

COUNCIL WORK SESSION  
Tuesday, April 8, 2014, 4:30 p.m.  
Casper City Hall  
Council Meeting Room

AGENDA

1. MPO Update Presentation on the Long-Range Transportation Plan
2. Mulch Mowing Campaign
3. Employee Survey Presentation
4. Consensus Projects



CONNECTING  
CASPER  
looking ahead 2040

Needs Summary / Future Growth Scenarios

April 8, 2014

Casper City Hall

# Meeting Agenda

- Welcome
- Project Scope & Schedule
- Next Steps

# Project Scope – Where are we?

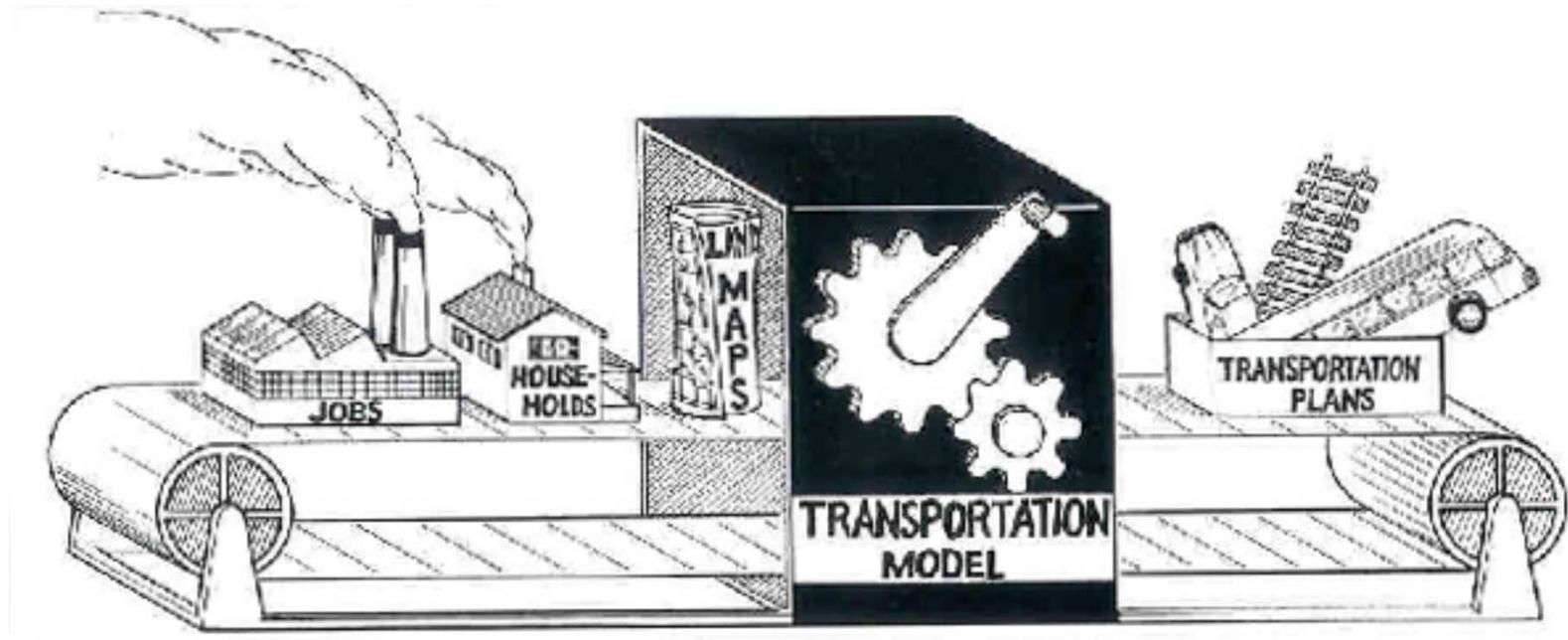
- Task 1: Inventory & Review - **Complete**
- Task 2: Model Development – **On-going**
- Task 3: Needs Assessment – **Complete**
- Task 4: Growth Scenario Evaluation - **Complete**
- **Task 5: Key Choices – Next Step**

# Inventory & Review - Complete

- **Plans Reviewed:**
  - Salt Creek Highway/McMurry Boulevard Corridor Study, January 2008
  - Casper Walkability Study, March 2008
  - Town Of Bar Nunn Community Development Plan, June 2008
  - Casper Area “Boomer” Study, July 2008
  - High Hazardous Intersection Study, November 2008
  - Highway 20/26 Enhancement Study, December 2008
  - Casper Streets Enhancement Study, August 2009
  - Bar Nunn Traffic Study, January 2010
  - Transit Development And Coordination Plan Update, March 2010
  - Elkhorn Valley/Eastside Master Trail Plan, Spring 2010
  - Casper Wyoming Safe Routes To School, March 2011
  - Bar Nunn Salt Creek Intersection & Bar Nun Subarea Planning Traffic Study, January 2012

# Model Development

Calibration and Validation – Complete  
Growth Scenarios – On Going



# Public Participation – 90% Complete

- **Kick-Off Meetings**
  - MPO Committees – February / General Public - March
- **Listening Tour – July**
  - Senior Center
  - Recreation Center
  - Bar Nunn Town Hall Council Chamber
  - Natrona County Fairgrounds
  - Westside Wal-Mart
  - Eastridge Mall
- **Needs Summary / Recommendation Options**
  - General Public – April 7<sup>th</sup> / MPO Committees & City Council – April 8<sup>th</sup>
- **Recommendations and Implementation – May**

# Needs Assessment - Complete

- The following slides highlight the input received from the general public and also needs identified in previous plans.

# Needs Assessment - Complete

- Goals and Policies
  - Goal 1: Develop a safe and efficient transportation system.
  - Goal 2: Meet demands cost effectively.
  - Goal 3: Promote alternative travel modes.
  - Goal 4: Coordinate land use and transportation.
  - Goal 5: Invest in transportation to promote growth and diversification.

# Needs Assessment – Complete

## Safety Highlights

- Evaluate pedestrian crossings at difficult intersections to determine contributing factors and solutions to reduce conflicts.
- Promote bicyclist safety through local ordinances such as minimum passing distance between motor vehicles and opening a door in front of a cyclist.

# Needs Assessment - Complete

## Freight Highlights

- Designate new truck routes to connect CLH to I-25, Hwy 20/26, and Hwy 220.
- Develop a western connection from Bar Nunn to CLH and airport.
- Grade separate a railroad crossing in Evansville.

# Needs Assessment - Complete

## Active Transportation – Highlights

- Improve connections to trails to create a more comprehensive biking and walking network.
- Integrate bicycling and walking considerations into all roadway planning, design, construction and maintenance.
- Improve roadway crossings.

# Needs Assessment - Complete

## Transit Highlights

- Need for service expansion to key areas within and beyond Casper.
- Need to provide weekend service on The Bus and CATC.
- Need to provide earlier and later service hours.
- Need increase directness of existing services.

# Needs Assessment - Complete

## Aviation – Highlights

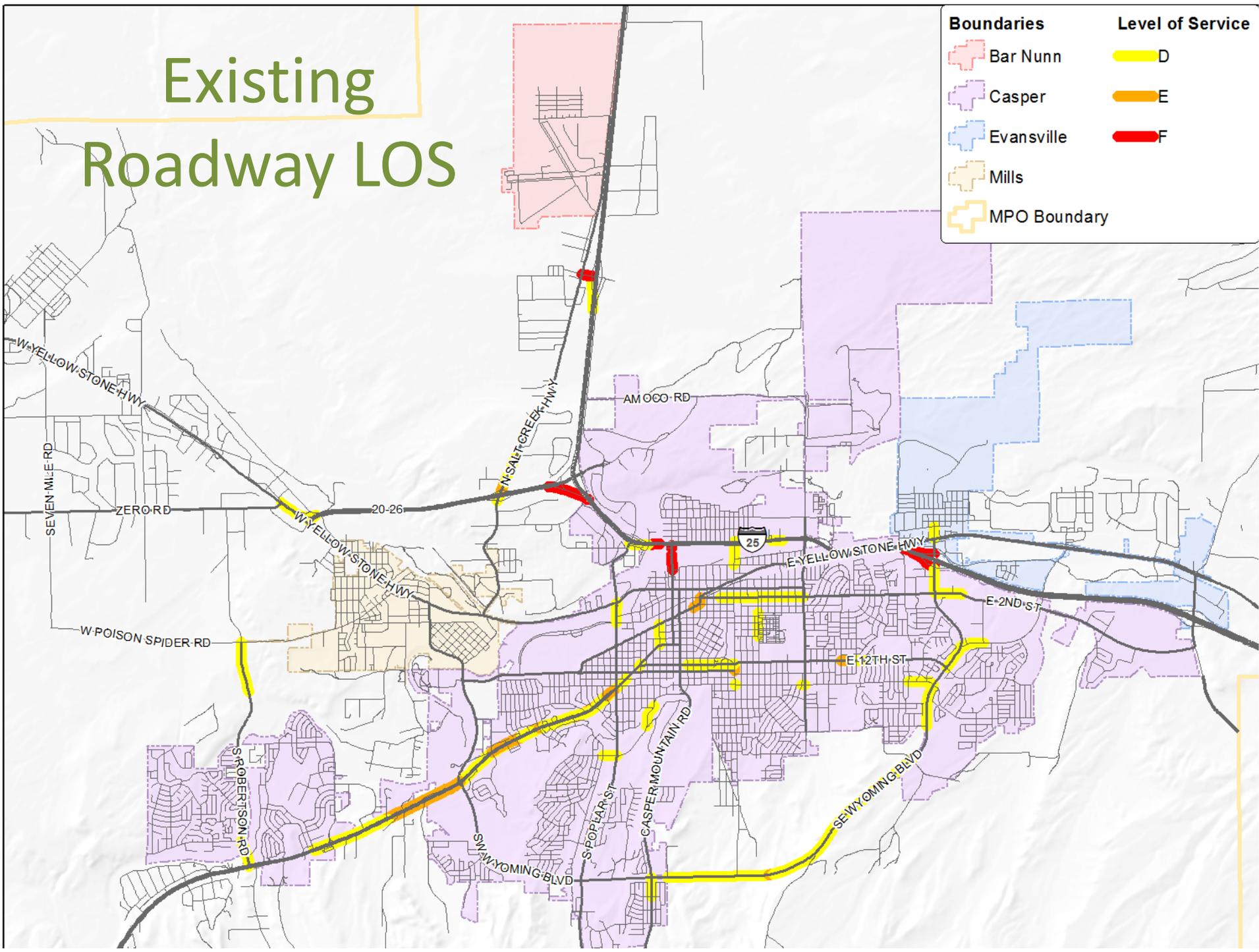
- Recruit carriers to provide new and expanded air service.
- Provide a connection from Bar Nunn directly to the airport.
- Provide The Bus service to the C/NCIA.

# Needs Assessment - Complete

- Roadway Existing LOS
- Committed Improvements – projects already funded

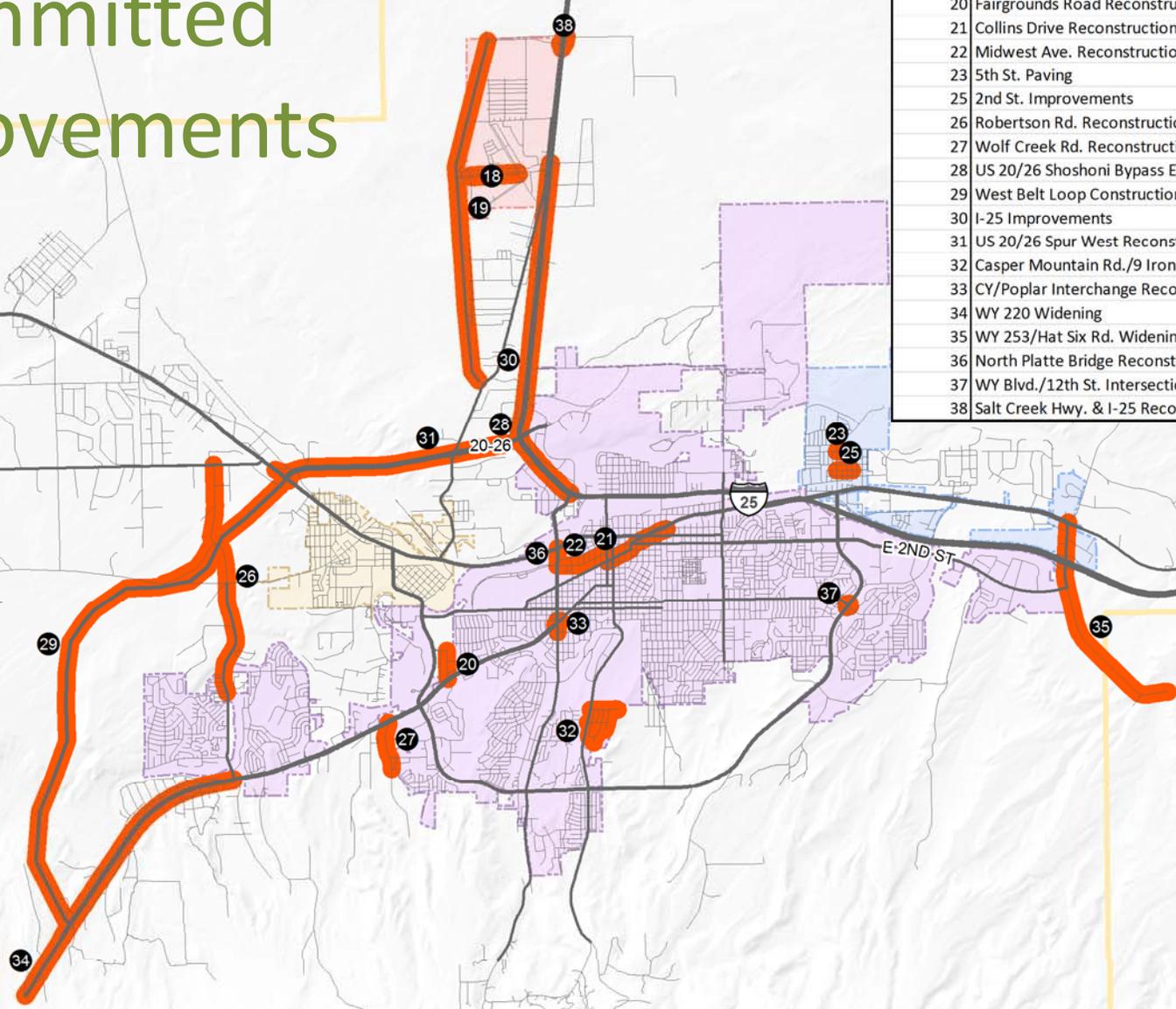
# Existing Roadway LOS

Boundaries		Level of Service	
	Bar Nunn		D
	Casper		E
	Evansville		F
	Mills		
	MPO Boundary		



# Committed Improvements

ID	Project
18	Sunset Blvd. Reconstruction
19	Polaris Dr. Construction
20	Fairgrounds Road Reconstruction
21	Collins Drive Reconstruction
22	Midwest Ave. Reconstruction
23	5th St. Paving
25	2nd St. Improvements
26	Robertson Rd. Reconstruction
27	Wolf Creek Rd. Reconstruction
28	US 20/26 Shoshoni Bypass East Section Reconstruction
29	West Belt Loop Construction
30	I-25 Improvements
31	US 20/26 Spur West Reconstruction
32	Casper Mountain Rd./9 Iron Estates Construction
33	CY/Poplar Interchange Reconstruction
34	WY 220 Widening
35	WY 253/Hat Six Rd. Widening
36	North Platte Bridge Reconstruction
37	WY Blvd./12th St. Intersection Reconstruction
38	Salt Creek Hwy. & I-25 Reconfiguration



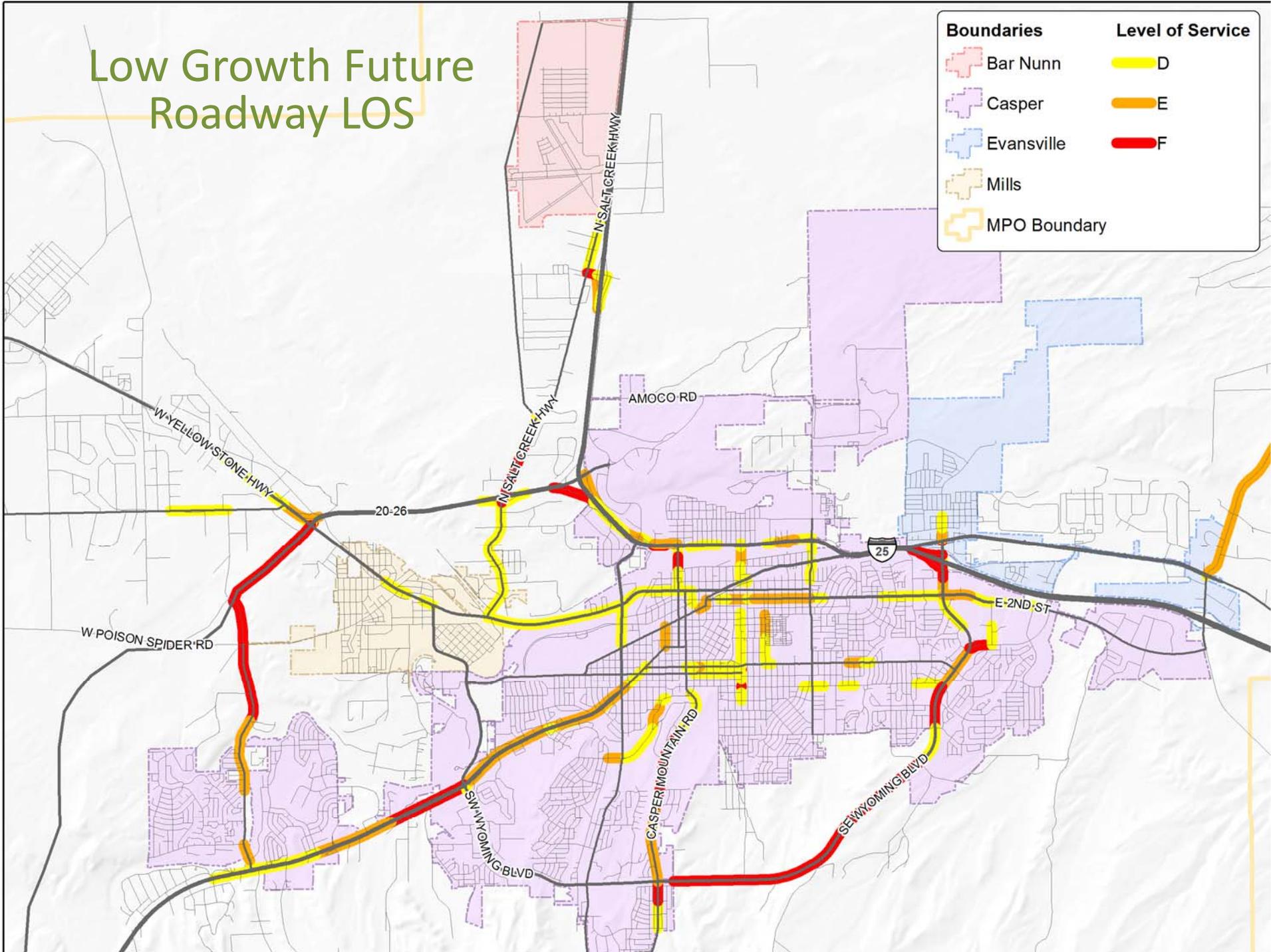
	Project
	Bar Nunn
	Casper
	Evansville
	Mills
	MPO Boundary

# Growth Scenarios

- Existing (2010): Population = 70,306
- Low growth: Population = 88,494 / 26% Growth
- Medium growth: Population = 92,398 / 31% Growth
- High growth: Population = 96,260 / 37% Growth

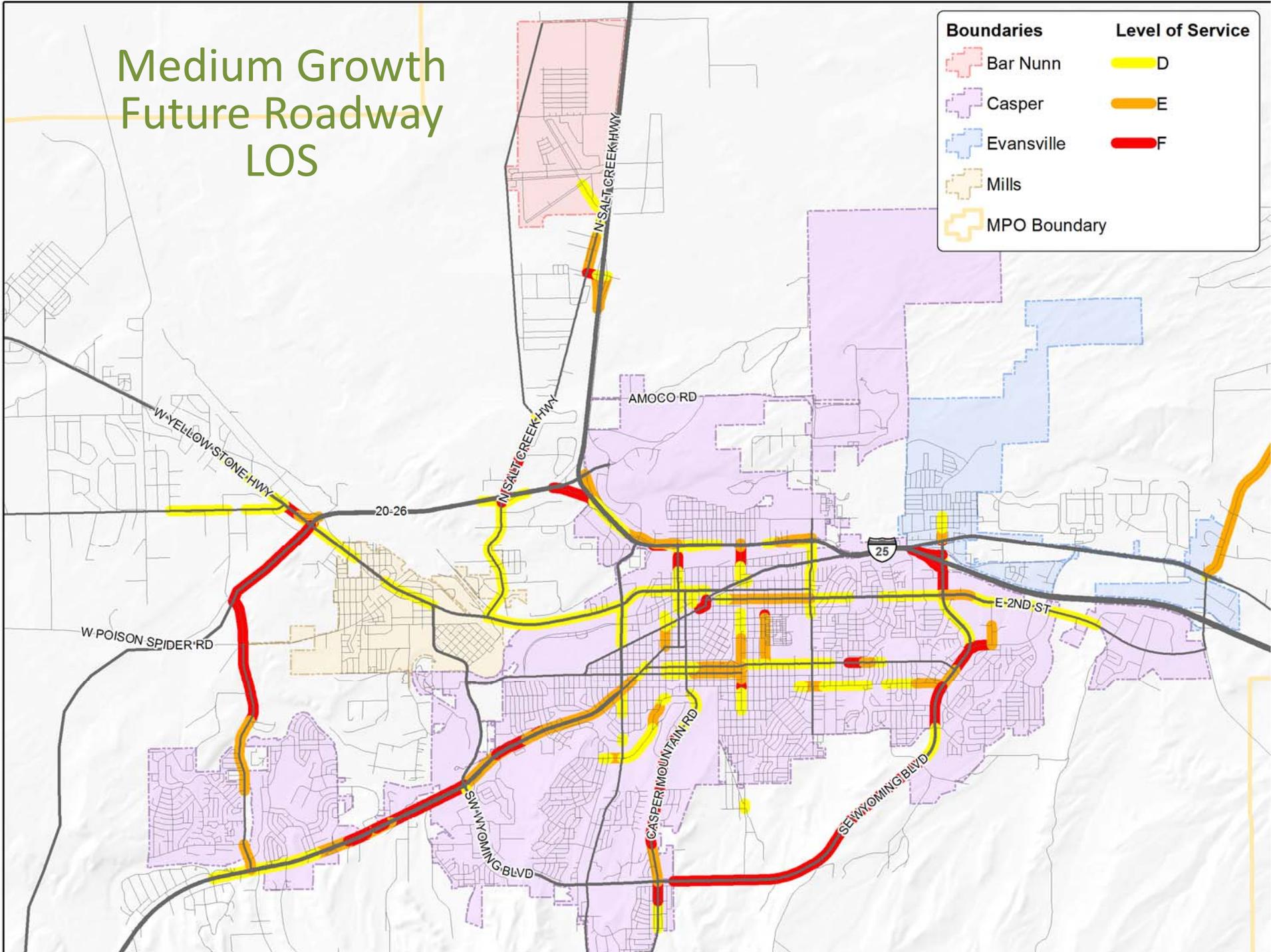
# Low Growth Future Roadway LOS

Boundaries		Level of Service	
	Bar Nunn		D
	Casper		E
	Evansville		F
	Mills		
	MPO Boundary		



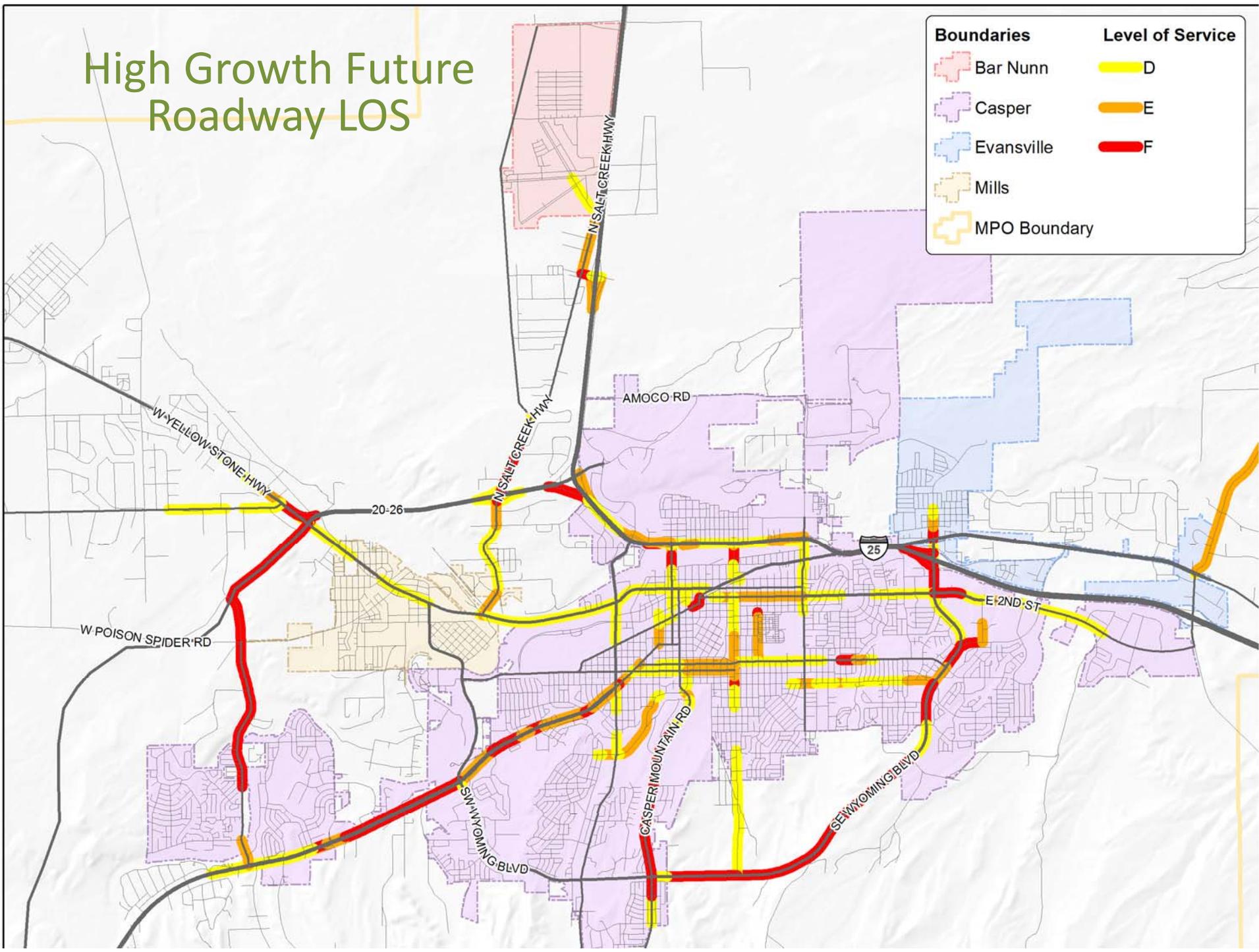
# Medium Growth Future Roadway LOS

Boundaries		Level of Service	
	Bar Nunn		D
	Casper		E
	Evansville		F
	Mills		
	MPO Boundary		

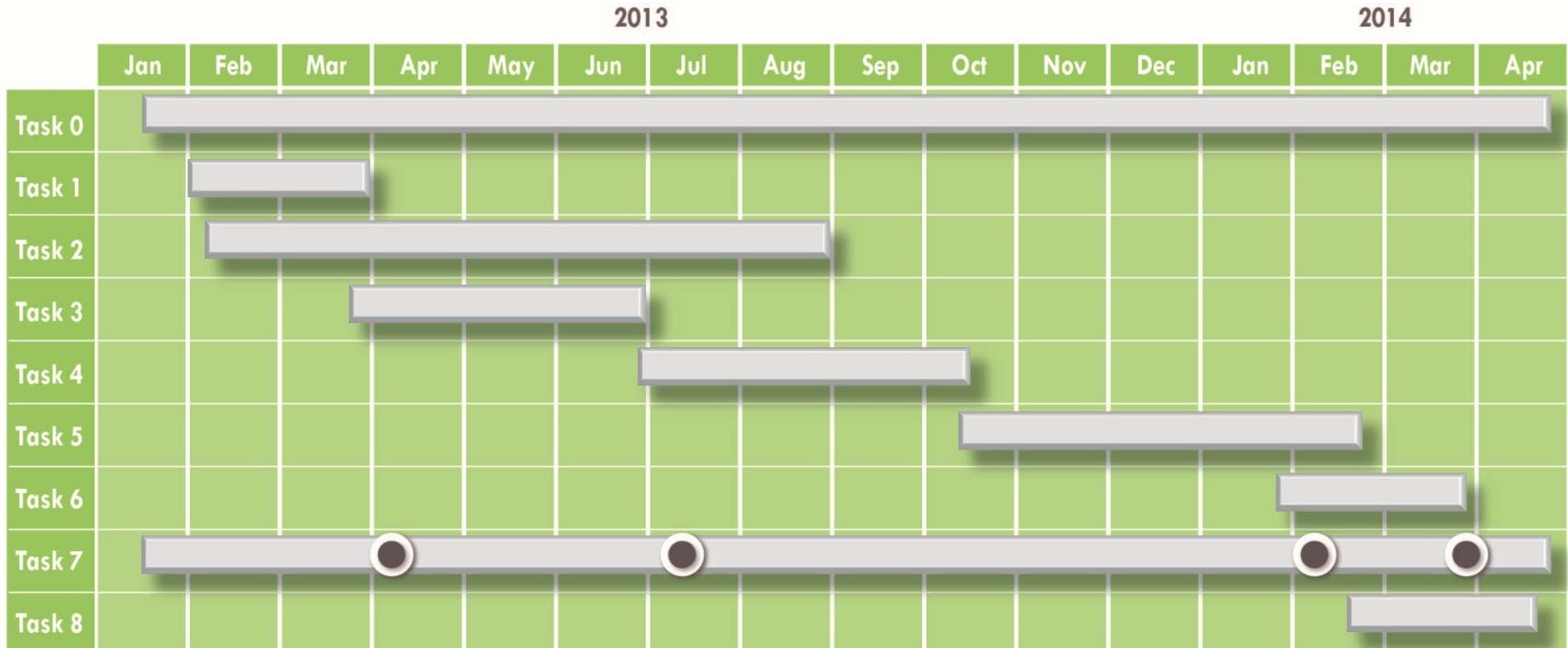


# High Growth Future Roadway LOS

Boundaries		Level of Service	
	Bar Nunn		D
	Casper		E
	Evansville		F
	Mills		
	MPO Boundary		



# Project Schedule



Public Meetings

# Next Steps

- Determination of which Growth Scenario for recommendations
- Recommendations & Implementation
- Document Preparation
- Plan Adoption

**[WWW.CONNECTINGCASPER2040.COM](http://WWW.CONNECTINGCASPER2040.COM)**

March 31, 2014

MEMO TO: John C. Patterson, City Manager 

FROM: Rick Harrah, Public Services Director

SUBJECT: Mulch Mowing and Composting Campaign

Summary:

The City Solid Waste Division is initiating a campaign to encourage people to mulch mow and compost as a way to reduce the amount of garbage that they produce.

The Solid Waste Division hired an intern last year to conduct a study of residential waste composition. After several months of sifting through garbage bags and separating out the contents, the study found that the two largest categories were yard waste (28% of the waste stream) and food waste (17%). Both of these materials can be safely disposed of at home through mulching, composting, or a mix of both strategies.

Mulch mowing is a particularly beneficial activity, both for homeowners and for the city. Mulch mowing is faster than bag mowing, it provides nutrients for the lawn, and it conserves water. It is beneficial for the city because any reduction of waste collected will save space in the landfill. The current landfill cell is expected to cost \$2.47 million to close, and the construction of the next cell will cost an additional \$2.55 million. Running grass through the balers also increases the maintenance cost on those machines because of the abrasive nature of grass.

The campaign will feature a certain amount of radio and print advertising, but it will also include:

- A booth at the Home and Garden show, which was hosted last month and staffed by City staff from the Parks and Solid Waste divisions.
- The use of free media, like Cable Channel 3 and run-of-schedule advertising on the Charter television channels.
- An intern, to be paid from the Solid Waste division, to assist with the campaign.

A survey in the City's water bill is currently being conducted to gather baseline data on how people manage their yards. This data will be used to help inform the messaging of the campaign, and it will be compared to follow up data on a future survey to measure the campaign's effectiveness.

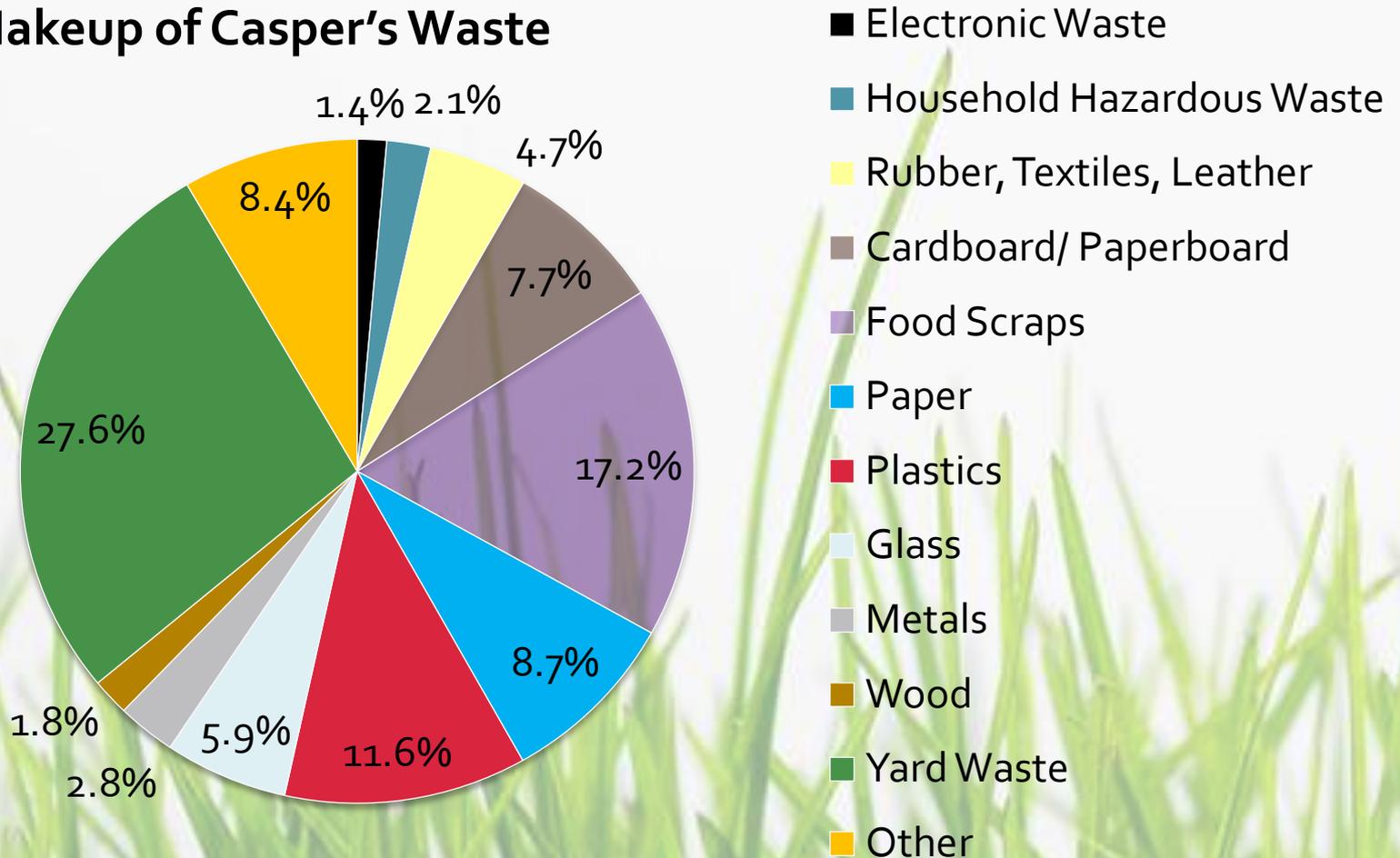
City of Casper Solid Waste Division

# Mulch Mowing Campaign



# Why Promote Mulch Mowing?

Makeup of Casper's Waste



# Why Promote Mulch Mowing?

## Grass Clippings:

- Decompose slowly in landfill, but decompose quickly in nature
- Are hard on balers
- Take up valuable landfill space

## Promoting Mulch Mowing:

- Does not require operational changes
- Does not require additional city equipment
- Has been successful in other cities

# Measuring Success

- Mulch Mowing Survey sent in March water bill
  - Follow up survey at end of campaign (September)
- Visits to City web pages on composting & mulching
- Composition of Waste Study (2015 study)
- Increase number of backyard composters
- Increase number of landscapers mulching

# Home & Garden Show

- Took survey to find mulch mowing campaign, “Cut It High and Let It Lie” was favorite slogan
- Mower give away- 414 entries
- Composter give away- 217 entries
- 338 Handouts on composting and mulch mowing
- Engaged citizens- had lots of interest in composting

# Cut It High & Let It Lie...

## The Campaign

- Utilize normative, action oriented messaging
- Newspaper, radio, billboards and online advertising
- Utilize Charter agreement for television PSAs and production, utilize Channel 3, and utilize YouTube
- Engage landscapers
- Vehicle signage & container stickering
- Social media (Facebook)
- Citizen engagement & learning (City Intern)

# Campaign Logo



April 1, 2014

MEMO TO: John Patterson, City Manager   
FROM: Tracey Belser, Human Resources Director  
SUBJECT: Results of Casper College Employee Survey

Recommendation:

To implement a manager training and development program with Casper College.

Summary:

The Casper College Center for Training and Development (CTD) conducted customer service assessments and follow up training with the following departments: Finance, Dispatch, Municipal Court, Metro Animal Control, and the Municipal Golf Course. CTD also conducted a survey of City employees. The results indicate that the City is overall doing very well in customer service and employee engagement.

The CTD worked with the City Manager's Office to develop the employee survey. The survey focused on nine employment topics:

- Attention and feedback
- Professional growth and responsibility
- Connection
- Control
- Fairness
- Teamwork and co-workers
- Resources and physical environment
- Compensation
- Engagement

City employees completed the online surveys between January 6 and February 3 of 2014. The surveys were anonymous and confidential. City personnel didn't have access to any of the data. There were some areas the City can improve on with customer service, communication between employees and departments, and general cohesiveness between departments. To address the areas of improvement, CTD has provided a recommendation for the City to implement comprehensive management training. The goal of this type of training would be to provide consistency in management and supervision and a greater understanding of the organization as a whole.

CTD has proposed the following training program for the City:

This program is a nine-month training program with 8-12 upper to mid-level managers. Training would occur once a month from 8:00 a.m. – 2:00 p.m. and be held off-site. Lunch will be provided.

#### Welcome

- Orientation
- Myers-Briggs personality preference results and implementation
- FISH! Philosophy

#### Communication

- Communication skills
- Oral presentations
- Professional writing, emails

#### Leading Change

- Employee development
- Team development

#### Management Style

- Motivating
- Coaching
- Empowering
- Delegating

#### Loyalty

- Commitment
- Customer satisfaction

#### Culture

- Generational differences
- Diversity

#### Public Servant

- Ethics
- Integrity
- Active listening

#### Mediation

- Crucial conversations

#### Organizational Culture

- Best practices
- Employee Excellence

The cost to provide the proposed program is \$14,000. This price includes the training, instructional materials, and meals.

# **CITY OF CASPER EMPLOYEE SURVEY RESULTS**

Prepared for  
John Patterson  
City Manager  
City of Casper

By  
The Center for Training and Development  
Casper College

February 26, 2014

## Introduction

The Casper College Center for Training and Development (CTD) worked with supervisors in Administrative Services, Leisure Services, and the Police Department to develop tools to assess the level of customer service provided by the following departments.

- Finance
- Dispatch
- Municipal Course
- Metro Animal Control
- Municipal Golf Course

CTD personnel conducted site visits and made phone calls to these departments between March and November of 2013. The person making the visits or the phone call would present a typical customer scenario to the city employee and then would use the assessment tool to document the employee's response. CTD used the information gathered to identify customer service voids and to recommend training to address these voids.

This study provided information from the external, or customer, perspective; however, to provide the City with a complete picture, we recommended also gathering the employee's perspective. CTD worked with the City Manager's Office to develop an employee survey. This survey focuses on nine employment topics.

- Attention and Feedback
- Professional Growth and Responsibility
- Connection
- Control
- Fairness
- Teamwork and Co-Workers
- Resources and Physical Environment
- Compensation
- Engagement

Employees completed the online surveys between January 6 and February 3 of 2014. The surveys were anonymous and confidential. City personnel did not have access to the data. This report provides a summary of the City of Casper Employee Survey responses.

This survey was undertaken for the following purposes:

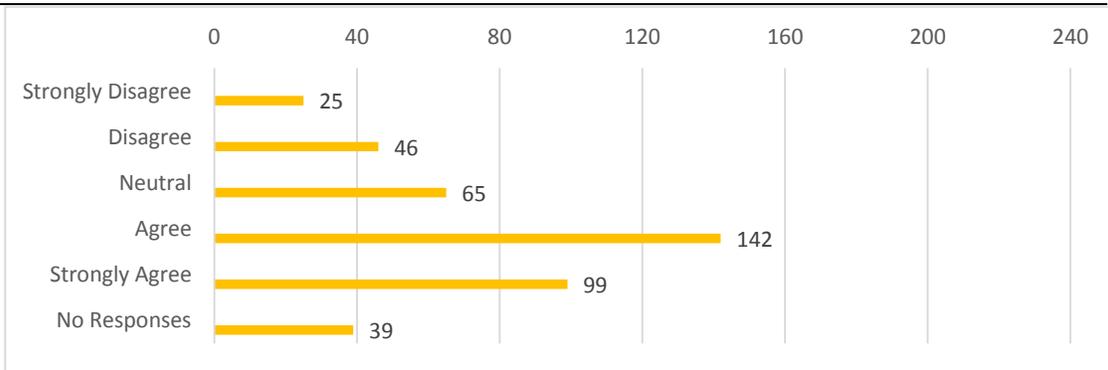
- To gain the employee's perspective on working for the City of Casper
- To document where employees felt positively, negatively, or neutral about working at the City of Casper
- To discern the degree to which various aspects of working for the City of Casper contribute to how engaged employees are in their work
- To prioritize and guide workplace improvement

## City of Casper Employee Survey Results

Questions 1 through 5 measure the positive interaction between supervisors and subordinates as demonstrated by the attention and feedback the employee receives from supervisors. Overall, employees strongly agree or agree with these questions. This indicates that employees are receiving appropriate feedback from their supervisors.

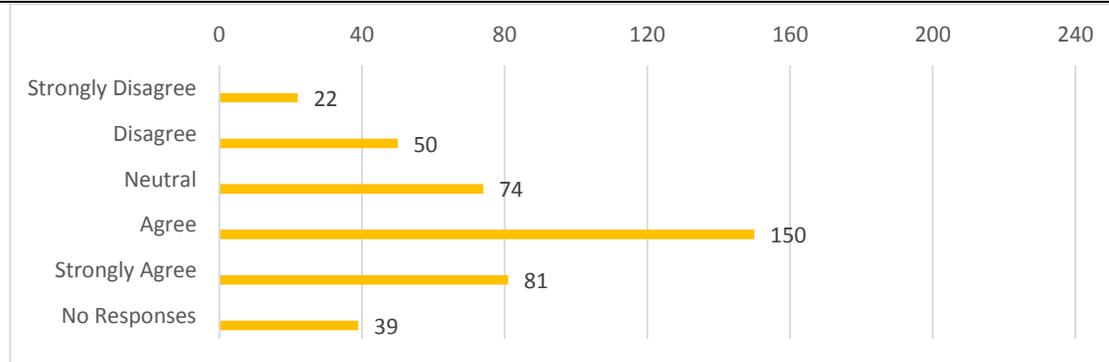
### 1. I receive useful and constructive feedback from my supervisor.

	Number of Response(s)	Response Ratio
Strongly Disagree	25	6.0%
Disagree	46	11.0%
Neutral	65	15.6%
Agree	142	34.1%
Strongly Agree	99	23.7%
No Responses	39	9.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



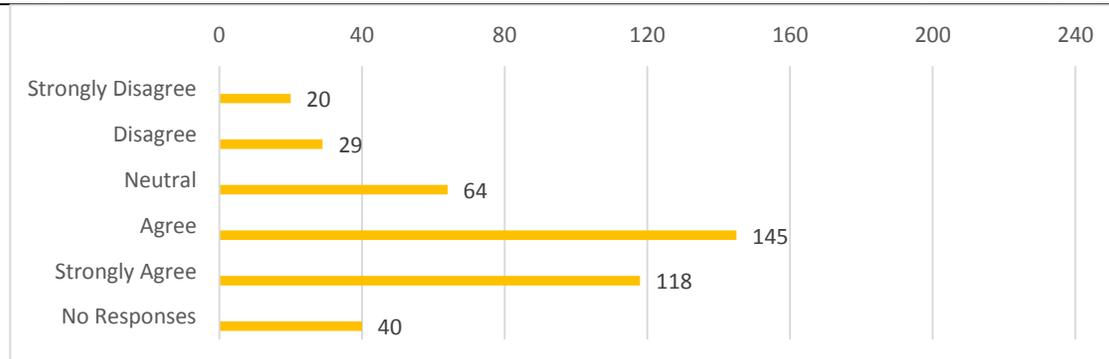
**2. When I do a good job, I receive praise from my supervisor.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	22	5.2%
Disagree	50	12.0%
Neutral	74	17.7%
Agree	150	36.0%
Strongly Agree	81	19.4%
No Responses	39	9.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



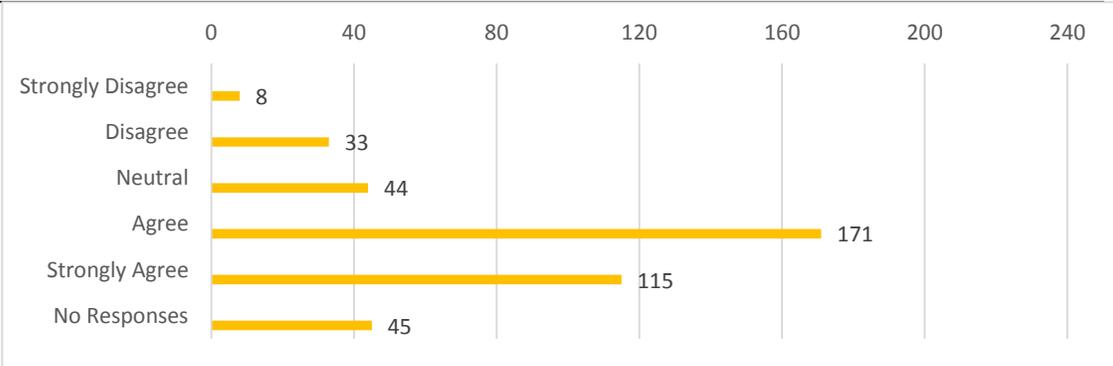
**3. My supervisor cares about me as a person.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	20	4.8%
Disagree	29	6.9%
Neutral	64	15.3%
Agree	145	34.8%
Strongly Agree	118	28.3%
No Responses	40	9.6%
<b>Total</b>	<b>416</b>	<b>100%</b>



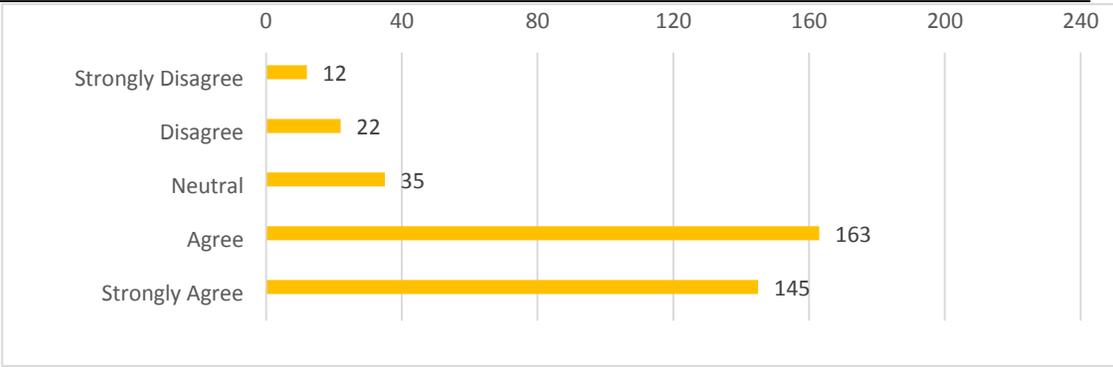
**4. I regularly interact with my supervisor.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	8	1.9%
Disagree	33	7.9%
Neutral	44	10.5%
Agree	171	41.1%
Strongly Agree	115	27.6%
No Responses	45	10.8%
<b>Total</b>	<b>416</b>	<b>100%</b>



**5. I know what is expected of me at work.**

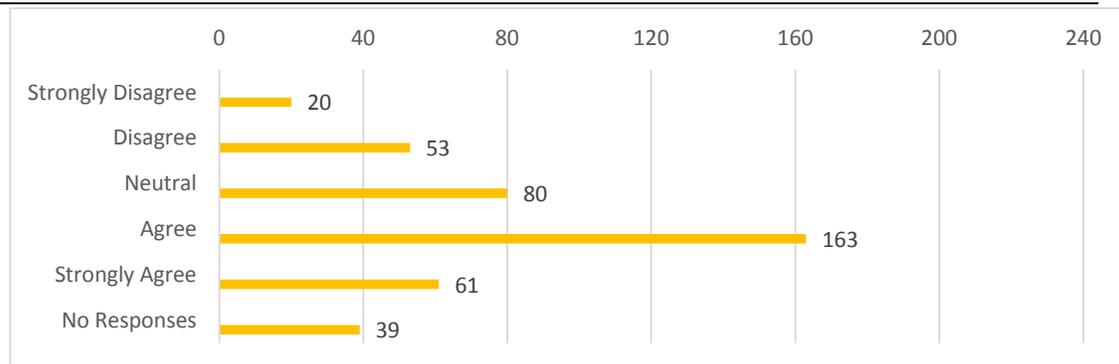
	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	12	2.8%
Disagree	22	5.2%
Neutral	35	8.4%
Agree	163	39.1%
Strongly Agree	145	34.8%
No Responses	39	9.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



Questions 6 through 11 measure the employee’s access to professional growth and perceived level of responsibility. Professional growth opportunities send a message to employees that the organization values what employees have to offer and is willing to invest in employee development. Responsibility is an indication of trust and confidence in employees. Overall, employees strongly agree or agree with these questions. This indicates that employees perceive that they are receiving opportunities to grow professionally.

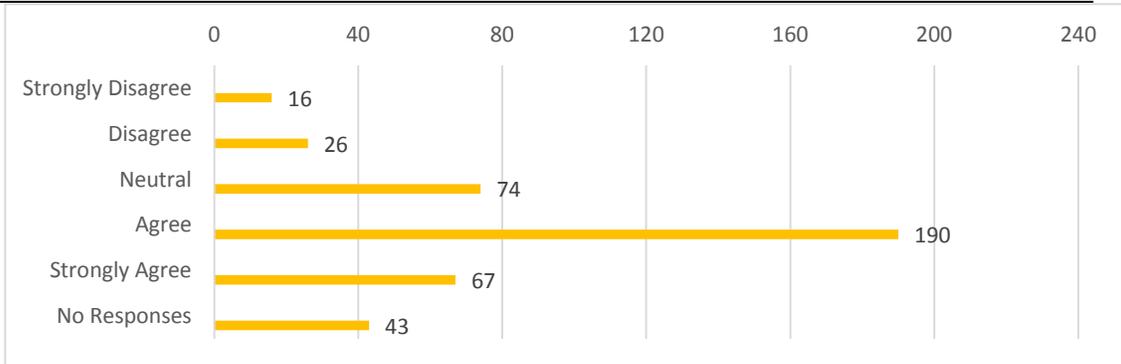
**6. I receive the training I need to do my job well.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	20	4.8%
Disagree	53	12.7%
Neutral	80	19.2%
Agree	163	39.1%
Strongly Agree	61	14.6%
No Responses	39	9.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



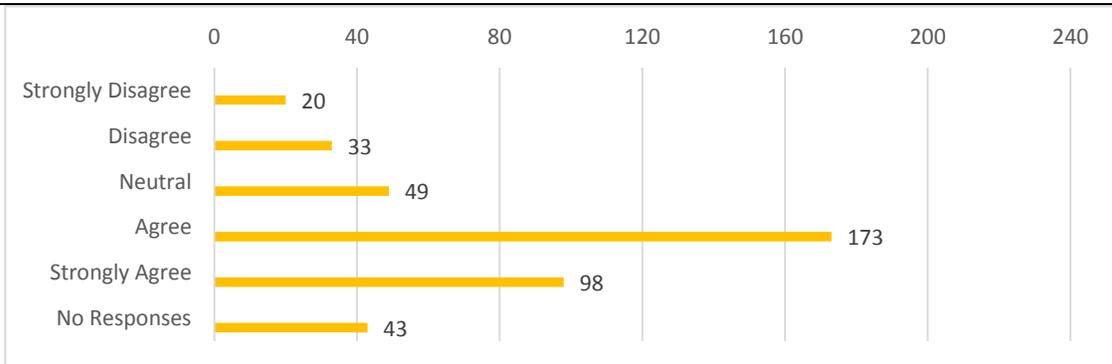
**7. I am encouraged to learn from my mistakes.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	16	3.8%
Disagree	26	6.2%
Neutral	74	17.7%
Agree	190	45.6%
Strongly Agree	67	16.1%
No Responses	43	10.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



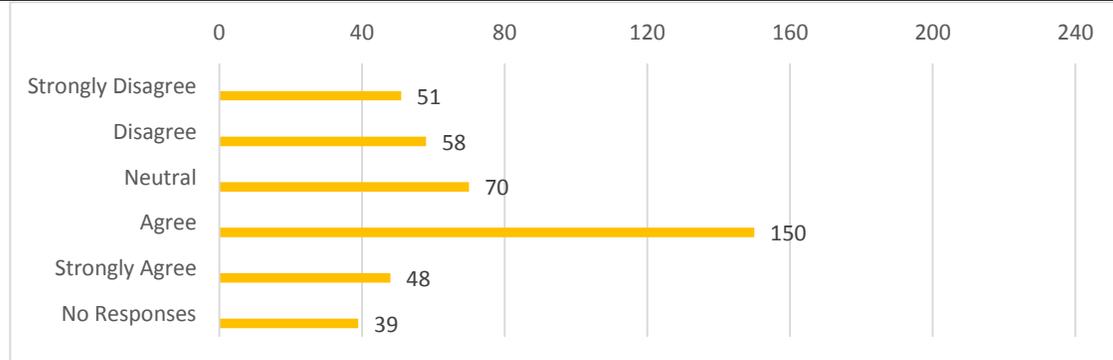
**8. My skills are used effectively at work.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	20	4.8%
Disagree	33	7.9%
Neutral	49	11.7%
Agree	173	41.5%
Strongly Agree	98	23.5%
No Responses	43	10.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



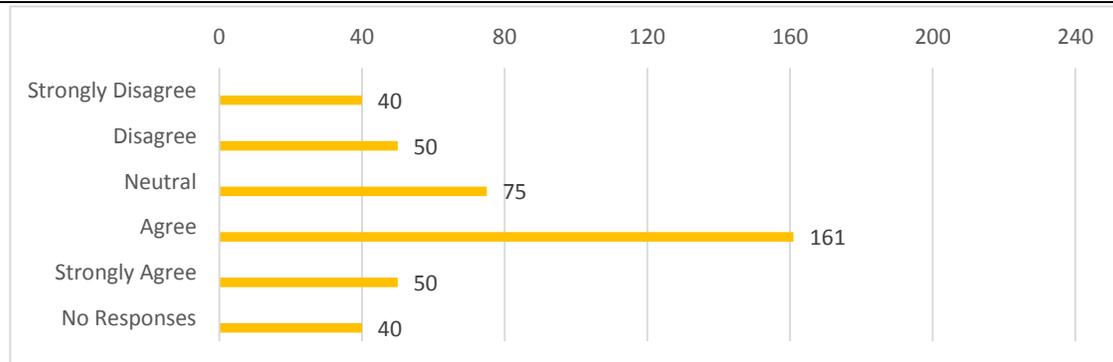
**9. Management looks to me for suggestions and leadership.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	51	12.2%
Disagree	58	13.9%
Neutral	70	16.8%
Agree	150	36.0%
Strongly Agree	48	11.5%
No Responses	39	9.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



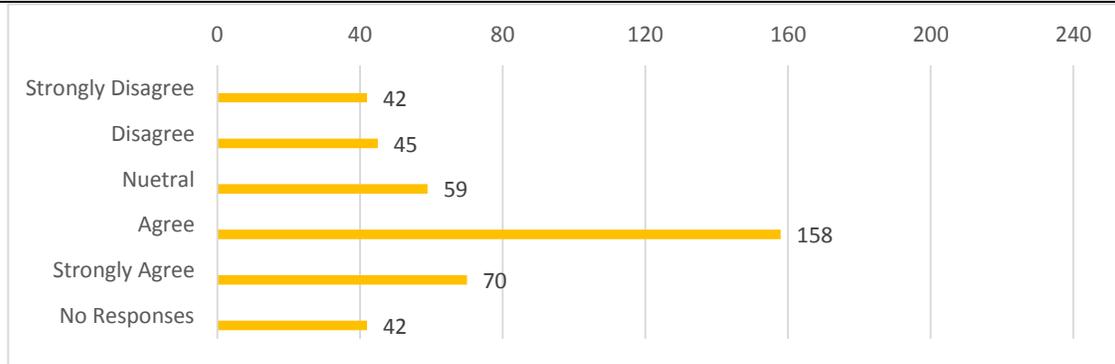
**10. I am encouraged to come up with new and better ways of doing things.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	40	9.6%
Disagree	50	12.0%
Neutral	75	18.0%
Agree	161	38.7%
Strongly Agree	50	12.0%
No Responses	40	9.6%
<b>Total</b>	<b>416</b>	<b>100%</b>



**11. In the last year, I have had opportunities at work to learn and grow professionally.**

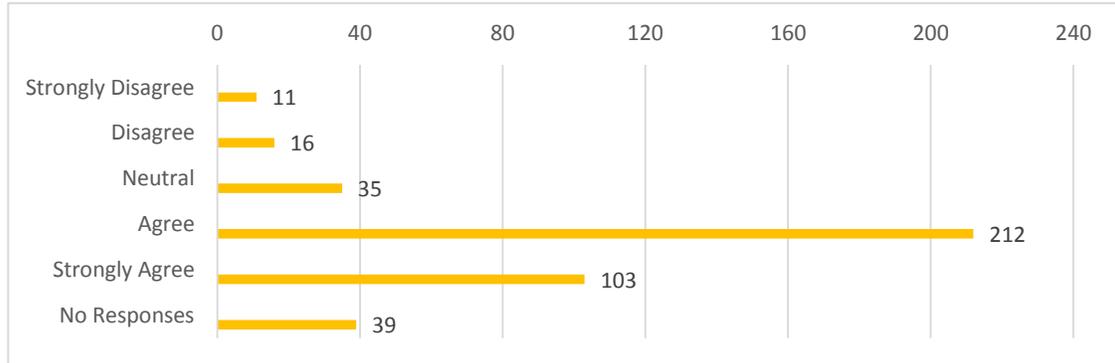
	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	42	10.0%
Disagree	45	10.8%
Neutral	59	14.1%
Agree	158	37.9%
Strongly Agree	70	16.8%
No Responses	42	10.0%
<b>Total</b>	<b>416</b>	<b>100%</b>



Questions 12 through 16 measure how connected employees feel to the organization’s mission and how the work they do contributes to the organization. Overall employees strongly agree or agree with questions 12, 13, 14, and 16. Of those employees responding to question 15, 35.5% strongly agree or agree, 30.9 % responded strongly disagree or disagree, and 24% responded neutral. City administration may want to consider additional or different ways to inform employees about matters affecting them.

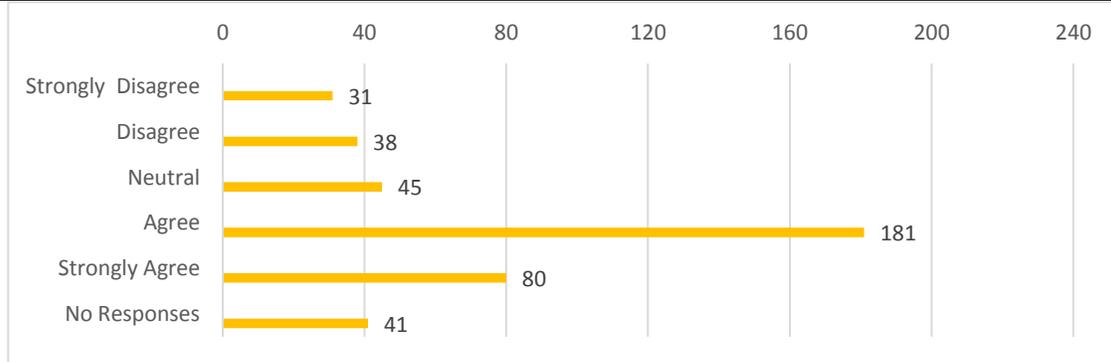
**12. I understand how my work directly contributes to the overall success of the organization.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	11	2.6%
Disagree	16	3.8%
Neutral	35	8.4%
Agree	212	50.9%
Strongly Agree	103	24.7%
No Responses	39	9.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



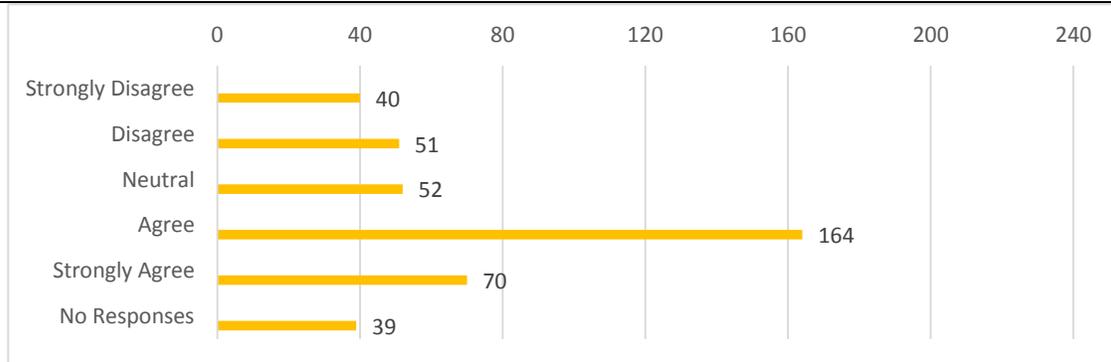
**13. I understand what my supervisor does.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	31	7.4%
Disagree	38	9.1%
Neutral	45	10.8%
Agree	181	43.5%
Strongly Agree	80	19.2%
No Responses	41	9.8%
<b>Total</b>	<b>416</b>	<b>100%</b>



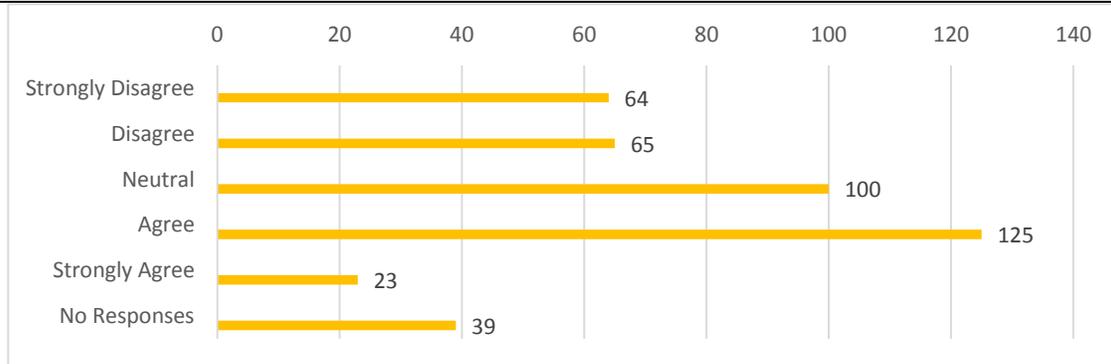
**14. I am comfortable sharing my opinions at work.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	40	9.6%
Disagree	51	12.2%
Neutral	52	12.5%
Agree	164	39.4%
Strongly Agree	70	16.8%
No Responses	39	9.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



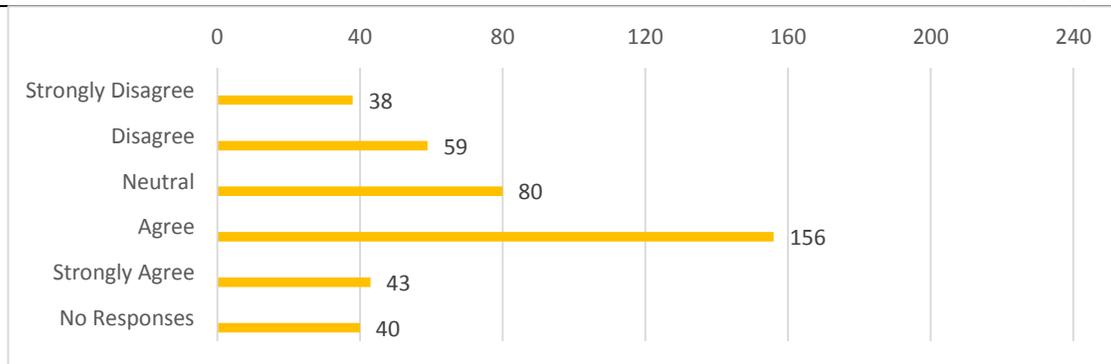
**15. The city does an excellent job of keeping employees informed about matters affecting us.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	64	15.3%
Disagree	65	15.6%
Neutral	100	24.0%
Agree	125	30.0%
Strongly Agree	23	5.5%
No Responses	39	9.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



**16. I receive information about what is going on in my work area.**

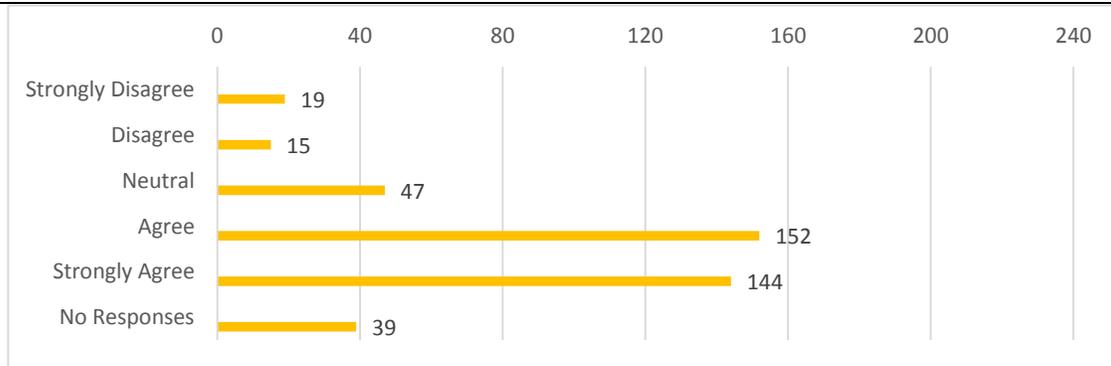
	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	38	9.1%
Disagree	59	14.1%
Neutral	80	19.2%
Agree	156	37.5%
Strongly Agree	43	10.3%
No Responses	40	9.6%
<b>Total</b>	<b>416</b>	<b>100%</b>



Questions 17 through 21 measure the level to which employees perceive they have control or autonomy over their work. Employees report overwhelming agreement with these questions. This indicates that employees feel empowered to accomplish their work tasks.

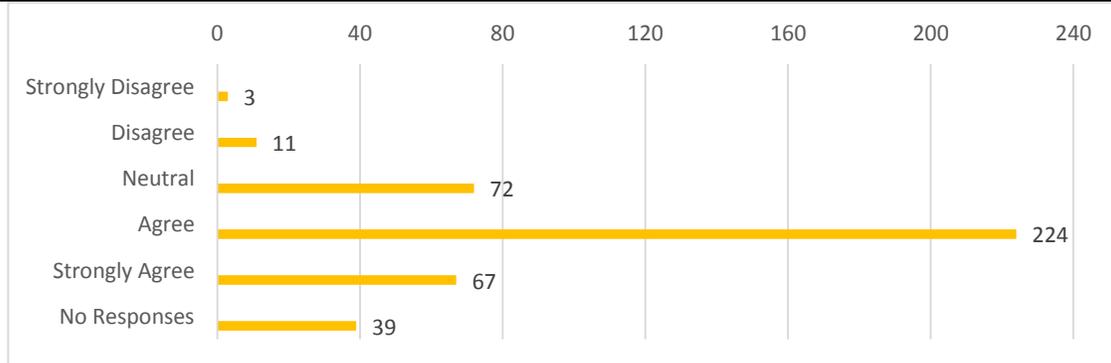
**17. My supervisor is approachable.**

	Number of Response(s)	Response Ratio
Strongly Disagree	19	4.5%
Disagree	15	3.6%
Neutral	47	11.2%
Agree	152	36.5%
Strongly Agree	144	34.6%
No Responses	39	9.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



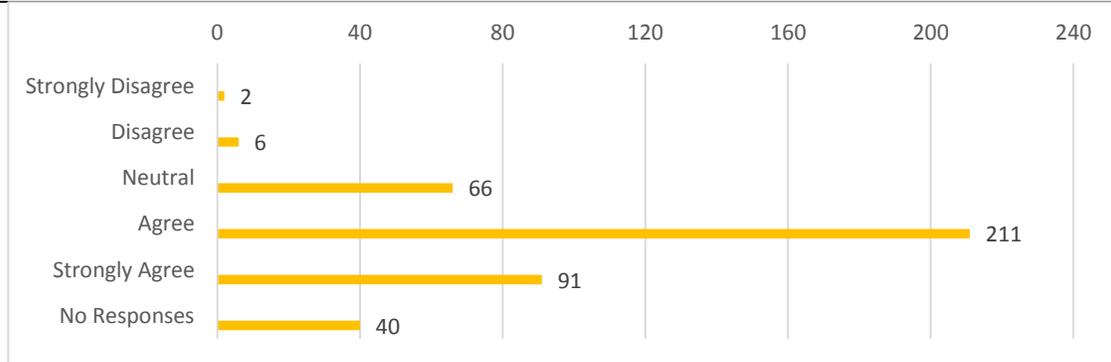
**18. When a customer is dissatisfied, I can usually correct the problem to their satisfaction.**

	Number of Response(s)	Response Ratio
Strongly Disagree	3	<1%
Disagree	11	2.6%
Neutral	72	17.3%
Agree	224	53.8%
Strongly Agree	67	16.1%
No Responses	39	9.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



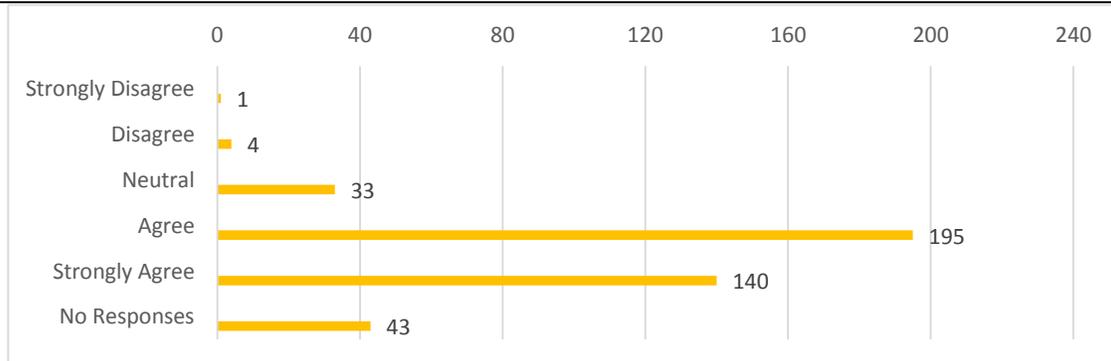
**19. I solve customers' problems.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	2	<1%
Disagree	6	1.4%
Neutral	66	15.8%
Agree	211	50.7%
Strongly Agree	91	21.8%
No Responses	40	9.6%
<b>Total</b>	<b>416</b>	<b>100%</b>



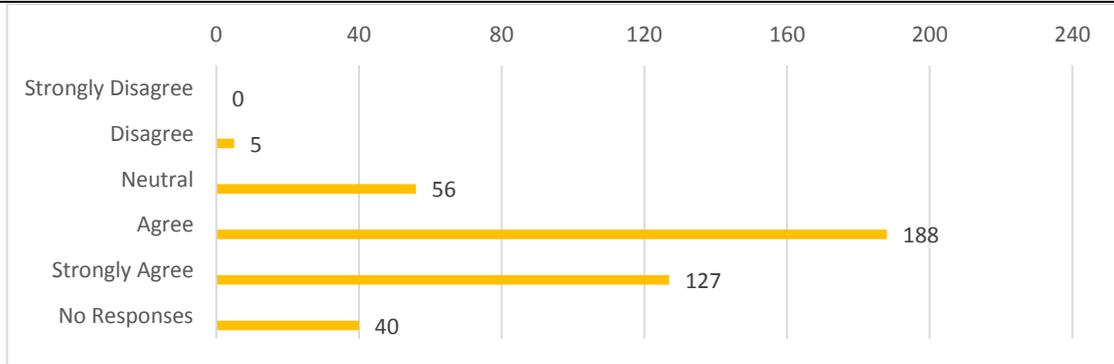
**20. I respond quickly and courteously to fulfill customers' needs.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	1	<1%
Disagree	4	<1%
Neutral	33	7.9%
Agree	195	46.8%
Strongly Agree	140	33.6%
No Responses	43	10.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



**21. I go beyond what is expected of me to make customers happy.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	0	0.0%
Disagree	5	1.2%
Neutral	56	13.4%
Agree	188	45.1%
Strongly Agree	127	30.5%
No Responses	40	9.6%
<b>Total</b>	<b>416</b>	<b>100%</b>



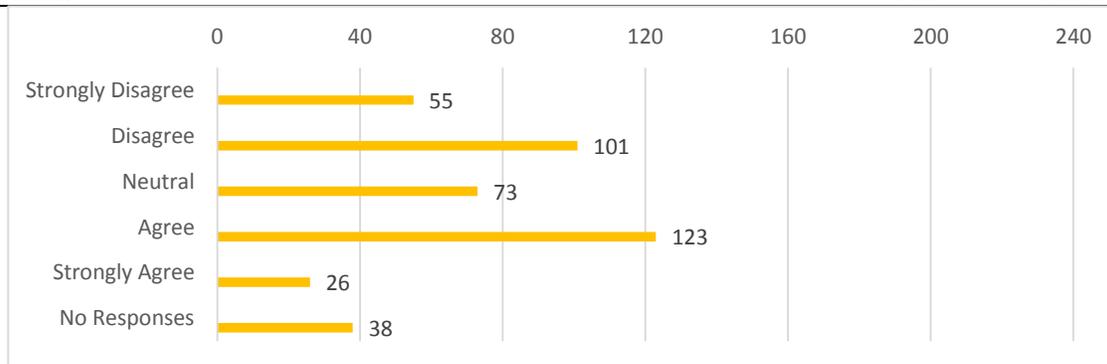
Questions 22 through 26 measure the employee’s perception of fairness as compared to other workers and the level the employee feels valued at work. Question 23 and Question 25 were written in the first person: “I am treated fairly by my supervisor” and “I feel valued at work.” Employees reported overwhelming agreement with questions.

Questions 22, 24, and 26 were written from a more global view. Of those employees responding to Question 22, “People are held accountable for the quality of the work they produce”, 35.7% strongly agree or agree, 37.5 % responded strongly disagree or disagree, and 17.5% responded neutral. Of those employees responding to Question 24, “The city respects its employees”, 38.9% strongly agree or agree, 26.6 % responded strongly disagree or disagree, and 24.5% responded neutral. Of those employees responding to Question 26, “Employees are recognized as individuals”, 39.5% strongly agree or agree, 29.3% responded strongly disagree or disagree, and 21.1% responded neutral.

There is less agreement to the global questions as there is to the individual questions. Based on the responses, employees perceive that they are treated fairly as individuals but there is less of a perception of fairness as an organization. City administration may want to consider ways to increase the global perception of fairness.

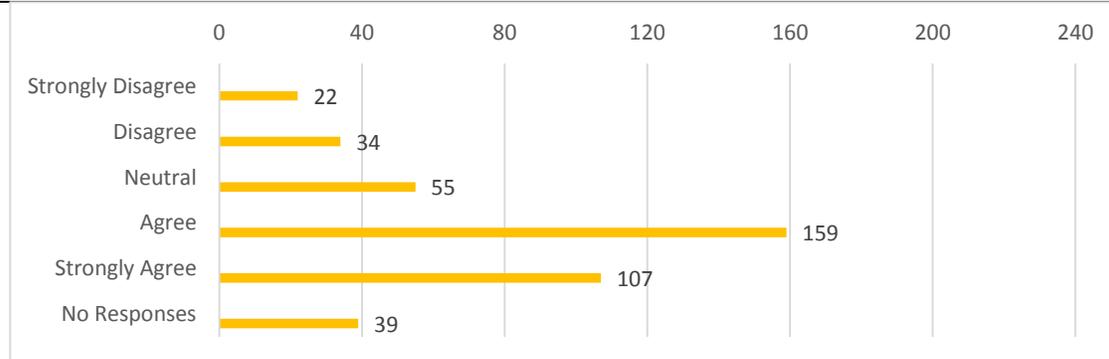
**22. People are held accountable for the quality of work they produce.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	55	13.2%
Disagree	101	24.2%
Neutral	73	17.5%
Agree	123	29.5%
Strongly Agree	26	6.2%
No Responses	38	9.1%
<b>Total</b>	<b>416</b>	<b>100%</b>



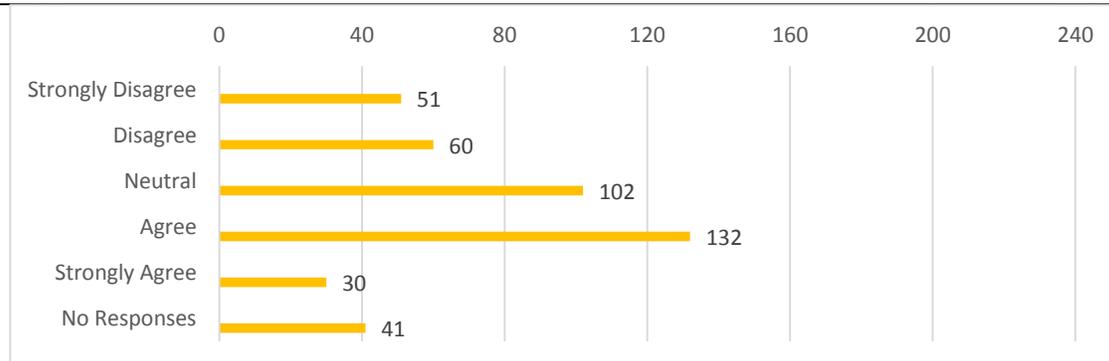
**23. I am treated fairly by my supervisor.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	22	5.2%
Disagree	34	8.1%
Neutral	55	13.2%
Agree	159	38.2%
Strongly Agree	107	25.7%
No Responses	39	9.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



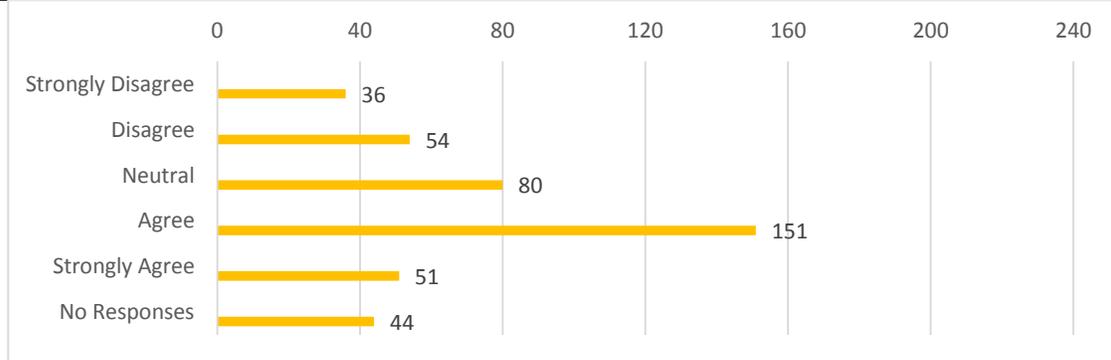
**24. The city respects its employees.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	51	12.2%
Disagree	60	14.4%
Neutral	102	24.5%
Agree	132	31.7%
Strongly Agree	30	7.2%
No Responses	41	9.8%
<b>Total</b>	<b>416</b>	<b>100%</b>



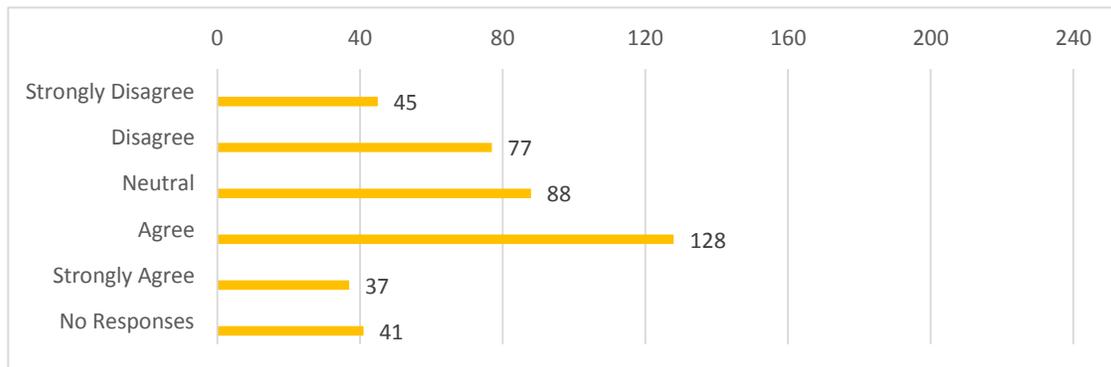
**25. I feel valued at work.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	36	8.6%
Disagree	54	12.9%
Neutral	80	19.2%
Agree	151	36.2%
Strongly Agree	51	12.2%
No Responses	44	10.5%
<b>Total</b>	<b>416</b>	<b>100%</b>



**26. Employees are recognized as individuals.**

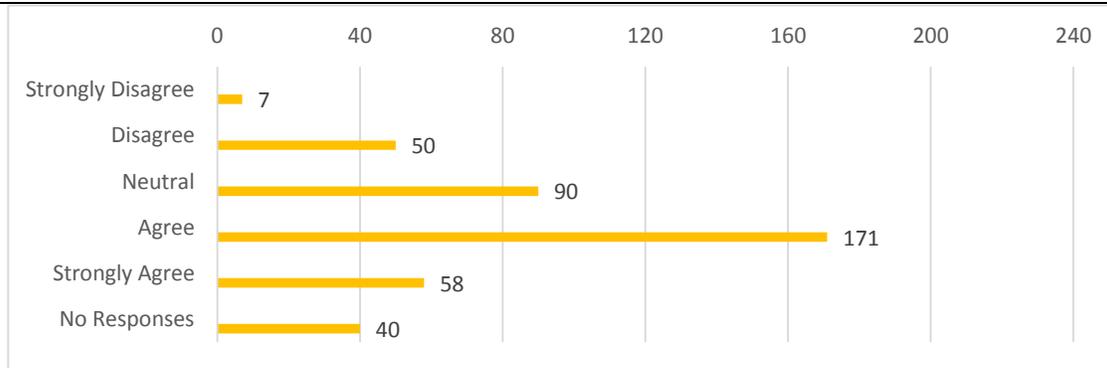
	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	45	10.8%
Disagree	77	18.5%
Neutral	88	21.1%
Agree	128	30.7%
Strongly Agree	37	8.8%
No Responses	41	9.8%



Questions 27 through 30 measure the relationship and teamwork between coworkers. Overall, employees strongly agree or agree with these questions. This is an indication that employees work well together.

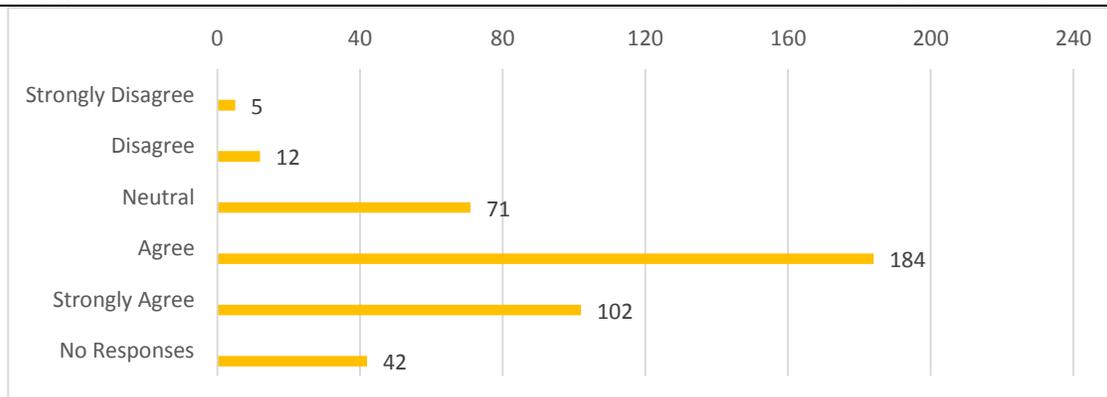
**27. My co-workers take responsibility for tasks.**

	Number of Response(s)	Response Ratio
Strongly Disagree	7	1.6%
Disagree	50	12.0%
Neutral	90	21.6%
Agree	171	41.1%
Strongly Agree	58	13.9%
No Responses	40	9.6%
<b>Total</b>	<b>416</b>	<b>100%</b>



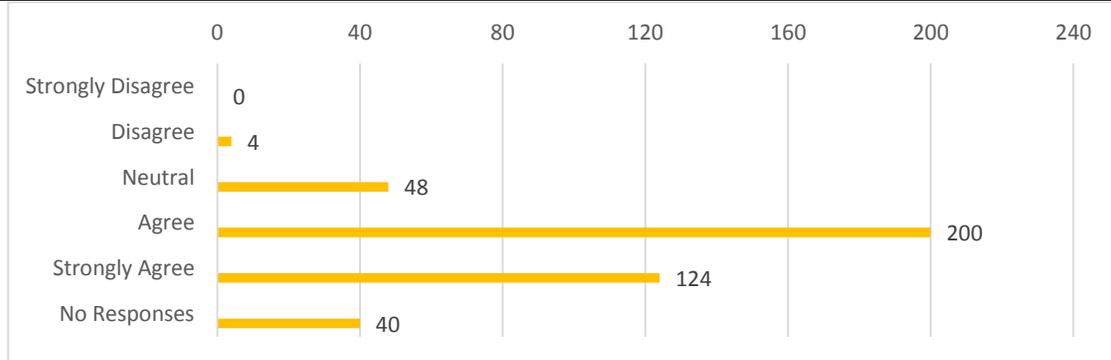
**28. My co-workers are skilled at their jobs.**

	Number of Response(s)	Response Ratio
Strongly Disagree	5	1.2%
Disagree	12	2.8%
Neutral	71	17.0%
Agree	184	44.2%
Strongly Agree	102	24.5%
No Responses	42	10.0%
<b>Total</b>	<b>416</b>	<b>100%</b>



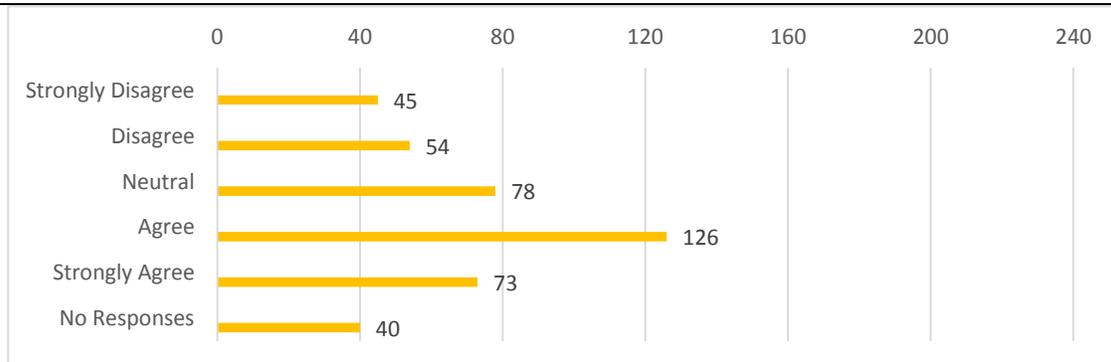
**29. I like my co-workers.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	0	0.0%
Disagree	4	<1%
Neutral	48	11.5%
Agree	200	48.0%
Strongly Agree	124	29.8%
No Responses	40	9.6%
<b>Total</b>	<b>416</b>	<b>100%</b>

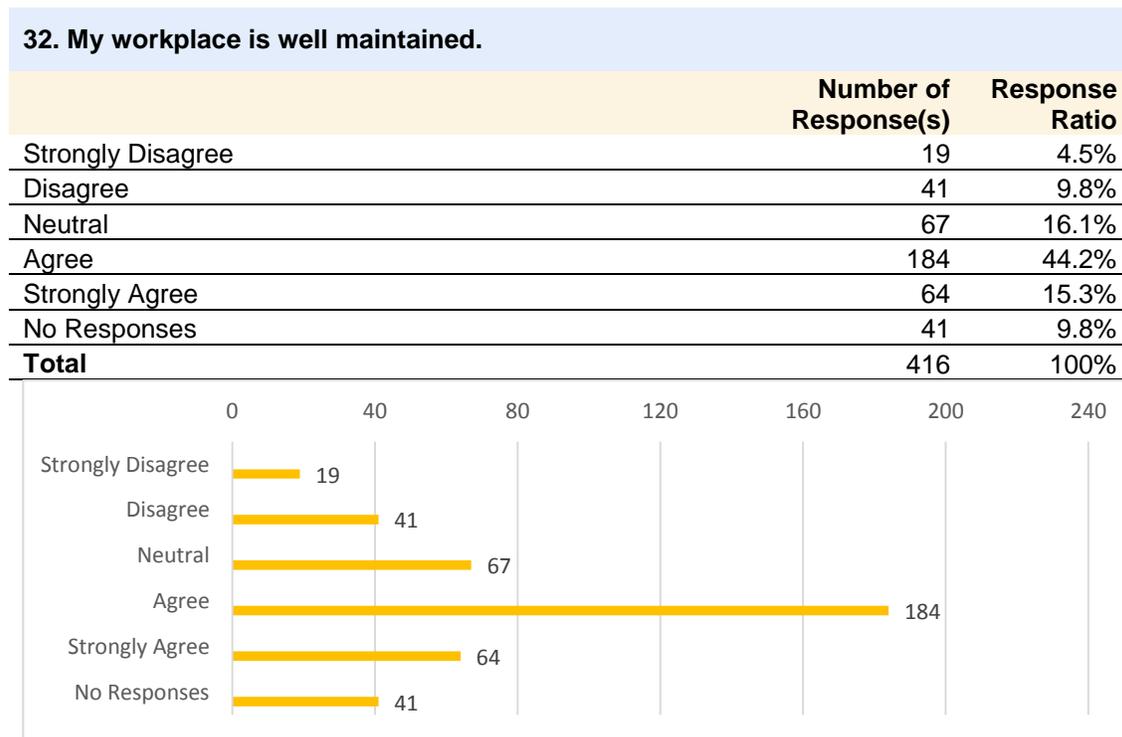
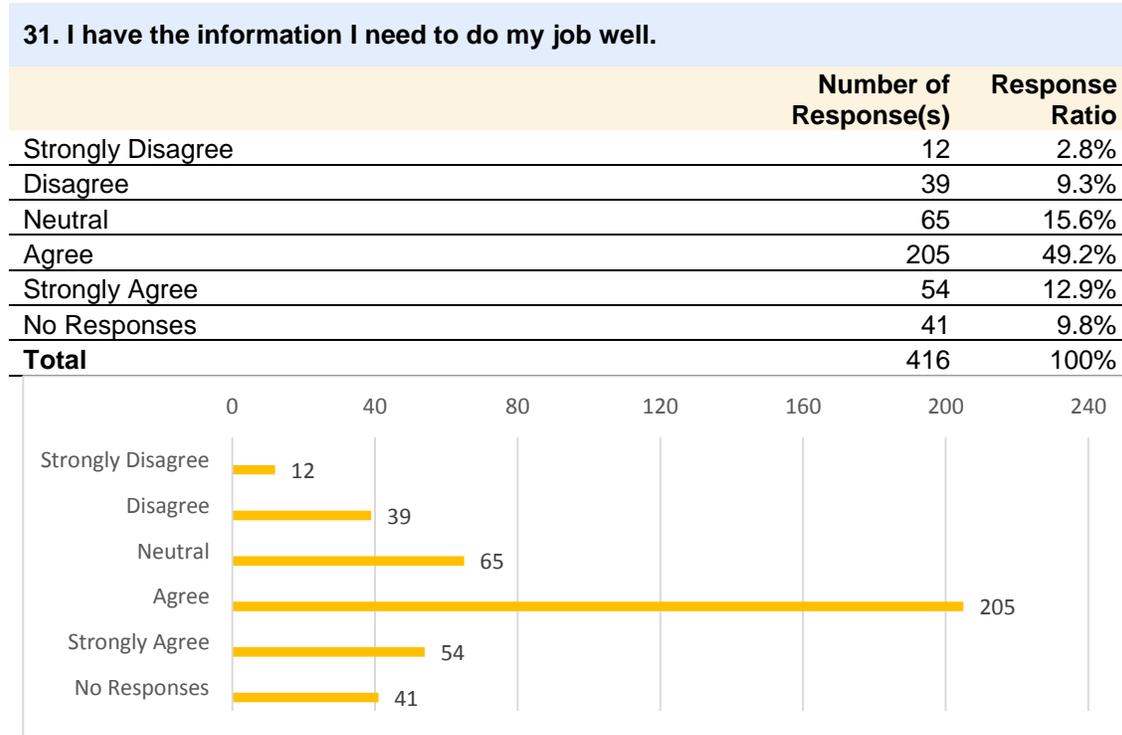


**30. I work in a positive environment.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	45	10.8%
Disagree	54	12.9%
Neutral	78	18.7%
Agree	126	30.2%
Strongly Agree	73	17.5%
No Responses	40	9.6%
<b>Total</b>	<b>416</b>	<b>100%</b>

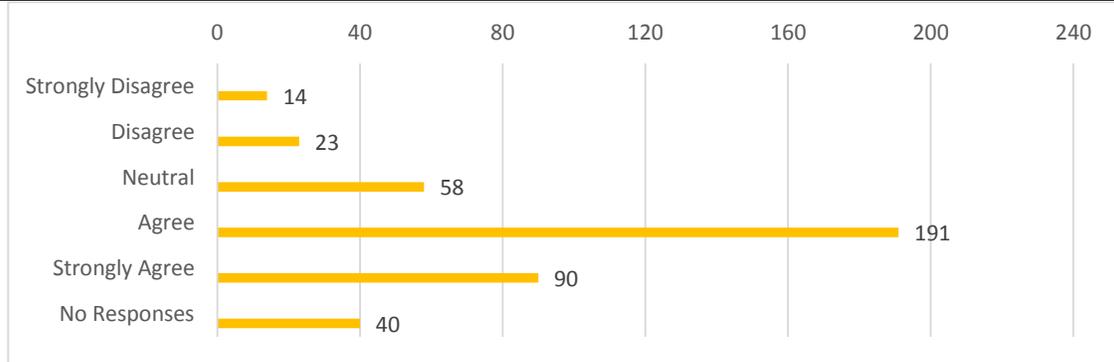


Questions 31 through 34 measure the employee’s perception of the availability of information and resources and the physical environment in which they work. Overall, employees strongly agree or agree with these questions. This is an indication that employees perceive that they have the resources they need to do their jobs.



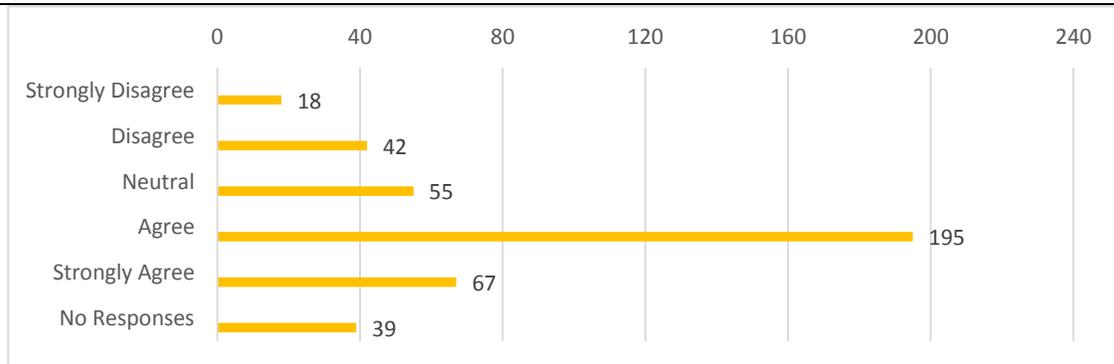
### 33. My workplace is safe.

	Number of Response(s)	Response Ratio
Strongly Disagree	14	3.3%
Disagree	23	5.5%
Neutral	58	13.9%
Agree	191	45.9%
Strongly Agree	90	21.6%
No Responses	40	9.6%
<b>Total</b>	<b>416</b>	<b>100%</b>



### 34. I have the materials and equipment I need to do my work well.

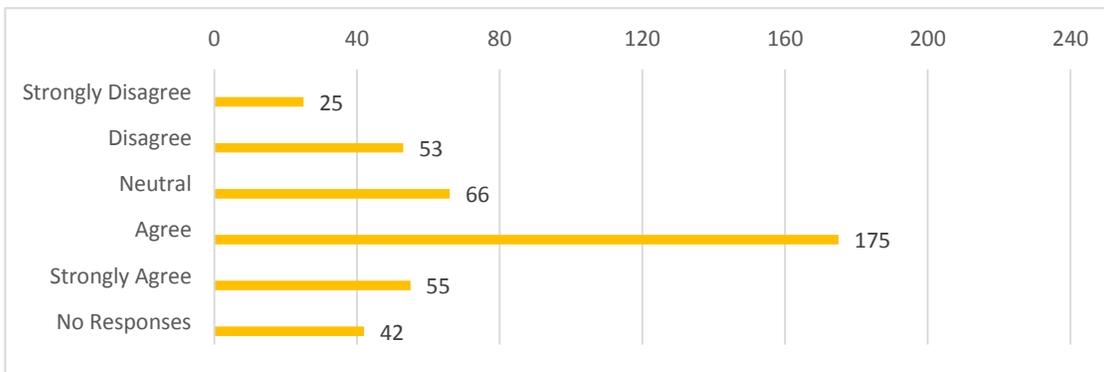
	Number of Response(s)	Response Ratio
Strongly Disagree	18	4.3%
Disagree	42	10.0%
Neutral	55	13.2%
Agree	195	46.8%
Strongly Agree	67	16.1%
No Responses	39	9.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



Questions 35 through 37 measure the employee’s views regarding compensation. Overall, employees strongly agree or agree with these questions. This is an indication that employees perceive that they are fairly compensated.

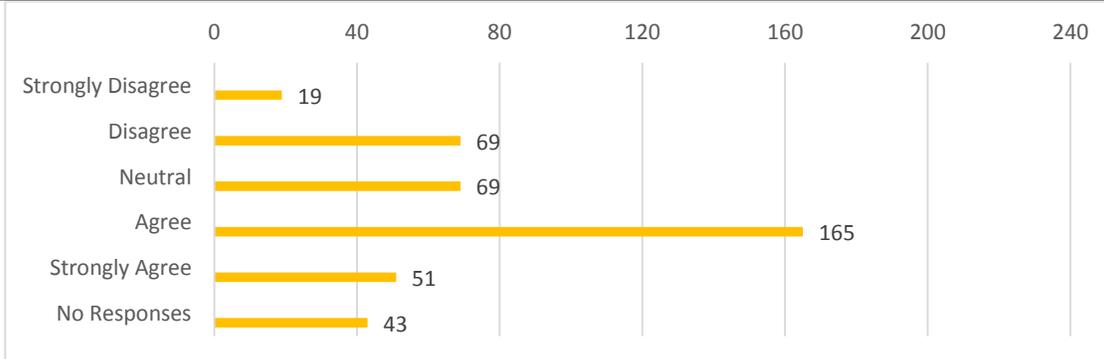
**35. I am fairly compensated for the work I do.**

	Number of Response(s)	Response Ratio
Strongly Disagree	25	6.0%
Disagree	53	12.7%
Neutral	66	15.8%
Agree	175	42.0%
Strongly Agree	55	13.2%
No Responses	42	10.0%



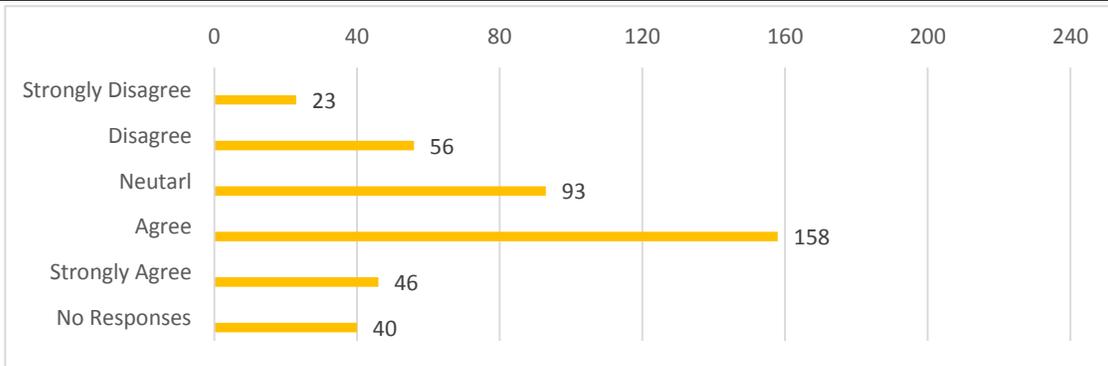
**36. My salary is competitive with similar jobs I might find elsewhere.**

	Number of Response(s)	Response Ratio
Strongly Disagree	19	4.5%
Disagree	69	16.5%
Neutral	69	16.5%
Agree	165	39.6%
Strongly Agree	51	12.2%
No Responses	43	10.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



**37. My benefits are comparable to those offered by other organizations.**

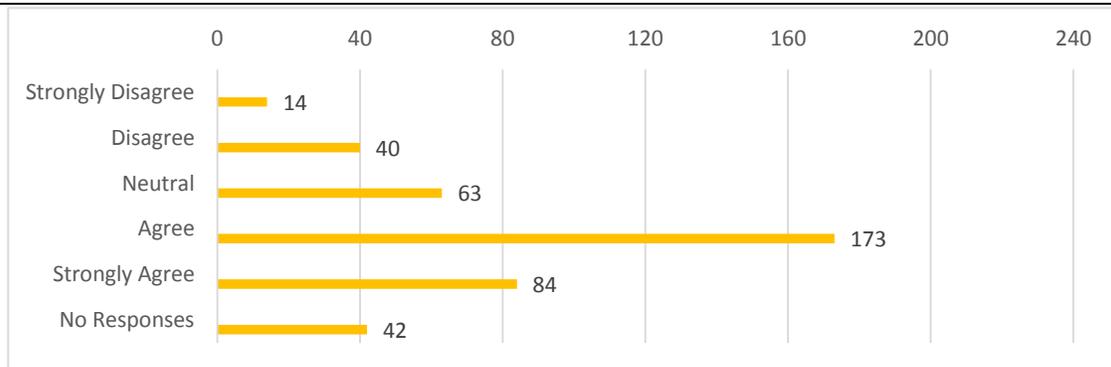
	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	23	5.5%
Disagree	56	13.4%
Neutral	93	22.3%
Agree	158	37.9%
Strongly Agree	46	11.0%
No Responses	40	9.6%
<b>Total</b>	<b>416</b>	<b>100%</b>



Questions 38 through 44 measure how engaged the employee feels. Highly engaged employees tend to be happier, more satisfied employees and perform better at their jobs. Overall, employees strongly agree or agree with these questions. This is an indication that employees are engaged in helping the City of Casper meet its mission.

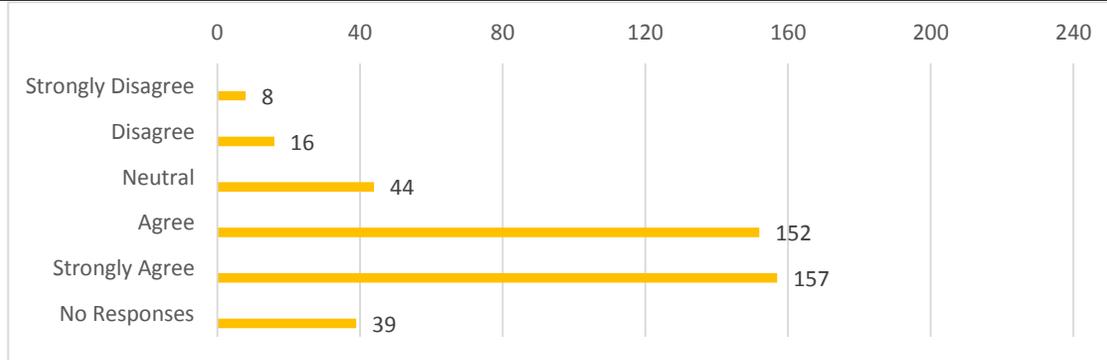
**38. I am satisfied with my job.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	14	3.3%
Disagree	40	9.6%
Neutral	63	15.1%
Agree	173	41.5%
Strongly Agree	84	20.1%
No Responses	42	10.0%
<b>Total</b>	<b>416</b>	<b>100%</b>



**39. I am highly committed to this organization.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	8	1.9%
Disagree	16	3.8%
Neutral	44	10.5%
Agree	152	36.5%
Strongly Agree	157	37.7%
No Responses	39	9.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



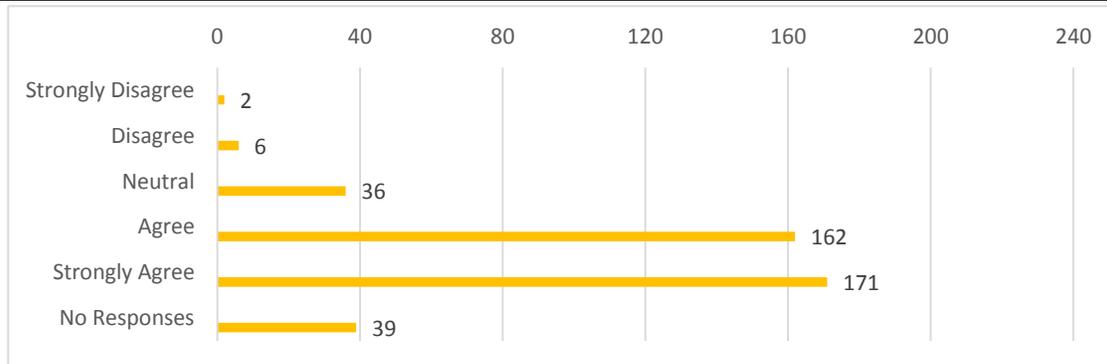
**40. I am driven to help this organization succeed.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	7	1.6%
Disagree	18	4.3%
Neutral	34	8.1%
Agree	169	40.6%
Strongly Agree	148	35.5%
No Responses	40	9.6%
<b>Total</b>	<b>416</b>	<b>100%</b>



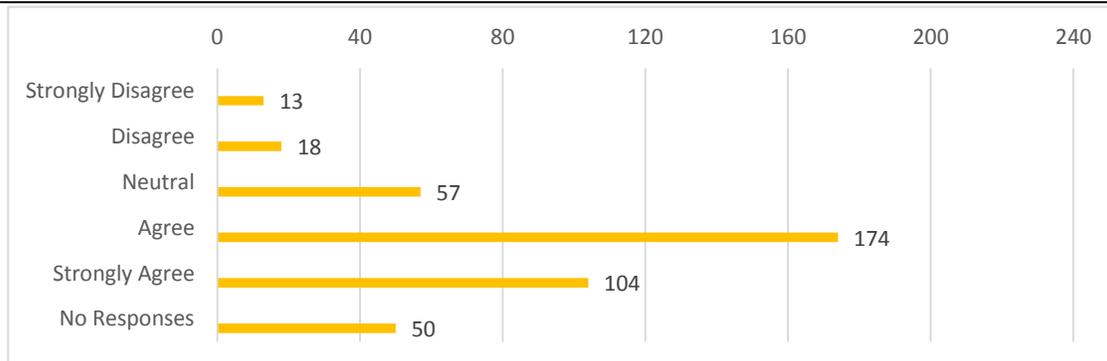
**41. My job makes a difference in the lives of others.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	2	<1%
Disagree	6	1.4%
Neutral	36	8.6%
Agree	162	38.9%
Strongly Agree	171	41.1%
No Responses	39	9.3%
<b>Total</b>	<b>416</b>	<b>100%</b>



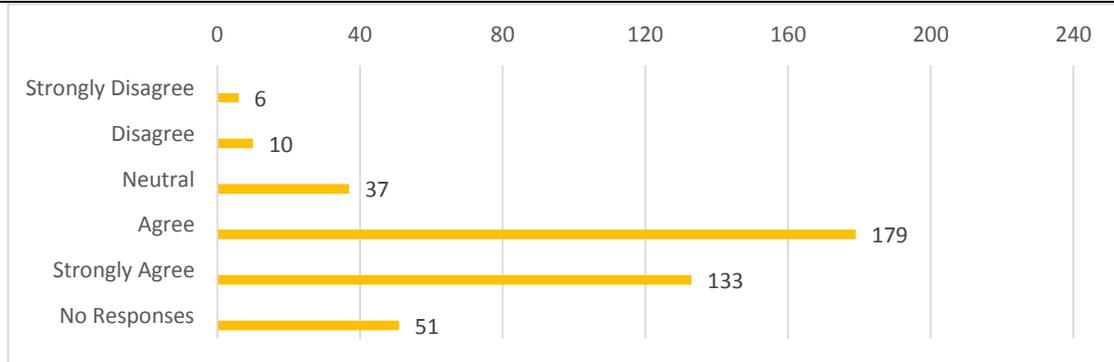
**42. I am proud to work for the city.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Strongly Disagree	13	3.1%
Disagree	18	4.3%
Neutral	57	13.7%
Agree	174	41.8%
Strongly Agree	104	25.0%
No Responses	50	12.0%
<b>Total</b>	<b>416</b>	<b>100%</b>



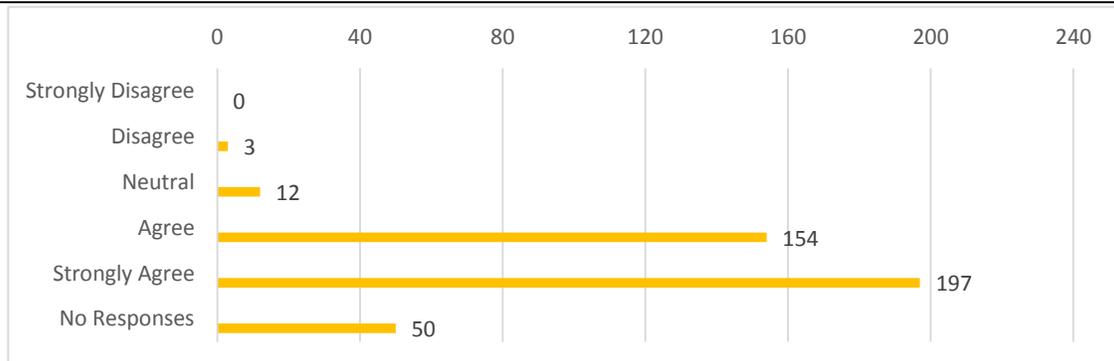
#### 43. My work is meaningful.

	Number of Response(s)	Response Ratio
Strongly Disagree	6	1.4%
Disagree	10	2.4%
Neutral	37	8.8%
Agree	179	43.0%
Strongly Agree	133	31.9%
No Responses	51	12.2%
<b>Total</b>	<b>416</b>	<b>100%</b>



#### 44. Doing my job well gives me a sense of personal satisfaction.

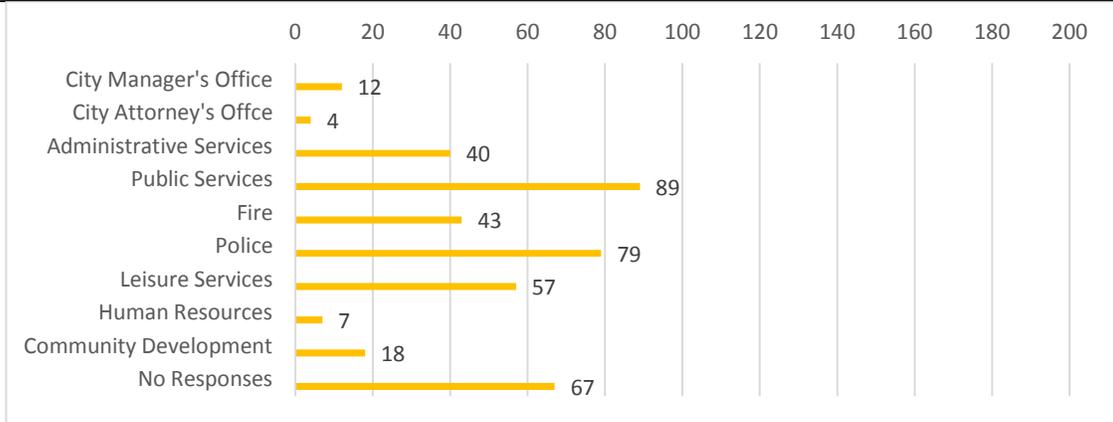
	Number of Response(s)	Response Ratio
Strongly Disagree	0	0.0%
Disagree	3	<1%
Neutral	12	2.8%
Agree	154	37.0%
Strongly Agree	197	47.3%
No Responses	50	12.0%
<b>Total</b>	<b>416</b>	<b>100%</b>



Questions 45 through 49 provide demographic information on the employees who completed the survey.

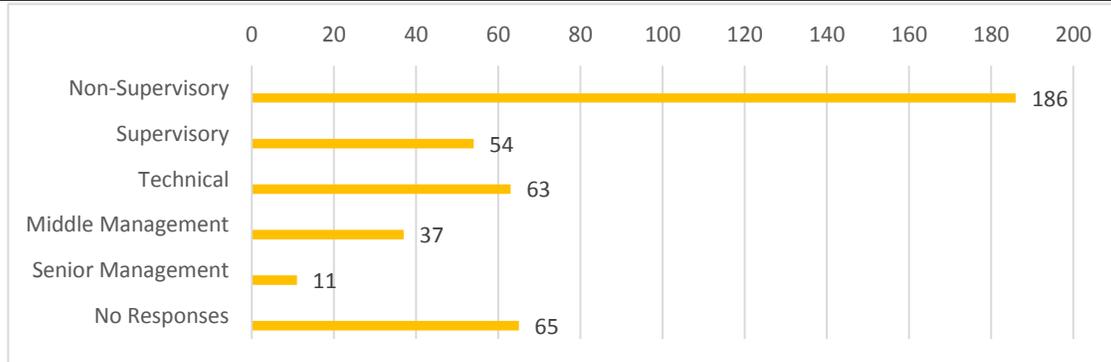
**45. Please select the department that you work for.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
City Manager's Office	12	2.8%
City Attorney's Office	4	<1%
Administrative Services	40	9.6%
Public Services	89	21.3%
Fire	43	10.3%
Police	79	18.9%
Leisure Services	57	13.7%
Human Resources	7	1.6%
Community Development	18	4.3%
No Responses	67	16.1%
<b>Total</b>	<b>416</b>	<b>100%</b>



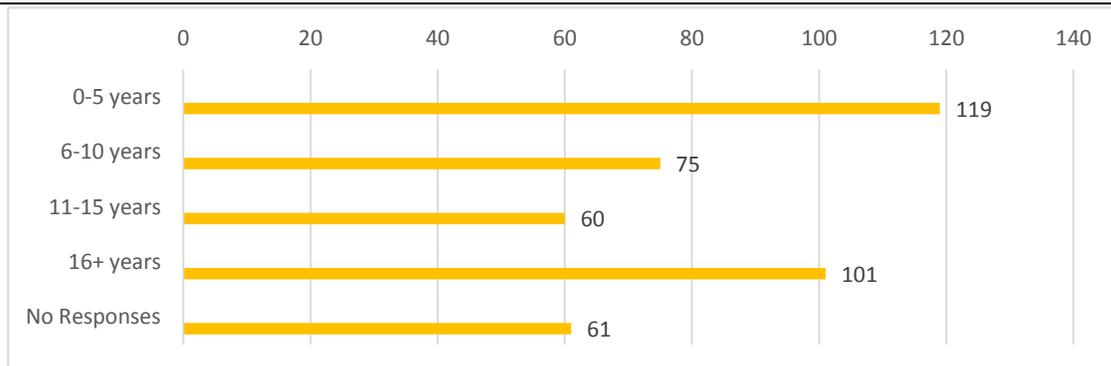
**46. Please select the job level that best fits you.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Non-Supervisory	186	44.7%
Supervisory	54	12.9%
Technical	63	15.1%
Middle Management	37	8.8%
Senior Management	11	2.6%
No Responses	65	15.6%
<b>Total</b>	<b>416</b>	<b>100%</b>



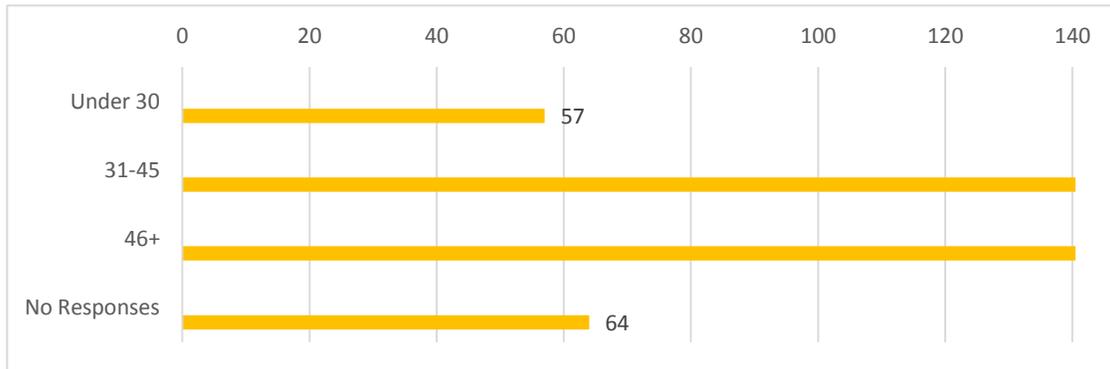
**47. Please select the years of service with the city that best fits you.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
0-5 years	119	28.6%
6-10 years	75	18.0%
11-15 years	60	14.4%
16+ years	101	24.2%
No Responses	61	14.6%
<b>Total</b>	<b>416</b>	<b>100%</b>



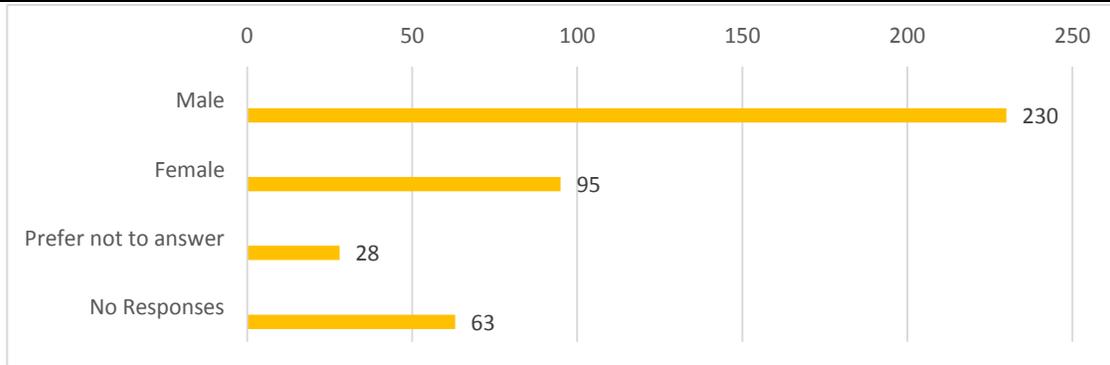
**48. Please select the age group that best fits you.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Under 30	57	13.7%
31-45	153	36.7%
46+	142	34.1%
No Responses	64	15.3%



**49. Please select your gender.**

	<b>Number of Response(s)</b>	<b>Response Ratio</b>
Male	230	55.2%
Female	95	22.8%
Prefer not to answer	28	6.7%
No Responses	63	15.1%
<b>Total</b>	<b>416</b>	<b>100%</b>



Some respondents provided comments in addition to answering the survey questions. Comments can add depth and clarification to the responses given. Following is a summary of those comments.

#### Management, Supervisors, and Human Resources

There were 64 comments regarding management, supervisors, or human resources. These comments focused on how information flows within the organization including a disconnect between the information employees receive from upper management and the information they receive from the next level of management, the lack of feedback from supervisors, and the limited ways employees have to provide upward feedback. There were several comments about the lack of positive feedback, the perception that some supervisors do not care, respect, or appreciate employees, and the need to address grievances in a timely manner. Also mentioned was the desire to have more collaboration between departments.

#### Safety

There were 7 comments regarding safety. All of the comments concerned interaction with the public.

#### Morale, Teamwork, Favoritism, and Attitudes

There were 41 comments regarding poor morale, lack of teamwork, negative feedback, and favoritism. In particular the respondents were looking for inclusion of all employees in decision-making, positive feedback, respect, more interaction between department, and ways to interact with the public in a positive way.

#### Communication and Organization

There were 16 comments regarding communication and organization. These comments addressed the lack of communication between departments and between supervisors and subordinates. Respondents would like to have consistent information from management and more planning, organization, and opportunities for upward mobility.

#### Workload

There were 22 comments regarding workload. Respondents reported a growth in workload without a corresponding increase in staffing.

#### Job Satisfaction

There were 38 comments regarding employee job satisfaction and appreciation. Many employees expressed high job satisfaction and an appreciation for the people with whom they work and the job they get to do.

#### Miscellaneous

There were 3 comments regarding compensation, holiday pay, salary steps, and insurance concerns.

April 1, 2014

MEMO

TO: John Patterson, City Manager

FROM: Linda L. Witko, Assistant City Manager 

SUBJECT: County Consensus Funding

The City Council will need to adopt a list of projects for the County Consensus Funding which has been allocated by the Legislature. Approximately \$3.7 million will be allocated to Casper. The Legislature has set up the process through the SLIB Board and we are required to follow their regulations and submit formal applications for each project which is proposed to be funded from Consensus Funds. The applications must be approved at a formal City Council meeting, submitted to the County Commissioners for their approval and then sent to SLIB. The SLIB staff will review them and may require additional information before they are considered by the SLIB Board at a formal meeting sometime after the 1<sup>st</sup> of August.

The SLIB regulations for Consensus provide that these funds are to be used for capital improvement projects and there are a list of ineligible costs which cannot be paid for with Consensus Funds. Although there is not a requirement for a local match there is a strong recommendation given for projects which do leverage local dollars.

The local governments must front all of the expenditures for consensus projects and then request reimbursement on the appropriate forms. Any expenditures related to a project which are made prior to formal approval by SLIB will not be reimbursed. There are reports required as with any grant project and the staff time allocated to process Consensus funds is significant. Most of the local governments allocate the funding to large projects which might not be possible without the state funding.

Staff was asked to submit a list of projects to be considered for funding from Consensus Funds. The projects were listed in the Capital Improvement Plan as "unknown" funding. Based on the review which allowed the elimination of smaller projects which could be funded from available sources, there were seven large projects that were considered for this program.

North Platte River Restoration

\$1,000,000

This project involves the redesign and construction of 7 areas of the North Platte River through Casper. The total project is estimated to cost over \$12 million and the benefits will support economic development, environmental/conservation goals and provide social benefits for the residents of Casper. The first phase is fully funded and will be bid in May of 2014. These funds will be used to support the construction of Phase II of the project which would be bid in May of 2015. The public funds will be leveraged with private donations from corporations and foundations.

Casper Events Center Scoreboard

\$1,000,000

The scoreboards in the Events Center are more than 20 years old. The technology that supports them is old and difficult to maintain. The proposal is to purchase replacement scoreboards that will be utilized for all of the sporting events which are hosted in this facility.

Casper Recreation Center Upgrades

\$1,700,000

The Casper Recreation Center is nearing 35 years of operation. During the past year the facility hosted an average of 1,400 people a day for every day of operation. It is the most visited facility of all of the City's Leisure Service Facilities. The wear and tear is beginning to show and a major upgrade is needed. In addition to addressing issues related to flooring, lighting, and plumbing, the project will provide funds to renovate the weight room and fitness areas to make them more appealing and functional with upgrades to ventilation and general spacing requirements that are needed to address the current public demands. This project will be the first phase of a longer term effort to renovate an important City asset.

Casper Municipal Golf Course Greens/Tee Renovation

\$600,000

One of the improvements identified in the last evaluation of the golf course was the need to rebuild several of the holes to relocate and improve them.

Reconstruct Parking Lots at City Facilities

\$1,000,000

Several of the City facilities have failing parking lots due to heavy traffic and constant use. The parking lots at the Events Center, the Recreation Center, and the Ice Arena are in need of complete reconstruction to repair the surface and improve the drainage.

Beautify I25 Corridor

\$1,000,000

Rebuild Crossroads Complex

\$2,000,000

This ballfield complex is nearing 25 years old and is showing its age. It should be reconstructed to support the growing population of softball enthusiasts.