is made by the Assessor in conjunction with the Commissioners at the beginning of each fiscal year, those numbers don't change through the duration of the year like other revenue sources can.

Franchise fees are a big contributor to the operations of the General Fund. Staff is projecting \$4.5M to be collected in this category in FY 24, which is nearly a no-growth proposal. This is fairly consistent with what has been collected in recent years. In recent years, legislative and regulatory changes have indeed hampered cities and towns abilities to see the potential for this revenue category improve both in Wyoming and across the nation. The good news is however, that inflationary pressures of the last year do not appear to have hampered the collection of at least a flat stream of receipts in this category as was previously thought. Certainly, rate increases requested over the next year to offset increased expenses the private carriers are experiencing could very well dampen the tolerance of local consumers to maintain their purchasing patterns over the next twelve months. Let's hope that the current trend continues into the next year to where the City does not go backwards with this important category of support.

Routinely the question comes to Staff suggesting the very intuitive thought that as the energy industry picks up locally, so would ostensibly the revenues attached to Royalties and Severances due to the City. To be clear, the \$4.1M that is slated for collection at the local level for the City of Casper will likely not improve beyond this calculation. While it is a blessing in Wyoming to have these resources reach down into the local level in the form of the benefit they provide, it is not true that when the State sees improvements in Royalties and Severances, cities and towns in Wyoming will anticipate an influx of these dollars in like fashion. Certainly, the birth of the Direct Distribution program can be tied back to the caps that the Legislature put in place back in 2000 onto the earnings cities and towns had historically enjoyed through royalties and severances.^{xiii} While this revenue section may fluctuate some, its lack of growth over time does not discount the loss that would be felt if the City were to lose pieces and parts of this important revenue feature for cities and towns in Wyoming.

Staff is disappointed to propose an important revenue trend having a negative trajectory over the next 12 months. Staff expects that building permit fees will actually decline by a whopping 28% over the next fiscal year.^{xiv} This is disheartening not only from the standpoint of not being able to include these needed dollars in the operations of the General Fund, but also because building activity is such an important contribution for overall community sustainability. This revenue

program has certainly been a significant surprise as to its resiliency through the pandemic and since then, making this turn all the more disappointing. It is hard not to think that the current environment of the high cost of lending as being an unsurprising culprit in this. It is hoped that if materials continue to decline in price that maybe a building upswing could be a potential outcome over the next year. Unfortunately, that does not necessarily translate to the cost of money however that most building is necessitated by. Staff believes that a respectable commercial building trend will continue into the next budget year, but not enough in volume to replace the suspected slow down in residential building activity for FY 24. Staff is aware of a commercial construction agenda of roughly \$60M.^{xv} Some of the welcomed commercial projects coming forward in FY 24 will likely include:

- Mint/manufacturing facility
- Rehabilitation for the Fairfield hotel
- Indoor sports facility

Staff is conservatively planning for 45 single family homes at a potential value of \$15M for FY 24.

Enterprise Funds

Unlike the General Fund, the Enterprise Funds, or business entities of the City of Casper, are much more predictable and plannable and are managed by policy decisions made independently by the City Council. While there are pressures to maintain rate structures that are not overly dependent on large, annual increases, Council has taken great strides in recent years to review much more often and closely the performance of these funds. In fact, each year, Council takes time in several instances to review performance as well as to discuss ancillary issues influencing rate matters. Council takes seriously the oversight of these funds to ensure safe, dependable and effective services for a moderate cost. FY 24 will be a year wherein Council, as the Board of Directors for each of the business/utility enterprises, will need to formally review performance and determine if increases are warranted. Thankfully, 1% was renewed in November of 2022, although the utilities will not have the full benefit of their respective contributions in FY 24, making the job of supporting capital goals for the wet utilities able to be forwarded.^{xvi}

Water

The Water Fund has typically been a pretty healthy fund given the absence of major capital initiatives and large swings in water consumption as of late. The biggest expense outside of capital needs for the Water Fund generally comes in the form of the wholesale purchase of water from the Regional Water System that is then sold to the City's water customers. That purchase for FY 24 is projected to be just under \$8M^{xvii}. Operating revenue is anticipated to increase by \$1.58M or 11.75% by the end of the FY 24.^{xviii} This is predicated primarily upon Council potentially being willing to adopt a 7% increase effective Jan. 1, 2024. Council will also need to be comfortable that meter service fees can be updated which should yield \$320K in new revenue throughout FY 24. Pursuant to the earlier discussion about investment strategies, the Water Fund is expected to net \$286,000 in investment income from the funds resident to the Water Fund.

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On the other hand, capital revenue is expected to decrease by 68% for the FY 24 Water Fund budget. This one-time phenomenon is a result of two factors: one, contributions from 1%#17 will be abbreviated given the shorter collection season of 1% dollars in this partial first year of implementation. Two, the amount of funding being shifted to the wet utilities to offset capital costs only has been reduced for the 1%#17 cycle. The authorizing resolution for 1%#17 is estimated to allocate \$2.175M each year to the Water Fund as compared to the provisions of 1%#16 of \$2.5M annually.

As for some projects the Water Fund will employ over the next year, they include:

- Water Meter Building – This project has been deferred for a couple years now due to cash flow constraints as well as underfunding concerns. This project is being included for FY 24 in the hopes that the right amount of funding coupled with the appropriate amount of value engineering has the right intersect in play finally.
- \$1.9M in water main replacements to potentially include (depending upon favorable bids of the same):
 - Missouri 15th Street to 21st Street
 - K Street St Mary to Bryan Stock Trail
 - I25 Marginal Phase 2. Intend to enter WYDOT Agreement in FY24
 - Shannon Drive and 8th Street
 - Robertson Road Improvements - Upper Aster to Harrington

Sewer/WWTP

This fund (which is technically one of two funds that accommodates the entirety of the sewer system) has been one that will need a series of rate increases next year and beyond to keep ahead of not only increasing costs, such as a 6% inflation factor, but also a fairly low network expansion factor. Council is also aware that a number of interim repairs are needed to the plant as well. Given the significant balances this fund has had over the last several years, many projects have been able to be leveraged while still allowing this fund to perform at an optimal level historically.

This fund also has the added burden of supplying funding back for the State loan on the North Platte Sanitary Sewer Rehabilitation/Interceptor project and earlier work on the plant itself. This financing carries with it an average debt service expense of \$1M/annually.^{xix} Despite the fact that 25% of the original loan through the State will be forgiven for the North Platte Interceptor, the \$6M principal will be on the books being repaid for the next twenty years.

Some factors in relation to the rate model submitted to Council during the beginning parts of the rate cycle will influence the budget for FY 24. Operating revenue is expected to increase by \$860K over FY 23 due primarily to a proposed 11% recommended rate increase effective January 1, 2024, if Council agrees. Interest earnings will also have a welcomed role in the gains with \$90K being expected through favorable investment strategies. An additional \$154K will be anticipated into the WWTP fund alone in FY 24.

However, capital revenue will also be expected to decline in the Sewer Fund for the exact same reasons as discussed in the Water Fund. Smaller benefits from 1%#17 coupled with an abbreviated contribution schedule will diminish that revenue stream by \$328K. This will be

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corrected starting in FY 25 as the 1%#17 program will contribute \$425K each year to Sewer capital.^{xx}

Some great successes however were incurred favorable for the Sewer/WWTP funds for some capital work in FY 24. The Wastewater Treatment Plant (WWTP) will be undertaking a large project to replace its motor control centers (MCC's). MCC's are devices that allow an operator to control far flung machines from a central control room. This is a very significant project, even for a large and capital-intensive operation like the WWTP. This project has been helped greatly by a \$2 million federal ARPA grant that was awarded by the State Land and Investments Board; the remainder will be funded with revenue from the local rate-paying agencies.

Additionally, the Secondary Treatment project also got some much-needed support through the ARPA funding process awarded by SLIB. The City of Casper received \$1 Million in ARPA funds from OSLI/SLIB for the WWTP Secondary Rehabilitation Project. The intent of the project is to replace severely corroded process piping in the WWTP secondary treatment unit. The project includes replacement of the 48-inch steel mixed liquor piping and replacement of piping and valves in the returned activated sludge pump room.

Both of these projects have been on the top end of the City's priority list for some time now. It is nice to be able to see the reality of the completion of these critical projects finally come to pass in FY 24 through a very needed and welcomed partnership with the State.

Refuse/Balefill

The symbiotic relationship enjoyed with these two funds has proven to be a very reasonable, effective means of isolating costs and providing independent revenues needed for the respective improvements and needs these funds host. (Refuse covers the business side relating to curbside pick-up, and Balefill covers the disposal.)

These funds have been extremely sensitive to the effects of the pandemic (more than most) even up unto the writing of this message. For the Refuse Fund, the only major expenses it has is the replacement of trash collection trucks. Not only has the price increased more than 30% now, it is now taking two years to receive a truck once ordered. The Balefill is having very similar issues for the equipment it orders as well. Accordingly, the need to be proactive and much more in tune with the maintenance needs of the equipment being replaced is critical in that we are having to wait so long for the new truck to actually arrive once the old truck passes its replacement thresholds. This causes staff to invest more time and money into maintaining and repairing the equipment being replaced to make them hold out longer for the replacements to arrive. Additionally, fuel, plastics, and steel containers have all increased significantly over the last three years as well.

The Balefill Fund is responsible for not only the balefill facility itself but also the landfill facilities. Cell #5 is being completed currently to the magnitude of \$5.1M.^{xxi} The decline in the energy industry since 2020 has resulted in revenue projections simply not coming to pass of more than \$2M in that they are not generating near the wastes Staff thought we would by now and be more in line with pre-pandemic activity.^{xxii} The same dynamic is being experienced

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throughout the central part of Wyoming which means that any of the industrial wastes historically generated with our customer agencies is experiencing a significant downturn as well.

Council is aware that in seven or so years, another cell will need to be constructed (cell #6), thereby necessitating the need for savings in the amount of \$6-7M. With new cell construction, the costs to close existing cells have to be accounted for as well. In accordance with these costs being something that can be anticipated and planned for, Council will need to be aware that the savings for such an endeavor needs to start in earnest and hopefully be going in that direction by no later than the end of FY 25. Accordingly, Council will be asked to incorporate an ambitious tipping fee increase effective January 1, 2024 AND 1/1/25. These increases will affect the tipping fee everyone pays at the gate including our regional customers. However, Council will also want to consider these potential increases against the historic position the Casper landfill has had as the lowest tipping fee in Wyoming. The alternative of either stopping subsequent equipment purchases and capital improvements in order to freeze fees really isn't feasible. The absence of doing something proactive would likely send the performance of the fund deeper into reserves fairly rapidly by FY 26. Given that this reaction may already happen to a small degree by the end of FY 24, Staff will likely advise that doing something less than rigorous with rates over the next couple years is not advisable.

The Refuse fund is the biggest customer the Balefill Fund has. Accordingly, the increases being proposed in the Balefill Fund will have a direct impact to the Refuse Fund, and with respect to our curbside customers, both residential and commercial. Given that the Refuse Fund is now paying \$350K for collection trucks and will likely be paying higher tipping fees at the Balefill, rate increases are likely unavoidable in FY 24 and 25.^{xxiii} In November, it is likely that Council will be asked to consider ambitious increases for our curbside customers effective January 1, 2024 and 2025. Throughout FY 24, Council will need to keep an eye on the fund's brief foray into reserves to be sure that the recovery continues which will largely be predicated against how well the summer 2023 performs and what inflation does. Certainly, a further weakening of the economy, which will slow down industrial and commercial waste streams even further, could have even more deleterious impacts on both of these funds.^{xxiv} At the end of the day however, Council gets to decide (in the spirit of stronger sustainability) how fast they would like to see the fund(s) recover and under what mix of strategies that could work.

Consistent also with Council's goal centered around sustainability comes the question of whether or not to seriously consider the advent of a dedicated revenue stream for the maintenance and management of the stormwater system. One of the factors leading to the development of this goal is the worsening dilemma that suggests \$37K in FY 24 being currently dedicated for the management of an asset 70% the size of the sanitary sewer system (which commands at least \$1M in annual operating dollars in Casper) is woefully inadequate. As Council has heard, the funding necessary to provide for needed repairs for the existing stormwater system equates to about \$15M. Furthermore, the added implements needed to appropriately deal with existing capacity requires \$35M in the next 15-20 years. In the spirit of being tasked with solutions necessary to deal with this vacuum of needs and in keeping with Council goals, an enterprise concept merits serious discussion as to its viability in FY 24 despite it not having been an option in the past.

Expenses

Managing expenses in the City of Casper has always been an exercise of not only looking at increases through a conservative lens, but also that of eliminating expenses where possible. Recent experience teaches that eliminating expenses is great, so long as it does not equate to actually eliminating services, which has proven time and time again to be a bridge many legislative bodies are not willing to cross. Unfortunately, the City has indeed had to confront a number of increasing expenses that the market right now is dictating from a budgetary perspective. As to some examples that are hard to avoid, chemicals Staff relies on routinely is up \$569K; fuel is budgeted to be up by \$519K; maintenance agreements, primarily software related, are up \$229K; and the real monster is the increase associated with insurance (not benefit related) is in excess of \$800K. Any real effort to reduce these costs would absolutely carve into Staff's ability to provide services (i.e. Police driving cars less in order to drive down rising gasoline costs.) Furthermore, while the increases are hard to bear they in actuality account for quite a small portion of the growth being borne in the proposed budget. Further curtailment of these kinds of expenses could bring us to a lamentable situation similar to what a SLIB official recently discussed in a 2023 SLIB meeting where it was generally remarked that being conservative is one thing, but expecting a pass to pay your bills in the name of conservatism is an entirely different order.

The two broad categories then available to a local government organization generally includes how to support and provide for our human capital as well as the level of physical capital a local government wishes to consider every year. If maintaining the current level of service remains an important set of goals for Council to pursue, staff would suggest the following proposals for moving forward in FY 24.^{xxv}

Human Resources

One of the more difficult questions Council deals with every year is that of how to manage the costs of the human resources. Certainly, those questions include what to do from a salary perspective to deal with the economic conditions of the day as well as what to do as it relates to the burden of labor each work area is struggling with. Undoubtedly for a service organization such as the City of Casper, inflationary periods present a more difficult-than-normal dynamic of making sure our employees are not losing money to live while serving as an employee for the City of Casper without risking the viability of the service they provide. Council worked hard last year to try and help by providing two installments of COLA increases of 3.5% additional to a wage increase for those who were eligible.^{xxvi} Half of the operational FY 24 budget is tied to employee wages and benefits types of expenses. That equates to approximately \$60M dedicated to the support of the human capital necessary for the services of the City of Casper to be provided. Of those costs, just about 30% can be attributed to the expenses related to providing the other benefits the largest of which is health insurance to our 549 eligible employees.^{xxvii}

The measures that have been taken to reconcile budget shortfalls in recent years have definitely had a challenging impact to the staff resources necessary to provide the array of services the City offers. There have been a number of positions that have gone unfilled as well. Council has been open to allowing those positions to be restored on a methodical, as needed basis. These hires

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have really helped move the needle not only for some critical operations, but also with respect to Council's goals as well.

As for the position request for FY 24, Council will note a blend of new position requests with some positions that are being restored. Some positions will come on the heels of the need to upgrade a current PT position to regular FT. Hopefully, Council will take comfort in knowing that all of the positions being requested are accounted for in the budget proposal which means that despite what is being requested, it is being done with a balanced approach and within the conservative means being projected by Staff.

The positions being requested for Council consideration are as follows:

- Fire Fighters (6) -- The largest of the requests is forwarded by the Fire Department wherein they are requesting six fire fighters in order to staff their Truck Rescue operation. While this type of response equipment has always been a feature of what the Department has used, there has never been support for making sure this class of apparatus was staffed for more effective response. While this would certainly require a growth of FTE in this Department, this level of apparatus use is appropriate for a Department of this level of sophistication and need in a community of Casper's size and activity. By so doing, this should improve response time and match more appropriately equipment uses to the types of calls being fielded by the Department. Furthermore, the costs to provide these staffing model upgrades would eventually be fueled primarily by the exorbitant call back dollars the Department is experiencing currently. With the right staffing along with the right efficiencies being obtained, call back dollars should be curtailed to next to nothing in coming years. Relying on call backs and overtime as staffing solutions is not an optimal condition even though unavoidable as at least a feature to be used on an as needed basis in the Fire Department's budget.
- The Police Department has a few needs for Council to consider:
 - The recently updated agreement with the School District requires the City to provide two more officers for campus stationing, bringing the total SRO team to 8. So that the provision of those added officers does not deplete an already taxed patrol team, Staff is recommending increasing the sworn strength in the Department by two. The School District will pay 70% of these two positions along with the six others already assigned to the school's campuses.
 - A vital part of the dispatch function to also become CALEA certified is making sure the training is appropriately maintained in concert with the standards of the industry. Given that such training is so extensive and time consuming, it is hard to expect that one person be pulled from their regular responsibilities and be burdened with the significant commitment to a higher level of training that the Division should have been doing all along. Accordingly, a full-time, readily knowledgeable Training Supervisor to be appointed full-time to this position is the right answer for this complex operation from now on.
- Administrative Assistant – BAS -- Buildings and Structures will be moving to a new model of billing its services to the internal customers of the organization. This would be in accordance to the change in doing business similar to what Fleet did a year or so ago with great success. One of the things that has helped Fleet find its success in the way it now does business is by having the right clerical support to follow up on the billing in a

very accurate and dependable way instead of burdening that large duty to a person with another job that is also already busy. Staff is recommending that an Administrative Assistant be added for the first time to the BAS to provide much needed clerical support as well as to aid in the transition of a bill for services model.

- Automotive Technician II – Fleet -- Back in FY 17, the Fleet team was reduced by a mechanic position that was never refilled in order to support cost containment efforts needed for the General Fund back then. Given some of the service issues that are being experienced from the Transit side with the continual work their rolling stock often produces for Fleet, getting an Automotive Tech II that is dedicated to Transit but overseen by Fleet is a compelling answer. This recommendation also brings with it supporting funds through FTA that helps the cost burden to the Fleet Fund both from a staffing perspective and training consistency/reliability standpoint. With a dedicated mechanic on hand, service time should improve along with the familiarity of the standards the FTA requires for their maintenance and repair practices.
- Recreation Coordinator – Ice Arena -- Another position that should be restored due to similar austerity measures from FY 18, would be the Recreation Coordinator at the Ice Arena. This position would bring great relief to the Ice Arena Manager who is currently left to many of the duties associated with overseeing programming and user group coordination along with the duties associated with managing the facility alone. This addition would be the only other full-time position at the Ice Arena besides the Manager.
- Equipment Operator I – Balefill -- Over the last three (3) years, solid waste staff experienced significantly less applicants applying for part-time (PT) Equipment Operator positions and realized high turnover with PT staff. A critical need to reduce turnover with PT staff exists due to costs of training. The City spent at least 500 hours training for the last two (2) PT equipment operators on solid waste equipment and both employees left employment for full-time positions elsewhere. This is typical for our part-time positions and typically PT employees find full-time work within one (1) to two (2) years resulting in time loss for training and reposting and retraining new part-time staff. We rarely experience turnover with fulltime employees and recommend converting the budget for the two (2) PT Equipment Operator positions to a FT position resulting in no budget increase.
- Administrative Assistant – Regional Water -- The Water Treatment Plant Administrative Assistant is a key position that monitors the front gate, allows access to the facility, logs visitors, contractors, and vendors into the facility, ensures all visitors are escorted by the appropriate personnel, processes accounts payables, assists with material procurement, provides inventory control, assists with maintaining the computerized maintenance management software, and provides general administrative assistance. The position is currently part time. Converting the position to fulltime in FY24 will provide many benefits. Plant security deficiencies identified in a recent Risk and Resilience Assessment and a Facility Security Assessment will be minimized by having the administrative assistant available full time to monitor and facilitate facility entrance. Direct answering of incoming phone calls will increase ensuring that emergency water calls are not missed and are addressed in a timely fashion. Management and operations and maintenance staff time will be freed up to focus on their intended job duties rather than covering the front desk activities. Water plant administrative duties now being performed by the CPU administrative assistant will be able to be covered by the water plant administrative

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assistant position once that employee is available in a fulltime capacity. There will be no additional equipment expense for this position as vehicles, computers, work stations, and other equipment is already available. Funding for this position is from the CWRWS Agency budget which fully reimburses the City water treatment plant budget.

- Parks Maintenance Technician – Parks -- Currently, there is a regular non-fulltime Parks Maintenance Technician fully funded within the Parks Maintenance portion of the General Fund. This position does a variety of parks maintenance tasks, including emptying dog pots at all parks, posting rental signs for shelters, mowing, and snow removal. The position averages 20-30 hours per week. However, the Parks Division is still lacking adequate resources to execute a robust turf management program that targets weed and pest mitigation and fertilization to promote healthy turf and landscaped areas. Healthy turf and landscaping requires less water and maintenance and improves the appearance of our parks, City facility grounds, and landscaped special areas. The requested position converts the regular non-fulltime position that currently exists into a fulltime position that can assist with execution of more weed and pest control. As such, the cost for the fulltime position will be split between the General Fund in Parks Maintenance and the Weed and Pest Fund.

In all, the FY 24 budget brings on an additional eight full-time positions borne by the General Fund that are being requested in response to areas where the respective service is currently falling behind. Seven other positions, if approved as presented, will be brought on in partnership with other contributions from funds outside of the General Fund or funded with independent funding streams. For example, one position being requested is shared with the PSCC on a 69/31 (\$83K/\$37K) split.^{xxviii} The weed and pest function within the City of Casper is funded entirely by funds granted by the County's Weed and Pest District, including the new position being requested in this fund, which require fewer funds from the General Fund, if approved. The non-GF funds will incorporate a \$426K expense, if the budget is adopted as presented.^{xxix} The overall request represents approximately \$880K in financial impact to the General Fund, if approved for FY 24.

New positions are not the last of the financial implications relating to the City's human resources with what the budget proposes for FY 24. Council has expressed support for doing something for our employees particularly in keeping with the need to stay on a path that moves our employees through the respective wage bands on a consistent basis. Accordingly, the budget is designed around two other employee proposals:

- Step/Wage increases –
 - For the general government employees who have room in their wage band, Staff is proposing a 3.5% increase through the respective wage band which would take place on July 1.^{xxx} For the General Fund cost centers, this proposal will cost \$331K. The utility funds will contribute another \$191K. The grand total cost to support this proposal will cost \$1.1M. With regard to all of the nuances discussed in this section, the proposed FY 24 budget accommodates the costs to provide this type of raise with respect to each eligible employee's particular circumstance.^{xxxi}
 - Another aspect of this proposal for Council's consideration, the employees of the Police and Fire Departments will receive step increases, typically 5%, for FY 24, on the respective anniversary dates, for those that are eligible. This condition is

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unique for two reasons; one, the Fire Department is not on the Graves plan which utilizes a focal standard, and two, the Police Department was authorized to use the anniversary approach as it is a more readily accepted, preferred industry standard (both non-sworn and administration not included). Of the \$1.1M figure referenced above, this feature will cost the General Fund \$440K.

- One-time payment – It is proposed that if the balance of cash on hand dollars allows, Staff would like Council to consider a one-time payment be made to everyone toward the end of the first half of the year (end of the calendar year). The amount that Staff would propose would need to be contingent upon what is actually available at that point in time.

While the raise proposals are currently a feature of the budget document being deliberated, Council certainly retains the authority to adjust any of the aforementioned salary items in whatever direction they prefer. The cost to provide the suggested increases is \$771K for the General Fund and just under \$374K for the enterprises.

Staff is not expecting an increase to the premiums being paid by the employees or on behalf of the employer for the health insurance benefits. Even though we know that increases can occur as a feature of the State of Wyoming legislative session without any warning or opportunity to prepare budgetarily, an increase is not being forecasted for FY 24. The opportunity to participate in the State’s insurance pool for the employees of the City costs the City as the employer just over \$8.6M annually (3.6% increase over last year.) It would appear that the move to be included in the State’s insurance pool has been good for the employees of the City of Casper and has certainly provided the City a measure of stability consistent with participating in a larger pool (which is a win/win for both the City and the State).

Capital

Much of the Council’s time has already been dedicated to planning the capital agenda for FY 24. Given that the proposal is that of a \$47M spend, taking time early on and throughout the budget process on this topic is absolutely warranted. Council should remember and take comfort in knowing that the proposal is a cash-on-hand discussion. This means that the projects being proposed are on the list because they are of the highest priority from the Staff perspective and the dollars needed for the projects are already in the hands of the City and available to spend, or retain in savings. When differences are noted from year to year as to what appears to be budgetary growth, generally speaking, the culprit for that disparity is typically tied to the amount of capital being proposed.^{xxxii} Consequently, if Council wanted to save money by not doing projects to bring the year-over-year, overall numbers closer together, reducing capital is typically what will provide the most results that on the surface would appear to fix the “problem” of the budget being higher. That action however, would really only have the effect of keeping the corresponding money in the balances of the respective funds because those dollars have already been raised, collected, and accrued.^{xxxiii}

Without a doubt, moving dollars from some projects into other project line items to cover the unpredictable costs of materials was an issue throughout FY 23 that hopefully will start to normalize in FY 24. While this movement was not as bad as our project managers anticipated, the bigger story of the last couple years however has been wait periods for equipment coming to

the project. Some wait periods for materials and equipment have exceeded twelve months thereby exacerbating projects getting done on time and/or old, worn out equipment receiving more investment in order to make do in the meantime. Staff expects that this will be a longer-term issue to contend with and will not likely normalize until future years beyond FY 25 and 26.

One of the good news items with respect to the FY 24 proposal is that, if considered consistently from this time forward, Direct Distribution will now be able to assist with one-time expenses and capital projects as long as the program exists. This availability is certainly dependent upon how much will be needed in the form of one-time, non-capital costs being proposed as well as what the subsidy needs are each year. Thankfully, the 2023 Legislature allowed for a one-time infusion of additional Direct Distribution dollars to each municipality that actually netted close to \$3M for the City of Casper. Accordingly, it is expected that at this time next year, the new Direct Distribution fund will have \$3.9M available (via the cash on hand rule) for other capital aspirations for FY 25.^{xxxiv}

Street projects, of course, are a recurring cornerstone of the City's annual capital plan. We are expecting to spend almost \$4 million this year on street repair. This is a significant amount, but it is a reduction from last year's budget. Much of that change can be attributed to two one-time surges that were unique to last year. The first of those surges relates to the pandemic. When the pandemic began, many people began to predict a dire economic situation, so the City braced for the worst and cancelled many of its budgeted street projects. Last year, with the passing of the pandemic, those projects were allowed to proceed, and that reserved spending helped to contribute to the surge in FY 23 spending. Another part of the surge was the reconstruction of Midwest Avenue, that was funded with a \$2 million grant from the federal Department of Transportation. All in all, last year's surge in street funding led to a major catch up on our street repair priorities. Next year's funding will be less than last year's, but it will still be high when compared to historical averages.

More than 90% of the upcoming year's \$4 million in street funding will be provided by the Optional One Cent Sales Tax. Two of the largest street projects will be the improvements to Bryan Evansville Road, and the rebuild of K Street from St. Mary to Bryan Stock Trail. Each of those projects is expected to cost more than \$1 million. Street funding for future years is budgeted to increase even further: more than \$5 million of One Cent #17 will be set aside for street repairs in FY 25, FY 26, and FY 27.

Spending on parks and recreation will see a mild decrease this year, although two major projects will be the exception to that trend. The first of those major projects is the replacement of the Aquatics Center roof. As Council is well aware, the roof of the Casper Family Aquatics Center has deteriorated badly over the years, largely due to the intense humidity that is generated by the indoor pools. The roof deck has rusted well beyond expectation requiring immediate attention. The roof replacement will ultimately be paid for from Optional One Cent #17, but because there is an immediate need and for fear of increases in costs, this budget proposes to spend the roof repair funding now by borrowing it from the Perpetual Care fund. Those funds will then be repaid with budgeted Optional One Cent #17 funds as they are collected.

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The other significant Parks and Recreation project is a major renovation of Washington Park. The City recently received a \$570,964 Federal Land and Water Conservation Fund grant. That grant will help to pay for eight new pickle ball courts, a renovation of the park's restrooms, and repairs to the Washington Park ballfield lights. The grant requires a one-to-one match, so the City will also be funding this project from various places, including Optional One Cent dollars, private donations, and in-kind contributions.

The Balefill will be increasing its capital expenditures by more than 20% this year. The centerpiece of that spending will be the replacement of a sheep footed trash compactor. The compactor is used to compress waste in the unlined landfill cells. This is a large and expensive piece of equipment, but the landfill makes for harsh working conditions, so these vehicles usually require replacement every five to six years. An excavator is also on the list for next year; the excavator is a new piece of equipment that will be used to more efficiently collect sand for landfill cover material which is a daily chore.

The most significant project that should begin in FY24 will be the renovation of the Casper Business Center. The Business Center is an eight-story commercial office building purchased last year so that it could become the City's new Police Department headquarters. This is a large building, measuring approximately 100,000 square feet in size, which should be more than enough space to accommodate the entire Police Department, the Municipal Court and the Information Technology Division.^{xxxv} Renovations are needed in part because the building is being repurposed from an office building to a police department, but also because the building was constructed in 1981, which means that many building systems are badly outdated and must be replaced. Fortunately, the City has been preparing to incur this expense. Council has supported efforts to save funding for this purpose from its CARES grant reimbursements, from its ARPA revenue replacement payments, and from the Opportunity Fund. Because of these savings, it is hoped that the City will be able to pay for all of the necessary renovations discussed here from existing sources.

Another important aspect of an ambitious capital agenda, is that of finding outside dollars to leverage projects being done locally. This is particularly important when indeed enough dollars generated locally can't be extended enough to meet the variety of capital needs an aging infrastructure and building inventory entail. For the FY 24 proposal, grant dollars are being proposed to try and leverage what the City can accomplish for projects that are possibly applicable. It is important to note however, if indeed those dollars are not raised from donors, granting agencies, or other fund-raising efforts, the corresponding project(s) will not move forward for subsequent work and completion. The effort to bring additional dollars to the table for projects needed in Casper is ambitious; it is anticipated that \$3.8M will be needed in grants secured by \$3.5M in match dollars provided by the City. This calculation does not reflect the applications underway and actively being considered. This is only for what we have been awarded and will be starting in FY 24. Rigorous efforts of this nature are needed every year to keep pace with the accelerated deterioration condition the City's assets are already experiencing.^{xxxvi}

The largest grant supported project being pursued by Staff is with regard to activities for the river restoration being potentially started in FY 24. River revitalization in Casper is a significant and

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important infrastructure investment in improving water quality and preventing water pollution, developing Casper's economy, rebalancing native riparian habitat, mitigating flooding and erosion hazards, and increasing recreational opportunities, which combined improves quality of life for Casper's citizens – an effort underway since 2006. Thanks to Council's authorization to make changes in how this project is budgeted in the River Fund, Staff now has the flexibility to pursue Federal grants available from the Bipartisan Infrastructure Law. Coupled with other donations and grants as well as One Percent funds allocated to the River Fund, there is momentum of securing enough funding to complete over 25,000 linear feet of river construction outlined in the North Platte River Environmental River Restoration Master Plan (2012) by 2028.

Subsidies

Every year, much discussion takes place in regards to the level of subsidy the General Fund and/or the Direct Distribution fund (if Council should accept that proposal) should be providing to the facilities and programs relating to the City's leisure or recreational services provided by the Parks and Rec Department. Typically, the need for these added dollars, which is slated to be in excess of \$4.0M^{xxxvii}, mostly provided by the General Fund, is because the amount of revenues these areas collect do not meet the amount of expenses needed to provide the respective services. While the Council should be pleased with the new approach of looking at these operations in a much more businesslike approach, the reality of fully eliminating all of the subsidies does not comport with the reality of what the rest of the public recreation industry experiences. Regardless, it is Staff's hope that Council, buoyed by their stated goal of achieving sustainability, will look favorably upon a number of recommendations Staff will provide throughout the next 18 months aimed at improving sustainability in the following areas.

Hogadon had an outstanding year in FY 23 so much so that the recovery goal of 60% was significantly overcome with an actual cost recovery closer to 77%. With this type of cost recovery, the actual subsidy need drops to \$240K, an improvement of more than \$100K, which is what Staff is hoping for in FY 24 as well.^{xxxviii}

Hogadon has several things going well for it given the reimagined effort for this asset of the last couple years. First of all, the summer business of using the lodge for weddings and other special events is going very well. For our first year of summer operation a couple years ago, the City was receiving less than \$2K as profits the City received for those services. Now however, the City is receiving in the magnitude of \$40K due in large part to every weekend through September being booked at the Lodge with historically unrealized events. The prospects for this newly found business resource will continue to rise. This will be particularly promising as events like concerts and other outdoor gatherings can be started in the area, the summer season will be a newly found boon for this fund.

Second, the night skiing offering is going very well in only its second year of operation. The first year of night skiing netted the City nearly \$29K in revenue. For FY 23, the City received nearly \$52K in revenue that can be applied to the City's cost recovery efforts for Hogadon. Staff believes this program has quite a bit of upside as well as this feature continues to gain in popularity. It is hoped that the recent effort to secure grant funds through ARPA, will expand

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the amount of runs that can be used for night skiing as well and further cost recovery prospects into the future for this fund.

Some very interesting discussions took place over the last year concerning the Ice Arena fund. Studies secured by the City indicate that if indeed the amount of ice that can be sold to the user groups can somehow expand, the need for a subsidy goes away, despite the modicum of operational expense that would also be added. Certainly, a couple of other implementations would be needed as well, however, the prospects that a second sheet introduced (collocated with the current sheet), were compelling enough to allow for a private fund-raising effort to begin, spurned by a modest funding commitment by the Council.

The cost recovery goal for the Ice Arena fund is 65%. The fund's performance in FY 23 only crossed a 60% threshold however making the need for implementing other ideas on the short term advisable. Some of those moves that are imminent include bringing in a junior hockey team to Casper as well as expanding concessions for a broader food selection along with alcohol sales. Hopefully, these types of recommendations will begin the trajectory of reducing the subsidy of \$268 in FY 24 and beyond ahead of major implementations a second sheet of ice would require.

The indoor aquatics center is a primary feature for the Aquatics Fund that too requires a hefty subsidy each year to be solvent. The Aquatics Center is important to remember over the next fiscal year in that it will potentially be shut down for some time in FY 24 in order to get its roof and decking repaired. Its closure has the potential to impact the fund's viability even more since the Center does generate year-round revenue. The Aquatics Fund is the only recreation enterprise however that gets support from the 1% program with the express purpose keeping rates for entry low for most pools. The \$325K that the fund gets every year from 1% does reduce the total subsidy that would otherwise be \$529K each year.

The Recreation Center is a tough enterprise to reconcile every year. In FY 23, the fund has recovered only 41% of its costs, making it one of the worst performing of the recreation enterprises, although an improvement over the performance from last year at 37%.^{xxxix} Serious consideration of a number of options will be warranted in order to reduce the need for the \$614K into this fund every year. A number of things are on the horizon as it relates to improving the offerings that may generate additional business at the Rec Center. Staff is close to opening the spinning room along with a number of other improvements that should give the exercise aspect of the facility some added appeal to potential clients. Increasing memberships, improving program participation, along with making sure fees are on pace to the recovery goal is the recipe for this facility.

The Recreation Center Fund is actually one of the donor funds for the newly created Sports and Athletics Fund. Sports and Athletics is a newly created fund in FY24 that combines the Athletics Maintenance portion of the Parks General Fund budget and the Indoor Sports portion of the Recreation Center budget into a new fund. This will allow staff to more easily and closely monitor the performance of these activities with the future goal of adjusting our sports programming to reduce dependence on the Recreation Center, General, and Direct Distribution funds for these operations. The postulation is that within 3-5 years, "profits" from league sports

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can be utilized to offset the costs of athletics field maintenance and improve the operation's overall cost recovery position.

A primary driver creating this opportunity came with the restructured relationship between the City of Casper and the Casper Recreation League Association (CRLA). Historically this non-profit group retained all revenue from league sports, and in return the volunteer Board would act as an advisory body for league rules and tournaments, staffed and paid league and tournament officials, and provided reimbursements to the City for gym and field use at very low rates that had not been modified in decades. Though City staff performs the primary share of work to provide league sport programming and tournaments, staff time was not included in the CRLA reimbursements.

Council should note that the overt isolation of these costs is critical in order to give Staff the knowledge necessary to now create the right revenue and fee strategies for a program that should be covering its own costs. The success of which relieves the Parks costs centers of what was once a burden, can soon be a new revenue center. However, for its first year of operation, Staff planned for a modest cost recovery of nearly 33% in FY 24. It is our intention to evaluate the performance of this new fund over the next year, identify opportunities for improvement, and develop short and long-term plans to hit a reasonable cost recovery goal, which will be proposed to Council in FY25.

Council made the decision some a couple years back to allow the investment income from Perpetual Care to be used to help offset the burden to either the General Fund (or Direct Distribution Fund now). Accordingly, Staff recommends the following for the funds that have been discussed thus far:

- Hogadon receives \$73K from Perpetual Care and \$168K from Direct Distribution to balance
- Ice Arena receives \$81K from Perpetual Care and \$187K from Direct Distribution to balance
- Aquatics receives \$62K from Perpetual Care and \$142 from Direct Distribution to balance
- Recreation Center receives \$186K from Perpetual Care and \$429K from Direct Distribution to balance.
- Sports and Athletics receives \$224K from Perpetual Care and \$516K from Direct Distribution to balance.

Each of these contributions do reduce the amount of operational dollars the General Fund would otherwise have to provide if this interest income were not used to offset these subsidy amounts or if the Direct Distribution fund did not exist, since the amount of revenue in each operation is inadequate to cover its costs. The down side for this approach is that any capital needs these interest dollars would have otherwise been used for will need to be deferred for later years or utilize resources elsewhere for priority. However, if the fund does net an interest income stream greater than the \$626K being projected for this year, those dollars will be able to be applied to maintenance and repairs on a cash-on-hand basis for FY 24 (or beyond) for buildings that were built by 1% dollars, as would be identified by the Council. The policy direction given by the City Council for officially establishing this practice by formal policy adoption in FY 22 will

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provide relief to the General Fund for years and years to come, particularly if the corpus can remain inviolate.^{xi}

One of the largest subsidies is provided for the operations of the Ford Wyoming Center (FWC). The contractual subsidy benchmark of the \$994,919, or Net Operating Loss (NOL) is the default guarantee the City has with OVG.^{xli} Although the contract requires this subsidy figure for planning purposes, the actual subsidy required could be much less year to year depending upon the success of the respective year's events and marketing strategies. The NOL payment to OVG for the management of the event center is proposed to be higher in FY24 (\$920,000), as compared to \$900,000 (actual) in FY23. Perpetual Care investment income has not had a role in supporting the NOL nor is that the recommendation of Staff.

Since taking over management of the facility in 2016, OVG has achieved an average reduction in the NOL of approximately \$112K per year. This is despite increasing costs for operations that include higher performance guarantees and increasing personnel costs, food and beverage supply costs, utilities, and more. The success in the event center's subsidy reduction is driven largely by sponsorships and naming rights revenue. Long-term corporate partnerships provide a reliable revenue base that insulates the facility from the volatility that comes with too much reliance on touring events. Touring events, however, continue to be the mainstay of the facility and a significant contributor to Casper's local economy. The Ford Wyoming Center strives for 200 event days per year that will bring 200,000 people through the facility

This is not the only feature of the overall subsidy the City is responsible for in its obligations to the FWC Fund. As the owner of the building, the City is responsible for the costs to insure the building for property and liability. Consistent with the increases the FY 24 budget is trying to accommodate throughout the entire enterprise, the FWC is the epicenter for the rising costs of insurance. In comparison to the increasing insurance costs for FY 23, it will cost the City \$84K more this year to cover the FWC. In so doing, the overall subsidy for the FWC grows to a grand total of \$ 1.1M for FY 24.^{xliii}

The annual operating budget for the FWC includes 10-12 concerts and 5-8 special events such as Broadway shows, children's productions, and comedian acts. OVG also budgets for 20-25 convention-style meetings per year. Staple events that are hosted each year such as Wyoming high school state competitions as well as College National Finals Rodeo (CNFR) are among the budgeted events for FY24. When budgeted events exceed the estimated revenue through strong ticket and ancillary sales or when the facility is able to host additional successful events that were not budgeted, the NOL for the building is reduced, which directly benefits the City's General Fund. However, when events are cancelled for any reason, when performances do not meet anticipated ticket sale levels, or when food, beverage, and merchandise sales are weaker than predicted, the NOL for the building goes up, increasing the burden on the General Fund.

The Golf Fund is not a recreation enterprise that typically needs an infusion of cash for it to balance. In fact, depending on the season, the activity can be such that resources can actually be provided back to the Fund's reserve requirement or indeed give money back to the General Fund. For FY 24, it is anticipated that the fund will perform at 115% of the level of the operational costs the Fund incurs.

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As a means of trying to secure the benefit of not needing a subsidy over time, Council authorized some profit center opportunities over the last couple years to aid in this effort. Last year, Council authorized Staff to order a new fleet of carts that is slated to arrive on site in time for the golf season of 2024. Staff is already however setting aside funds each year (\$50K) in a depreciation/revolving account so that when the fleet needs to be replaced, those dollars will be in place and on hand to make that purchase happen (2030 or thereabouts depending on the continued viability of the fleet). At which point, the dollars needed to start the revolving fund over again as the new fleet starts its service on the course will be start to be withheld. With this plan, an infusion of cash from another fund will not have to be used to invest in to the golf course fund for this purpose again. This effort coupled with the growing popularity of the 19th Hole restaurant, the recent installation of a golf ball dispenser at the driving range, and implementing enhanced advertising will facilitate added revenue earning opportunities that will contribute to the golf course perpetuating a profit generating track.^{xliii}

The second year of operation for Transit as a City division concluded in May 2023. As such, the second year saw a great deal of accomplishment for this fledgling City division as well. The ASSIST service completed 34K rides for the Casper area which of course covers all of our municipal neighbors aside from Midwest an Edgerton.^{xliiv} The LINK fixed route system carried 109K passengers which includes a 26% increase in Saturday service over 2021. The ADA Complementary Paratransit Program kicked off in March 2023 which followed the completion of the Transit Safety Agency Plan in February. Each transit vehicle got new radios thanks to a \$50K grant from WyDOT. Thanks also to partners with the City shelters were installed near the homeless shelter (WyDOT) and four others by virtue of grants through Casper Rotary Club and the FTA. The City was also able to pave the employee parking lot as well as update all of the shelter signage throughout the service area.

Some big plans are in store for the capital needs of the operation for FY 24. For the vintage 1968 building Transit operates out of, the capital plan calls for both an installation of a pitched roof complete with an air conditioning system. The garage facility will incur the replacement of the original garage floor which will allow for the repair of the crumbling sewer system contained therein as well. Following these repairs, the desperately needed replacement of the secured parking lot will also take place (complete with automated fencing) thanks to the funding being provided by the FTA. Finally, WYDOT will fund the installation of air filtration systems in all of the buses. Not only will one of the City's oldest legacy buildings get upgraded and readied for the next 40 years, the City's bus system will be much better equipped for the protection of our riders and employees in FY 24.

Throughout the time this service has been rendered, match dollars have been required of the City of Casper. The match Casper provides however serves as an effective lynch pin to the amount of dollars made available through our funding partners. Specifically, over the last two years, the City has not had to provide the match-1% funding (for operations) thanks to the availability of CARES funds for this purpose. This level of support however has now ended which amounts to a 39% decline in revenue expected for FY 24. Accordingly, Staff worked hard to align expenses with the drop in revenues so that indeed a larger subsidy wouldn't be needed for FY 24.

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For FY 24, FTA will provide the City just over \$1.3M and WYDOT will provide \$432K in grant funding as well to sustain the service. Our relationship with the other agencies will net the effort an additional \$130K. Monies that are collected in fares are forwarded back to the City and is estimated to be \$90K in FY 24. The City's match is unusual for this first year of 1%#17 since the City is only collecting a partial year in FY 24. For one time only, the City will be required to pay \$448K outside of the normal commitment from 1%. Staff is suggesting that for this year, the \$448K will be covered through Direct Distribution. Consecutive years forward however, both 1%#17 and the General Fund will contribute the local match.

Reserves

The reserves are an important feature of any well-planned and well-managed City organization, particularly for Wyoming communities where they are forced to rely on funding that is not controlled locally and is very frequently volatile. The reserves are generally monies held in place by some sort of policy and management directive. Council has taken the strategic approach of allowing some of the full value of the water, sewer, and balefill fund equities^{xlv} to absorb specific expenses in order to preserve the integrity of the respective reserves, develop project savings over time and come in line with an optimal operating condition all of which has the benefit of avoiding rate raises in very large increments. Council has done well to allow for certain reserves to be bolstered as appropriate, as well as allowed for others to be created even if time is needed to meet the goals of the respective fund reserve.

Perpetual Care, as an example, does have a solid balance still available to support the intentions of the fund, and has been strengthened with the Council decision to require \$30.6M as the corpus to support operations and maintenance for 1% buildings. Perpetual Care is currently sitting at the goal amount and is also slated to receive dollars over and above this corpus by fiscal year end.^{xlvi} As was mentioned earlier in this message, Council is being asked to take the unusual approach of having this fund loan Fund 150 the dollars needed to do the Aquatic Center roof project in FY 24. Perpetual Care will be paid back by 1%#17 over the next four years with a very nominal interest rate in order to keep the fund whole.

This proposed use isn't completely different from the way in which the City has helped other closely aligned agencies with projects the City deemed as being very important to be completed. Those dollars are being collected back to the Perpetual Care Fund, General Fund, and Opportunity Fund by virtue of the repayment of the loans that were extended both to the Casper Housing Authority and the Regional Water System. For FY 24, the total payments due to the respective funds are approximately \$980K. As those funds are received, they would then be considered cash on hand, over and above what is required by policy, for use with capital projects and other one-time needs.^{xlvii}

The General Fund has a reserve set aside for its operations. Council directed that this reserve requirement be equivalent to the operations of 120 days.^{xlviii} For the beginning of FY 24, that requirement translates to \$16.3M on hand. Staff is not asking for a commitment from these dollars in order to balance the General Fund nor is Staff proposing that this reserve be used for anything other than being in place should it be needed at some point in the future.

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Staff is proposing that the current balance of \$12.2M remaining in the ARPA/CARES fund be reallocated to the Capital Fund (150) for some imminent capital projects high on the priority list for Council. Staff proposes that those associated interest dollars generated from this balance be put into the operations of the General Fund as an operational income in order to offset a subset of operational costs incurred therein. This would be an enhanced revenue stream that probably has limited appeal to Council as a long-term solution given what those dollars may be needed for in the near future. The ARPA/CARES Fund will no longer be a feature of the City's portfolio moving forward.

The Capital Fund facilitates a significant amount of dollars through it in that all of the capital projects transition through this fund. Furthermore, this is also the fund that collects all of the 1% funding in order to fuel the subsequent capital agenda. Staff anticipates that this fund (Fund 151) will receive some \$17.5M over the next year in 1%#17 receipts giving the capital agenda this amount to work with in FY 25. Over and above that however and the capital agenda being proposed, \$2.4M resides in Fund 150, which is essentially left over 1%#16 project dollars, unencumbered and currently on hand. Should capital projects that are currently underway get completed for less than was originally set aside, the cash balance in Fund 150 could grow some over the short run, if these dollars are left alone for the next year.

Several years ago, Council was wise to set aside the unencumbered 1%#14 dollars in a fund entitled the Opportunity Fund. Since that time, Council has agreed that surplus 1% funds, should there be any with the conclusion of each 1% cycle, be deposited into this fund. The City has the good fortune of having received more dollars than anticipated following the conclusion of the 1%#16 cycle recently that is now being held here in the Opportunity Fund. With the adoption of the FY 24 budget, Council will be transferring \$5.6M from this fund to the Capital Fund to facilitate a part of the reconstruction of the Casper Business Center. Pending the approval of the Council, the balance proposed to be left in the Opportunity Fund is \$5.6M for the duration of FY 24.

Council wisely directed that the residual \$3M left over in the Health Fund be utilized to maintain some of our commitments over time relating to the ancillary health programs of our employees and health plan dollars needed to support former employees. The health plan that the City is a member of, overseen by the State, requires that a certain amount of dollars be paid into the plan for purposes of covering the plan's required coverage for retirees. That is the bulk of how this fund is currently used. The problem is that dollars are not currently invested back into this fund and therefore will eventually not be solvent for these uses in about five years. In the meantime, a plan will need to be evaluated that considers how these costs will be supported when this fund does deplete.

Conclusion

The budget setting process really starts in the beginning of the calendar year when Council determines the strategic direction they would like the City to take. Hopefully Council will be able to discern the spirit of those goals throughout the initiatives this budget sets out to accomplish.

Accordingly, FY 24 will be marked by an ambitious capital agenda which has the significance of reducing a number of pools of funding that have been saved up over time for this purpose. With that in mind, the broader context that Council has expressed a great deal of concern for as it relates to a methodical, measured approach to working through not only infrastructure deficiencies, but also the city's building deficits, are considered heavily in what has been brought forward for Council's deliberation. Undoubtedly, Staff is rueful for the days in the not too distant past where the capital dollar could go further. However, the agenda Council has reviewed contemplates the current limitations against the backdrop of revenues that never seem to materialize in like response.

Increasing costs are hard to divest from the human capital the Council has authorized to conduct the City's work, as this budget reflects. Additionally, however, there are changing circumstances and increasing service demands that indeed necessitate the position requests that Council will hopefully consider very carefully for FY 24. In a few instances, Staff has been able to forecast a few of these needs into the next fiscal year that Staff would appreciate Council also considering.

From that perspective, Staff is hopeful that Council will welcome some rather pragmatic recommendations over the next year that will be aimed at helping the businesses of the City to become more and more sustainable. These kinds of suggestions are usually not without some controversy and spirited feedback. It is believed that as long as Council can maintain their view upon the commitment to a threshold of sustainability that perhaps may not have been achieved before, that vision may indeed carry the day to a new norm should some of these recommendations become a reality. These possibilities are effective when being mindful of added inflation and potential recessionary pressures, resisting new program development, projects or proposals that don't enhance and at the very least support, cost recovery goals, and considering the possibilities for a new enterprise throughout the next year.

Another theme Council will find in this budget comes from that of utilizing mandated reserves much more pragmatically more than ever before so that they too can be extended in their benefit for the citizens of Casper in the form of service sustainability. Undoubtedly, that strength will be magnified should other tools be made available through the amendment to the Wyoming Constitution potentially being discussed in the interim, particularly prudent during sustained periods of inflation. Efforts to further consider grants as another pivotal means of leveraging benefits and projects needs to continue well into the future much beyond what this budget ambitiously proposes, and are actually underway now.

Finally, Staff would caution against the idea that an aggressive capital agenda along with some managed employee growth runs counter to the idea that these kinds of objectives cannot be done in a conservative environment. What is being proposed is actually commensurate with the idea

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that the community is not tolerant of a degradation of service nor is accepting of streets and other infrastructure becoming unserviceable for the purposes the citizenry has need. That is because everything that is being proposed is within the means that Council has at its disposal. Certainly, Council will be quite keen to follow local and national economic trends to ensure that recessionary pressures do not thwart the ideals that allow us to both accomplish the Council's goals and meet the public's demands. Should the goals of this budget seem unattainable, council will not be left without options to consider that shift course and adopt a different approach with respect to that reality. With all of this in mind, Council is demonstrating that smart policies are afoot and the right investment strategies are happening in line with what the community is demanding with the passage of this decidedly conservative FY 24 budget. Casper seems to have many things going in the right direction to point as to more reason to be optimistic for Casper's future than not!

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- ⁱ This figure does not account for the funds held in trust with regards to the funds the City holds for the Central Wyoming Regional Water System.
- ⁱⁱ Wall Street Journal, *What's News*, PM edition, May 8, 2023. Includes reports from Shell, BP, Chevron, Exxon-Mobil among others.
- ⁱⁱⁱ “*Why oil prices are plunging despite falling inventories*”, Alex Kimani, May 3, 2023.
- ^{iv} “*U.S. gasoline prices dip again*” Julianne Geiger, May 8, 2023.
- ^v Rig counts nationally are not what they were pre-pandemic -- 755 last month compared to over a thousand in 2018. Wyoming has been fluctuating between 16 and 25 over the last year.
- ^{vi} For example, the capital projects fund has \$45M in investments; interest income based on the \$45M would be allocated to the capital projects fund in the form of \$1M in interest revenue that has not been recognized in the general fund historically.
- ^{vii} As opposed to the ongoing, annual maintenance costs every software package requires.
- ^{viii} The operations of the Ford Wyoming Center are captured in a binding contract with the City’s operator, OVG, for a not-to-exceed subsidy figure of \$994K. The General Fund probably should retain that obligation as a reflection of an unavoidable cost of doing business.
- ^{ix} It is also suggested that Transit be supported by Direct Distribution for a one-time contribution of \$448K. This is an anomaly tied to the unique cash flow status of 1%#17 in this beginning year of the new 1% cycle. Once a full year of 1%#17 revenues are realized, Direct Distribution will not have to support Transit. The ongoing match needed by the City out of the General Fund will be somewhere around \$150K from now on, which is consistent with the 1%#17 resolution.
- ^x Sales and Use tax revenues represent 43% of the general fund income needed for most of the operations provided in the organization.
- ^{xi} The most recent legislature entertained 21 property tax bills of which only two passed.
- ^{xii} Which makes the proposition to rid the General Fund of Direct Distribution almost the only point in time where this transition makes the most sense, if ever.
- ^{xiii} Hence the reason the Direct Distribution program used to be referred to as “above the cap” dollars made available for cities and towns.
- ^{xiv} This revenue stream has accounted for as much as \$1.6M in recent years to \$846K being proposed in FY 24.
- ^{xv} Based upon submissions, representations, and materials presented to the city thus far.
- ^{xvi} The first year of the full four years of 1%#17 will only be funded in part from a cash flow perspective.
- ^{xvii} Which could be \$389K more than last year.
- ^{xviii} This is more than \$400K than was anticipated in the original rate model submitted to Council in November 2021.
- ^{xix} The note is actually held in the regional wastewater plant fund of which Casper is an 84% customer. Therefore, this cost is our share of the debt service burden and is accounted for in the rate model.
- ^{xx} Council will recall that \$500K was invested in the capital program through 1%#16 monies annually.
- ^{xxi} Three years ago, this construction was estimated to be closer to \$4.1M.
- ^{xxii} This industry has historically been a very good business prospect in that the special/hazardous wastes they would bring incurs more intense handling and disposal methods that generate more revenue than other less intensive wastes.
- ^{xxiii} As opposed to \$250,000 pre-pandemic.
- ^{xxiv} On the contrary, if our customer stream of heavy industrial wastes returns, the need for revenue generated by curbside customer rates to offset those losses will be minimized.
- ^{xxv} Staff would argue that these two broad objectives fits well with the Council goals of Livability and Sustainability.
- ^{xxvi} Which for most employees back then accounted for a 5% increase as well.
- ^{xxvii} As of the point in time this message is crafted. Furthermore, the City employs an additional 200 non- full-time employees.
- ^{xxviii} The 31% is funded through the contributions of other member agencies to which we provide dispatch services.
- ^{xxix} \$101K of which is tied to the enterprise funds and proposed in the current rate model.
- ^{xxx} Staff hired after January 1 will not be eligible for this increase yet either given their current probationary status.
- ^{xxxi} Some employees included in this category will actually get less than a 3.5% increase due to their wage and its position in their respective wage band.
- ^{xxxii} Which also means that operational differences are much less the reason budgets are higher.

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xxxiii The shift to a cash-on-hand basis for budgeting capital came during the pandemic period when indeed the chance to move forward with projects was in serious jeopardy due to the fact that Staff had no idea how much money would end up being available for a projected capital agenda. This shift in practice removes that concern from now on if sustained over time.

xxxiv The realization of this figure is not reliant upon any future allocations of Direct Distribution from the State.

xxxv To also include the Career Services office and the 911 Dispatch Center, which are currently located off site.

xxxvi This discussion is not inclusive of the programs the City is a steward of where program dollars are vital ingredients keeping the program alive. Transit and the associated FTA dollars make up for quite a lift that program would be otherwise; Victim Witness is heavily supported by outside dollars as is the City's MPO efforts.

xxxvii This figure includes contributions to the Fort and the Cemetery which are not broken out into individual enterprise funds but rather reside in the General Fund.

xxxviii This subsidy has been as high as \$400K in recent years.

xxxix The cost recovery goal for the Rec Center is 50%.

xl Pursuant to the associated policy, \$30M is to remain as the corpus provided necessary to generate meaningful interest income for the purposes discussed.

xli The NOL benchmark for the facility is \$994,919, which was the average loss from the last three years the facility was operated by the City of Casper.

xlii Unless the FWC actually performs by year end better than anticipated at the beginning of the fiscal year in which case the overall subsidy will decrease below what was projected.

xliiii Finding ways and means to reduce the incidence of the head Pro leaving will help continue this very positive trajectory as well.

xliv Which accounts for an increase of more than 30 rides a day.

xlv Which include reserves set at 90-days of operations for each.

xlvi The corpus is intact when considering the receivables due to the fund and are indeed coming in on time.

xlvii With the exception being to the \$440K being paid back to Perpetual Care. Those dollars will reduce the receivable listed on this fund's balance sheet.

xlviii Not inclusive of transfers from the general fund needed to balance the operations of the dependent funds.



May 23, 2023

2023-2024
BUDGET
PRESENTATION



FY 24 Budget Preview



The budget is balanced with a conservative approach to all the variables



Budget Myth #1

Myth: The City is increasing the size of government!

FY 23 budgeted expenses were \$165,930,287, but FY 24 budgeted expenses will grow to \$197,572,307!

That's a whopping increase of \$31,642,020 or 19%!





Budget Myth #1

- ~~• The City is increasing the size of government; FY 23 budgeted expenses \$165,930,287 and FY 24 budgeted expenses \$197,572,307 ... a whopping \$31,642,020 or 19%!~~
- FACT: In the FY 24 Budget, the year over year increases are as follows: \$16M transfers, \$6M operations, \$5M capital, \$4M payroll/benefits. The biggest increase, transfers, is only moving money we already have to provide funding for FY24 projects. The effect of these transfers is the sending fund has an expense and the receiving fund has a revenue. The City has been holding \$12M in the CARES/ARPA fund and \$5M in the Opportunity Fund in cash which will need to move to the Capital Projects Fund. This is a one-time increase in both revenue and expense for these funds.
- Inflation and high energy costs have been the culprit for the operations increases.



FY 24 Budget Preview



The revenue in this budget has not been inflated to balance the budget

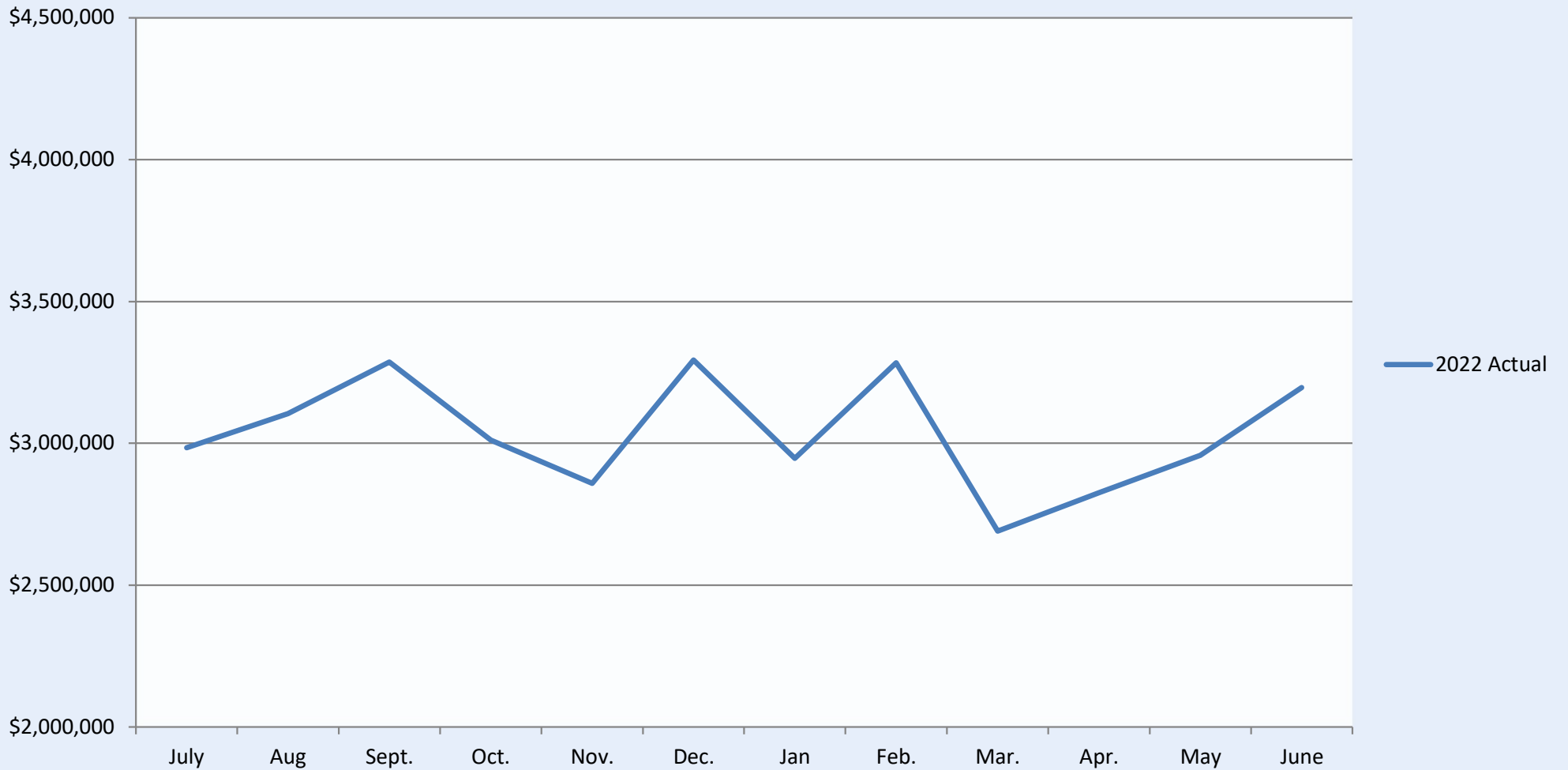


SALES & USE TAX



Monthly Sales Tax

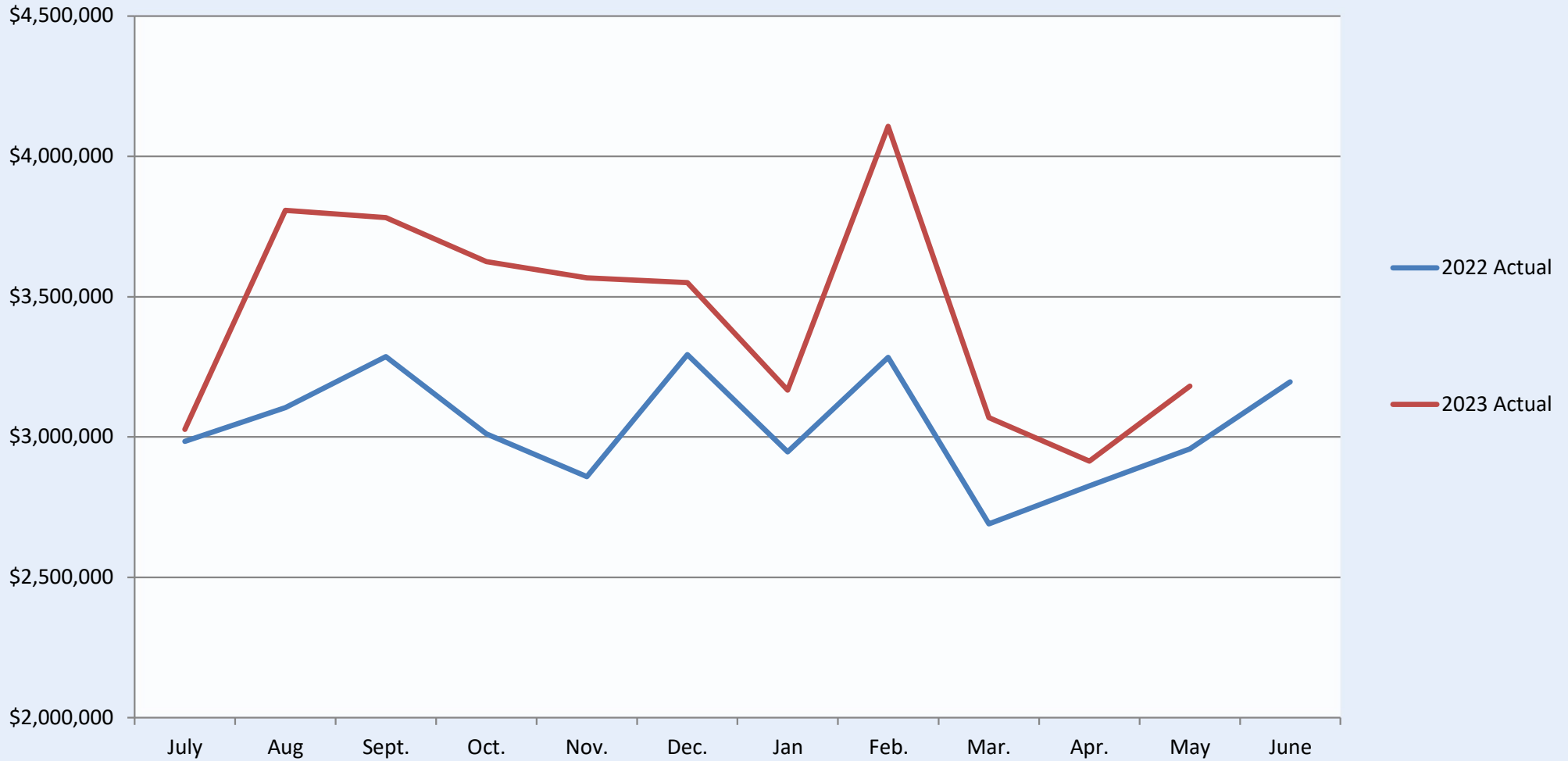
SALES/USE TAX





Monthly Sales Tax

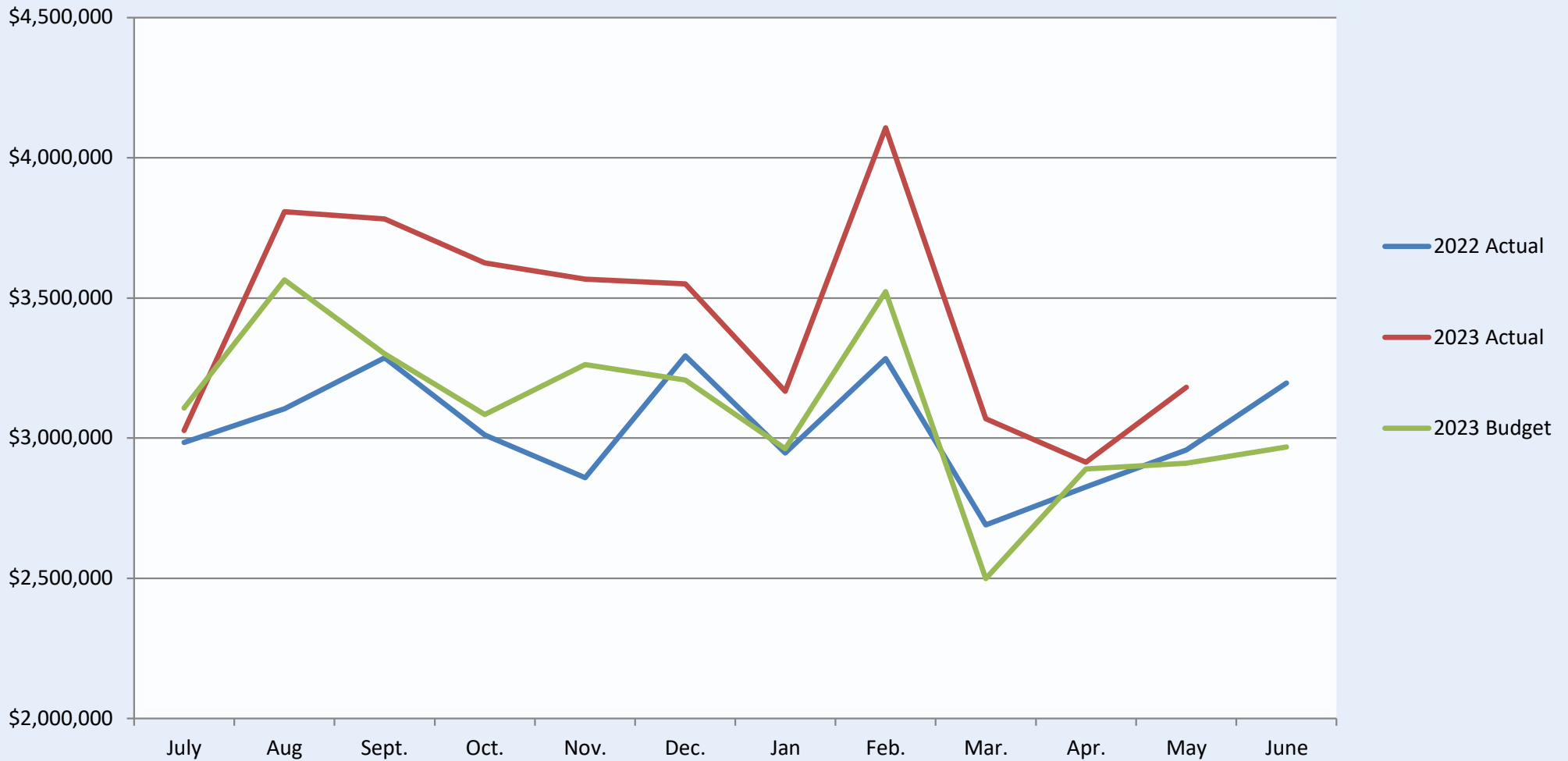
SALES/USE TAX





Monthly Sales Tax

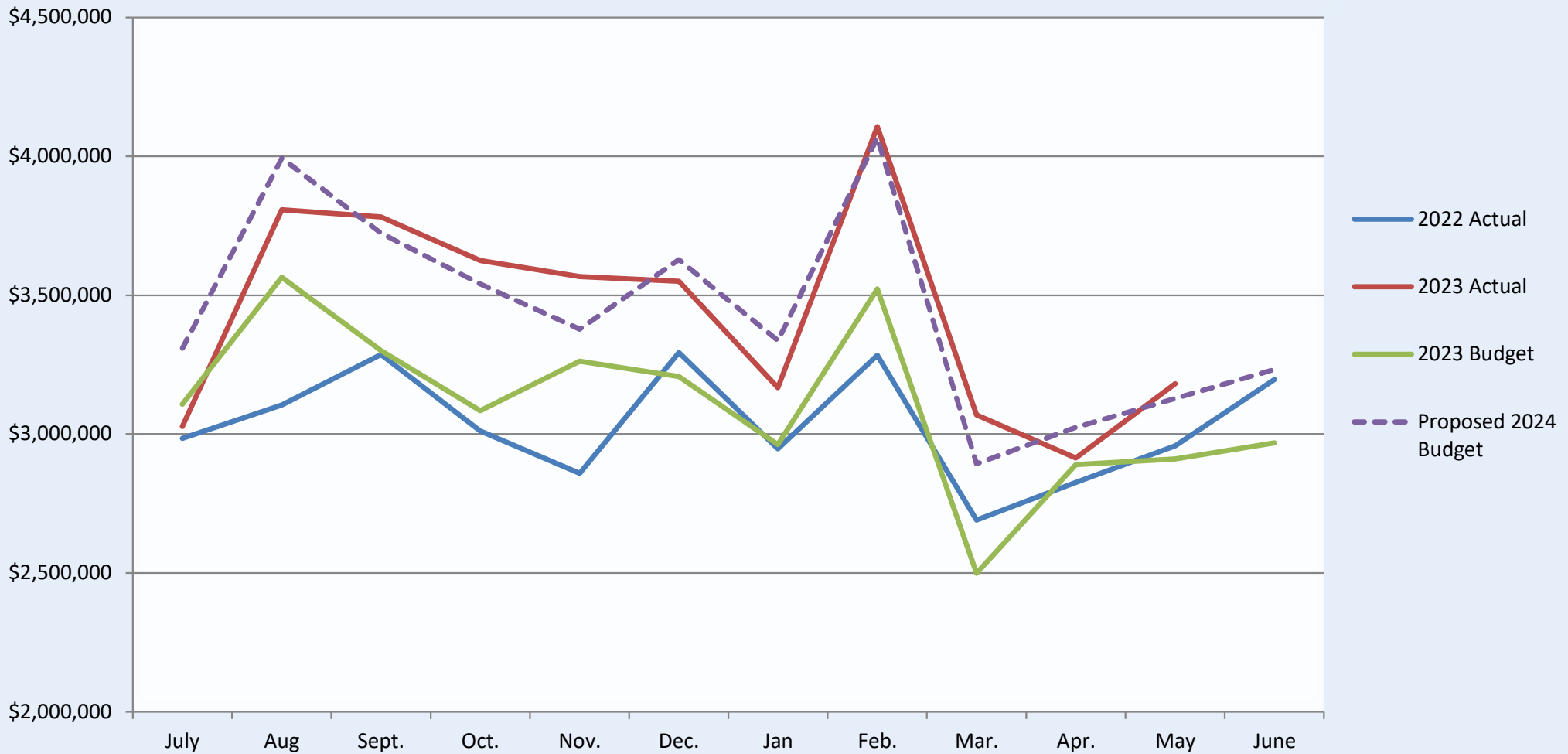
SALES/USE TAX





Monthly Sales Tax

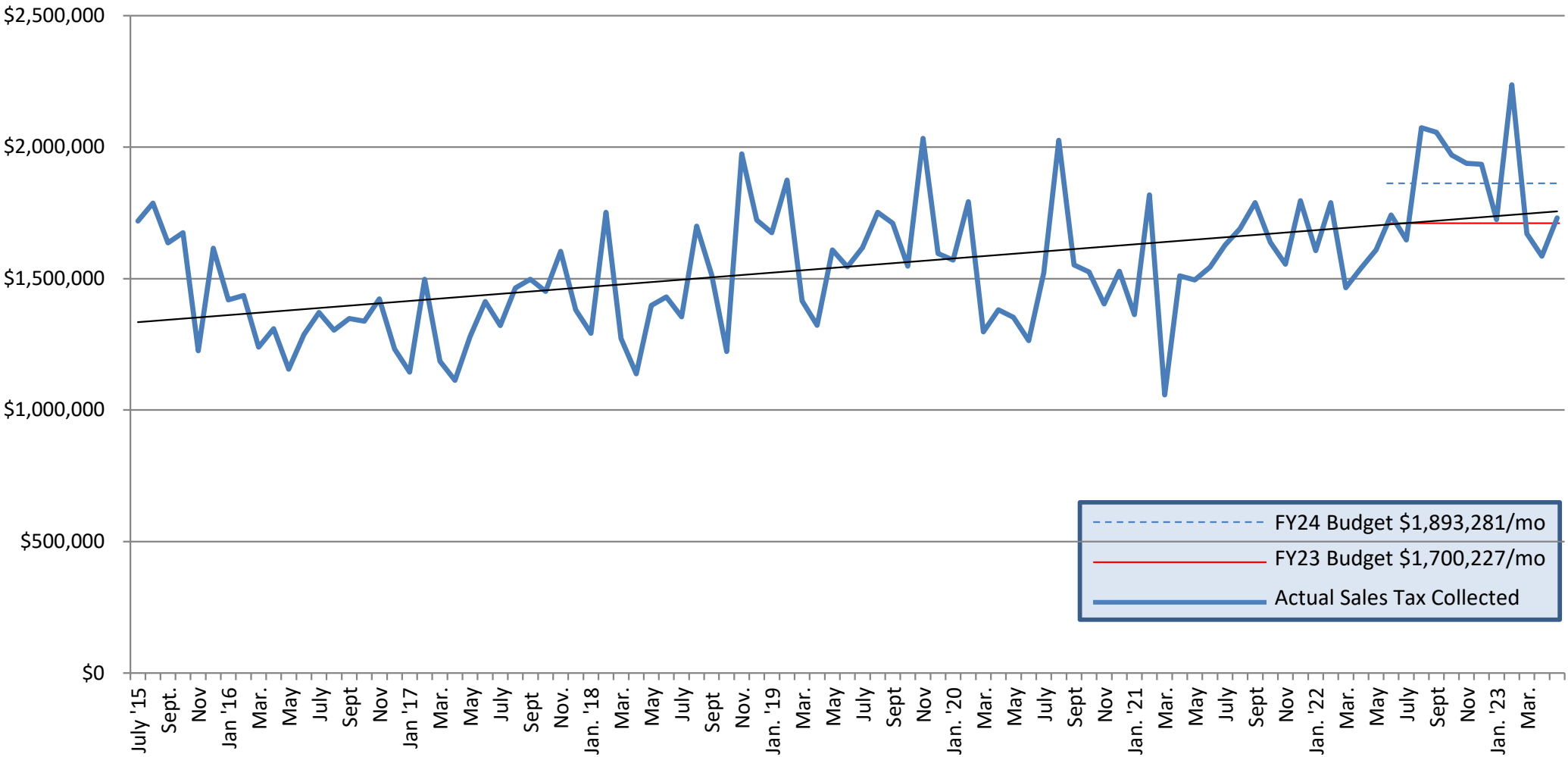
SALES/USE TAX





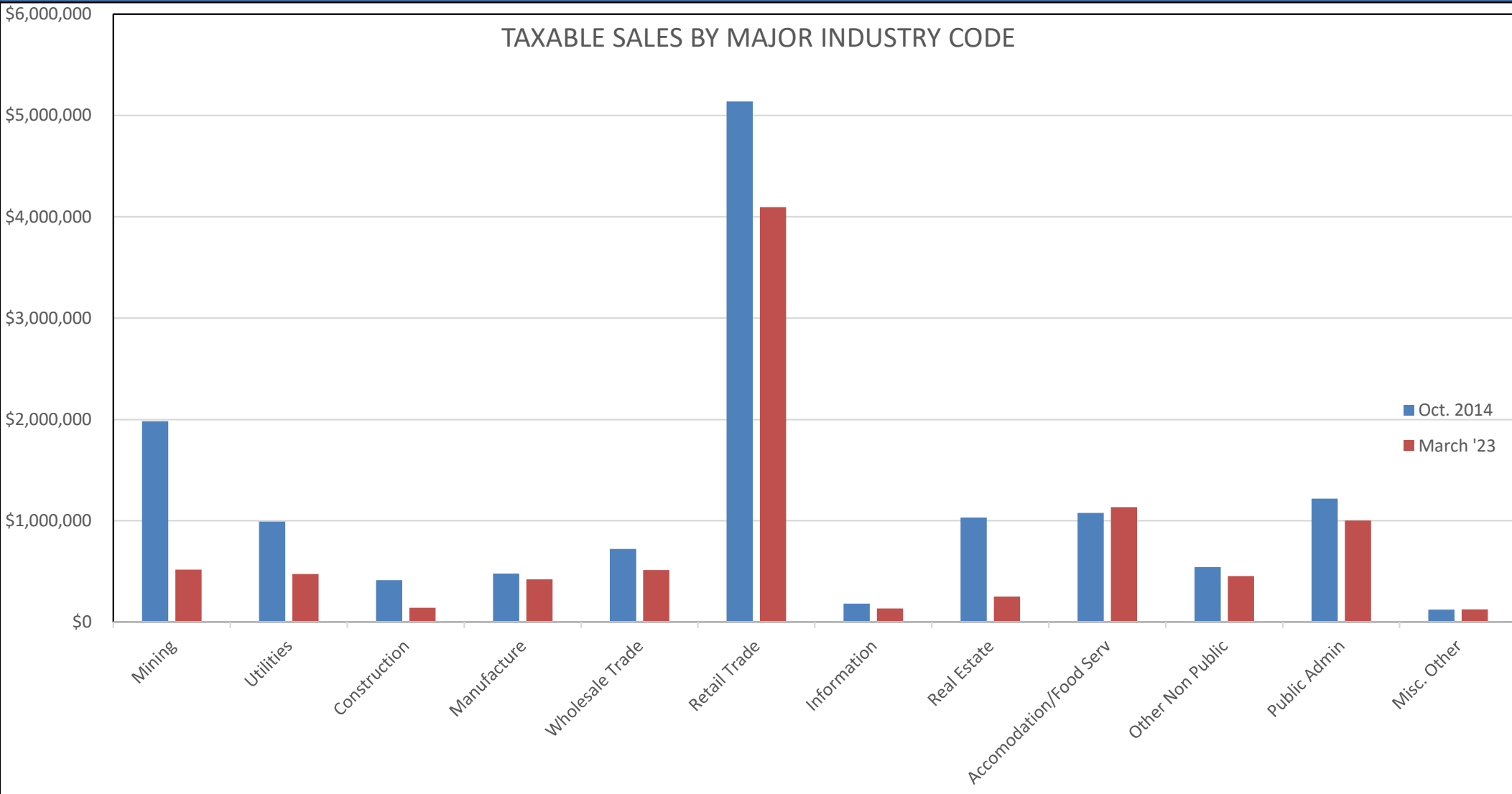
General Fund Sales Tax History

SALES/USE TAX COLLECTIONS





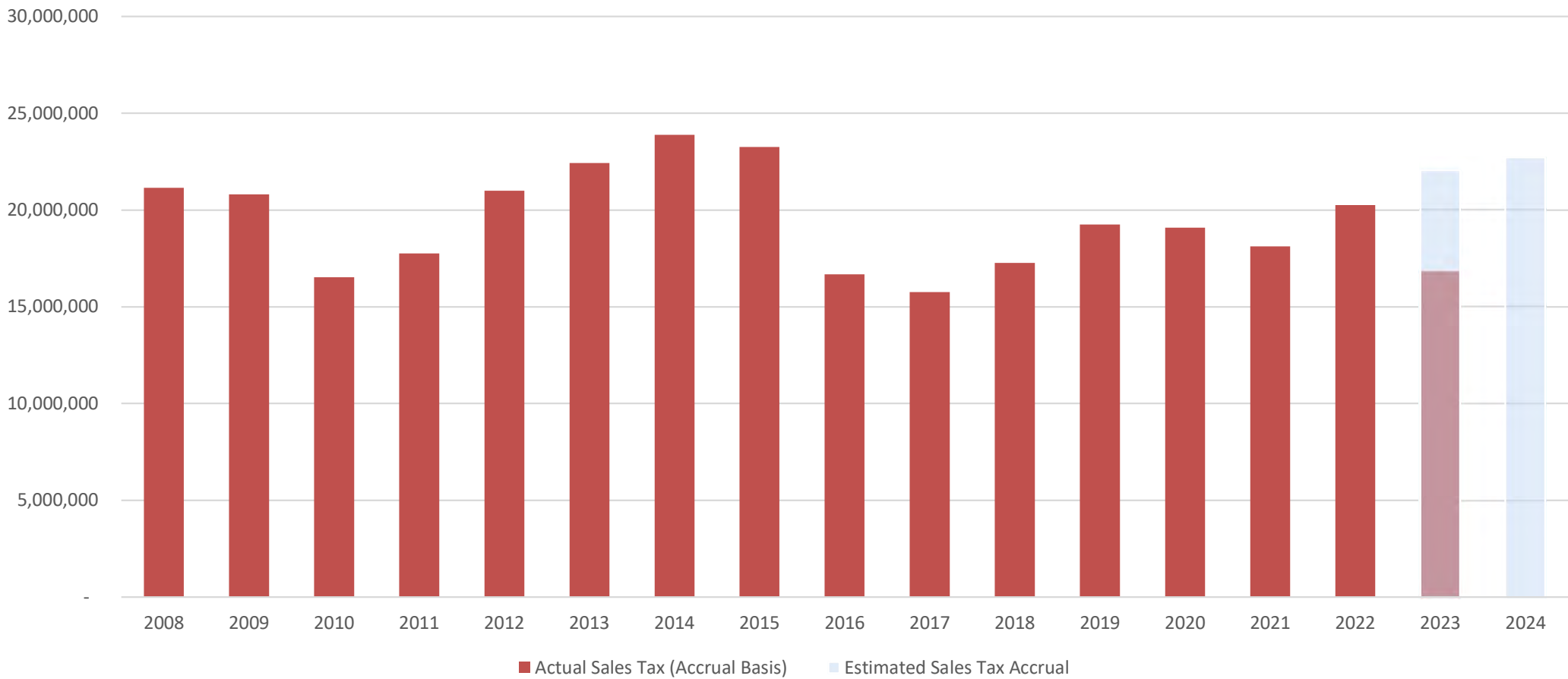
Taxable Sales by Major Industry





General Fund Sales Tax History

City of Casper
History of Sales Tax FY 2008 to Proposed FY 2024





FY 24 Budget Preview

A new Direct Distribution fund is recommended to promote transparency and remove non-operational revenue and expenses from the General Fund



Budget Myth #3



Direct Distribution is providing funds for City operations.



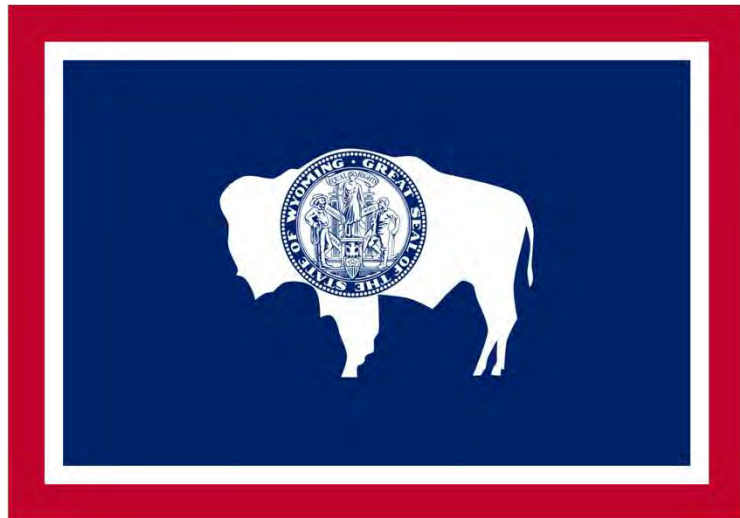
Budget Myth #3

- ~~Direct Distribution is providing funds for City operations.~~
- FACT: In the FY24 Budget, Direct Distribution revenues have been removed from the General Fund which provides funding for City operations. Concerns about this funding source not being available in the future are eliminated by creating a separate fund and designating uses to include non-capital, one-time expenses and subsidy support.



How Direct Distribution was Removed from the General Fund

Direct Distribution Award:	\$7,212,537
One Time Expenses:	(\$3,230,969)
Expected Year End Balance:	\$3,971,568



One Time Expenses That were Removed from the General Fund:

Materials & Supplies	95,749.00
Safety Supplies	201,286.00
Cameras and Drones	40,202.00
Furnishings	57,800.00
Police Award Program & Armor Plates	76,000.00
Software	100,850.00
New Hires - one time expenses	17,600.00
Support for the Health Department	575,000.00
Community Promotions	25,000.00
Detention Center Maintenance	50,000.00
Hall of Justice Maintenance	50,000.00
Proud to Host the Best	50,000.00
Subsidy for Public Transit	448,408.00
Subsidy for Aquatics	142,222.00
Subsidy for Ice Arena	187,405.00
Subsidy for Rec Center	428,806.00
Subsidy for Hogadon	168,290.00
Subsidy for Athletics	516,351.00
Total	3,230,969.00



STAFFING



FY 24 Budget Preview

The budget includes 15 new positions which are related to both growth and replenishing positions reduced in previous years.





New Positions

The FY24 Budget reflects the following new positions which provide either growth of staff or replenishing positions which were previously reduced:

- Growth Positions: 6 Firefighters, 2 SRO's, PSCC Training Supervisor, Equipment Operator Balefill (PT to FT), Administrative Assistant Regional Water (PT to FT), Administrative Assistant Buildings and Structures (Start 1/1/2024).
- Replenish Positions: Automotive Technician II (FY17), Recreation Coordinator Ice Arena (FY18), Parks Maintenance Technician Weed & Pest (FY18).

In total there are 15 new positions for an estimated cost of \$1,307,409.



Staffing Requests for Consideration with FY25 Budget

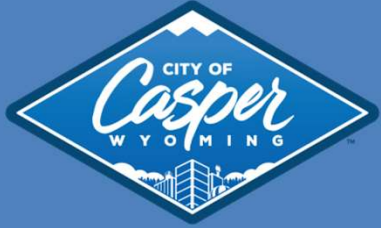
The following positions will be requested with the FY25 Budget:

- Growth Positions: 6 Firefighters, Web Content Specialist, Records Clerk (PD)
- Replenish Positions: Planner I

These may not be the only requests for FY25



GENERAL FUND



General Fund

Projected 7/1/2023 Cash Balance		\$ 20,415,738
Add:	Estimated Budget Amendment #3	\$ (2,061,714)
Less:	Customer Held Deposits	\$ (28,991)
	National Opioid Settlement (Restricted)	\$ (494,071)
	Operating Reserves (Restricted)	\$ (16,311,314)
Projected 7/1/2023 Available Cash		\$ 1,519,648



General Fund

Projected 7/1/2023 Cash Balance	\$ 20,415,738
Add: Estimated Budget Amendment #3	\$ (2,061,714)
Less: Customer Held Deposits	\$ (28,991)
National Opioid Settlement (Restricted)	\$ (494,071)
Operating Reserves (Restricted)	\$ (16,311,314)
Projected 7/1/2023 Available Cash	\$ 1,519,648
FY '24 Budget Operating Revenues	\$ 53,371,132
FY '24 Budget Non-Operating Revenues (Direct Distribution)	\$ 0
Total Revenues	\$ 53,371,132



General Fund

Projected 7/1/2023 Cash Balance		\$ 20,415,738
Add:	Estimated Budget Amendment #3	\$ (2,061,714)
Less:	Customer Held Deposits	\$ (28,991)
	National Opioid Settlement (Restricted)	\$ (494,071)
	Operating Reserves (Restricted)	\$ (16,311,314)
Projected 7/1/2023 Available Cash		\$ 1,519,648
FY '24 Budget Operating Revenues		\$ 53,371,132
FY '24 Budget Non-Operating Revenues (Direct Distribution)		\$ 0
	Total Revenues	\$ 53,371,132
FY '24 Budget Operating Expenditures		\$ (52,490,291)
	New Positions	\$ (880,841)



General Fund

Projected 7/1/2023 Cash Balance		\$ 20,415,738
Add:	Estimated Budget Amendment #3	\$ (2,061,714)
Less:	Customer Held Deposits	\$ (28,991)
	National Opioid Settlement (Restricted)	\$ (494,071)
	Operating Reserves (Restricted)	\$ (16,311,314)
Projected 7/1/2023 Available Cash		\$ 1,519,648
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Total Revenues		\$ 53,371,132
FY '24 Budget Operating Expenditures		\$ (52,490,291)
	New Positions	\$ (880,841)
Total Expenditures		\$ (53,371,132)



General Fund

Projected 7/1/2023 Cash Balance		\$	20,415,738
Add:	Estimated Budget Amendment #3	\$	(2,061,714)
Less:	Customer Held Deposits	\$	(28,991)
	National Opioid Settlement (Restricted)	\$	(494,071)
	Operating Reserves (Restricted)	\$	(16,311,314)
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FY '24 Budget Non-Operating Revenues (Direct Distribution)		\$	0
Total Revenues		\$	53,371,132
FY '24 Budget Operating Expenditures		\$	(52,490,291)
	New Positions	\$	(880,841)
Total Expenditures		\$	(53,371,132)
FY '24 Budgeted Activity Cash Impact		\$	0



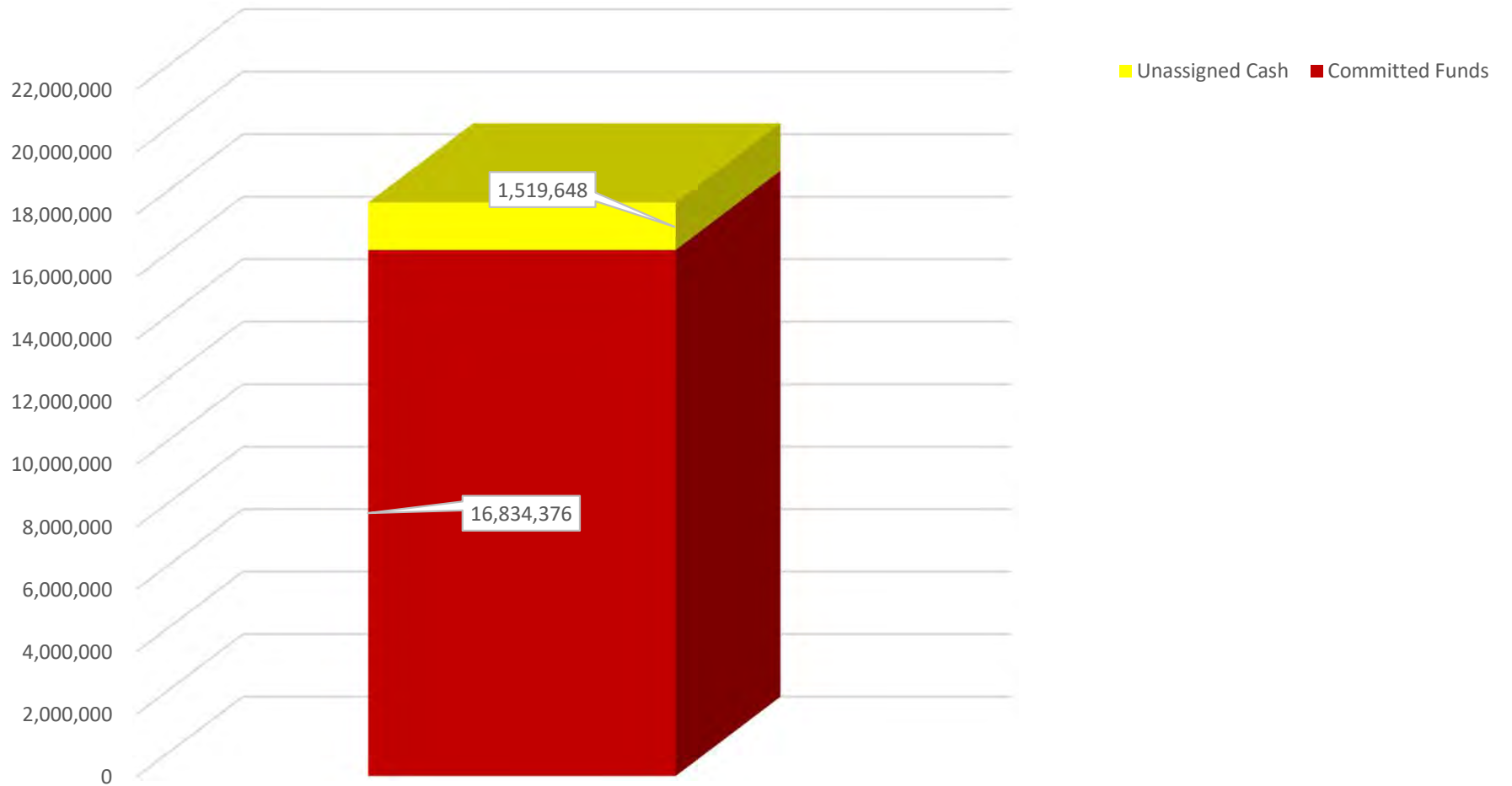
General Fund

Projected 7/1/2023 Cash Balance		\$	20,415,738
Add:	Estimated Budget Amendment #3	\$	(2,061,714)
Less:	Customer Held Deposits	\$	(28,991)
	National Opioid Settlement (Restricted)	\$	(494,071)
	Operating Reserves (Restricted)	\$	(16,311,314)
Projected 7/1/2023 Available Cash		\$	1,519,648
FY '24 Budget Operating Revenues		\$	53,371,132
FY '24 Budget Non-Operating Revenues (Direct Distribution)		\$	0
	Total Revenues	\$	53,371,132
FY '24 Budget Operating Expenditures		\$	(52,490,291)
	New Positions	\$	(880,841)
	Total Expenditures	\$	(53,371,132)
FY '24 Budgeted Activity Cash Impact		\$	0
FY '24 Projected 7/1/2024 Available Cash		\$	1,519,648



General Fund

FY '24 Projected GF Cash Balance



The logo for the City of Casper, Wyoming, is a diamond-shaped emblem. At the top, it features a stylized mountain range. Below the mountains, the words "CITY OF" are written in a small, white, sans-serif font. The word "Casper" is written in a large, white, cursive script font. Below "Casper", the word "WYOMING" is written in a white, sans-serif font, with each letter separated by a small space. At the bottom of the diamond, there is a white silhouette of a city skyline, including a tall building and a dome. A small "TM" trademark symbol is located to the right of the diamond.

CITY OF
Casper
W Y O M I N G

CAPITAL PROJECTS



FY 24 Budget Preview

Capital is budgeted using available cash on hand





Budget Myth #2

Myth: The Optional One Cent Tax is used for City operations.

A graphic with a green top and bottom border and an orange middle section. On the left is a circular graphic containing a 2020 Lincoln cent coin. The coin features the profile of Abraham Lincoln, the words "IN GOD WE TRUST" at the top, "LIBERTY" on the left, and "2020" on the right. To the right of the coin, the text "1% Local Option Sales Tax" is written in a bold, green, sans-serif font. Below this, the phrase "A Community Investment" is written in a white, italicized, sans-serif font.

1% Local Option Sales Tax
A Community Investment

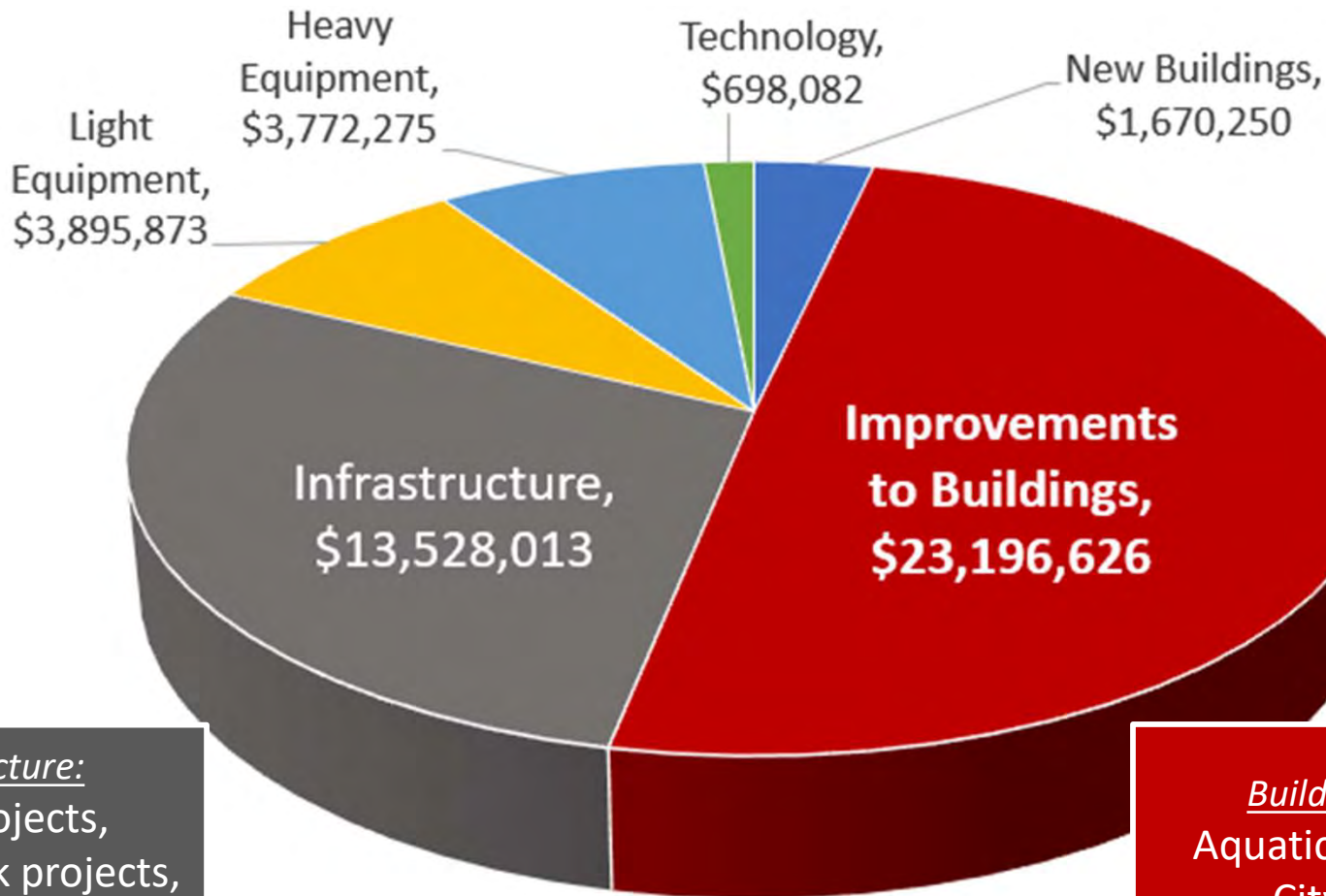


Budget Myth #2

- ~~The Optional One Cent Tax is used for City operations.~~
- FACT: The Optional One Cent Tax is strictly used for capital projects such as street repairs, sewer/water repairs, public safety vehicles swimming subsidies, and public transportation subsidies
- 80%-90% of One Cent is used on infrastructure, equipment, and technology while the remaining 10%-20% is used for subsidies and support for other non-profit businesses.



Capital Projects By Project Type



Heavy Equip:
Trash Trucks,
Heavy Landfill
Equipment,
Etc.

Light Equip:
Police Cars,
Mowers,
Light trucks,
Fire Equip,
Busses, Etc.

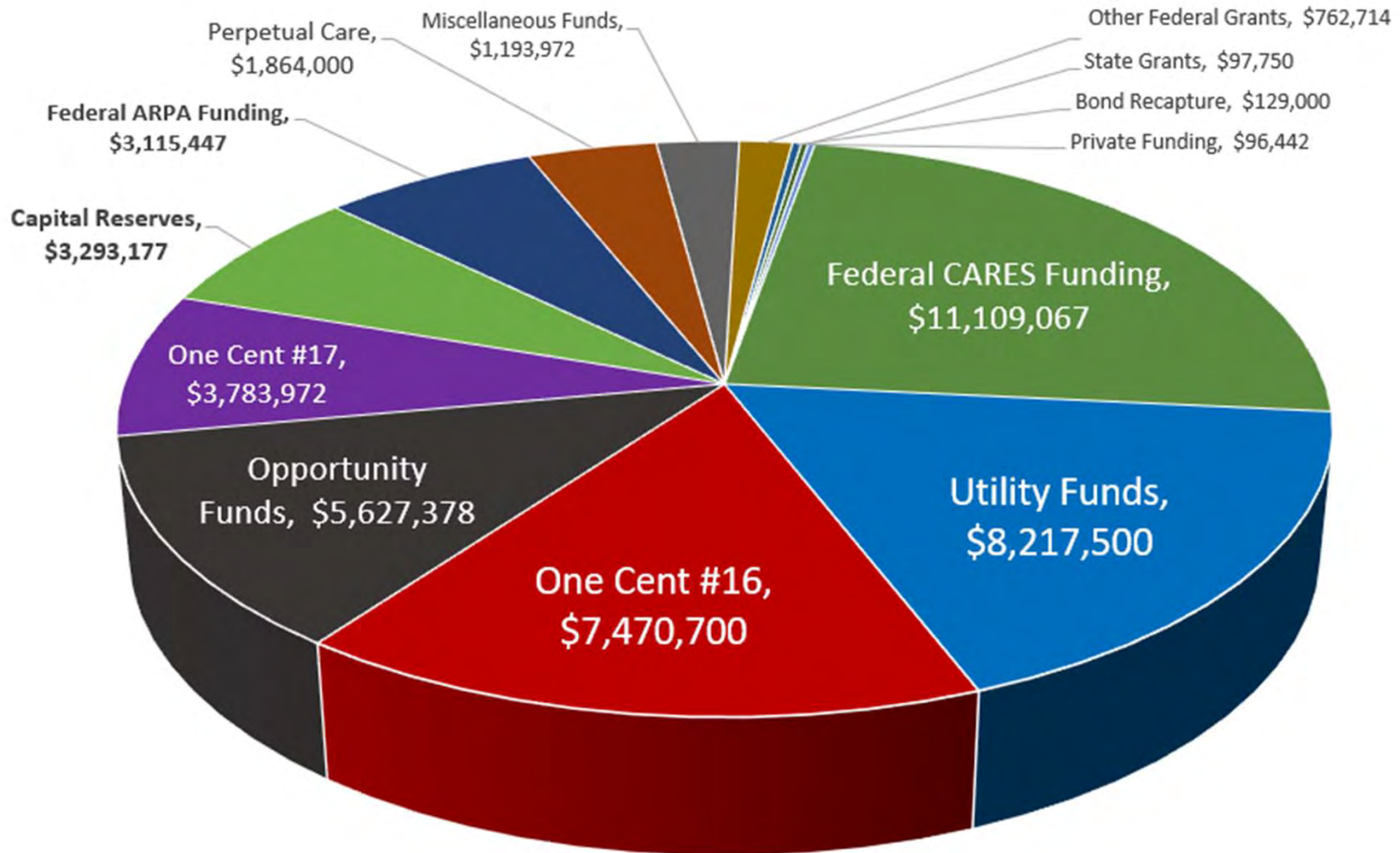
Infrastructure:
Street projects,
Pipe and Tank projects,
WWTP upgrades,
Washington Park, Etc.

New Buildings:
Water Garage,
Landfill Buildings

Building Improvements:
Aquatics Roof, Fire 1 Roof,
City Hall Elevator,
Business Center Remodel, Etc.



Capital Projects By Source of Funding





ENTERPRISE FUNDS



Budget Myth #4

Myth: The City raises water rates to subsidize other parts of the City's operation.





Budget Myth #4

~~The City raises water rates to subsidize other parts of the City's operation.~~

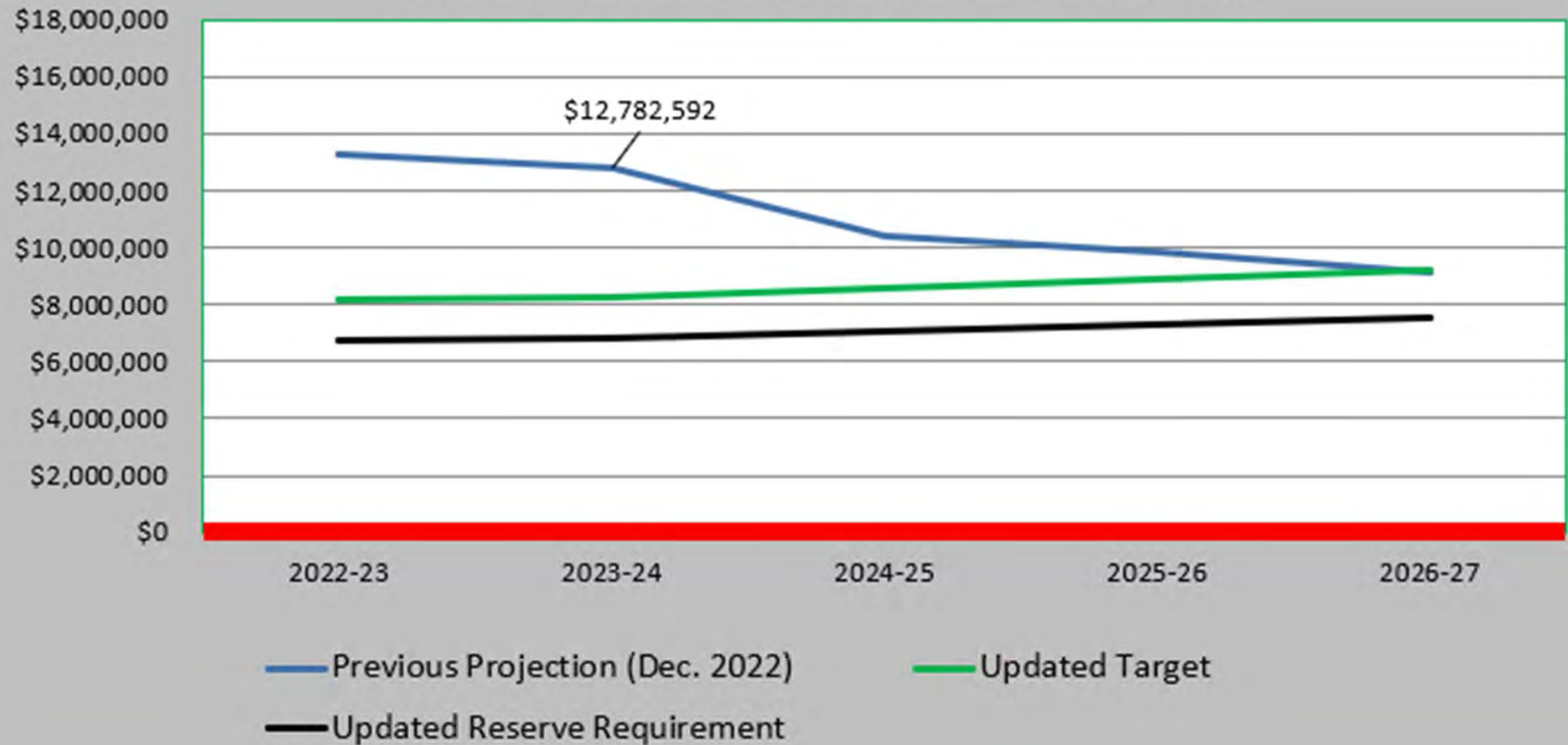
- FACT: The City uses water rates to fund the water system, it uses sewer rates to fund the sewer system, and it uses trash collection rates to fund the trash collection system.

It's a myth that water rates are used to subsidize the city's general operations. In fact, it would be more accurate to say that the opposite is true, because the City uses Optional One Cent dollars to support the water and sewer operations. Without that funding, water and sewer rates would have to increase.



Water Distribution Fund Pro Forma

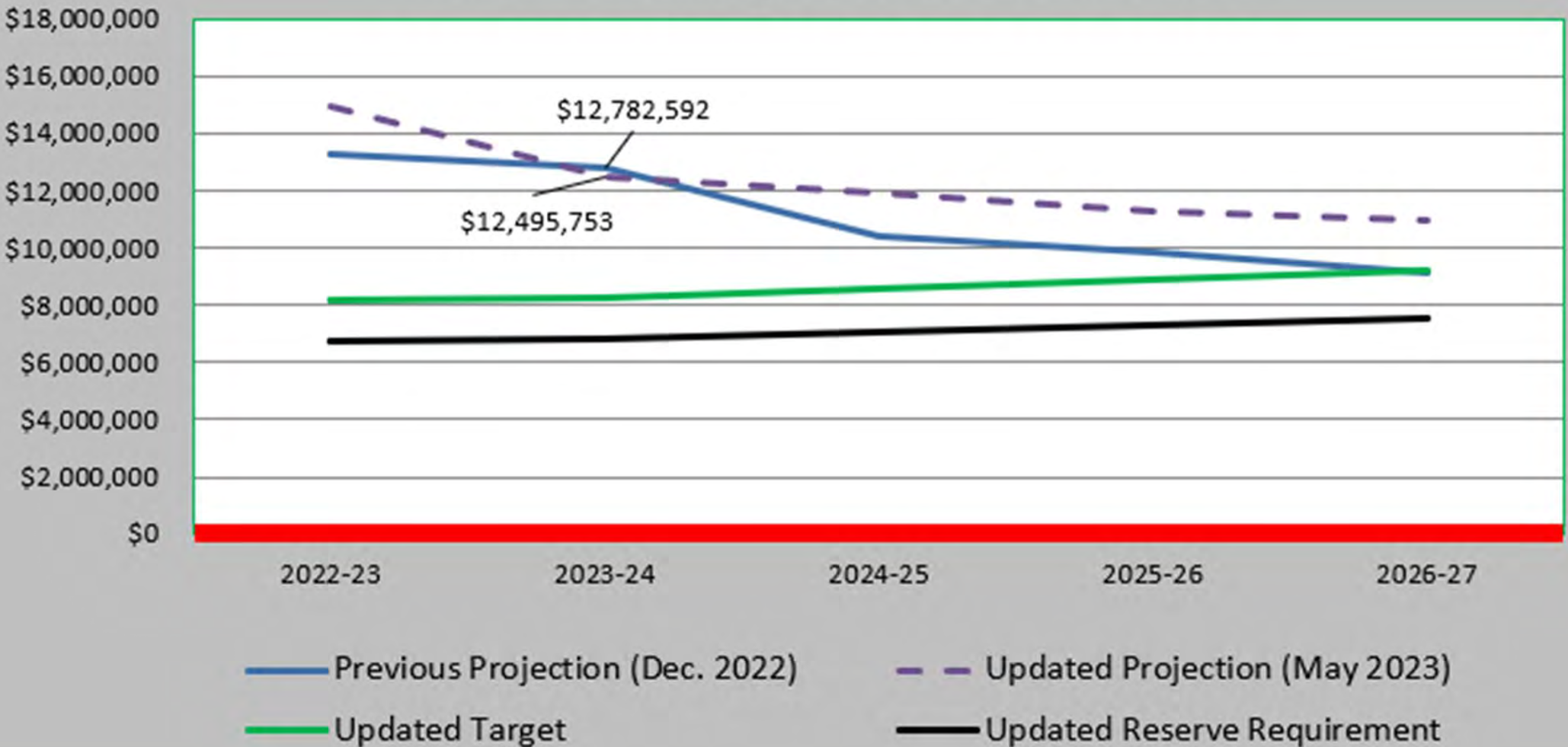
Water Fund May 2023 Council Review





Water Distribution Fund Pro Forma

Water Fund May 2023 Council Review





Water Distribution Fund

Projected 7/1/2023 Cash Balance	\$	13,564,593
Less: Amounts Restricted	\$	(850,000)
Minimum Reserve Per Finance Policy	\$	(5,847,367)
Budget Amendment #3	\$	1,396,410
Projected 7/1/202 Available Cash	\$	8,263,636
FY '24 Budget Operating Revenues	\$	14,738,935
FY '24 Budget Non-Operating Revenues	\$	1,160,481
Total Revenues	\$	15,899,416
FY '24 Budget Operating Expenditures	\$	(13,447,598)
FY '24 Budget Non-Operating Expenditures	\$	(4,917,068)
Total Expenditures	\$	(18,364,666)
FY '24 Budgeted Activity Cash Impact	\$	(2,465,250)



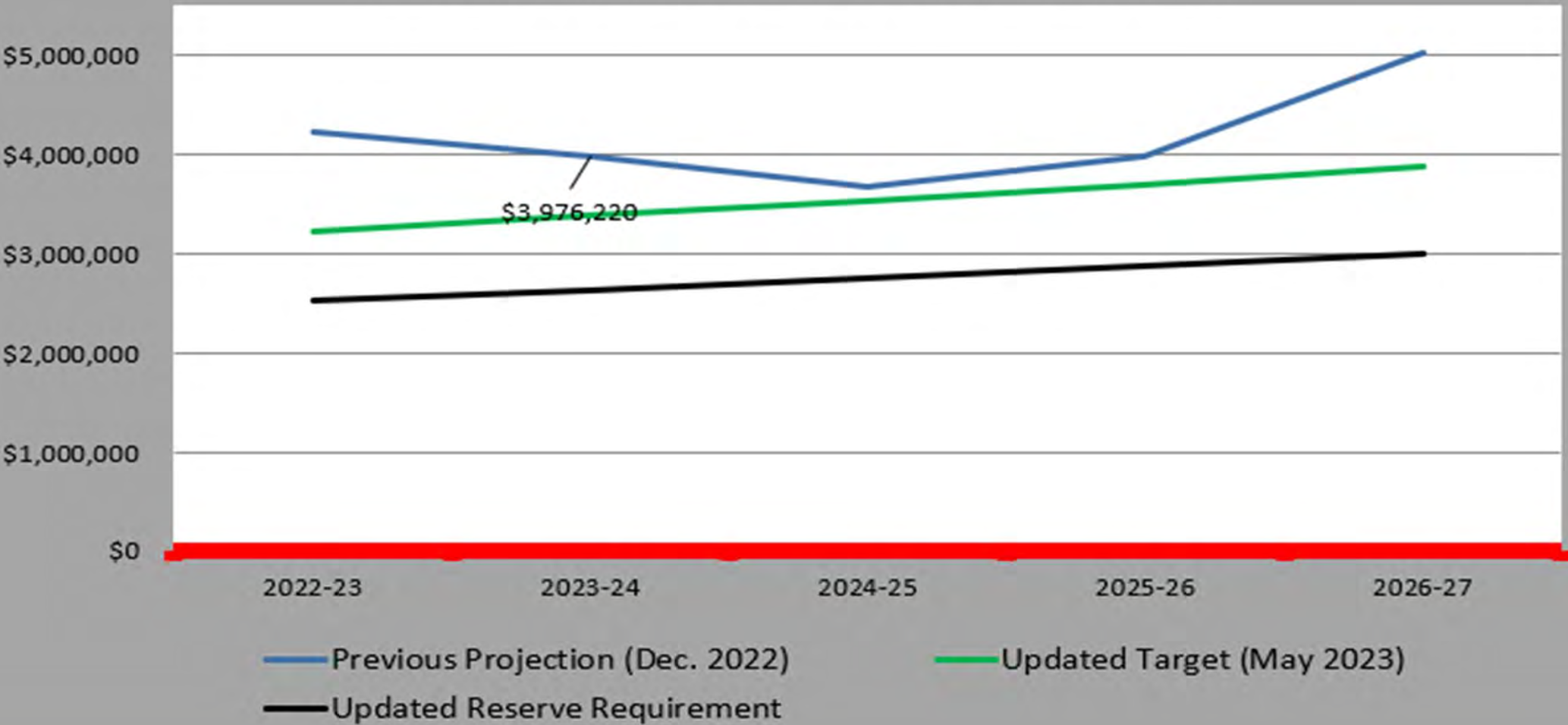
Water Distribution Fund

Projected 7/1/2023 Cash Balance	\$	13,564,593
Less: Amounts Restricted	\$	(850,000)
Minimum Reserve Per Finance Policy	\$	(5,847,367)
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FY '24 Budget Non-Operating Expenditures	\$	(4,917,068)
Total Expenditures	\$	(18,364,666)
FY '24 Budgeted Activity Cash Impact	\$	(2,465,250)
Projected FY '24 Year End Available Cash	\$	5,798,386



Sewer Fund Pro Forma

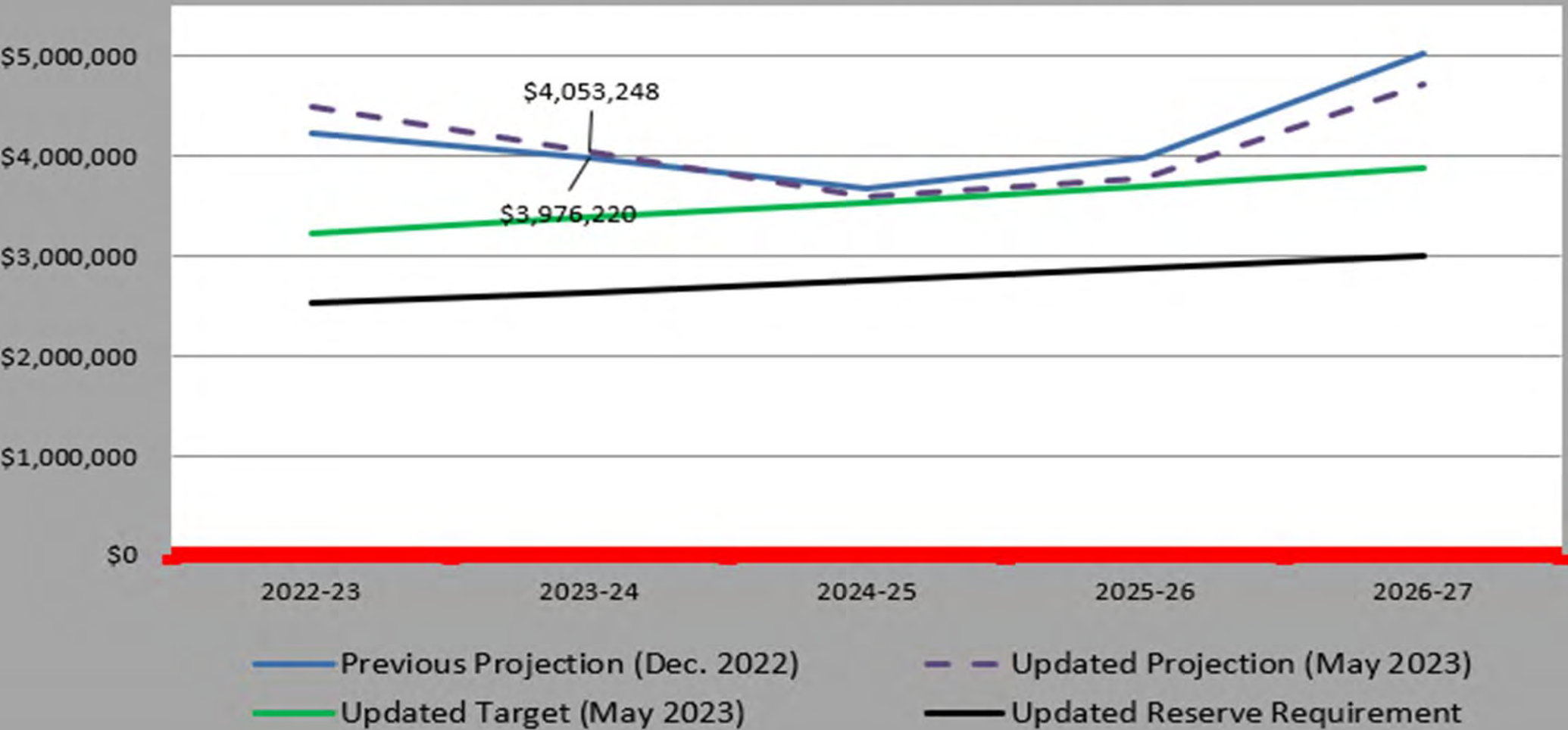
Sewer Fund May 2023 Council Review





Sewer Fund Pro Forma

Sewer Fund May 2023 Council Review





Sewer Fund

Projected 7/1/2023 Cash Balance	\$	4,218,289
Less: Amounts Restricted		
Minimum Reserve Per Finance Policy	\$	(2,646,014)
Budget Amendment #3	\$	275,175
Projected 7/1/2023 Available Cash	\$	1,847,450
FY '24 Budget Operating Revenues	\$	7,830,602
FY '24 Budget Non-Operating Revenues	\$	305,388
Total Revenues	\$	8,135,990
FY '24 Budget Operating Expenditures	\$	(7,415,207)
FY '24 Budget Non-Operating Expenditures	\$	(1,161,000)
Total Expenditures	\$	(8,576,207)
FY '24 Budgeted Activity Cash Impact	\$	(440,217)



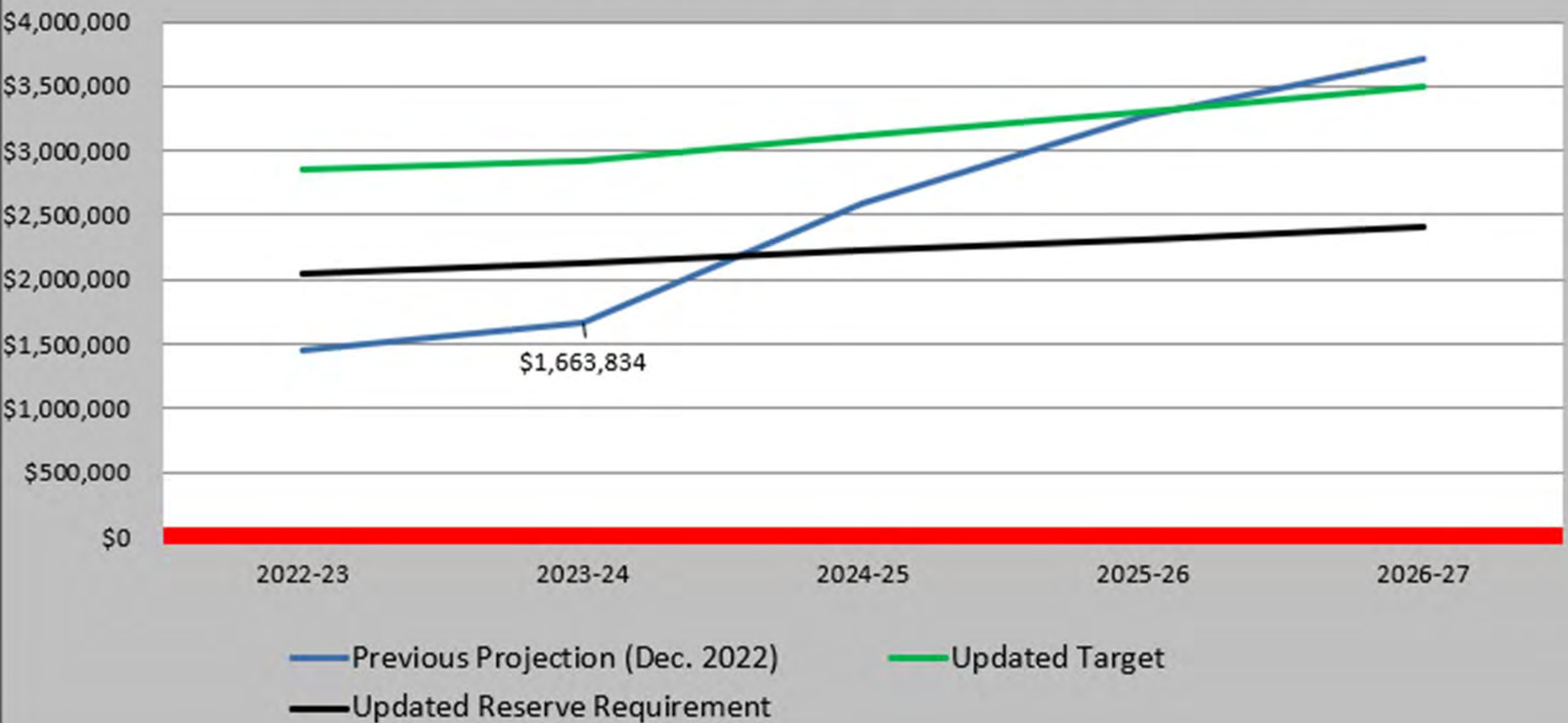
Sewer Fund

Projected 7/1/2023 Cash Balance	\$	4,218,289
Less: Amounts Restricted		
Minimum Reserve Per Finance Policy	\$	(2,646,014)
Budget Amendment #3	\$	275,175
Projected 7/1/2023 Available Cash	\$	1,847,450
FY '24 Budget Operating Revenues	\$	7,830,602
FY '24 Budget Non-Operating Revenues	\$	305,388
Total Revenues	\$	8,135,990
FY '24 Budget Operating Expenditures	\$	(7,415,207)
FY '24 Budget Non-Operating Expenditures	\$	(1,161,000)
Total Expenditures	\$	(8,576,207)
FY '24 Budgeted Activity Cash Impact	\$	(440,217)
Projected FY '24 Year End Available Cash	\$	1,407,233



Refuse Fund Pro Forma

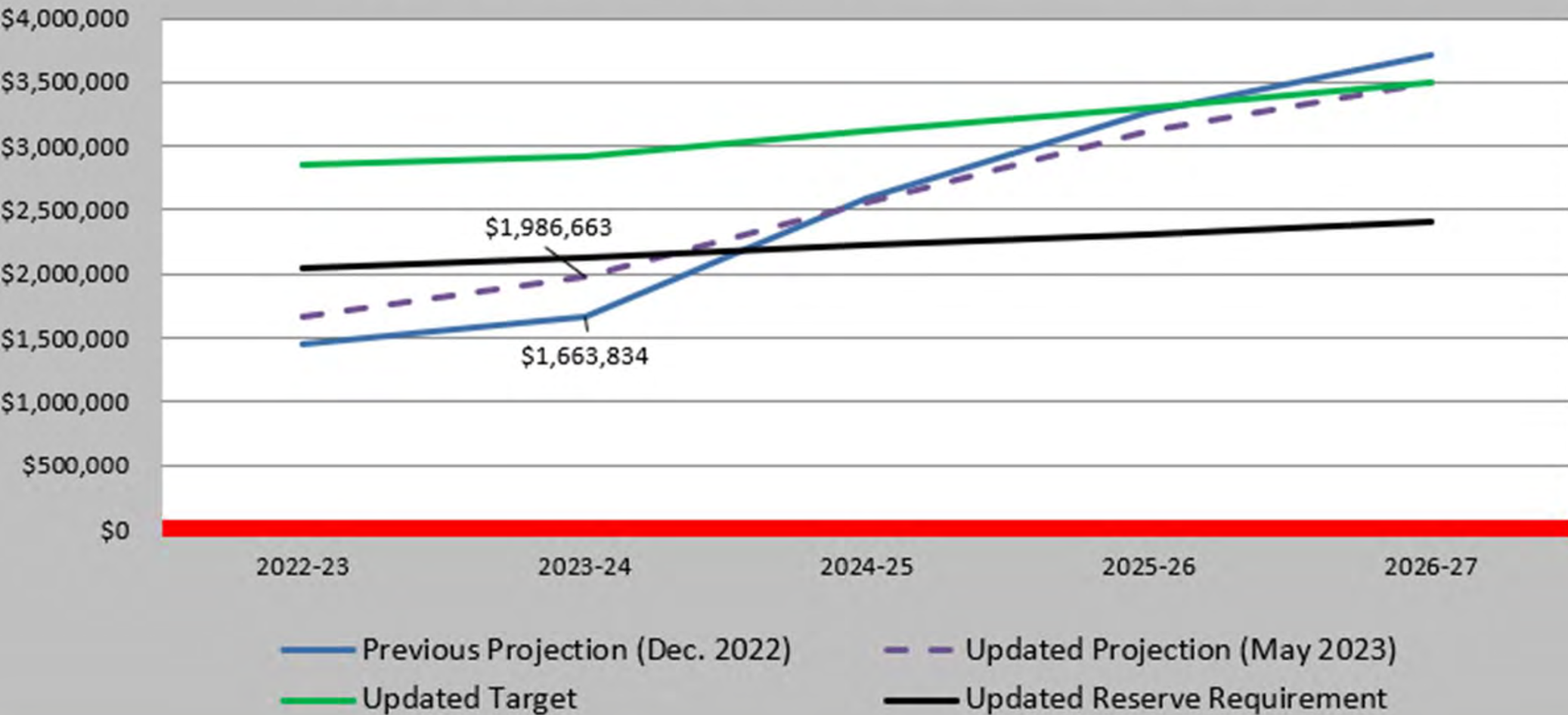
Refuse Collection Fund May 2023 Council Review





Refuse Fund Pro Forma

Refuse Collection Fund May 2023 Council Review





Refuse Fund

Projected 7/1/2023 Cash Balance	\$	1,746,289
Less: Amounts Restricted		
Minimum Reserve Per Finance Policy	\$	(2,726,478)
Budget Amendment #3	\$	(75,188)
Projected 7/1/2023 Available Cash	\$	(1,055,377)
FY '24 Budget Operating Revenues	\$	10,635,550
FY '24 Budget Non-Operating Revenues	\$	69,478
Total Revenues	\$	10,705,028
FY '24 Budget Operating Expenditures	\$	(7,951,066)
FY '24 Budget Non-Operating Expenditures	\$	(2,438,400)
Total Expenditures	\$	(10,389,466)
FY '24 Budgeted Activity Cash Impact	\$	315,562



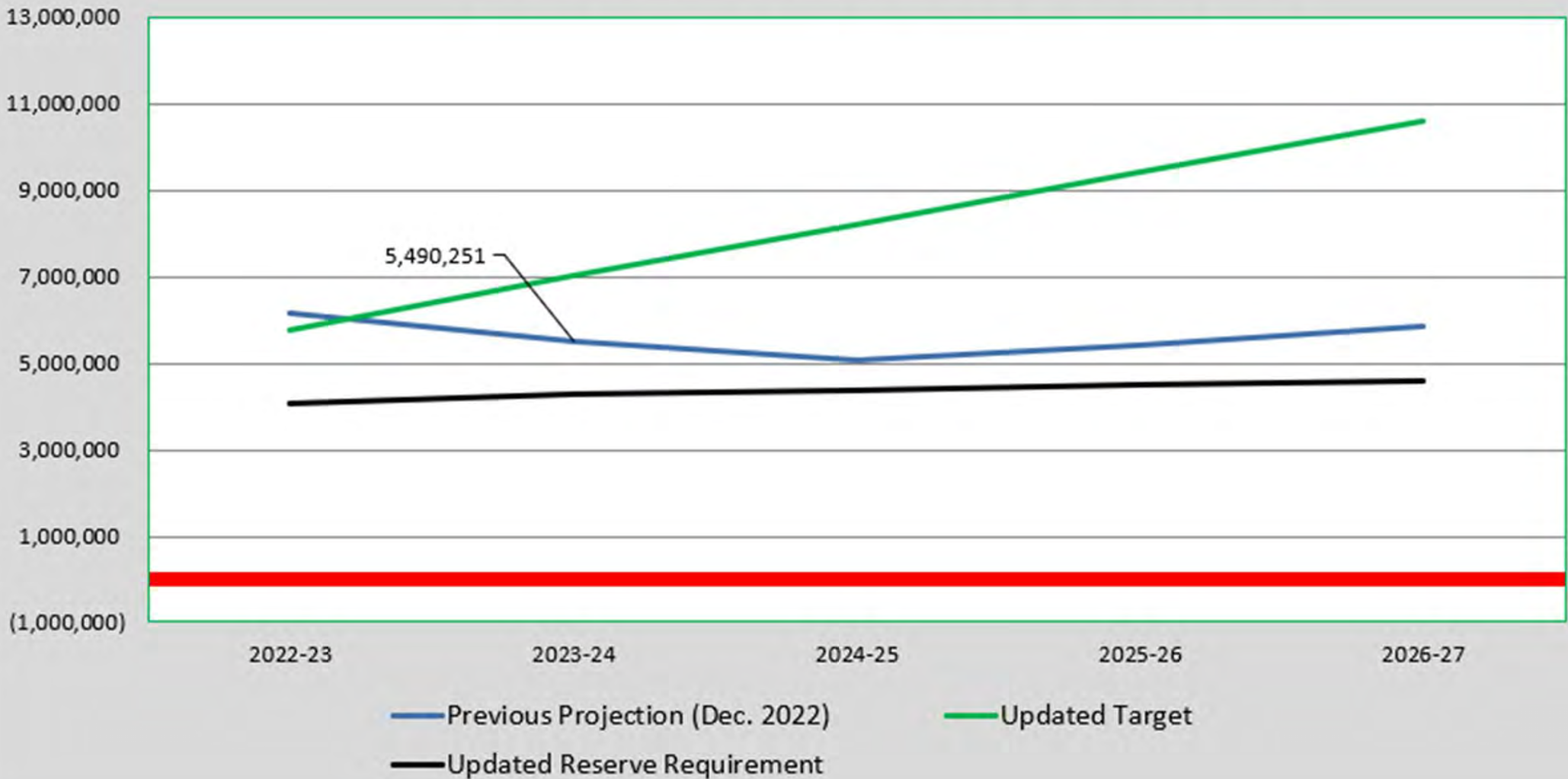
Refuse Fund

Projected 7/1/2023 Cash Balance	\$	1,746,289
Less: Amounts Restricted		
Minimum Reserve Per Finance Policy	\$	(2,726,478)
Budget Amendment #3	\$	(75,188)
Projected 7/1/2023 Available Cash	\$	(1,055,377)
FY '24 Budget Operating Revenues	\$	10,635,550
FY '24 Budget Non-Operating Revenues	\$	69,478
Total Revenues	\$	10,705,028
FY '24 Budget Operating Expenditures	\$	(7,951,066)
FY '24 Budget Non-Operating Expenditures	\$	(2,438,400)
Total Expenditures	\$	(10,389,466)
FY '24 Budgeted Activity Cash Impact	\$	315,562
Projected 7/1/2024 Cash Balance	\$	(739,815)



Balefill Fund Pro Forma – 5 Year View

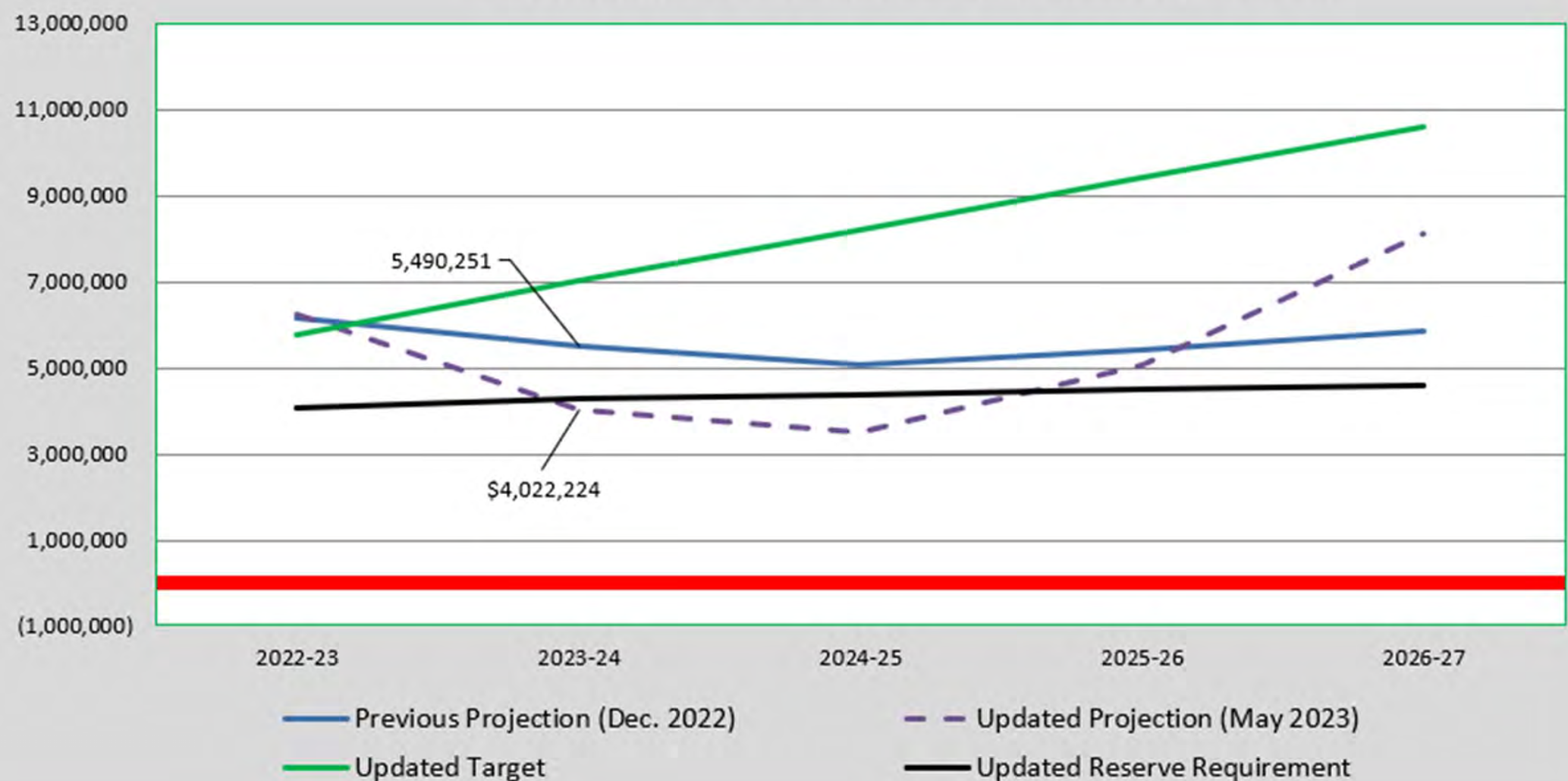
Balefill Fund May 2023 Council Review - 5 Year





Balefill Fund Pro Forma – 5 Year View

Balefill Fund May 2023 Council Review - 5 Year





Balefill Fund

Projected 7/1/2023 Cash Balance	\$	5,768,564
Less: Amounts Restricted		
Minimum Reserve Per Finance Policy	\$	(4,144,066)
Budget Amendment #3	\$	47,197
Projected 7/1/2023 Available Cash	\$	1,671,695
FY '24 Budget Operating Revenues	\$	7,096,340
FY '24 Budget Non-Operating Revenues	\$	276,588
Total Revenues	\$	7,372,928
FY '24 Budget Operating Expenditures	\$	(6,773,343)
FY '24 Budget Non-Operating Expenditures	\$	(2,803,446)
Total Expenditures	\$	(9,576,789)
FY '24 Budgeted Activity Cash Impact	\$	(2,203,861)



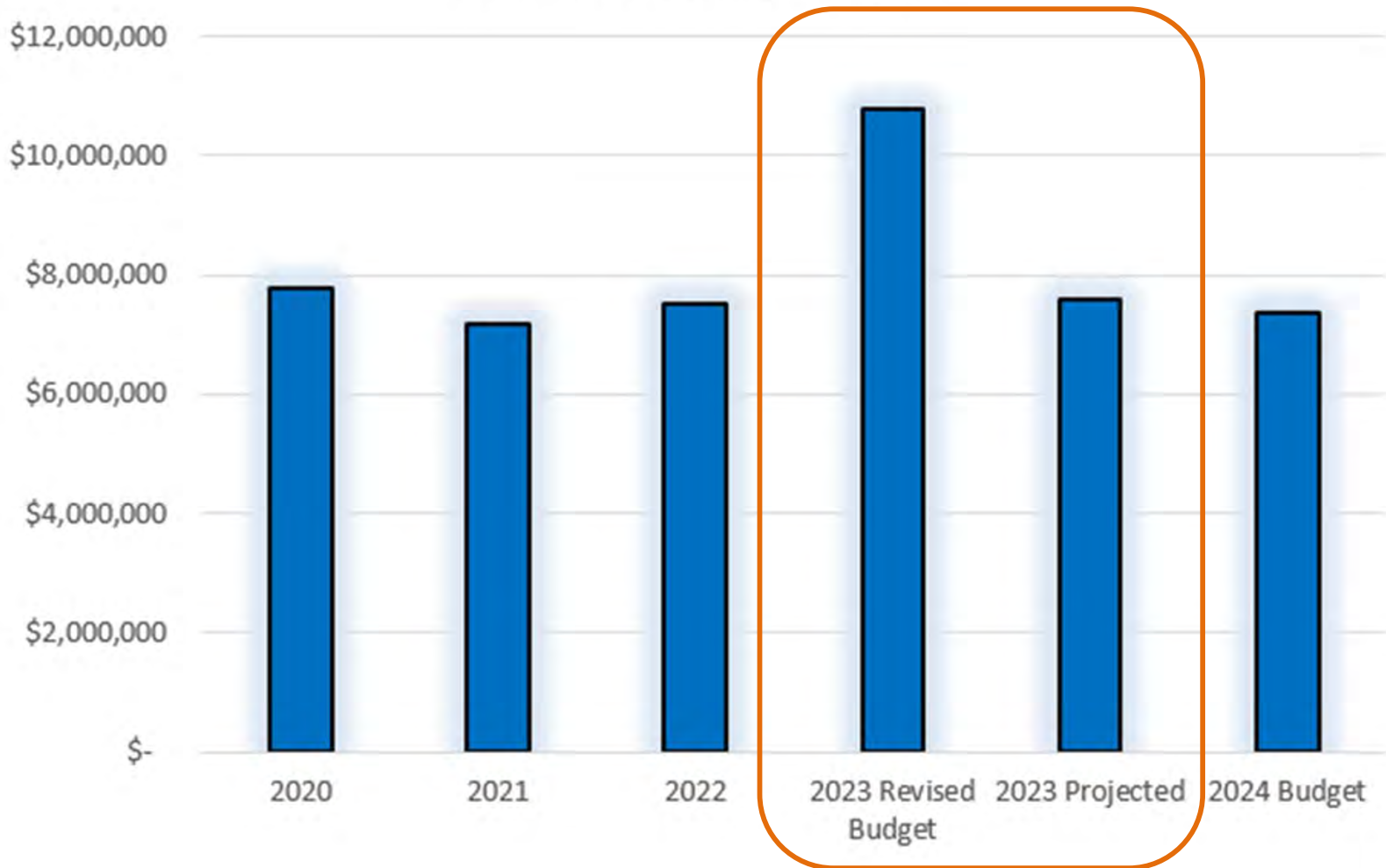
Balefill Fund

Projected 7/1/2023 Cash Balance	\$	5,768,564
Less: Amounts Restricted		
Minimum Reserve Per Finance Policy	\$	(4,144,066)
Budget Amendment #3	\$	47,197
Projected 7/1/2023 Available Cash	\$	2,082,019
FY '24 Budget Operating Revenues	\$	7,096,340
FY '24 Budget Non-Operating Revenues	\$	276,588
Total Revenues	\$	7,372,928
FY '24 Budget Operating Expenditures	\$	(6,773,343)
FY '24 Budget Non-Operating Expenditures	\$	(2,803,446)
Total Expenditures	\$	(9,576,789)
FY '24 Budgeted Activity Cash Impact	\$	(2,203,861)
Projected FY '24 Year End Available Cash	\$	(121,842)



Balefill Revenue By Year

Balefill Revenue - By Year



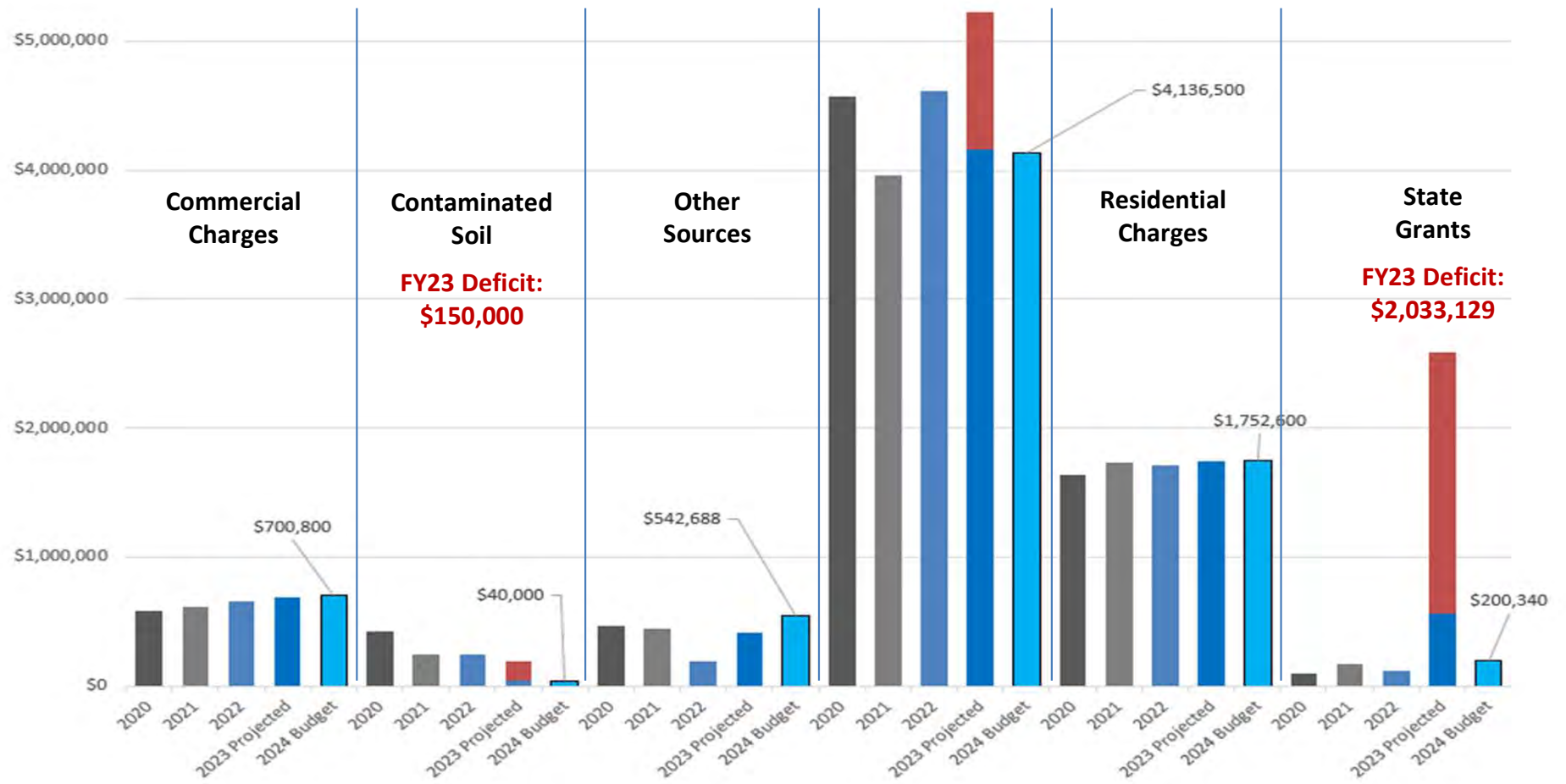


Balefill Revenue

FY23 Budget vs. FY23 Actual

Private Commercial Charges

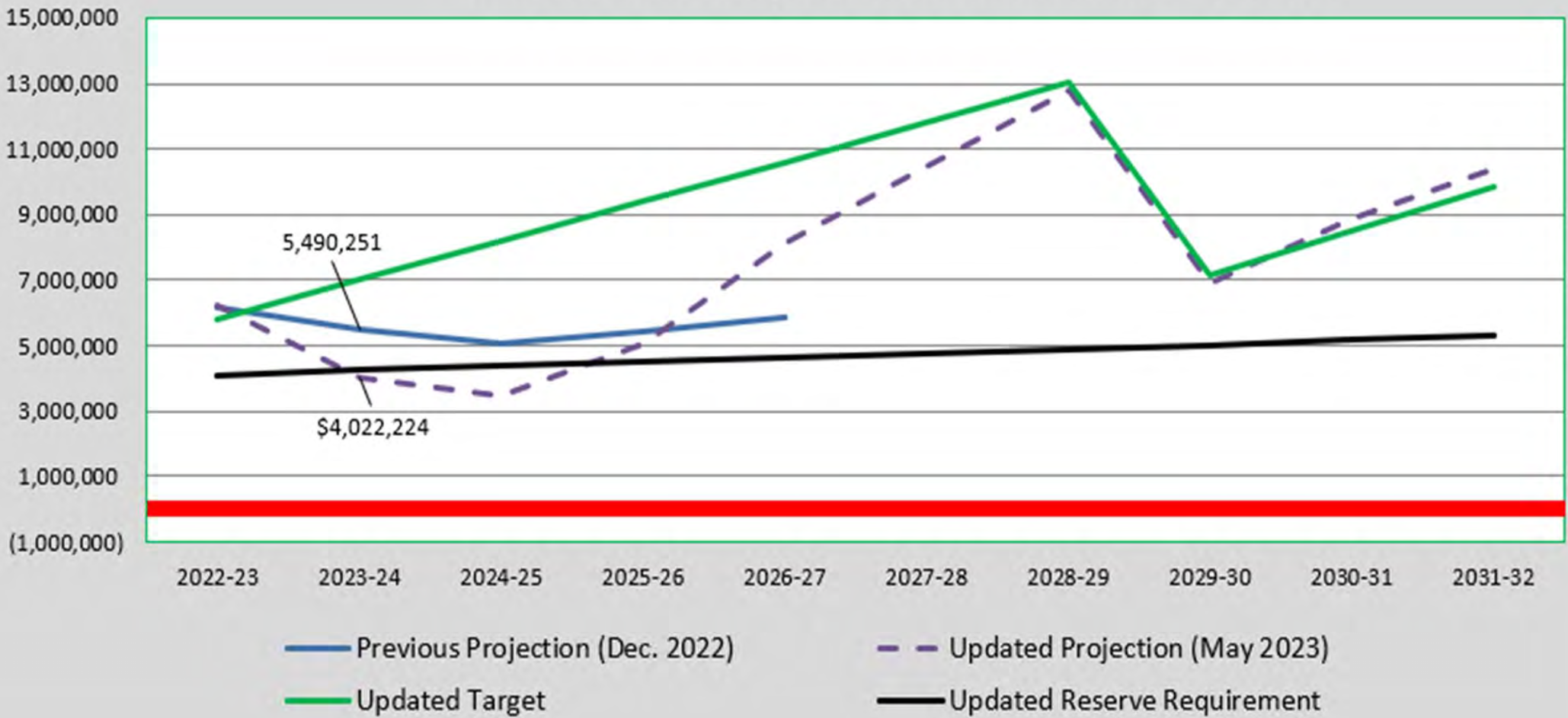
FY23 Deficit: \$1,071,100

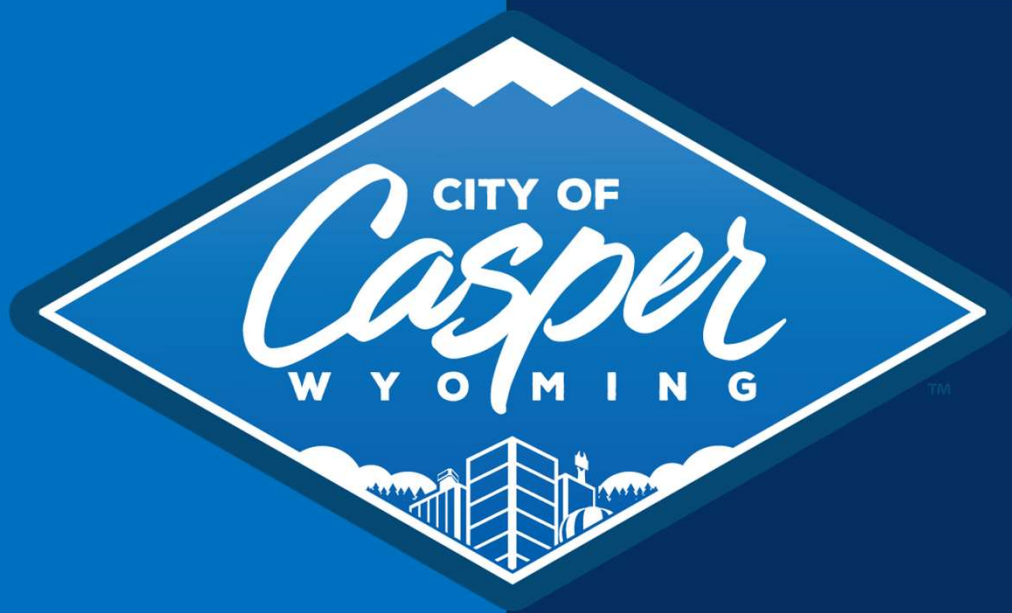




Balefill Fund Pro Forma – 10 Year View

Balefill Fund May 2023 Council Review - 10 Year





RECREATIONAL SUBSIDIES



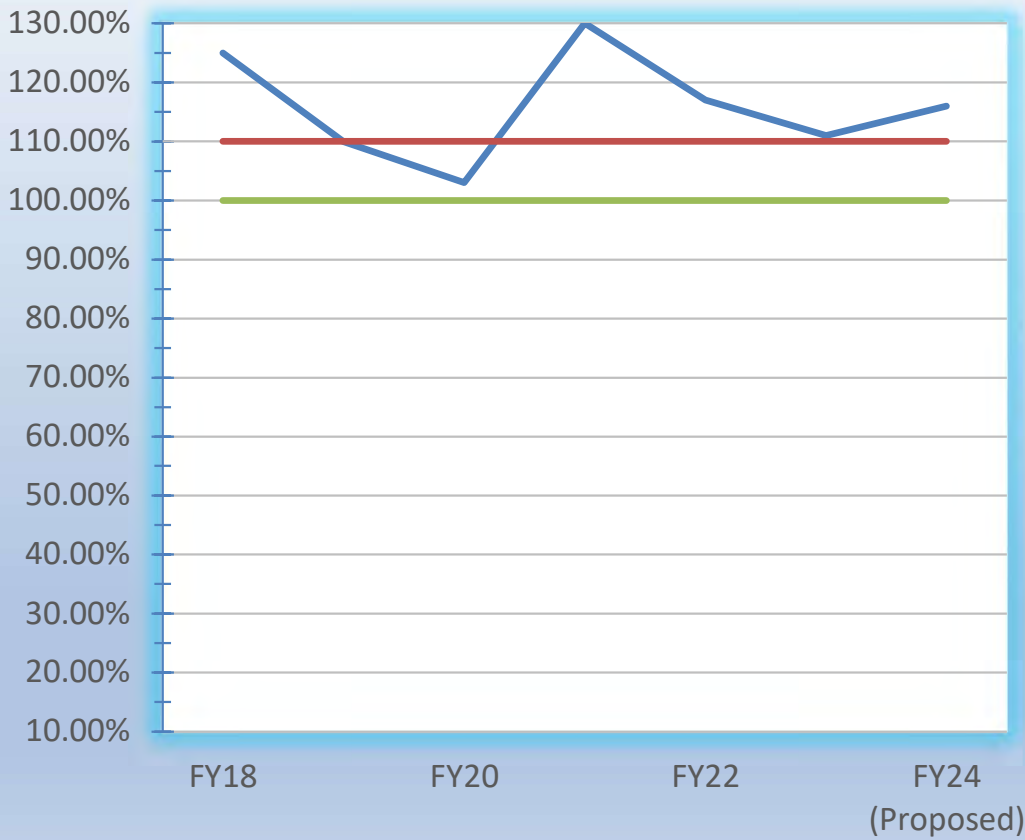
Recreational Subsidies

	Average FY18-FY22		FY23 Projected		FY24 Proposed		Target
	Cost Recovery	%	Cost Recovery	%	Cost Recovery	%	%
Golf Course	\$118,588	117%	\$104,393	111%	\$155,148	116%	110%
Hogadon	(\$316,278)	62%	(\$217,346)	80%	(\$241,219)	77%	60%
Rec Center	(\$835,262)	35%	(\$556,961)	53%	(\$614,629)	41%	50%
Ice Arena	(\$256,361)	55%	(\$235,866)	62%	(\$268,617)	60%	65%
Aquatics	(\$438,428)	55%	(\$540,413)	54%	(\$528,854)	55%	58%
Fort Caspar	(\$311,895)	19%	(\$428,171)	15%	(\$386,781)	18%	20%
Athletics	-	0%	-	0%	(\$740,113)	33%	TBD



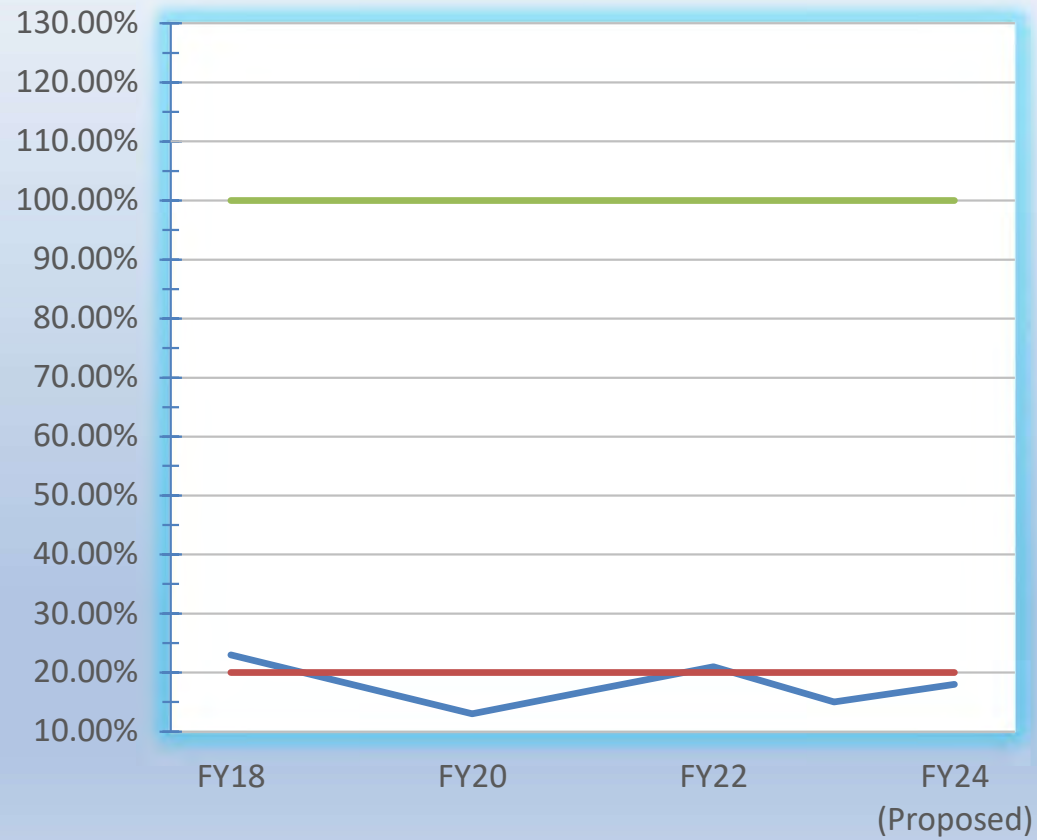
Golf Course & Fort Caspar Cost Recovery

Golf Course Cost Recovery by Year

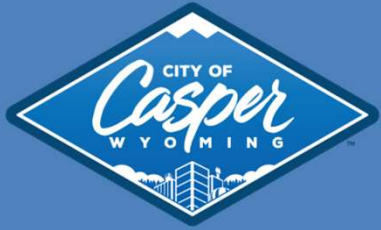


— Golf Course — Golf Target — Break Even

Fort Caspar Cost Recovery by Year



— Fort Caspar — Fort Caspar Target — Break Even



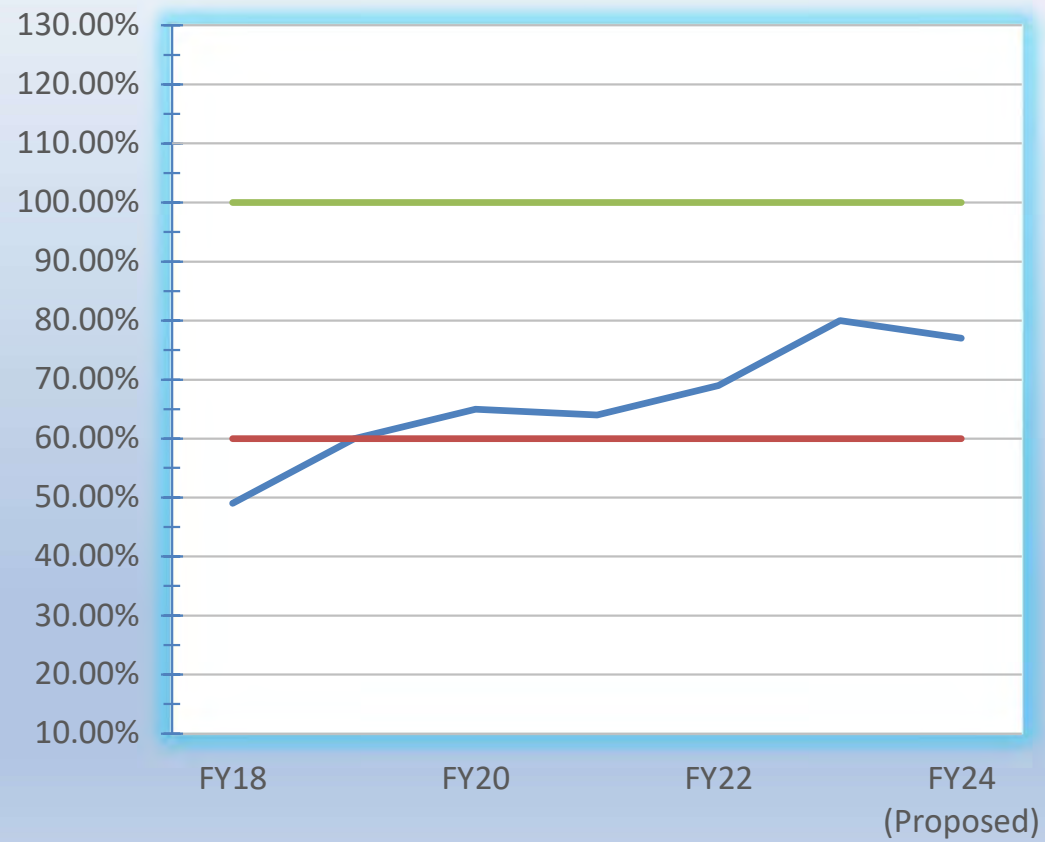
Ice Arena & Hogadon Cost Recovery

Ice Arena Cost Recovery by Year



— Ice Arena — Ice Arena Target — Break Even

Hogadon Cost Recovery by Year

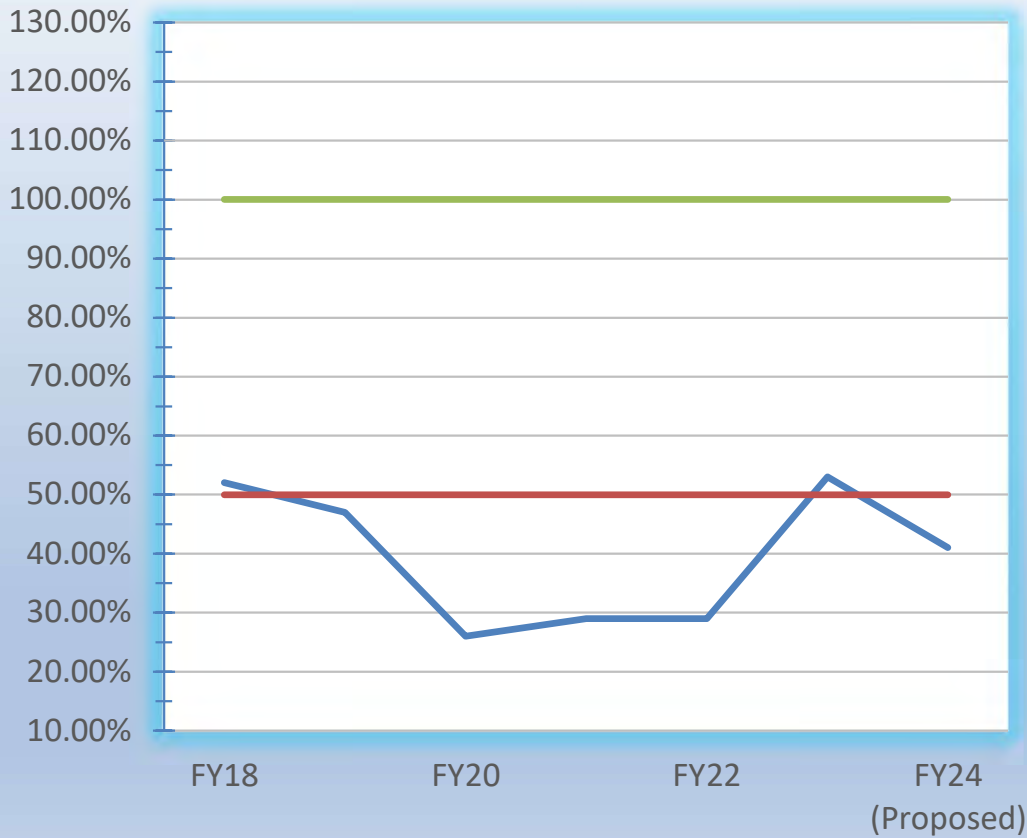


— Hogadon — Hogadon Target — Break Even



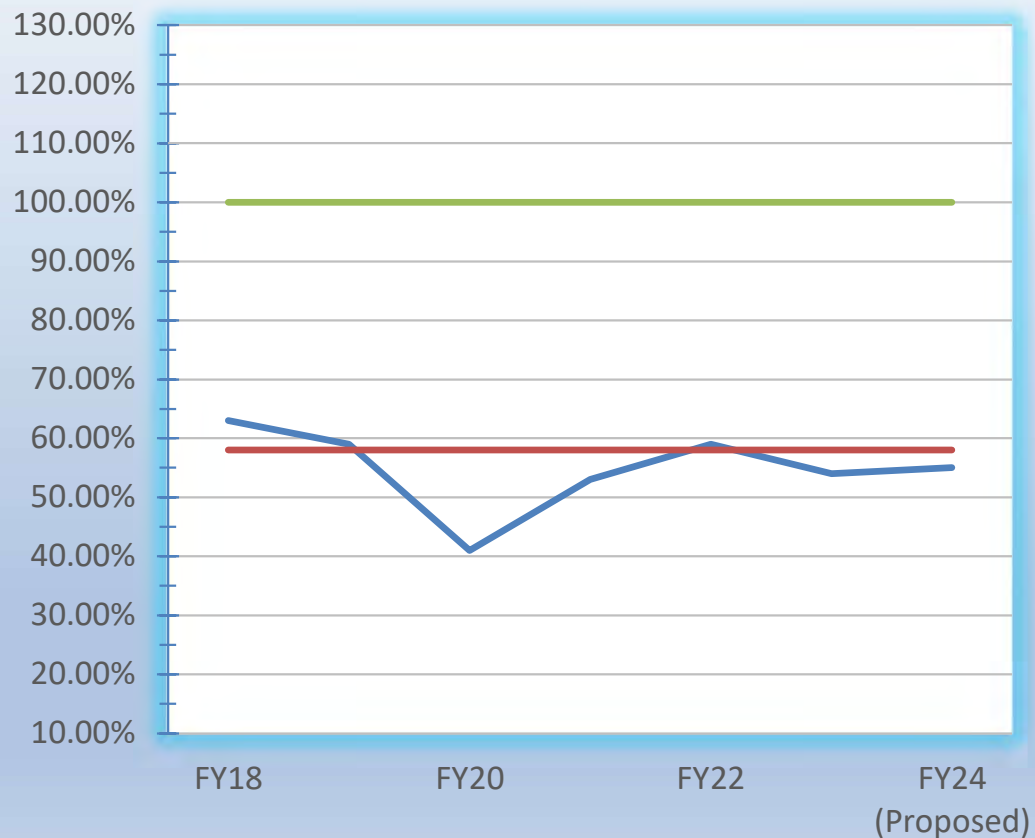
Recreation Center & Aquatics Cost Recovery

Recreation Center Cost Recovery by Year



— Rec Center — Rec Center Target — Break Even

Aquatics Cost Recovery by Year

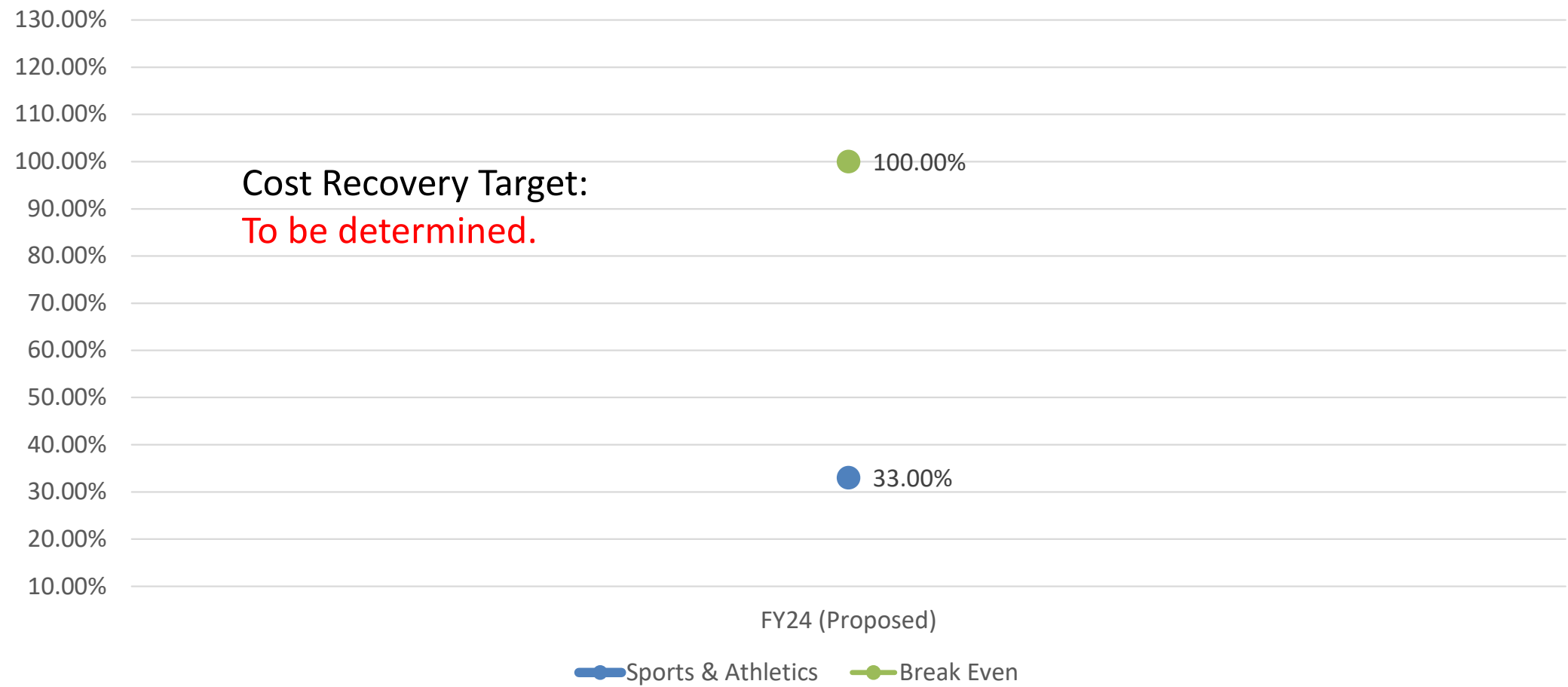


— Aquatics — Aquatics Target — Break Even



Sports and Athletics Cost Recovery

Sports and Athletics
Cost Recovery by Year







FY2024 &
BEYOND



Thoughts for the Future

- Consideration of a storm water program formation
- Begin the transformation of the Casper Business Center into a public safety facility
- Monitor economic conditions and adjust as needed including scope/expense reductions or potential grant funding
- Develop Investment Policy to include Amendment A
- Implement subsidy reduction strategies and start to transform recreational facilities into self-sustaining assets
- Continue to develop strategies to ensure revenue sustainability
- Connect fiscal initiatives with the City Council's goals of Livability, Sustainability, Citizen Engagement
- Evaluate recruitment and retention policies

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1 <i>7:00p</i> -Youth Empowerment (Pacheco)	2	3
4	5 <i>4:00 p.m.</i> - Municipal Court Coordination Committee (Bond, Haskins) <i>5:00 p.m.</i> - CNFR (Knell, Cathey)	6 <i>Council meetings move to The Lyric</i> <i>6:00p</i> -Council Meeting	7 <i>1:00 p</i> -Civil Service Commission (None)	8 <i>12:00p</i> -Advance Casper (Napier, Gamroth) <i>4:30p</i> -Parks & Rec Advisory Board (Engebretsen) <i>6:00p</i> - Planning & Zoning (Cathey) <i>7:00p</i> -Youth Empowerment (Pacheco)	9 <i>11:30a</i> -Chamber Coordination/ Infoshare (None)	10
				CNFR June 9 - 17		
11 <i>4:30 p.m.</i> - Casper Youth Council (Gamroth, Pacheco)	12 <i>8:30a</i> -Historic Preservation (None)	13 <i>4:30p</i> -Council Work Session	 14 <i>6:00p</i> -Amoco Reuse JPB (Pollock)	15 <i>7:00a</i> -Mayors/ Commissioners <i>11:00a</i> -Housing Authority (Gamroth) <i>11:00a</i> - MPO Policy (Pollock, Engebretsen - alt.) <i>4:00p</i> -Contractors' Licensing Board (Engebretsen) <i>5:30p</i> - City County Board of Health (Haskins) <i>7:00p</i> - Youth Empowerment (Pacheco)	16 <i>3:30p</i> -LGBTQ Advisory Committee (Pacheco, Pollock)	17
CNFR June 9 - 17						
 18	 19	20 <i>11:30a</i> -Regional Water JPB (Cathey, Knell, Pollock, Bertoglio) <i>4:00p</i> -Chamber of Commerce (Cathey) <i>6:00p</i> -Council Meeting	 21	22 <i>7:00p</i> -Youth Empowerment (Pacheco)	23	24
25	26 <i>12:00p</i> - Disability Council (Pacheco) <i>12:30p</i> -Senior Services (Bond) <i>4:00p</i> -OYD Advisory Committee (Jensen, Gamroth)	27 <i>11:30a</i> -Travel & Tourism (Engebretsen, Knell - alt.) <i>4:30p</i> -Council Work Session	28 <i>7:00a</i> -CPU Advisory Board (Cathey) <i>11:30p</i> -NIC (None) <i>5:15p</i> -CAP (None)	29 <i>7:00p</i> -Youth Empowerment (Pacheco)	30	

SCHEDULE

Friday, June 2nd

2:00 p.m.

Position Draw

Location: NIRA National Office

Friday, June 9th

Work timed event cattle & goats:

7:30 a.m. – 9:00 a.m. – Goat Tying

9:00 a.m. – 10:30 a.m. – Steer Wrestling

10:30 a.m. – 11:30 a.m. – Team Roping

11:30 a.m. – 12:30 p.m. – Tie Down

12:30 p.m. – 2:00 p.m. – Breakaway

2:00 p.m. – 3:30 p.m. – Barrel Racers

Location: Ford Wyoming Center – Arena

2:00 p.m.

Draw Stock for 1st and 2nd Go-Round

Location: Ford Wyoming Center

Saturday, June 10th

1:00 p.m.

Armband Ceremony

Location: Ford Wyoming Center – Arena

3:15 p.m.

Mandatory Contestant Orientation Meeting

Location: Ford Wyoming Center – Arena seating

4:00 p.m.- 6:00 p.m.

Arena Time

Location: Ford Wyoming Center – Arena

4:00-4:30 – Barrel Racers

4:30-5:00 – Goat Tyers

5:00-6:00 – Open

Sunday, June 11th

10:00 a.m.

Cowboy Church Service

Location: Fairgrounds

12:00 p.m.

Tradeshow Opens

Location: Ford Wyoming Center

1:00 p.m.

"Bulls, Broncs & Breakaway" – Matinee

Location: Ford Wyoming Center

4:00 p.m.

"Bulls, Broncs & Breakaway" – Evening

Location: Ford Wyoming Center

Monday, June 12th

6:30 a.m.

>Tradeshow Opens

Location: Ford Wyoming Center

7:00 a.m.

Slack

Location: Ford Wyoming Center

Tuesday, June 13th

6:30 a.m.

Tradeshow Opens

Location: Ford Wyoming Center

7:00 a.m.

Slack

Location: Ford Wyoming Center

5:30 p.m.

>Tradeshow Opens

Location: Ford Wyoming Center

7:00 p.m.

1st Performance

1st Go-Round Ring Presentation after Steer Wrestling

Location: Ford Wyoming Center

Wednesday, June 14th

9:00 a.m.-3:00 p.m.

Softball Tourney

Location: Softball Field

5:30 p.m.

Tradeshow Opens

Location: Ford Wyoming Center

7:00 p.m.

2nd Performance

2nd Go-Round Ring Presentation after Steer Wrestling

Location: Ford Wyoming Center

Thursday, June 15th

8:00 a.m.

Sporting Clay Shoot

Location: Casper Shooting Clays, Skeet, & Trap Club

9:00 a.m.

Golf Tournament

Location: Paradise Valley

5:30 p.m.

Tradeshow Opens

Location: Ford Wyoming Center

7:00 p.m.

3rd Performance

Location: Ford Wyoming Center

Ribbon Night at the Rodeo – Cancer Awareness

Friday, June 16th

8:00 a.m.

NIRA Coaches Breakfast

Location: Ramkota Hotel & Conference Center

9:00 a.m.

NIRA Alumni Reunion

Location: Ramkota Hotel and Conference Center

3:30 p.m.

NIRA Alumni Reunion Hospitality Suite, Informational gathering

Location: Ramkota Hotel and Conference Center

5:30 p.m.

Tradeshow Opens

Location: Ford Wyoming Center

7:00 p.m.

4th Performance

Location: Ford Wyoming Center

Saturday, June 17th

8:00 a.m.

Short-go leaders TV head shots

Location: Ford Wyoming Center

9:00-10:30 a.m.

Special Olympics Rodeo

Location: Ford Wyoming Center

11:30 a.m.

Cinch Style Show

Location: Ramkota Hotel & Conference Center

2:00 p.m.

Cowboy Church Service

Location: Fairgrounds

5:30 p.m.

Tradeshow Opens

Location: Ford Wyoming Center

7:00 p.m.

Championship Round

3rd Go-Round Ring Presentation after Steer Wrestling

Championship awards immediately following the rodeo

Location: Ford Wyoming Center



AGENDA

LGBTQ ADVISORY COMMITTEE

Friday, June 23, 2023 - 3:30 p.m. – 4:30 p.m.

Casper Business Center – 123 W 1st St. – 5th Floor Meeting Room

OR

Virtually

[Click here to join the meeting](#)

Meeting ID: 276 631 725 51

Passcode: Vmd5PY

Phone: 1-872-242-7817

Conference ID: 794 927 831#

1. Approve May 19, 2023, Meeting Minutes
2. Natrona County School Partnership Updates – Vickie Skates
3. Casper Police Department Updates/Requests – Sgt. Stedillie/Sgt. Broneck
4. County-wide Non-Discrimination Ordinance Initiative Updates
5. City of Casper Human Resources Partnership Updates – Nicole Carlson
 - o Application – preferred names/pronouns
 - o Dress Codes – gender neutral
 - o Policies – general neutral
6. Casper Pride Survey Results
7. Superintendent of Public Instruction Cabinet Update - Councilor Pollock
8. Other Business
 - o Update/share contact information
9. Adjourn

Next Meeting: July 21, 2023, 3:30 p.m.

Casper Business Center

123 W. 1st St

5th Floor Big Meeting Room (near Suite 555 – HR/City Clerk Offices)

We are CASPER

Communication Accountability Stewardship Professionalism Efficiency Responsiveness



CITY OF CASPER LGBTQ ADVISORY COMMITTEE MEETING

Friday, May 19, 2023, 3:30 p.m.

City Hall, Downstairs Meeting Room, and Microsoft Teams Online

MINUTES

The meeting began at 3:30 p.m. with the attendance of Councilor Pollock; City of Casper staff member, Heidi Rood; and the following committee members: Alex Petrino, Darrell Wagner, David Esposito, Gage Williams, Kate Allen, Kelly Stiefvater, Riley Jourgensen, and Skylar Cooper.

Absent: Councilor Pacheco; Casper Police Department Liaisons, Sergeant Stedillie and Sergeant Broneck; Natrona County School District Representative, Vickie Skates; and committee members: Christy Jourgensen, Brooke Ostrander, and Hollie Brogan.

Approve February 17, 2023 and March 17, 2023 Meeting Minutes

Motion to approve February 17, 2023 and March 17, 2023 meeting minutes made by Darrell Wagner and seconded by Alex Petrino with no objections.

Natrona County School Partnership Updates

Due to a City technology issues, Vickie Skates reported an update via email.

Vickie will be transitioning back to her other job around July and believes Amy Rose will be the new contact. Vickie will verify the details and invite Amy to sit in at the June meeting.

Non-Discrimination Ordinance – Countywide

David spoke with Sabrina at the Town of Mills and she didn't seem to interested in pursuing an ordinance. She will speak to the Mayor and get back to David.

Suggestion to include a question on the survey for the June Pride event to see if surrounding communities in the County have concerns and/or needs for an ordinance.

Gillette is on their 3rd reading of a non-discrimination ordinance and councilors are receiving death threats to change their vote.

Casper Pride Planning - June 10, 2023 10am – 3pm

- Gage has ordered swag for the table.
- Gage will draft a survey to use at the event.
- Heidi sent an email to City staff to coordinate the banner.
- Darrell will email the official line-up.
- Shifts to volunteer at the table will be emailed to the group. Tentatively, 9am – 1pm (Christy/Kelly) and 1pm – 4pm (Skylar/Kate).



Trans-Gender Name Changes

Kate said she is currently offering resources for no fee to assist with trans-gender name changes. She did confirm it is a state statute requirement to publish in a newspaper of general circulation in the county (typically \$300 average cost), plus \$140 filing fee.

Other Business

- There is an interested individual in joining the committee and upon review of the roster there are officially 11 members, with one vacancy. Gage will encourage the interested person to apply.
- Heidi will update the City's website with the Chair/Co-Chair email address of: lgbtqcasperwyo@gmail.com
- Darrell will be out of state for 8 weeks beginning June 12th. He will attend meetings virtually during that time.
- Councilor Pollock was invited to participate on a committee for the Superintendent of Public Instruction.

The meeting was adjourned at 4:25 p.m.

Next Meeting Date

June 23rd 2023, 3:30 p.m.

Casper Business Center

123 W. 1st St

5th Floor Big Meeting Room (near Suite 555 – HR/City Clerk Offices)

Natrona County Travel & Tourism Council

AGENDA Tuesday, May 23, 2023 – 11:30 a.m. Visit Casper - Casper WY

Zoom Link <https://us02web.zoom.us/j/85146372271?pwd=NnhKbk1MQWJ0WGMxdFpjaWNnc2Njdz099>
Meeting ID: 851 4637 2271
Passcode: 225277

I. Call to Order – Chair Tiffany Gamble

A. Introductions

II. Roll Call (Meetings: Attended/Excused/Absent/Held)

Cole Montgomery, City of Casper	(4/0/0/4)
Ken Thoren, Town of Edgerton	(3/1/0/4)
Lisa Engebretsen, City of Casper	(3/0/1/4)
Mike Cevasco, Town of Midwest	(4/0/0/4)
Renee Penton-Jones, Natrona County	(4/0/0/4)
Sabrina Kemper, Town of Mills	(4/0/0/4)
Tassma Powers, Town of Evansville	(2/0/0/4)
Tiffany Gamble, Natrona County	(4/0/0/4)
Tom Brauer, Town of Bar Nunn	(3/0/1/4)

III. Consent Agenda:

- A. Agenda
- B. Minutes: April 25, 2023
- C. Financial Report: April 2023
- D. Performance Figures: April 2023

IV. Old Business:

- A. National Travel & Tourism Recap

V. New Business:

- A. Public Hearing – FY22/23 Budget Amendment
- B. By-Laws Amendments
- C. Preliminary FY 24 Budget
- D. Marketing Co-op Program

VI. Communications Reports

- A. Staff Reports
- B. Lightning Bug Public Relations - *Tia Troy*

VII. Sales Report – *Luke Gilliam*

VIII. Council Comments

IX. Public Comments

X. Next meeting: **Tuesday, June 27, 2023 @ 11:30 a.m.**

XI. Executive Session

XII. Adjournment

Natrona County Travel & Tourism Council

Visit Casper

PUBLIC MEETING MINUTES TUESDAY, APRIL 25, 2023 CASPER, WYOMING

I. CALL TO ORDER

Mrs. Gamble asked for introductions.

Mrs. Gamble called the public meeting of the Natrona County Travel and Tourism Council to order Tuesday, April 25, 2023, at 11:35 a.m. Roll call determined the presence of a quorum.

II. ROLL CALL

Present: Tiffany Gamble, Natrona County
Renee Penton-Jones, Natrona County
Ken Thoren, Town of Edgerton
Cole Montgomery, City of Casper
Sabrina Kemper, City of Mills
Mike Cevasco, Town of Midwest
Lisa Engebretsen, City of Casper
Tom Brauer, Town of Bar Nunn
Tassma Powers, Town of Evansville*

Excused: Ken Thoren, Town of Edgerton

Also Present: Tyler Daugherty, CEO
Terri Weinhandl, Executive Assistant
Gena Jensen, National Historic Trails Foundation

*Arrived at 11:50

CONSENT AGENDA

III. Mrs. Gamble asked for a motion to approve the consent agenda.

Moved by Mr. Brauer, seconded by Mrs. Kemper, carried without dissent to approve the consent agenda. (Exhibit 1)

OLD BUSINESS

IV. BOARD RETREAT RECAP

Mr. Daugherty gave a recap of the March 6, 2023 board retreat. Darren Rudloff led the session. Mr. Daugherty is hoping to have a board retreat each spring. The Executive Committee has reviewed and approved Mr. Rudloff's final product so Mr. Daugherty will send it out to the remaining board members. Mrs. Gamble recommended adopting the report at the May board meeting as guidelines for the NCTTC once the board has had an opportunity to review the document.

NEW BUSINESS

V. **COMMITTEE UPDATES**

The By-laws committee met and passed on their recommendations to the Executive Board for review and approval. Mr. Daugherty will share with remaining board members. The biggest revision is moving Executive Board member elections from July to June each year to coincide with the start of each new fiscal year. The Bylaws will be on the May agenda.

Mr. Daugherty met with the budget committee and will meet with Skogen about the proposed FY 23/24 budget. He will present the budget to the committee again to finalize the numbers. Visit Casper is financially stable with savings and available funds allowing the flexibility to consider outside the box marketing campaigns. The budget will be presented at the May board meeting. The board will vote on the proposed budget at their June board meeting.

The Destination Marketing Fee (DMF) Committee compiled language that is currently with the attorney for review. Mr. Daugherty does not expect to hear back on his opinion of the language until May. The DMF is a voluntary dollar amount or percentage that hotels can add to their folio. Guests can opt out upon check-in. Any participating hotel collects the funds and distributes them back to us in a separate account and the hotel would have a voice to determine where those funds will be spent.

VI. **NATIONAL TRAVEL & TOURISM WEEK**

National Travel & Tourism Week will kick off with a partner social hour and CTA trivia night at Frontier Brewing Co on May 2.

Mr. Daugherty, Kirk Goodman from the FWC, Tina from the Chamber, plus one other person not yet selected will be on a career panel for NCHS students to answer any questions they may have that are tourism related.

An information session for the Marketing Co-op will take place on Monday, May 8 at the Tate Pumphouse.

Visit Casper's annual breakfast will be held at the Nicolaysen Museum on Friday, May 12, 2023.

The week's long events will end with a Pickleball game at 307 Tennis Club. Mr. Daugherty and Luke Gilliam will play in a pickleball game for the Guinness Book of World Records for 48 games in 48 days in 48 states.

Mr. Daugherty said that bus events may not happen as the bus may not be delivered and/or wrapped in time.

The week's events schedule is available on the Visit Casper website.

VII. **MARKETING CO-OP PROGRAM**

This is a new program that pivots from the business challenge of 2021 with Covid relief monies. There was no business challenge in 2022 as a result of Visit Casper not having CEO.

Visit Casper will issue 10 grants of \$2,500 each that will be awarded to existing local businesses related to tourism to market their businesses. This program will parallel the impact grant. The recipients will be able to choose their own platform (billboards, etc.) or the season to market their business (November, December, January). Visit Casper will help create ads if needed. This is a better benefit to current partners. They will be able to control where the dollars are spent. New businesses can apply. The application period runs from May 1 through May 31. Applications will be reviewed in June. An information session is scheduled for May 8 during National Travel & Tourism Week. Notifications will be in the form of a press release, the Visit Casper website and an email blast.

COMMUNICATION REPORTS

VIII. STAFF REPORTS

Visit Casper will take part in a three-month, \$30,000 campaign in the Denver market with "Carvertise". Ten vehicles will be wrapped/branded specific to how we want (i.e. Fly Casper, Ski Hogadon, etc.). During the three-month cycle, Visit Casper will pick a "swarm" of vehicles that will be wrapped and sent to one individual event. Visit Casper has chosen to target a Colorado Rockies game, the Ed Sheeran concert, the Great American Beer Festival, a Denver Broncos football game and University of Colorado football game. All ten vehicles will be at these events and give us the opportunity to get into the Denver market. This is a marketing campaign outside of the box, something Visit Casper has not done before. Mr. Daugherty will share the Carvertise package with the board.

Mrs. Kemper asked about the Coffee & Sweets Trail. Visit Casper is creating another trail for visitors to sample local coffee or treats similar to the ale trail. Visit Casper is still working out the end "prize" and the number of shops that will need to be visited.

Mr. Daugherty shared that there were 160 registrants for the biathlon representing 19 states. The event did very well for the community. Visit Casper will work to see if this is an event that we can bring back.

IX. LIGHTNING BUG PUBLIC RELATIONS

No report.

X. SALES REPORT

No comments.

XI. COUNCIL COMMENTS

Mr. Cevalasco shared that an individual is looking into a possible location for "Wind Henge." Mr. Brauer is going to look at/inspect the Midwest water tower.

Mr. Brauer asked if Mr. Daugherty has had the opportunity to meet with the County Commissioners about re-establishing a strong parks board. Mr. Daugherty has not. He is waiting to see how the presentation goes on the National Heritage Area and what comes of that.

Mrs. Kemper shared that Casper, Mills, Natrona County, Bar Nunn, Evansville and Natrona County School District are working on a master parks plan for our area and are talking to the Business Council to see if planning grant funds are available. Local municipalities and groups have committed funds to see it through.

Mrs. Penton-Jones said she had the opportunity to go to Washington DC with the division of tourism and the Wyoming Hospitality and Travel Coalition to meet with Wyoming's constituents. She had the opportunity to meet with Senator Barrasso who understands the need for continued funding for our parks and understands H-2Bs (guest workers) that are desperately needed at a lot of hotel properties especially in Jackson and Yellowstone National Park (YNP). YNP needs 600 workers during the summer. There is a temporary extension of H-2Bs to allow 66,000 in the U.S., they are trying to not sunset the extension and extend it. One topic that is critical is international Visas. A lot of people are waiting 300 days just for an appointment with their representative to apply for a Visa to come and work here. In the meantime, a lot of other countries are allowing visitors, but the U.S. is not.

XII. PUBLIC COMMENTS

Gena Jensen said the trail center will host an open house on May 4 with music, appetizers and re-enactments. The Trail Blazin' 5K will take place June 3, the day before the Casper Marathon. The Let 'er Buck Fest is June 24.

Various sponsorship opportunities for the Casper Marathon were discussed.

XIII. NEXT MEETING: Tuesday, May 23, 2023, at 11:30 a.m.

XIV. EXECUTIVE SESSION

None.

XV. ADJOURNMENT

Moved by Mrs. Kemper, seconded by Mrs. Penton-Jones, carried without dissent to adjourn at 12:21 p.m.

Tiffany Gamble, Chair

Cole Montgomery, Secretary

Natrona County Travel & Tourism Council
Statement of Revenue and Expenses w/Previous Year Comparison
April 2023

	Apr 23	Apr 22	\$ Change
Ordinary Income/Expense			
Income			
4000 · Lodging Tax Deposits	165,631.30	138,483.47	27,147.83
4010 · CTA Income	108.00	231.00	-123.00
4090 · Interest	6,695.13	200.63	6,494.50
4110 · PTHTB-Reimbursements	0.00	2,083.34	-2,083.34
Total Income	172,434.43	140,998.44	31,435.99
Gross Profit	172,434.43	140,998.44	31,435.99
Expense			
5000 · Administration			
5001 · Office Expense			
5110 · Telephone & Internet	484.95	439.95	45.00
5120 · Copier Lease/Copier Supplies	520.33	588.97	-68.64
5130 · Office Supplies	1,180.52	-159.82	1,340.34
5135 · Subscriptions	2,675.60	8,720.60	-6,045.00
5140 · Printing	118.95	67.20	51.75
5150 · Vehicle Expense	140.53	214.19	-73.66
5160 · Equipment & Furniture	24,905.72	102.05	24,803.67
5170 · Professional & Insurance	6,269.65	6,964.27	-694.62
5180 · Rent/Maintenance	5,192.00	4,985.00	207.00
5190 · Utilities/Services	223.26	160.85	62.41
5200 · Bank Charges	97.78	97.81	-0.03
5220 · Information Distribution	4,867.74	4,563.15	304.59
Total 5001 · Office Expense	46,677.03	26,744.22	19,932.81
5600 · Administration Staff			
5612 · Salaries	39,851.74	43,382.12	-3,530.38
5615 · Bonuses	2,464.00	0.00	2,464.00
5632 · Overtime	180.30	0.00	180.30
5642 · Payroll Taxes	7,449.63	10,142.67	-2,693.04
5652 · Employee Benefits	3,888.39	2,464.86	1,423.53
5654 · Staff Training/Education	559.00	523.89	35.11
Total 5600 · Administration Staff	54,393.06	56,513.54	-2,120.48
Total 5000 · Administration	101,070.09	83,257.76	17,812.33
5800 · Grants/Sponsorships			
5830 · Unencumbered Grants/Sponsorship	800.00	12,500.00	-11,700.00
Total 5800 · Grants/Sponsorships	800.00	12,500.00	-11,700.00
6000 · Sales			
6110 · Promotional Items	5,989.12	1,174.86	4,814.26
6115 · Printing	206.39	711.95	-505.56
6120 · Tradeshow Registration	0.00	4,450.00	-4,450.00
6125 · Staff Travel	1,345.47	4,041.33	-2,695.86
6130 · Board/Partner Travel	867.86	2,779.22	-1,911.36
6135 · Business Development	2,043.00	3,020.72	-977.72
6140 · Business Retention	0.00	4,500.00	-4,500.00
6145 · FAM Tours	33.11	1,586.92	-1,553.81
6150 · Research	0.00	8,848.10	-8,848.10
6155 · Public Relations	6,782.72	4,686.81	2,095.91
6165 · Event Expense	1,535.41	3,165.30	-1,629.89
6170 · Memberships	0.00	240.50	-240.50
6175 · Sponsorships	6,504.58	0.00	6,504.58
Total 6000 · Sales	25,307.66	39,205.71	-13,898.05
7000 · Advertising/Marketing			
7610 · Banners/Displays/Signs	0.00	1,129.98	-1,129.98
7615 · Print Advertisements	12,544.38	17,640.00	-5,095.62
7620 · Billboards/Out of Home	0.00	5,794.51	-5,794.51
7625 · Digital/Social Marketing	17,335.41	21,068.29	-3,732.88
7630 · Content Production	4,100.00	1,139.79	2,960.21

Natrona County Travel & Tourism Council
Statement of Revenue and Expenses w/Previous Year Comparison
April 2023

	Apr 23	Apr 22	\$ Change
7635 · Website	0.00	5,139.75	-5,139.75
7640 · Visitor Guide	22,947.19	0.00	22,947.19
Total 7000 · Advertising/Marketing	56,926.98	51,912.32	5,014.66
Total Expense	184,104.73	186,875.79	-2,771.06
Net Ordinary Income	-11,670.30	-45,877.35	34,207.05
Net Income	-11,670.30	-45,877.35	34,207.05

April Performance Figures

<u>Lodging Tax</u>			<u>% Change</u>	<u>2023</u>	<u>2022</u>	<u>% Change</u>	Source: WY Department of Revenue
	<u>2023</u>	<u>2022</u>		<u>Calendar YTD</u>	<u>Calendar YTD</u>		
	\$165,631.30	\$138,483.47	19.6%	\$484,165.66	\$429,031.69	12.9%	

<u>Lodging</u>	<u>2023</u>			<u>2022</u>			Source: Smith Travel Research
	<u>Weekday</u>	<u>Weekend</u>	<u>Total</u>	<u>Weekday</u>	<u>Weekend</u>	<u>Total</u>	
Occupancy Rate	Information not available						
Average Room Rate	Information not available						

<u>Media Coverage</u>		Source: Lightning Bug Public Relations
Reach	6,739,864	
Advertising Value	\$65,675.44	
Editorial Value	\$93,822.06	
	\$93,822.06	

Social Media

Visit Casper	FACEBOOK				Source: Visit Casper
	Reach	New Likes	Engagement	Engagement Rate	
	372,251	55	25,754	6.9%	
	INSTAGRAM				
5150' Local	Reach	New Followers	Engagement	Engagement Rate	Source: Visit Casper
	68,628	94	763	1.1%	
	PAID PROMOTIONS *				
5150' Local	Reach	Clicks		Click Through Rate	*Source: The Bark Firm Benchmark averages: Facebook Click Through Rate (CRT) 0.9%
	278,781	1,914		0.6%	
5150' Local	FACEBOOK				Source: Visit Casper
	Reach	New Likes	Engagement	Engagement Rate	
	2,322	32	Not available	Not available	
	INSTAGRAM				
5150' Local	Reach	New Likes	Engagement	Engagement Rate	Source: Visit Casper
	5,789	65	787	13.6%	

2022-2023 Budget

2022-2023 Budget

2022-23 Revised

REVENUE		
Lodging Tax	\$ 1,775,000	\$ 2,020,000
CTA Income	\$ 1,000	\$ 2,950
CARES GRANT	\$ -	\$ -
Interest	\$ 600	\$ 102,399
Proud to Host the Best	\$ 25,000.00	\$ 25,000.00
Total Revenue	\$ 1,801,600.00	\$ 2,150,349.00
EXPENSE		
OFFICE/ADMINISTRATIVE		
Telephone/Internet	\$ 5,000.00	\$ 5,000.00
Copier/Copier Supplies	\$ 6,000.00	\$ 6,000.00
Office Supplies	\$ 6,000.00	\$ 12,500.00
Subscriptions	\$ 60,000.00	\$ 85,000.00
Printing	\$ 1,000.00	\$ 1,000.00
Vehicle Expense	\$ 1,000.00	\$ 1,000.00
Equipment/Furniture	\$ 7,500.00	\$ 41,500.00
Professional/Insurance	\$ 60,000.00	\$ 95,000.00
Rent/Maintenance	\$ 60,000.00	\$ 60,000.00
Utilities/Services	\$ 2,000.00	\$ 2,000.00
Bank Charges	\$ 2,000.00	\$ 2,000.00
Renewal Fees	\$ 8,000.00	\$ 15,000.00
Information Distribution	\$ 21,000.00	\$ 21,000.00
TOTAL	\$ 239,500.00	\$ 347,000.00
EMPLOYEE BENEFITS		
Gross Wages/Taxes/Benefits	\$ 542,592.03	\$ 345,000.00
Contract Salaries	\$ 33,600.00	\$ 15,000.00
Staff Training/Education	\$ 30,000.00	\$ 10,000.00
TOTAL	\$ 606,192.03	\$ 370,000.00
SALES		
Promotional Items	\$ 12,600.00	\$ 31,000.00
Printing	\$ 7,600.00	\$ 7,600.00
	\$ 13,000.00	\$ 13,000.00
Staff Travel	\$ 25,000.00	\$ 25,000.00
Board/Partner Travel	\$ 6,500.00	\$ 6,500.00
Business Development	\$ 25,000.00	\$ 42,500.00
Business Retention	\$ 5,000.00	\$ 3,000.00
FAM Tours/Site Visits	\$ 7,500.00	\$ 1,500.00
Research/Planning	\$ 40,000.00	\$ 52,000.00
Public Relations	\$ 91,000.00	\$ 110,000.00
Event Expense	\$ 25,000.00	\$ 9,500.00
Memberships	\$ 10,100.00	\$ 6,500.00
Legislative/Issue	\$ -	\$ -
Sponsorships	\$ 32,000.00	\$ 55,000.00
TOTAL	\$ 300,300.00	\$ 363,100.00
ADVERTISING/MARKETING		
Banners/Displays/Signs	\$ 18,000.00	\$ 50,000.00
Print Advertisements	\$ 24,500.00	\$ 125,000.00
Billboards/Out of Home	\$ 2,500.00	\$ 7,500.00
Broadcast Media	\$ 2,500.00	\$ 500.00
Film Casper	\$ 5,000.00	\$ 5,000.00
Visit Casper Business Challenge	\$ 35,000.00	\$ 25,000.00
Digital/Social Marketing	\$ 182,000.00	\$ 444,141.03
Content Production	\$ 75,407.97	\$ 75,407.97
Website	\$ 62,700.00	\$ 62,700.00
2022 Visitor Guide	\$ 48,000.00	\$ 75,000.00
TOTAL	\$ 455,607.97	\$ 870,249.00
Grants and Sponsorships		
Grant Funds	\$ 200,000.00	\$ 200,000.00
Totals	\$ 1,801,600.00	\$ 2,150,349.00

NOTICE OF PUBLIC HEARING ON PROPOSED BUDGET AMENDMENT OF THE NATRONA COUNTY TRAVEL AND TOURISM COUNCIL

A hearing will be held Tuesday, May 23, 2023, at 11:30 a.m. at the Natrona County Travel and Tourism Council (Visit Casper) office at 139 W 2nd Street, Suite 1B in Casper, Wyoming, to take public comment on the proposed budget amendment for fiscal 2022/2023, a summary of which is published below.

INCOME

Lodging Tax and Other
\$2,150,349.00

Total Income
\$2,150,349.00

EXPENSES

Sales/Meetings/Sports
\$363,100.00

Marketing
\$870,249.00

Administration - Employee
\$370,000

Administration - Office
\$347,000

Total Expenses
\$2,150,349.00

**BYLAWS OF THE
NATRONA COUNTY TRAVEL AND TOURISM COUNCIL**

**Article 1
Name**

The name of this organization shall be the Natrona County Travel and Tourism Council, also referred to herein as the "Council".

Commented [TD1]: ADD: ALSO REFERRED TO AS CACVB OR VISIT CASPER AND REFERRED TO HEREIN AS THE "COUNCIL".

**Article 2
Purpose**

The purpose of the Council is to promote travel and tourism within Natrona County, Wyoming operating as the Casper Area Convention and Visitors Bureau (CACVB).

**Article 3
Authority and Regulations**

- 3.1 **Authority of Council** - The authority of the Council is pursuant to Section 39-6-412 through 39-6-417, W.S. Annotated 1977, as amended.
- 3.2 **Joint Powers Board Agreement** - The regulation of the business and conduct of the affairs of the Council shall be determined by the March 7, 1989 Joint Powers Agreement, as amended, these Bylaws, and by any rules or regulations which may be adopted by the Council.

**Article 4
Composition of the Board**

- 4.1 **Council Membership** - The Council shall be comprised of nine (9) members appointed by the governmental entities participating in the March 7, 1989 Joint Powers Agreement, as amended. The terms and qualifications shall be as set forth in said Agreement. Each Council member shall serve a three-year term and shall be eligible for reappointment.
- 4.2 **Non-Residency** - If a Council member ceases to be a resident of Natrona County, the membership on the Council shall terminate. In the event of such termination, a successor shall be appointed by the appropriate governing body who will fill the unexpired term.
- 4.3 **Meeting Attendance** - Council members shall attend at least seventy-five percent (75%) of the regular meetings of the Council. Failure to attend at least seventy-five (75%) of the meetings, unless excused during a calendar year, shall be reported to the appointing governmental agency with a recommendation for removal.

Commented [TD2]: ADD: "UP TO NINE"

LANGUAGE WILL ALLOW US TO OFFICIALLY CONTINUE HOSTING MEETINGS IF WE LOSE A BOARD MEMBER. CURRENT LANGUAGE COULD OPEN US UP TO SCRUTINY.

Commented [TD3]: EDIT: SHALL TO "MAY".

OFFERS MORE FLEXIBILITY FOR EXCUSED ABSENCES AND HOW WE REPORT.

4.4 Member Resignation – A Council member may resign at any time by delivering written notice, signed manually, to the Chair or Secretary. A resignation is effective when the notice is effective unless the notice specifies a later effective date. In that event of a resignation, the governmental entity making the appointment shall be notified of such.

4.5 Compensation - No Officer or Council member shall receive compensation for services rendered on behalf of the Council, but each such Council member shall be reimbursed for travel and per diem expenses as provided to State employees.

Article 5 Officers

5.1 Election of Officers and Term - The Council shall annually elect four (4) officers from among its own members during its annual meeting in July. The four (4) Officers shall consist of a Chair, Vice Chair, Secretary, and Treasurer. Each Officer shall serve a one (1) year term and shall be eligible for no more than two (2) consecutive terms if reelected by the Board. It is the goal of the Council that the Vice Chair be considered for the Chair position at the end of the Chair's term. Each Officer has the authority and shall perform the duties set forth in the bylaws or, to the extent consistent with these bylaws, the duties and authority prescribed in a resolution of the Council.

5.1.1 Chair - The Chair shall preside at meetings and public hearings of the Council. The Chair shall decide all points of order or procedures and shall transmit reports and recommendations of the Council to the various parties of the Joint Powers Agreement.

5.1.2 Vice Chair - The Vice Chair shall act in the absence of the Chair.

5.1.3 Secretary - The Secretary shall be responsible for keeping the minutes of the Council meetings, sending agendas to the members of the Council, carrying out routine correspondence, maintaining the records of the Council, except those records pertaining to finance which are the responsibility of the Treasurer, authenticating records of the Council and performing such other duties as the Council may require.

5.1.4 Treasurer - The Treasurer shall give a full accounting of all monies expended and received from grants, gifts, donations, bequests, and contributions of money or property from other sources for the purpose of furthering the Council's goals.

Commented [TD4]: EDIT: JULY TO "JUNE"

SEE ARTICLE 6.3 FOR CORRESPONDING CHANGE. NEW OFFICERS WOULD BEGIN TERMS IN JULY WHICH MATCHES OUR FY.

5.2 Chief Executive Officer (CEO) - The Council is empowered to hire or dismiss a Chief Executive Officer (CEO) as it deems necessary and shall have the authority to contract for services or facilities needed to carry out its duties. The CEO may employ administrative and other technical, legal, and clerical assistance as is necessary and engage the services of research and consulting agencies within the limits of authorized and available funds.

**Article 6
Meetings**

6.1 Public Meetings - Meetings of the Council are public meetings, open to the public at all times, except as otherwise provided by Wyoming State Statute.

6.2 Meeting Location – All regularly schedule meetings of the Council shall be held at the Natrona County Travel and Tourism Council office unless the Chair specifies another location. Said meeting locations shall always be in Natrona County, Wyoming.

6.3 Annual Meeting - The annual meeting of the Council shall be the regular meeting held in the month of July. This meeting shall include the election of Officers for the following year as well as the regular business of the Council.

Commented [TD5]: EDIT: JULY TO "JUNE"
SEE ARTICLE 5.1 FOR CORRESPONDING CHANGE.
NEW OFFICERS WOULD BEGIN TERMS IN JULY WHICH MATCHES OUR FY.

6.4 Regular Meeting - A regularly scheduled meetings shall be held at the call of the Chair. The Council shall meet not less than six (6) times per calendar year. The Chair may, upon notification to the members of the Council, cancel or reschedule a regular meeting, if a quorum cannot be in attendance.

6.5 Special Meeting – A special meeting of the Council may be held at the call of the Chair, by request of a majority of Council members, or by request of a participating municipal government agency. Special meetings shall be preceded by at least (5) days' notice to each Council

6.6 Chair Vote - At any time there is an even number of members on the Council or in attendance at a meeting, and such members are evenly divided on a question, the Chair shall vote on such questions.

6.7 Executive Session - The Council may hold executive sessions not open to the public in accordance with the pertinent provisions of the Wyoming State Statutes.

6.8 Quorum - Five (5) members, a majority of the Council, shall constitute a quorum, except to adjourn the meeting to subsequent date. Council members may participate in a regular or special meeting by, or conduct the meeting through the use of any means of communication by which all Council members

may simultaneously communicate with each other during the meeting. A Council member participating in a meeting by this means is deemed to be present in person at the meeting.

6.9 Abstention - Any member of the Council shall abstain from voting on any matter or issue when that member has a direct or indirect personal or financial interest in the matter at issue. The member shall declare a conflict of interest and be disqualified from discussion and voting upon the matter. The Secretary shall so record in the minutes that such member has abstained.

6.10 Agendas - Agendas shall ordinarily be mailed to members of the Council at least five (5) business days prior to the meeting at which such subjects are to be considered. Subjects which are not listed on an official agenda shall not be considered at a meeting unless the subject pertains to a petition or communication or a recommendation made by a member of the public pursuant to the order of business. Mailing for the purpose of this section may be by the U.S. Postal Service or by electronic mail. Each Council member shall be responsible for providing the Secretary with a current mailing address and/or electronic mail address and the member's preference as to mailings.

6.11 Order of Business - The order of business at regular Council meetings shall generally be as follows:

- 6.11.1 Call to Order;
- 6.11.2 Roll Call;
- 6.11.3 Approval of Agenda;
- 6.11.4 Approval of Minutes;
- 6.11.5 Treasurer's Report;
- 6.11.6 Old Business;
- 6.11.7 New Business;
- 6.11.8 Communications Reports;
- 6.11.9 Council Comments;
- 6.11.10 Public Comments; and
- 6.11.11 Adjournment.

Article 7 Committees of the Board

7.1 Committee Formation - The Council may create one (1) or more committees and shall only appoint members of the Council to serve on them. Each committee shall have two (2) or more Council members who serve at the pleasure of the Council.

7.2 Committee Approval – The creation of a committee and appointment of Committee members to it shall be approved by a majority of all the Council members.

7.3. Committee Authority – Each committee of the Council may exercise the Council's authority specified when the Committee was created.

7.4. Authority Limits – A committee of the Council shall not, however;

7.4.1 Authorize expenditures;

7.4.2 Approve dissolution, merger, consolidation, or the sale, pledge, or transfer of all or substantially all of the Council's assets;

7.4.3 Approve vacancies on the Council or on any of its' committees; or

7.4.4 Adopt, amend, or repeal the bylaws.

Nothing in this section prohibits the Council from appointing informal or advisory committees comprised of persons who may or may not be members of the Council to undertake tasks assigned to them by the Council

Article 8 Contracts, Vouchers and Deposits

8.1 Contracts - The Council may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Council and such authority may be general or confined to specific instances.

8.2 Vouchers, Drafts, and Checks - All vouchers, drafts, checks or other orders for the payment of money, issued in the name of the Council, shall be signed by the appropriate officers in such manner as shall be determined by resolution of the Council.

8.3 Depositories - All funds of the Council shall be maintained in a separate account and shall be administered in accordance with the laws and regulations of the State of Wyoming.

**Article 9
Parliamentary Authority**

The rules contained in the current edition of *Robert's Rules of Order* shall govern the Council in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of order the Council may adopt.

**Article 10
Miscellaneous Provisions**

- 10.1 Fiscal Year** – The fiscal year for the Council shall be from July 1st through June 30th.
- 10.2 Contributions, Bequests, Grants, and Gifts** – Any contributions, bequests, grants, or gifts made to the Council shall be accepted or collected only as authorized by the Board.
- 10.3 Termination, Dissolution and Distribution** – The Council shall continue in existence as long as the proposition to impose lodging tax is approved by the electors of Natrona County. In the event that the Council is terminated or dissolved, any remaining funds shall be distributed equally to the participating municipal government agencies, after all expenses are paid, with at least 90% of the funds to be used to promote travel and tourism in Natrona County.

**Article 11
Amendments**

- 11.1 Bylaw Change** - These Bylaws may be altered, amended, or replaced and new bylaws may be adopted by the Council at any regular or special meeting of the Council upon the vote of the majority of the members in attendance. Notice of said regular or special meeting shall state that the purpose of the meeting is to consider a proposed amendment to the bylaws and it shall contain or be accompanied by a copy or summary of the amendment or state the general nature of the amendment.
- 11.2 Rules and Regulations** - The Council may adopt rules and regulations governing its organization and procedures as it may deem necessary.

Article 12
Bylaw Adoption and Amendments

12.1 Approved 1989

12.2 Amended April 25, 2017.

12.3 Amended April 25 or May 23, 2023

Commented [TD6]: ADD ONCE CONFIRMED AT APRIL OR MAY BOARD MEETING

Certification

I hereby certify that the foregoing bylaws, which constitute the bylaws of the Natrona County Travel and Tourism Council, were adopted by the Council in a regular meeting held on the 25th day of April, 2017.

By: _____
Reeda George, Chair

Attest: _____
Kevin Hawley, Secretary

2023-2024 Proposed

Administration 4000 & 5000 Grants 5800 Sales 6000 Marketing 7000 Destination Development 8100 2023-2024 Budget 2022-2023 Budget 2021-2022 Budget 2020-2021 Budget

REVENUE		Administration 4000 & 5000	Grants	5800 Sales	6000 Marketing	7000 Destination Development 8100	2023-2024 Budget	2022-2023 Budget	2021-2022 Budget	2020-2021 Budget
4000	Lodging Tax	\$ 2,000,000.00					\$ 2,000,000.00	\$ 1,775,000	\$ 1,566,335	\$ 1,257,178
4005	Grant Income						\$ -			
4010	CTA Income	\$ 2,500.00					\$ 2,500.00	\$ 1,000	\$ 1,000	\$ -
4040	Reimbursement Income						\$ -			
	CARES GRANT						\$ -	\$ -	\$ 577,781	\$ 421,581
4090	Interest						\$ -	\$ 600	\$ 600	\$ -
4110	Proud to Host the Best	\$ 25,000.00					\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ -
XXXX	Welcome Kiosk	\$ 3,000.00					\$ 3,000.00			
XXXX	Bus Rental	\$ 2,500.00					\$ 2,500.00			
	Total Revenue	\$ 2,033,000.00	\$ -	\$ -	\$ -	\$ 600,000.00	\$ 2,033,000.00	\$ 1,801,600.00	\$ 2,170,716.82	\$ 1,678,758.70
EXPENSE										
5000	OFFICE/ADMINISTRATIVE (AD)									
5110	Telephone/Internet	\$ 12,000.00					\$ 12,000.00	\$ 5,000.00	\$ 4,500.00	\$ 4,500.00
5120	Copier/Copier Supplies	\$ 6,000.00					\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 7,000.00
5130	Office Supplies	\$ 7,500.00					\$ 7,500.00	\$ 6,000.00	\$ 4,000.00	\$ 5,000.00
5135	Subscriptions	\$ 60,000.00					\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 30,042.89
5140	Printing	\$ 1,000.00					\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 2,000.00
5150	Vehicle Expense	\$ 1,000.00					\$ 1,000.00	\$ 1,000.00	\$ 600.00	\$ 1,500.00
5160	Equipment/Furniture	\$ 7,500.00					\$ 7,500.00	\$ 7,500.00	\$ 6,500.00	\$ 1,000.00
5170	Professional/Insurance	\$ 60,000.00					\$ 60,000.00	\$ 60,000.00	\$ 40,000.00	\$ 47,000.00
5180	Rent/Maintenance	\$ 63,000.00					\$ 63,000.00	\$ 60,000.00	\$ 60,000.00	\$ 55,000.00
5190	Utilities/Services	\$ 2,000.00					\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 4,500.00
5200	Bank Charges	\$ 2,000.00					\$ 2,000.00	\$ 2,000.00	\$ 1,500.00	\$ 1,400.00
5210	Renewal Fees	\$ 8,000.00					\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 9,000.00
5220	Information Distribution	\$ 21,000.00					\$ 21,000.00	\$ 21,000.00	\$ 35,000.00	\$ 11,500.00
XXXX	Bus	\$ 14,145.00					\$ 14,145.00			
XXXX	Welcome Kiosk	\$ 6,500.00					\$ 6,500.00			
	TOTAL	\$ 271,645.00	\$ -	\$ -	\$ -	\$ -	\$ 271,645.00	\$ 239,500.00	\$ 229,100.00	\$ 179,442.89
5600	EMPLOYEE BENEFITS (AD)									
5612	Salaries	\$ 499,355.00					\$ 499,355.00	\$ 542,592.03	\$ 527,815.48	\$ 469,602.81
5615	Bonuses	\$ 25,000.00					\$ 25,000.00			
5622	Contract Services	\$ 5,000.00					\$ 5,000.00			
5642	Payroll Taxes	\$ 50,000.00					\$ 50,000.00	\$ 33,600.00		
5652	Employee Benefits	\$ 40,000.00					\$ 40,000.00	\$ 30,000.00	\$ 10,000.00	\$ 25,000.00
5654	Staff Training	\$ 30,000.00					\$ 30,000.00			
XXXX	Employee Merch	\$ 5,000.00					\$ 5,000.00			
	TOTAL	\$ 654,355.00	\$ -	\$ -	\$ -	\$ -	\$ 654,355.00	\$ 606,192.03	\$ 537,815.48	\$ 494,602.81
5800	Grants and Sponsorships (??)									
5830	Grant Funds		\$ 200,000.00							
	TOTAL	\$ -	\$ 200,000.00	\$ -	\$ -	\$ -	\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ 115,000.00
6000	SALES (MC)									
6110	Promotional Items			\$ 12,900.00			\$ 12,900.00	\$ 12,600.00	\$ 9,100.00	\$ 6,100.00
6115	Printing			\$ 7,600.00			\$ 7,600.00	\$ 7,600.00	\$ 7,600.00	\$ 8,600.00
6120	Tradeshaw Registration			\$ 15,000.00			\$ 15,000.00	\$ 13,000.00	\$ 9,600.00	\$ 7,200.00
6125	Staff Travel			\$ 25,000.00			\$ 25,000.00	\$ 25,000.00	\$ 20,000.00	\$ 17,000.00
6130	Board/Partner Travel			\$ 5,000.00			\$ 5,000.00	\$ 6,500.00	\$ 6,500.00	\$ 2,275.00
6135	Business Development			\$ 40,000.00			\$ 40,000.00	\$ 25,000.00	\$ 15,000.00	\$ 2,500.00
6140	Business Retention			\$ 15,000.00			\$ 15,000.00	\$ 5,000.00	\$ 15,000.00	\$ 20,000.00
6145	FAM Tours/Site Visits			\$ 5,000.00			\$ 5,000.00	\$ 7,500.00	\$ 15,000.00	\$ 2,500.00
6150	Research/Planning			\$ 40,000.00			\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 15,000.00
6155	Public Relations			\$ 95,000.00			\$ 95,000.00	\$ 91,000.00	\$ 47,100.00	\$ 50,000.00
6165	Event Expense			\$ 25,000.00			\$ 25,000.00	\$ 25,000.00	\$ 16,000.00	\$ 36,000.00
6170	Memberships			\$ 10,000.00			\$ 10,000.00	\$ 10,100.00	\$ 9,000.00	\$ 8,100.00
6175	Sponsorships			\$ 40,000.00			\$ 40,000.00	\$ 32,000.00	\$ 28,400.00	\$ 6,900.00
	TOTAL	\$ -	\$ -	\$ 335,500.00	\$ -	\$ -	\$ 335,500.00	\$ 300,300.00	\$ 238,300.00	\$ 182,175.00
7000	ADVERTISING/MARKETING (MK)									
7610	Banners/Displays/Signs				\$ 20,000.00		\$ 20,000.00	\$ 18,000.00	\$ 5,000.00	\$ 2,500.00
7615	Print Advertisements				\$ 60,000.00		\$ 60,000.00	\$ 24,500.00	\$ 50,000.00	\$ 30,000.00
7620	Billboards/Out of Home				\$ 2,500.00		\$ 2,500.00	\$ 2,500.00	\$ 5,000.00	\$ 10,000.00
7622	Broadcast Media				\$ 2,500.00		\$ 2,500.00	\$ 2,500.00	\$ 3,420.00	\$ -
7623	Film Casper				\$ 5,000.00		\$ 5,000.00	\$ 5,000.00		
7625	Digital/Social Marketing				\$ 226,500.00		\$ 226,500.00	\$ 182,000.00	\$ 115,000.00	\$ 83,757.00
7630	Content Production				\$ 85,000.00		\$ 85,000.00	\$ 75,407.97	\$ 98,600.00	\$ 35,000.00
7635	Website				\$ 80,000.00		\$ 80,000.00	\$ 62,700.00	\$ 62,700.00	\$ 62,700.00
7640	2024 Visitor Guide				\$ 60,000.00		\$ 60,000.00	\$ 48,000.00	\$ 48,000.00	\$ 60,000.00
7642	Visit Casper Business Challenge/Marketing Co-op				\$ 30,000.00		\$ 30,000.00	\$ 35,000.00		
	TOTAL	\$ -	\$ -	\$ -	\$ 571,500.00	\$ -	\$ 571,500.00	\$ 455,607.97	\$ 387,720.00	\$ 283,957.00
	TOTAL EXPENSES	\$ 926,000.00	\$ 200,000.00	\$ 335,500.00	\$ 571,500.00	\$ -	\$ 2,033,000.00	\$ 1,801,600.00	\$ 1,592,935.48	\$ 1,255,177.70
	NET INCOME						\$ -	\$ -	\$ 577,781.34	\$ 423,581.00



CO-OP MARKETING INITIATIVE

INTRODUCTION

The Natrona County Travel & Tourism Council, i.e., Visit Casper, is a destination marketing organization with the sole purpose of driving visitation to Natrona County in support of our local economy and quality of life. This year, with the goal of catalyzing tourism in the Casper area, we are offering our local tourism-specific stakeholders an opportunity to apply for a \$2,500 marketing co-op with ten winners to be selected. If selected as a winner, the \$2,500 must be used to promote your business and offerings utilizing one or more of the marketing tactics outlined in the ‘Spending Requirements’ section.

If you’re interested in learning more and applying, please continue reading the information below for specific details on who qualifies, application information and requirements for if you’re selected.

WHO QUALIFIES?

As mentioned above, Visit Casper’s mission is to increase visitation to our area, therefore, only existing tourism-driving businesses that fall into one of the categories below qualify for this co-op marketing program.

ATTRACTIONS • EVENTS • LODGING • GUIDES & OUTFITTERS
RESTAURANTS, COFFEE SHOPS, BAKERIES & BREWERIES • RETAIL RECREATION

If you are a business owner that owns more than one of the types of business listed above, you may only submit one application under one business name. The full \$2,500 must be spent to market the business listed on the application.

SPENDING REQUIREMENTS

HOW: The selected winners will be required to spend the awarded funds on your choice of the tactics outlined below.

PAID SOCIAL • STATICS ADS • LOCAL BILLBOARD
¼ PAGE AD IN VISIT CASPER VISITOR’S GUIDE

WHEN: Campaigns must run during Visit Casper’s 2024 fiscal year (July 1st, 2023 – June 30th, 2024). Please note that Casper is a year-round destination and attracts visitors for several reasons, but due to seasonality we see an increase in visitation through the summer and a decrease during the winter months. More information on 2022 visitation numbers can be found in the media kit.

WHERE: Awarded funds will be required to be spent on a campaign that coincides with Visit Casper’s marketing and will therefore need to be used to target one or more of the same markets.

1. Visit Casper utilizes a third-party data tracking software (Zartico) for insights on where visitors of Natrona County are coming from to determine where marketing dollars will be most efficient. The predetermined target markets are outlined below. More information on why we target these markets can be found in the media kit.

DENVER, CO • SALT LAKE CITY, UT • CHEYENNE, WY • RAPID CITY, SD • BILLINGS, MT

Applicants interested in targeting these markets must utilize the Visit Casper logo and branding in their campaign. More information can be found in the application section.

2. Visit Casper owns and manages the 5150' Local brand, which is local specific and helps promote business and events to residents of Natrona County. 5150' Local connects with residents over organic platforms such as the website, Facebook/Instagram and a bi-monthly e-newsletter and runs paid advertising to promote signature events such as 5150' Restaurant week in January and 5150' Festival in August.

If applicants are interested in targeting locals, they will utilize the 5150' Local logo and branding in their campaign. More information can be found in the application section.

APPLICATION DETAILS

Edit to the application details section: Applications are due by May 29th and can be submitted via email as a PDF or PowerPoint presentation to Wayne@visitcasper.com, or you may print it and deliver it to our offices at 139 W 2nd Street #1B, Casper, WY 82601. Applications must include the following:

1. AN OVERVIEW OF YOUR BUSINESS: This should include a short description of who you are, what you offer and specific details on what you plan to promote and why. For example, are you a brewery promoting the release of a new beer? An outfitter promoting a special offer/discount? Or a rental company promoting the experience you can offer? We want you to showcase yourself and highlight your unique offerings. Please also include a link to your website and any social media channels you have a presence on.

2. BUDGET PROPOSAL: We want to know how you will spend the money, why you want to spend the money on your chosen tactic(s), when you plan to launch your campaign, the month(s) it will be running, and which market(s) you plan on targeting. Your budget can be built using the prices outlined below for each available tactic.

PAID SOCIAL	Ads can run on Facebook and Instagram	You can allocate as much to this line item as you see fit for the duration of your campaign.
DISPLAY ADS	If you aren't already working with an ad agency or placing display ads manually in Google Ads, you can purchase display ads through Oil City News or Townsquare Media.	Please visit visitcasper.com/about/marketing-co-op for pricing information through Oil City & Townsquare media
BILLBOARD	Local billboards can be purchased through Yesco	Please visit visitcasper.com/about/marketing-co-op for pricing, specs and availability
½ PAGE AD IN VISIT CASPER'S 2024 TRAVEL GUIDE	The Visit Casper travel guide is a premier tool for visitors planning their vacation to Casper. We print 50,000 copies and have a digital version on our website that users can download.	\$1,000

3. CREATIVE CONCEPTS: Depending on the marketing tactics you select; you'll need to showcase what your ads will look like. All ads will need to include the Visit Casper OR the 5150' Local logo, depending on which market(s) you plan to target, using the specifications outlined in the media kit provided. If you need creative assistance, guidance or a spark of inspiration, please don't hesitate to reach out to the Visit Casper team. Emails may be sent to the following individuals:

ANGIE VOLZKE – Creative Coordinator: angie@visitcasper.com

WAYNE STEWART – Director of Marketing & Communications: wayne@visitcasper.com

TIMELINE

A townhall will take place on Monday, May 8th to discuss this program and answer any questions from interested parties.

Applications open May 8th and the deadline to submit is May 29th. Winners will be announced and funds will be provided by mid-June.

The use of funds, depending on the campaign timeline that was submitted in the application, may begin on July 1st, 2023.

Winners will be required to submit a receipt for their final spends along with campaign performance metrics no later than two weeks after their campaign is scheduled to conclude. If receipts aren't submitted or they show that funds weren't spent how and when the original application said they would be, the business and business owner will be automatically disqualified from applying next year.



**Staff Reports
May 2023**

CEO REPORT

Committee Updates:

- By-Laws: You will see recommended edits for your approval in the May packet.
- Budget: You will see an amended budget for FY23 and a proposed budget for FY24 in your May packet.
- DMF: We have a meeting scheduled for Friday, May 26 to review our attorney's opinion and next steps. Our attorney saw zero legal issues to proceeding.

- **Marketing Co-op Program:**

- This is a new program and a pivot from our Business Challenge that we held in 2021. We will be awarding 10 - \$2,500 marketing grants to tourism facing business(s) in Casper. We want to tap into their creative minds and empower them to market their individual organizations. The application window will be open until May 31 and winners will be selected and notified by mid-June.

- **The Economic Impact of Travel in Wyoming 2022 Report:**

- The State of Wyoming released their 2022 impact numbers the first week of May and I would like to touch on some of the highlights. WY welcomed 7.5M Visitors in 2022, which was down compared to 2021. However, those 7.5M visitors spent \$4.5B which was an increase of 3.8% over 2021. The tourism industry supports 33,000 jobs in the State of WY.
- Specific to Natrona County, we welcomed north of 746,000 visitors who stayed on average of 2.5 days and spent \$349M in our economy. Those funds helped generate \$16.8M in State and Local taxes and saved each Natrona County household \$510. Tourism supports 2,810 jobs in our wonderful county. An increase of 3% year over year. As you can see, we've had solid growth and continue to trend in a positive direction since 2020.

- **Simpleview Training:**

- As I've mentioned before, Simpleview is our customer relationship management (CRM) and content management system (CRS) platform. Simpleview powers our website and enables us to make updates, track information, and organize our partner information.
- Simpleview staff members traveled to Casper and conducted onsite training (May 16-17) on the platform. Given our many new faces, the training was a high priority for me.



- **New Business and Partnerships in FY24:**
 - o **Wilson partnership:** Hometown hero Logan Wilson, linebacker for the Cincinnati Bengals and WY Cowboy alum and his wife Morgan Wilson have officially signed on as Visit Casper ambassadors! Logan and Morgan will be featured in several of Visit Casper's content pieces over the course of next year and will also be promoting Casper across their social media platforms, helping us reach a new and continuously growing audience.

 - o **Carvertise:** Carvertise is an industry leader in transit advertising and will help us get our brand in front of an estimated six million people. Starting in August through October, a total of 10 wrapped cars with Visit Casper branding will be used as Uber, Lyft and food delivery vehicles across the Denver area. We are also excited to have our wrapped cars in the middle of all the action at the following events, all taking place in the metro-Denver area as well.
 - 1) Colorado Rockies vs. Arizona Diamondbacks
 - 2) Ed Sheeran Concert at the Mile High Theater
 - 3) Great American Beer Fest
 - 4) University of Colorado Football vs. Southern California University
 - 5) Denver Broncos game (opponent tbd)

- **Infinite outdoors:** "A Casper based company, Infinite Outdoors is a digital mapping app and booking platform that aims to connect landowners with outdoorsmen looking to access private land for day lease hunting and fishing trips. Hunting and fishing enthusiasts can use their platform to hunt big game, small game, fly fish, locate public and private land and more. Currently, the platform is subscription based, but through our partnership all users will be able to view and interact with Natrona County's land and plan their fishing or hunting trip for free! We will also have the opportunity to provide visitors with a \$40 discount on reservation fees on local hunting and fishing properties that are listed on the app, as well as have a presence in Infinite Outdoors' marketing efforts."

- **NJCAA Women's D1 Basketball Championships in 2024 and 2025:** We will welcome 24 teams who will be competing to cut the nets down. This event is expected to generate North of \$1M in economic impact and will take place in late March. A special thanks to Luke, Casper College, and the Ford WY Center for helping to make this happen.

- **International Round-Up:** IRU is an International Tradeshow and will be hosted at the Ramkota Hotel and conference center. Taking place from April 18-22, 2024, 50 of the expected 150 attendees will be traveling from aboard to attend.

- **Northwest Spotlight USA:** Northwest Spotlight is a Group Tour Tradeshow, and it will take place April 28-30, 2024, and will also be hosted by the Ramkota Hotel and conference Center. 70 attendees are expected for this late April conference.



- **Other/Upcoming Dates:**

- **New Bus:** Final inspections took place in late April and the factory noticed a leak in the radiator. A new radiator has been ordered and they are hopeful for a mid-May delivery and installation date. From there, it will take an additional two weeks to get to Casper.

SALES & DEVELOPMENT REPORT

Luke Gilliam

May has been a month of announcements and preparation!

In May we announced that Casper is hosting IRU in 2024. WOT shared that they expect this event to impact the Wyoming economy to the tune of 100 million!

We also announced that we have been awarded the NJCAA Women's D1 Basketball championships for 2024 and 2025. We will be working with the Ford Wyoming Center, Casper College, and NJCAA to strategize how Casper will make this event amazing!

We are going to be rolling out 25 new locations to be shot through our Threshold 360 contract now that the weather is nicer.

We went through an awesome Simpleview training where my eyes were opened to many of the possibilities this platform offers us and our partners, so we will be doing a major audit, and we will work to revamp our operations on Simpleview for July 1st!

We are working with the Wyoming Office of tourism on a July FAM trip and an October FAM Trip.

Working through National Travel and Tourism week with a new team has been a really fun experience. We are headed in new directions with new guidance, and National Travel and Tourism week was an awesome example of that!

MARKETING REPORT

Wayne Stewart

- Wrapped up the build out of the marketing co-op campaign as well as the annual insights booklet we handed out at the Annual Breakfast
- Continuing to manage our CNFR marketing to promote the event and drive ticket sales
- Officially moving forward with an OTT/Streaming campaign via iHeart Media and am working on the creative that will run from July – September
- Still planning the budget for FY24 and finalizing our digital purchases through Madden Media who we met with in person at the beginning of the month.

VISIT *Casper*

Amanda Sewell

- May CTA class has 25 people registered (May 23rd)
- Grant cycle closes May 19th – 27ish applicants
- CNFR comp hotels are ready for NIRA crew – 50 rooms donated
- Gathering CNFR volunteers for Day Sheets – any takers?
- Working on Pride Run logistics
- Gathering volunteers for Pride Run – any takers?
- Packed 400 CNFR Welcome Bags for athletes with various coupons, brochures, etc. for businesses – 25ish coupons in bags
- Working on a project proposal w/ NCORC for Hells Half Acre Trailhead project
 - Will tour Hell's then get project proposal completed with subcommittee at end of May, then we will present proposal to NCORC and hope they approve of project so that we move forward with writing a grant app to turn into Wyo Outdoor Rec ARPA grant funding, allowing us to work to reopen and remold this trailhead project for the community and visitors to enjoy at their leisure.
 - I will write the grant app once proposal is approved.

Angie Volzke

Most of the past month's work has been getting ready for Tourism Week. I designed the PowerPoint, panel insert, booklet, and put together the winning postcard.

Along with those items I have been designing CNFR marketing items, social media posts, and print ads for our Denver market.

Liz Bowers

At the end of April, I attended the Wyoming Outdoor Recreation Forum in Laramie, there was a lot of discussion about how we balance visitors to our community for Outdoor Recreation and locals who also use these trails, rivers, amenities, etc... They gave some amazing ideas for making sure that access to Outdoor Recreation would be available to as many groups of people as possible: youth, veterans, visitors with a wellness focus either physical or mental, and those who need ADA compliant resources/activities. They also talked a lot about being intentional in building open lines of communication for collaboration across stakeholder groups in your community. Throughout the Forum there were several great mentions of Casper as an example to look up to for our Downtown and North Platte River Trails especially.

Other Projects for the Month:

- This month I continued with gathering content creative for May and early June.
- Continued event meeting/promotion for our busy upcoming summer: Casper PRIDE Run, College National Finals Rodeo, Visit Casper Marathon, Grit & Gather Whiskey Experience, NIC Fest, and Evansville Celebrates 100 Years
- Continued work in preparation for National Travel and Tourism Week.
- Toured several Casper Area Hotels with the team.

2023 CNFR MIXER

Wednesday June 7th

Fremont Motors

6:00 p.m.



We hope that you will come hide out with us for an hour or so this evening. This is one way for us to get together and say Thank you to our 2023 sponsors.

Fremont Motors is very Gracious to hold this event in their Beautiful Facility and The Hangar Bar & Grill will provide delicious appetizers. There will also be alcohol and non-alcohol beverages. So please mark your calendar, we would love to see you there! As we tip our Hats to our Sponsors that make this Amazing Event happen 🤠



2023 WALL of HONOR CELEBRATION

"Make a SPLASH for the Community"

Wednesday, May 31st, 2023

11:15am - 1:00pm

Bill Daniels Fieldhouse - NERD YMCA
1611 Casper Mountain Rd., Casper, WY

Please join us for the YMCA of Natrona County
Wall of Honor Celebration

2020 Honorees

Hampton O'Neill
Casper Electric
Tom Brauer

2023 Honorees

Glenda Thomas
Sampson Construction
Cindy Graves

Enjoy lunch from Occasions by
Cory beginning at 11:15am. The
program will begin at 12:00pm.



RSVP by May 22

Please RSVP by May 22nd:
Scan the QR code, or
use included card.





Since Rock Springs Mobile Pantry moved to White Mountain Mall in 2022, the monthly food distributions have become a community effort. / Photo by Danica Sveda

Community Comes First at Rock Springs Mobile Pantry

Cars began lining up early at White Mountain Mall in Rock Springs and sat idling while more than 40 volunteers kept busy organizing food boxes, sorting produce, directing traffic, and registering people. Soon, the monthly Rock Springs Mobile Pantry would begin.

“I understand how easy it is to fall short and am grateful to be able to help others.”

Clients shared smiles and waves along with their stories. Mauriel worked in the oil field until he became disabled. His friend, Jesse, is retired. Both struggle to make ends meet on their fixed incomes. The monthly food boxes are an immense help, they said, adding that they also pick up an extra box to help an older couple who lives nearby.

LeRoy had arrived early to make sure he would be able to get food for his family, including a brother who is disabled and a veteran. “I may

not be able to provide financially for my family, but I can wait in line to make sure they have food in the house,” he said.

Rock Springs Mobile Pantry began during the early days of the pandemic at the city’s fairgrounds. It moved to White Mountain Mall in 2021 with the help of the mall’s general manager, Debbie Orr. It has since become a community event. “I am only three paychecks away from being in this line,” shared one volunteer. “I understand how easy it is to fall short and am grateful to be able to help others.”

That sentiment was shared among all the volunteers, including a family who had needed food assistance not long ago following a job loss. “We were so grateful when my husband found a new job and we were able to afford the family food budget again,” shared the matriarch of the family. “That is why we come every month — it’s a way for us to pay back the kindness of others that we received when we needed it.”

Leave a Legacy with the Heirloom Circle

Join the Heirloom Circle by including Food Bank of Wyoming as a beneficiary of your estate! Doing so will ensure that you leave a legacy of hard work, generosity, and igniting the power of community to help end hunger in Wyoming. **If you’re interested in learning more about why and how to include us in your will or estate plan, please contact our Director of Development, Jill Stillwagon, at jstillwagon@wyomingfoodbank.org or 307-232-4009.**

Thank You, Volunteers!

On a sunny Saturday morning this February, families gathered at Food Bank of Wyoming’s distribution center for a fun morning with a purpose. After getting checked in and grabbing a bite to eat, families got to work packing 450 boxes of shelf-stable items for the Rawlins and Moorcroft Mobile Pantries. Food Bank of Wyoming operates 19 Mobile Pantries around the state to serve communities who often lack regular access to sufficient, nourishing, and affordable food.

A lot of care is taken when planning each mobile pantry food box to include thoughtfully paired items that increase the flexibility of ingredients for preparing meals. The finished boxes are delivered to their intended community and fresh produce is added to ensure families are taking home balanced, nutritious meals.

Food Bank of Wyoming depends on volunteers to ensure we are rising to the challenge of food insecurity in Wyoming. Thank you to everyone who has volunteered with us at Food Bank of Wyoming. We couldn’t do it without you!



Motivated to join us as a volunteer?
Sign up today at
wyomingfoodbank.org/volunteer.

FOOD BANK OF WYOMING™

P.O. BOX 1540
Evansville, WY 82636



*****AUTO**ALL FOR AADC 826 T-2 (PK 1) 120 - 00000415

J. Carter Napier - City Manager's Office
200 N David St
Casper, WY 82601-1815



FOOD BANK OF WYOMING™

Hunger challenges our neighbors every day. With support from individuals like you, we are able to provide food to anyone who finds themselves in need. Discover inspiring stories of how together we are nourishing communities in our newsletter.

We ignite the power of community to nourish people facing hunger.

Help nourish Wyomingites facing hunger by donating to Food Bank of Wyoming on WyoGives Day, July 12!

Printed and mailed in Casper, WY.