

WORK SESSION AGENDA



**Casper City Council
City Hall, Council Chambers
Tuesday, July 14, 2020, 4:30 p.m.**

Work Session Meeting Agenda		Recommendation	Allotted Time	Beginning Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested				
1.	Council Meeting Follow-up		5 min	4:30
2.	Cowboy Skills Demo	Information Only	15 min	4:35
3.	Utility Business Plans	Information Only	30 min	4:50
4.	Downtown Parking Management – Update on RFP Responses/Process	Direction Requested	10 min	5:20
5.	Animal Ordinance Follow-up	Direction Requested	10 min	5:30
6.	Amoco Reuse Joint Powers Board By-laws	Move Forward for Approval	10 min	5:40
7.	Implementation Options – 2020 Casper Area Wayfinding Master Plan	Direction Requested	45 min	5:50
8.	Agenda Review		20 min	6:35
9.	Legislative Review		10 min	6:55
10.	Council Around the Table		10 min	7:05
Approximate End Time:				7:15

****Please silence cell phones during the meeting****

We are CASPER

Communication Accountability Stewardship Professionalism Efficiency Responsiveness

COWBOY SKILL

SUMMARY OF HB 171/HEA 95 RELATING TO SKILL BASED AMUSEMENT GAMES

- Converted the Wyoming Pari-mutuel Association into the Wyoming Gaming Commission
- Allow skill based amusement games (skill games) to operate in Wyoming with requirements:
 - Must have been in Wyoming operating prior to March 17, 2020
 - Must have independent laboratory report certifying:
 - Bona fide skill determined by an individual's level of strategy and skill, rather than any inherent element of chance, is the primary factor in determining the outcome
 - Game play up to \$3
 - Payout up to \$3,000
- Deadline for approval of skill games by Wyoming Gaming Commission was May 15, 2020
- Skill games must be licensed by the Commission:
 - Cost for Operator license: \$2,500
 - Cost for terminal decal: \$50 per terminal
 - Cost for Establishment license: \$250
- All legal terminals have a Commission issued decal
- Up to 4 games per establishment
- Players must be 21
- Taxes are 20% on weekly net proceeds
- Once gaming Commission reaches \$1 million, some of the funds tip over to cities towns and counties and the school foundation account
- Violators are guilty of a misdemeanor with a fine not more than \$10,000 and/or not more than 6 months in jail
- Sunset date for skill games is June 30, 2021 unless extended by the Legislature

May 28, 2020

MEMO TO: J. Carter Napier, City Manager *eb(ACM)*
FROM: Andrew Beamer, P.E., Public Services Director
Bruce Martin, Public Utilities Manager
SUBJECT: Presentation of the Casper Public Utilities Strategic Plan

Meeting Type & Date

Council Work Session

July 14, 2020

Action Type

Information only.

Summary

On January 22, 2019, Council authorized an agreement with CH2M Hill Engineers, Inc. (Jacobs) for the development of a strategic plan for the Public Services Department, Public Utilities Division (Division). The Division provides water supply, water treatment, water distribution, wastewater collection and wastewater treatment infrastructure and services to approximately 22,800 customers. Staff seeks to implement a strategic plan for the Division with the goal of characterizing current and future conditions, and establishing its visions, objectives, strategies, and underlying organizational values.

City staff has worked closely with Jacobs to develop a strategic plan that follows and links to the Ten Attributes defined in “Effective Utility Management: A Primer for Water and Wastewater Utilities” (EUM Manual). The approach is based around the Ten Attributes of an Effectively Managed Utility and Five Keys to Management Success—known as Effective Utility Management (EUM). Developed by the Environmental Protection Agency, in collaboration with numerous major water sector associations, EUM is the most widely recognized Water Sector Utility Management Program in the United States. The result is a written strategic plan with actionable, realistic tasks and timelines that links with the City’s Comprehensive Plan and Utility Master Plans.

Jacobs will be on-site to present the draft plan report to Council. With approval and support from Council, staff will rely on the plan to provide direction for moving the Division from its current level of performance to achieving future goals and visions.

Financial Considerations

The overall financial impact should be positive with the implementation of new business opportunities and strategies.

Oversight/Project Responsibility

Andrew Beamer, P.E., Public Services Director
Bruce Martin, Public Utilities Manager

Attachments

Draft CPU Strategic Plan Report



JACOBS[®]

City of Casper
Public Utilities Division

Strategic Plan

<March 2020>

City of Casper



Public Utilities Division Strategic Planning

Project No: WXXY0300
Document Title: Strategic Plan Report
Revision: 3
Date: <March 12, 2020>
Client Name: City of Casper
Project Manager: Kile Snider
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Document history and status

Revision	Date	Description	By	Review	Approved



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Cover Letter

Public Services Director Message

To Casper Public Utility Customers and Stakeholders:

Those of us who work in public utilities often try to explain to others just exactly what it is that we do. Taken for granted is the endless supply of clean, safe, potable water, delivered right to their home or business, along with the removal of the wastewater down the drain or toilet.

Make no mistake, providing safe drinking water and suitable collection and treatment of wastewater are services that are part of the life-blood of any community. They are vital for protecting public health and the environment. Additionally, water and wastewater services have a direct link to a community's economic strength and quality of life - our current way of life is wholly dependent on the reliable delivery of these services. The citizens of Casper and surrounding communities have benefited from centralized water and wastewater services for over 100 years, a long history of which the City of Casper is proud to be a part. As today's stewards, our desire is to maintain and grow these critical services not just for our generation, but for future generations to come.

In an effort to help sustain Casper's economic vitality, public health, environment, and quality of life, the Public Utilities Division of the Public Services Department, in collaboration with consulting engineer Jacobs, has developed a strategic plan (Plan) to ensure it meets its mandated duties to uphold public and environmental health, as well as its commitment to maintaining its own operational efficiency while managing limited resources. The Plan sets a direction for the next five years, concentrating on the goal of maintaining the utilities current level of high performance and expanding to achieve a new higher and broad-based level of performance. Through this plan, product quality remains a top priority. Beyond that, strategic initiatives will include three key focus areas for improvement: customer satisfaction, financial viability, and employee leadership and development.

Following through on initiatives developed to improve these components will strengthen the Public Utilities Divisions commitment to the community, ensure financial security to improve, rebuild, and expand an aging water and wastewater infrastructure, and develop human resources to meet the ever changing and increasing demands on the utility. Working together, we can meet the public health, environmental, and economic challenges that face this and future generations.

As stewards of your water resources, we are wholeheartedly committed to working with you each and every day to do our part in maintaining and improving this community we call home.

Andrew Beamer, P.E., Public Services Director

1. Drivers of the Strategic Planning Effort

The people who live in Casper clearly value its quality of life, replete with outdoor recreation amenities and authentic small-town charm. Those who serve as members of the City's government are equally committed to supporting and sustaining Casper as a special place to live and work that is continually aligned to its residents' preferences. In several efforts over the past two decades, the City has actively engaged members of the community in transportation, cultural, economic and infrastructure planning activities as a way to ensure that its goals and service commitments are in line with the overall vision and values of its residents.

The Public Utilities Division (Division) acknowledges it has an important role in achieving the City's vision. The Division is comprised of infrastructure and services for water supply, water treatment, water distribution, wastewater collection, and wastewater treatment to approximately 22,540 customers. Understanding that its role in sustaining Casper's economic vitality, public health, and residential quality of life is of paramount interest, the Division is undertaking a strategic planning effort that will ensure its services remain aligned to the City's needs.

While understanding its role within the greater Casper area and its commitment to serving the community, the Public Utilities Division is also well-aware of its mandated duties to uphold public and environmental health as well as its commitment to maintaining its own operational efficiency and managing limited resources. In its capacity as a service provider, the Division shares similar challenges to many other public utilities and is interested in taking advantage of advances and good practices that work for others in their industry.

In short, the City of Casper Public Utilities Division wishes to create and implement a strategic plan that ensures it is supporting its service territory and people's vision for their city into the future, while taking advantage of tools and practices that have helped other utilities become high performing operations. The specific foundation for the strategic direction described in this report is based on the Generation Casper Comprehensive Plan and the Effective Utility Management Program (American Water Works Association). In addition, as part of the planning process, the Division asked for input from City Manager Carter Napier; his points on how the Division can best serve the City in current times also serve as a basis for developing its Strategic Plan. These foundational elements and the considerations that they provided for the Division's strategic planning process are summarized below.

1.1 Generation Casper Comprehensive Plan

Generation Casper is the City of Casper's revised and updated Comprehensive Land Use Plan and Transportation Plan. The Plan is intended to serve as a guide for policy changes, land use and transportation planning, economic development forecasting, and capital improvement planning. It is essentially a land use policy document that will help to ensure efficient city services, adequate key infrastructure, and continued growth of Casper's unique quality of life and seeks opportunities for supporting small businesses, the urban core, and entrepreneurs.

Economic development plays a central role in the Casper Area Comprehensive Plan. The plan outlines the need for an expanded, more diversified, and stable local economy that continuously grows new jobs while paying higher wages than the current average. Specifically, this element calls for the redevelopment of underutilized industrial areas, enhancing the city's attractiveness as a tourism (and regional shopping) destination, and ensuring land and infrastructure investments to accommodate growth. It also speaks to enhancing the vibrancy of Casper's urban center and surrounding neighborhoods, by promoting a greater mix of uses, more residential development, and strengthened cultural investment.

The impact of *Generation Casper* upon the Public Utilities Division is most clearly in the areas of community growth and heightened employment opportunities; the Division must strive to continuously maintain water and system quality and expand its infrastructure as may be needed to support growth in both businesses and population. On the other hand, the Division should not overbuild nor create the need for drastic rate increases that can depress economic vitality. The Division can also work to provide attractive, safe, and stable employment opportunities as a way to support both technical and professional local jobs in the region.

1.2 City Manager Perspectives

At the Division’s strategic planning kick off in April of 2019, City Manager Carter Napier provided his perspective on challenges and opportunities that lie in the utility’s future.

The City Manager indicated that the utility has a handle on probable regulatory needs and the potential for community growth; however, the Division is less able to evaluate the financial impacts and opportunities stemming from change. A financial plan and method for analyzing business opportunities would help the Division determine fee or rate impacts, understand the cost benefit for revenue opportunities, and bonding strategies. He also encouraged the utility to become more engaged with customers and the community, communicating the value of service and the attractive nature of its existing quality and system capacity. Lastly, he said the Division would do well to be innovative as it strives for operational efficiency and system resilience, but to set realistic goals based on measurable industry benchmarks.

1.3 Effective Utility Management (EUM) Program

Since 2008, a unique coalition that includes the U.S. Environmental Protection Agency and a growing number of major water sector associations, has supported an approach developed by water sector leaders for water utility management. The approach is based around the Ten Attributes of an Effectively Managed Utility and Five Keys to Management Success—known as Effective Utility Management (EUM). EUM is now the most widely recognized water sector utility management program in the country.

The Effective Utility Management: A Primer for Water and Wastewater Utilities is the foundation of EUM and is designed to help water and wastewater utility managers make informed decisions and practical, systematic changes to achieve excellence in utility performance in the face of everyday challenges and long-term needs for the utility and the community it serves.

The Division decided to leverage the tested tools, practices, and metrics that form the EUM program into its strategic planning process so as to benefit from advances in the industry in dealing with common challenges. The EUM model is described more thoroughly in Section 3.

1.4 Current Challenges and Opportunities

The Public Utilities Division managers provided an insider view to the opportunities, needs, and challenges that should be considered in its strategic planning process. In general, the Division is in an enviable position, with good customer rapport, no outstanding supply or compliance issues, and secure water quality and capacity. Still, managers recognize that processes and mechanisms for improving customer engagement, analysis tools that can help them evaluate and respond to opportunities, practices that will enable them to prioritize and fund necessary maintenance and upgrade projects, and methods for retaining and strengthening staff skills will help sustain their good standing into the future. A summary of the Division’s opportunities, needs, and challenges are summarized in the following table.

Table 1. Strategic Planning Drivers

Opportunities	Needs	Challenges
<p>Customer outreach/education</p> <p>Organizational realignment</p> <p>Water quality and capacity</p> <p>Profit opportunities from hauled waste and biosolids</p> <p>Identification of capacity opportunities</p>	<p>Financial planning</p> <p>Data analytics to support decision-making</p> <p>Training – new technologies</p> <p>Recruitment and retention</p> <p>Succession planning</p> <p>Asset management; planning on basis of risks; upgrades</p> <p>Funding of pending projects</p>	<p>Aging infrastructure</p> <p>Increasing regulation (required upgrades and training)</p> <p>Distribution maintenance</p> <p>Loss of revenue from structural design issues (many service lines from a single meter)</p> <p>Sustainability</p>

2. Objectives of the Strategic Plan

The Public Utilities Division initiated the strategic planning process in response to the developments described in the previous section, that is: to align to other planning efforts such as Generation Casper Comprehensive Strategic Plan and recent utility master plans and rate studies; to respond to the City Manager's assessment of needs related to utility services; and to leverage current opportunities and challenges recognized by the Division's management.

The Division's managers understand that there are many reasons for developing a strategic plan, from communicating with its stakeholders, to publicly setting objectives and a framework for reporting progress on commitments. After reviewing other utilities' plans and example content, the Division agreed on the following objectives for its strategic plan:

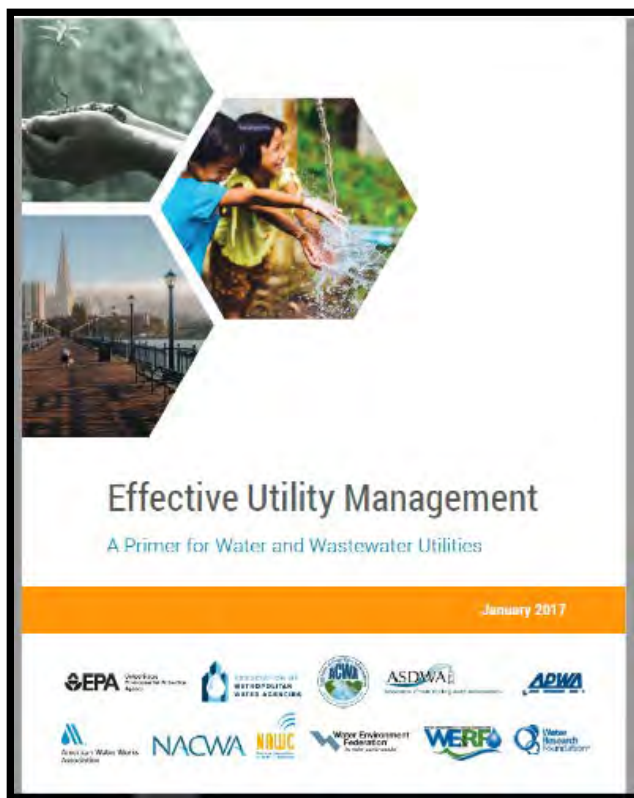
- Develop a clear statement of objectives, goals and initiatives
- Establish a foundation for regular stakeholder updates, including:
 - City Council
 - Public
 - Employees (gaining input)
- Establish a method of gathering feedback

Progress towards these objectives is described in the following sections.

3. Method

A phased approach, including three sequential workshops, was used to engage staff and external stakeholders, as follows:

- Workshop 1: Establishing the Mission, Vision, Values and Goals
- Workshop 2: Performing the Effective Utility Management Self-Assessment (10 Attributes)
- Workshop 3: Synthesizing Results



The culmination of the strategic planning workshop process is described in this Strategic Plan Report. It includes a new mission, vision, and values, results of the EUM self-assessment, and implementation steps suggested to move the utilities from their current level of high performance in specific areas, to a new higher and broad-based level of performance in the future.

4. Vision Mission Values

It is important for an organization's vision, mission, and values to accurately encapsulate the spirit and intention of the organization's people. In order to gain the input of a larger population of the Division's members, the managers drafted and sent a survey to colleagues. It was intended to capture what people felt their primary mission is/should be, what they are most proud of, what values they believe should inform their work, and what they would like to accomplish during their tenure with the organization.

On the basis of that input, the managers developed the following vision, mission and values for the City's Public Utilities Division.

4.1 Vision

We are recognized as providers of life-sustaining water and wastewater services and as stewards of our communities' resources, working to meet the needs of current and future generations.

4.2 Mission

Continue to provide safe, reliable, cost effective water and waste water services to maintain a sustainable environment while holding ourselves accountable to those who use our services.

4.3 Values

- Stewardship
- Professionalism
- Accountability
- Communication
- Quality
- Efficiency
- Integrity
- Safety

5. EUM Self-Assessment

Utilities across the nation face common challenges: rising costs, aging infrastructure, increasingly stringent regulatory requirements, population changes, and changing workforces. At any given time, a single issue may rise to the top of the utilities' priority list and redirect attention and resources from its longer-range strategy. To maintain its longer-term vision, the City of Casper's utilities utilized the EUM approach and the Ten Attributes of Effectively Managed Utilities (from the EUM Primer) as a basis for its Strategic Planning.



The Ten Attributes of Effectively Managed Water Sector Utilities provide useful and concise reference points for utility managers seeking to improve organization-wide performance. The Attributes describe desired outcomes that are applicable to all water and wastewater utilities. They comprise a comprehensive framework related to operations, infrastructure, customer satisfaction, community welfare, natural resource stewardship, and financial performance (EUM Primer).

The Ten Attributes are the backbone of EUM and are listed in the circular graphic to the left. They were designed to provide a clear set of reference points to help utilities maintain a balanced focus on all important operational areas of utility management, rather than quickly moving from one problem set to the next. The Ten Attributes were also intended to represent a comprehensive framework related to operations, infrastructure, customer satisfaction, community welfare, natural resource stewardship, and financial performance.

An EUM self-assessment is a well-documented, industry-standard technique to evaluate organizational performance and business practice effectiveness. The self-assessment identifies and quantifies gaps by comparing the importance of an organizational attribute with the actual performance to achieve the intent of the attribute. The results of the self-assessment can also be used to prioritize improvement and make resource allocation decisions. For example, it may be appropriate to reduce resources or investments in areas where the gap between importance and performance is negative (i.e., performance is higher than it needs to be based on the importance of the attribute), and reallocate those resources or investments to areas with substantial gaps (i.e., attributes where performance is much lower than it should be based on the level of attribute importance).

Each of the categories were evaluated using the elements in the EUM Manual. Utility management, external stakeholders, and staff were asked to first score achievement (scale 1-5) and importance (scale 1-10). A total of 19 evaluations were received: six from workshop participants (senior management) and 13 from others (primarily utilities staff, one City Council member, and one Casper Public Utilities Advisory Board member).

Five evaluations were returned with incomplete or invalid data. The 14 complete and valid evaluations were ranked and form the basis of the results described herein. The EUM Self-Assessment survey form is provided in Appendix A.

The importance and achievement scores were compiled for each attribute and the mean, median, and standard deviation was calculated. The gap for each attribute was also calculated from the average (mean) of importance and achievement scores for each attribute. The results of the self-assessment are described below.

The EUM self-assessment is an intuitive tool with results that can be presented in a simple graph. Exhibit 1 shows Casper’s self-assessment results from the workshop group and Exhibit 2 shows self-assessment results from all surveys.

In Workshop Group												
Rating	Lower Achievement	5										
		4										
		3				CS, FV	ED		SS		SU	
	Higher Achievement	2		PQ	WS		OO, IS			ER		
		1										
			1	2	3	4	5	6	7	8	9	10
			More Important							Less Important		
			Ranking									

Exhibit 1 - EUM representation of the 10 attributes and their relationship between importance and performance (In Workshop Group)

All Surveys												
Rating	Lower Achievement	5										
		4										
		3					FV	ED, OO		SU, SS		
	Higher Achievement	2		PQ	CS, WS			IS, ER				
		1										
			1	2	3	4	5	6	7	8	9	10
			More Important							Less Important		
			Ranking									

Exhibit 2 - EUM representation of the 10 attributes and their relationship between importance and achievement (All Surveys)

OO = Operational Optimization	IS = Infrastructure Strategy & Performance	WS = Water Resource Sustainability	ED = Employee Leadership & Development	SU = Stakeholder Understanding & Support
PQ = Product Quality	CS = Customer Satisfaction	SS = Community Sustainability	FV = Financial Viability	ER = Enterprise Resiliency

In a typical EUM self-assessment, the yellow-shaded area represents attributes for improvement; they are the most important attributes but have a lower level of achievement. In Casper, Customer Service (CS), Financial Viability (FV), and Employee Development (ED) fell into this area for the in-workshop group. Only the Financial Viability attribute fell in this area from all surveys.

In addition to identifying gaps through the self-assessment, Jacobs considered Casper’s utility performance, processes, and organizational characteristics as compared with what is commonly referred to as “best practices.” Best practices are garnered from industry and professional associations such as the American Water Works Association, the Water Research Foundation, the Society for Human Resource Management, the American Society of Training and Development, and others, along with the experience of Jacobs’ assessment team members.

The EUM results demonstrate that Casper Public Utilities is already a very high-performing organization, where Product Quality is its top priority (in both importance and performance). Recommended strategic initiatives include several focus areas for improvement: Customer Satisfaction, Financial Viability, and Employee Leadership and Development. In the future, as part of their customer and community engagement, Casper may want to expand the EUM survey to include additional stakeholders external to the organization.

6. Strategic Initiatives

The Division managers developed two strategic initiatives to address each of the three focus areas for improvement, as defined by the Effective Utility Management results. Each initiative has been assigned a timeframe and task lead. This position is not the person who will do all of the work, but is accountable for ensuring the initiative has the resources and authority necessary to complete it, and will be held to identified milestones and deliverables.

6.1 Customer Satisfaction Initiative

Division managers agreed upon two customer satisfaction initiatives, intended for addressing perceived needs in the areas of customer outreach and tracking/reporting customer satisfaction. The Division has, over the years, had a non-confrontive customer base and low reports of complaints. The Division also recognizes, however, that they have not established regular lines of communication with their customers. Should a service issue, rate change, or other impact on customers arise, the Division would have to establish communication channels as well as measure baseline perceptions before being able to respond. It is recognized good practice to understand a utility's customer base, know the drivers of satisfaction, and have trusted outreach strategies to use to engage customers when needed. Customer understanding is a powerful tool for developing revenue generating service strategies, building support for an operational or rate change, and for demonstrating customer commitment to regulators.

6.1.1 Initiative 1: Customer Outreach Program

Initiative title	Customer Outreach Program
Description	Develop customer outreach program that benefits customers by providing understanding of services, programs, and events.
Lead	Bruce Martin
Measurement:	Milestones related to developing outreach program, including: identify public outreach position; develop program parameters, etc.
Timeline	FY 2021 for acquiring public outreach position
Implementation Steps	<p>Note: Since we did not gather stakeholder insights into the Effective Utility Management (EUM) self-evaluation process, this initiative may present the opportunity to do that. It is possible to run the EUM assessment with external stakeholders in group sessions (i.e., at a Council session, at community functions, individually with key customers, at regularly scheduled group meetings).</p> <ul style="list-style-type: none"> • Solicit/hire public outreach position; acquire third party assistance to build and establish program, as needed • <u>Workshop</u>: Team members across organization develop stakeholder outreach goals (perceptions that we wish to foster; channels to create; education needs; potential issues we need to inoculate against), aligned to utility vision/mission • <u>Workshop</u>: Identify and characterize identified stakeholders, relative to outreach goals • Key stakeholder interviews to validate stakeholder management plan and determine communication and information needs and opportunities (again, this can be done in focus group fashion, at regular meetings, or one-on-one interviews, depending upon the stakeholders identified) • Develop messages and outreach plan for each stakeholder group, including metrics to measure effectiveness of the program • Implement program and measurement strategy

6.1.2 Initiative 2: Customer Satisfaction Measurement Strategy

<i>Initiative title</i>	Customer Satisfaction Measurement Strategy
<i>Description</i>	Develop method for determining customer satisfaction drivers and measuring and reporting satisfaction levels on a regular basis.
<i>Lead</i>	New: Public Relations Coordinator
<i>Measurement:</i>	Milestones related to program development
<i>Timeline</i>	FY 2021, after new position is acquired.
<i>Implementation Steps</i>	<ul style="list-style-type: none"> • Solicit/hire public outreach position; acquire third party assistance to build and establish program, as needed • Conduct industry desktop review to determine most common drivers of customer satisfaction (quality; phone center ops; community visibility, etc.) • Run focus groups with key customer groups (by geography, segment, size) to validate drivers of Casper customer satisfaction • Analyze focus group data to determine key drivers of customer satisfaction, by identified group • <u>Workshops (2)</u>: Cross-organizational workshop to review customer data and determine operational strategies that need to be put in place; develop key performance indicators (KPIs) and measurement strategies that will serve to align the organization to customer satisfaction drivers • Finalize customer satisfaction program (responsibility, frequency, measurement methods, reporting strategy, continuous improvement) and gain City Council buy-in to the program • Implement program

6.2 Financial Viability

Division managers agreed upon two initiatives designed to improve the Division’s ability to evaluate and pursue financial opportunities. The Division operates on the basis of an enterprise fund and its financial position is positive. Like other utilities, however, the Division faces aging infrastructure, a growing community, changes in the workforce demographic, and a customer base that is not accustomed to rate increases; this can cause pressure on the financial health of the strongest of enterprises. The Division managers, in recognition of these changing economic forces, developed two initiatives designed to ensure they have the tools in place to prioritize and fund capital projects and other asset investments, as well as to be able to evaluate and determine the revenue impacts from new opportunities.

6.2.1 Initiative 3: Business Performance Model

Initiative title	Business Performance Model
Description	Develop a model for vetting and prioritizing business opportunities on the basis of criteria to be determined in alignment with the mission, vision, and values.
Lead	Andrew Beamer
Measurement:	Milestones that relate to model development and implementation
Timeline	2020
Implementation Steps	The purpose of Casper’s utility business performance model is to gather intelligence and data to measure, select, and manage business opportunities. Water utilities must monitor and manage their technical performance (typically through compliance water quality criteria). Business performance is broader in scope – establishing financial and non-financial criteria – to identify opportunities that improve non-technical performance.
Step 1	Identify business performance criteria (financial and non-financial) and preliminary weighting of the criteria. Examples include: return on investment, net present value, regulatory compliance, safety, reliability/operational flexibility, sustainability, public acceptability/customer service, community impacts/regional cooperation, coordination with other projects, O&M efficiency/opportunities for cost savings, and implementability risks.
Step 2	Develop draft performance measures for each criterion above. <i>[For example, regulatory compliance performance must address whether or not an opportunity complies with one or two or more regulations. To obtain the highest score, the project must contribute to compliance with two or more existing regulations.]</i> Define similar performance measures for each criteria. Conduct a workshop with the senior management team and stakeholders, as appropriate, to validate the criteria and performance measures.

Step 3 Finalize criteria, measures, and using a documented and repeatable methodology (model) to vet and prioritize business opportunities. Typically, an enhanced spreadsheet-based tool can be used to document results and run scenarios. The model should allow the user to compare, include or exclude specific opportunities. Often, modeling may also allow the user to separate financial and non-financial results.

6.2.2 Initiative 4: Revenue & Savings Opportunities

Initiative title	Revenue & Savings Opportunities
Description	Identify additional revenue and cost savings opportunities that meet the criteria of the business performance model.
Lead	Bruce Martin, with support from managers
Measurement:	Milestones that relate to identifying sources of revenue and cost savings
Timeline	Immediately following business performance model development
Implementation Steps	Business opportunities may be identified through a business incubator concept - simply a group of individuals within the utility responsible for supporting and monitoring investments into research and development of new opportunities not yet identified. Incubator “consultants” may work with staff to implement proof-of-concepts before the product or service is fully applied and/or mature enough to be self-sustaining. Concept development may even be formalized, requiring formal applications for funding and analysis according to the business performance model described above.
Step 1	Survey utility staff to develop list of roughly a dozen diverse opportunities to test and prioritize business opportunities.
Step 2	Revisit and finalize performance measures, assessment framework, and plans for additional data gathering once the opportunities have been identified.
Step 3	Analyze, score, and rank opportunities based on performance measures and review results.
Step 4	Develop recommended, prioritized list of business opportunities and finalize plans for communicating results to stakeholders. Consider factors not accounted for in the prioritization models (common sense test).
Step 5	Document and memorialize business process for future updates.

6.3 Employee Leadership and Development

The City of Casper is a safe, family friendly city, with a manageable cost of living. The city is, however, distant from other major cities and complementary labor pools. Although the isolation of the city somewhat helps with managing attrition of existing staff, it also minimizes the Division’s ability to attract new skills, new joiners, and fill behind seasoned staff who are retiring or being promoted. This is especially concerning as the Division is looking to adopt new kinds of maintenance practices and technologies that may be better served by new technical resources and as the Division develops succession planning. Division managers developed two initiatives geared toward strengthening its attractiveness to recruits, heightening the skills of existing staff, and retaining desirable capabilities and knowledge within its ranks.

6.3.1 Initiative 5: Employee Development and Retention Program

Initiative title	Employee Development and Retention Program
Description	<i>Create employee development program that serves to attract, retain, and develop necessary knowledge, skills, and attributes within the utility.</i>
Lead	City of Casper Human Resources Department, with support from utility
Measurement:	Milestones, based on program development phase
Timeline	2020
Implementation Steps	<ul style="list-style-type: none"> • <u>Staff Interviews:</u> City HR and Utility Managers conducts employee group and/or individual interviews to identify drivers for employee retention and identify areas of resource and knowledge/skill/ability gaps (this can include key positions threatened by retirements and expected attrition) • City HR to develop a workshop aligned to report interview findings, best practices and City policies/constraints and to identify capabilities deemed necessary to meeting the gaps between current state, and the new strategic plan • <u>Workshop:</u> Managers determine current state vs. “gaps” in resources, skills or knowledge within the utility and prioritize the need; identify future leaders (see succession plan initiative) • City HR and Utility Managers to develop employee development plan for approval by city management • City HR and Utility Managers to develop communication plan to roll out to employees within the organization

6.3.2 Initiative 6: Succession Plan

Initiative title	Succession Plan
Description	Identify current and pending skills and resource gaps and develop succession plan to fill gaps.
Lead	Bruce Martin
Measurement:	Milestones, based on gap identification and program development
Timeline	2020
Implementation Steps	<ul style="list-style-type: none"> • From interview and workshop data (see 6.3.1), work with City HR to identify key positions within the organization that are expected to be vacated within the next five years • City HR and Utility Managers will work from information gathered in 6.3.1 (future leaders, capability gaps), to identify opportunities for filling expected vacancies: <ul style="list-style-type: none"> - Development/mentoring - Training - External talent development (recruitment; academic outreach) - Knowledge management - Staff augmentation - Re-structuring • <u>Workshop</u>: City HR will review and adjust proposed succession plan with utility leadership • City HR is tasked with program implementation in tandem with utility leadership

6.4 Alignment of Initiatives to Identified Needs

The following shows which of the strategic initiatives developed by the Division of Public Utilities supports the needs identified in other City plans and vision. These are not the only areas where the Division supports the City’s overall vision; the Division’s mission of providing safe, reliable, cost effective water is foundational to maintaining Casper as a great place to live and work. It does show, however, how the Division will initiate six new initiatives directly in line with preferences expressed by the people of Casper and espoused by their colleagues within the City.

Needs	Initiatives					
	1	2	3	4	5	6
<i>Generation Casper:</i>						
Expanded, stable local economy			X	X		
Grow local jobs					X	X
Infrastructure investments to support business growth			X	X		
<i>City Manager's Vision</i>						
Financial plan and evaluation tools			X	X		
Customer Engagement	X					

Appendix A. Self-assessment Survey Form



Public Utilities Division
Strategic Plan



The Public Utilities Division (Division) acknowledges it has an important role in achieving the City's vision. The Division is comprised of infrastructure and services for water supply, water treatment, water distribution, wastewater collection, and wastewater treatment to approximately 22,540 customers. Understanding that its role in sustaining Casper's economic vitality, public health, and residential quality of life is of paramount interest, the Division is undertaking a strategic planning effort that will ensure its services remain aligned to the City's needs.

Our Vision

We are recognized as providers of life-sustaining water and wastewater services and as stewards of our communities' resources, working to meet the needs of current and future generations.

Our Mission

Continue to provide safe, reliable, cost effective water and waste water services to maintain a sustainable environment while holding ourselves accountable to those who use our services.

Our Values

- Stewardship
- Professionalism
- Accountability
- Communication
- Quality
- Efficiency
- Integrity
- Safety





Our Strategic Goals

Customer Service Initiative

- Develop customer outreach program that benefits customers by providing understanding of services, programs, and events.
- Develop method for determining customer satisfaction drivers and measuring and reporting satisfaction levels on a regular basis.
- Engage a new Public Relations Coordinator

Financial Viability

- Develop a business performance model for vetting and prioritizing business opportunities on the basis of criteria to be determined in alignment with the mission, vision, and values.
- Identify additional revenue and cost savings opportunities that meet the criteria of the business performance model.

Employee Leadership and Development

- Create employee development program that serves to attract, retain, and develop necessary knowledge, skills, and attributes within the utility.
- Identify current and pending skills and resource gaps and develop succession plan to fill gaps.



Contact:

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June 24, 2020

MEMO TO: J. Carter Napier, City Manager *JCN*

FROM: Andrew Beamer, Public Services Director *AB*
Cynthia Langston, Solid Waste Division Manager

SUBJECT: Presentation of a 80% Complete City of Casper's Integrated Solid Waste Management and Business Plan

Meeting Type & Date

Council Work Session
July 14, 2020

Action Type

Information only.

Summary

On May 7, 2020, Council authorized an agreement with Wenck Associates, Inc. (Wenck) to update the May 20, 2009 Integrated Solid Waste Management Plan (ISWMP). State statutes require the ISWMP to be updated every ten (10) years. The revised ISWMP will also include a current 10-year Business Plan for the City of Casper's Solid Waste Division (Division). The Division provides regional landfill disposal and diversion services and city-wide residential and commercial trash and recycling collection services. The Division collects garbage from approximately 22,800 residential households and 1200 commercial business, and processes and disposes of garbage from all the surrounding counties. Staff seeks to update the Wyoming Department of Environmental Quality (DWEQ) required ISWMP with the goal of characterizing current and future conditions, and establishing its visions, objectives, strategies, and underlying organizational values.

City staff has provided direction to Wenck to prepare a 80% complete draft plan that incorporates current conditions and 10-year future plans. Wenck representatives will be available remotely to present their draft plan and receive feedback for presenting a 90% complete draft plan by August 31, 2020.

Financial Considerations

The overall financial impact should be positive with the implementation of new business opportunities and strategies.

Oversight/Project Responsibility

Andrew Beamer, Public Services Director
Cynthia Langston, Solid Waste Manager

Attachments

Draft Integrated Solid Waste Management and Business Plan

DRAFT Integrated Solid Waste Management Plan and Business Plan



Prepared for:
City of Casper

200 North David Street
Casper, WY 82601



Prepared by:

WENCK Associates, Inc.
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1. Current Organizational Structure

APPENDICES

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1.0 Executive Summary

The City of Casper (the City) is replacing its 2009 Integrated Solid Waste Management Plan (ISWMP) to meet the requirement in §35-11-1902(b) to update a required ISWMP every ten (10) years. The revised ISWMP will also include a current 10-year Business Plan for the City's Solid Waste Division.

1.1 INTRODUCTION

The City of Casper is committed to an environmentally sound solid waste management system, providing waste collection, transportation, and disposal services to Natrona County and surrounding areas. The City provides opportunities for waste diversion, reduction, reuse, recycling, and composting, as well as household hazardous waste and special waste management.

1.2 PURPOSE OF THE INTEGRATED SOLID WASTE MANAGEMENT PLAN (ISWMP)

This Integrated Solid Waste Management Plan (ISWMP or "Plan") has been prepared as a road map to develop and implement an effective integrated solid waste management program specific to the conditions of the City of Casper. It was developed in fulfillment of the requirements of the Integrated Solid Waste Management Planning portion of Wyoming State Senate File 35 (§ 35-11-1901 through 1904), commonly referred to as the Solid Waste Management Legislation. Section 35-11-1902(b) states that plans should be revised as necessary after initial submittal and resubmitted to the Department of Environmental Quality every ten years. The City of Casper intends to use this document as a business plan describing the current and proposed services, opportunities, and challenges in solid waste management in Natrona County and surrounding areas.

1.3 DESCRIPTION OF THE PLANNING AREA

The City of Casper is located in Natrona County and serves as the County seat. The City is situated in East-Central Wyoming at the foot of Casper Mountain, the north end of the Laramie Mountain Range, and along the North Platte River. Interstate 25 approaches Casper from the North and East and is the main avenue of transportation to and from the city.

According to State of Wyoming data from July 2018, the estimated 2018 population of Natrona County is 79,115, an increase of nearly five percent over the 2010 Census count. Over 57,000 residents live in Casper, making it the second largest city in Wyoming. The towns immediately adjacent to Casper are Mills, Evansville, Bar Nunn, and Mountain View. Unincorporated areas include Allendale, Dempsey Acres, Red Buttes, Indian Springs, and several others.

Concerning waste disposal, the City of Casper's Solid Waste Facility is the only major disposal facility in Natrona County. A small landfill existed in Midwest serving Midwest and Edgerton, which has since been converted to the Midwest/Edgerton Transfer Station. Several small construction and demolition landfills operate within the county. There are no privately owned municipal solid waste landfills within Natrona County. The Casper landfill serves almost the entire 79,115 citizens within Natrona County.

1.4 DESCRIPTION OF THE PLANNING PROCESS

This ISWMP contains the following information:

- ▲ A description of the City's solid waste permitted user area and the current communities using the City's Regional Solid Waste Facility, such as City of Douglas, City of Rawlins, Glenrock Areas Solid Waste Disposal District, Town of Baggs Solid Waste Disposal District, Town of Kaycee, etc. ,
- ▲ An evaluation of current and projected volumes and tonnage for all major waste types, including population projections for the service area over a period of ten (10) years,
- ▲ A description of the selected procedures, facilities, and systems for solid waste collection, transfer, treatment, and storage,
- ▲ Information about how the facility and each system(s) is funded,
- ▲ Business Plan goals to enhance customer services, improve operational efficiencies, and decrease safety hazards and employee accidents and injuries,
- ▲ Public information and education strategies for implementation of the 10-year business plan,
- ▲ Waste diversion, reduction, reuse, recycling or composting programs to be evaluated for implementation,
- ▲ Household hazardous waste management and other special waste management techniques and strategies,
- ▲ Updated and modified rate models, in Excel spreadsheets, for both Refuse Collection and Balefill Enterprise Funds, and
- ▲ A schedule for implementation of the Updated ISWMP/10-year Business Plan.

1.5 CURRENT SOLID WASTE MANAGEMENT SYSTEM

The current solid waste management system operated by the City of Casper includes refuse collection, and materials recovery facility (MRF), and a combined balefill/landfill operation. Waste streams are managed through several alternate facilities including the MRF, household dangerous and hazardous waste drop off, C&D management, tire disposal, and other means. The landfill currently operates an active gas extraction system which manages the landfill gas produced by closed cells within the facility.

Wastes are delivered to the site via collection performed by the City, as well as private haulers and residents who bring waste to the site.

1.6 PROPOSED FUTURE INTEGRATED SOLID WASTE MANAGEMENT SYSTEM

Current waste management systems and processes have produced positive results for the City of Casper. Successes have included reduced litter due to bailing efforts, improved groundwater quality due to gas collection, improved efficiency and diversion rates, as well as management of air space and storage volume. Future improvements to the system should be planned to integrate into an already proven and successful waste management system.

2.0 Existing Solid Waste System

2.1 OVERVIEW

Local governments are required to prepare integrated solid waste management plans to ensure citizens are provided with comprehensive, safe, and cost-effective solid waste management services. The State of Wyoming clearly places the responsibility for choosing the most appropriate mix of solid waste transfer stations, landfills, and other management techniques with local governments and their respective communities, and does not impose statewide solutions on communities. Each local government entity (the entity holding the permit for operation of the solid waste disposal facility) is required to prepare and maintain an integrated solid waste management plan (ISWMP) and update them every ten (10) years.

One of the important legislative action items that came out of the 2006 Legislative Session was passage of Senate File 38, see § 35-11-1901 through 1904 -- commonly referred to as the Integrated Solid Waste Management Plan Statute. The state statute was enacted to assist communities in their endeavor to regionalize disposal of solid waste and to address long term planning and finances of solid waste issues such as reserving money to close landfills and setting fees to cover costs for recycling, construction and demolition debris, and household hazardous waste management, in addition to operating lined and unlined landfills.

The City of Casper owns and operates an unlined balefill and recently completed construction of a new lined regional landfill located north of Metro Road and occupying approximately 1,750 acres. The landfill provides disposal services to all refuse haulers in the Natrona County area including the City's refuse collection fleet. The landfill is permitted to accept waste from anywhere in the state of Wyoming. Municipal solid waste is hauled to the Casper Solid Waste Facility (CSWF) where it is baled and bagged at the baler building included in the transfer station facility. Bales weighing approximately 2,300 pounds each are hauled to the landfill site where they are stacked and buried. The balefill/landfill handles an average of 140,000 tons of refuse per year including self-haul estimates over the last three years.

Major waste disposal services offered at the CSWF include municipal solid waste, petroleum contaminated soil, industrial solid waste, dead animal, construction and demolition debris, recycling materials (metals, white paper, magazines, glass bottles, aluminum cans, cardboard), and compostable materials. There is drop off for special wastes such as household and conditionally exempt hazardous waste, tires, infectious wastes, fluorescent bulbs, propane bottles, car and rechargeable batteries, and electronic waste. An Environmental Technician sorts and stores these chemicals and other materials for collection and disposal/destruction/recycling by various contractors. As of July 2018, 21 full time and nine part time personnel are assigned to landfill operations and on-site waste diversion activities. The budgeted cost to operate the CSWF in 2020 is \$5.5 million dollars.

The City owns and operates its own refuse collection service providing residential refuse collection service five days per week within City limits. Collection service is mandatory within City limits. Private haulers compete with the City to provide residential collection service outside City limits. There are two "grandfathered" areas inside the City limits that are still serviced by private haulers. The City and other private haulers service commercial accounts. The City offers commercial and roll off collection service within City limits and two

miles outside City limits. As of July 2018, 22 full time and one part time personnel are part of the refuse collection business. The budgeted cost for refuse collection operations in 2020 is \$3.9 million dollars.

The following materials are accepted for recycling at the Casper Solid Waste Facility: cardboard, metal including appliances, white office paper, magazines, newspaper, glass bottles (crushed and reused as alternate daily cover), aluminum cans, #1 and #2 plastics, electronic wastes, motor oil, and batteries. The City also currently operates eight recycling depots in various convenient locations within the City limits for residents to drop off recyclables, and provides businesses cardboard, white paper, and other recycling collection services for a fee. Outside the City of Casper, Bar Nunn and Evansville purchased recycling depots in 2009 and the City of Casper collects their recyclable materials.

The compost yard accepts branches, leaves, grass, sod, horse & cow manure, and hay & straw. Finished compost and wood chips are available at no charge to residents that bring in compostables on a "pound for pound" basis and to commercial businesses and non-participating residents for a fee. The compost yard also accepts large tree stumps, six inches or greater, if the tree trunks are free of major soil, at no charge. The City allows customers to take the tree stumps at no charge for firewood - customers are not allowed to cut on site as a rule.

2.2 CITY OF CASPER LANDFILL

2.2.1 Facility Description

The City operates the Casper Solid Waste Facility (CSWF), which includes an unlined balefill and a lined regional landfill. The lined Casper Regional Landfill (CRL) opened and started disposing municipal solid waste (MSW) in October of 2008.

The CSWF also includes the following facilities and services:

- ▲ Scale house with automated lane for tared (pre-weighed truck) authorized commercial customers and City trucks,
- ▲ Baler Building,
- ▲ Materials Recovery Facility (MRF), constructed in 2019 which replaces the recycling depot for office papers, magazines, newspaper, glass bottles & jars, and aluminum cans, and also replaces the metal, cardboard, and #1 and #2 plastics recycling containers at the metals drop off area and baler building,
- ▲ Self-service used oil recycling special wastes, and infectious waste collection containers,
- ▲ Compost yard accepting branches, leaves, grass, sod, horse & cow manure, and hay & straw for composting. In addition, offers finished compost and wood chips free to residents bringing in compostables on a "pound for pound" basis and to commercial businesses and non-participating residents for a fee.
- ▲ Biosolids composting area receiving solids from the wastewater treatment plant.
- ▲ Special Waste & Diversion Facility accepting household and small business (legally termed "conditionally exempt small quantity generator") hazardous waste, car and passenger truck tires, propane bottles, fluorescent light bulbs, car and rechargeable batteries, infectious waste, latex paint, appliances containing Chlorofluorocarbon CFCs (such as refrigerators and freezers), and electronic waste. Fees apply for

residential tires, CFC-containing appliances, and propane tanks and materials from commercial operations.

- ▲ Construction and demolition (C&D) debris landfill disposal; commercial haulers only after July 1, 2009 - residential customers will be required to drop off C&D waste at the transfer station for City haulers to transport to the C&D debris landfill or be escorted to the C&D landfill.
- ▲ Residential C&D Drop Off Area - operational July 1, 2009.
- ▲ Dead animal disposal.
- ▲ Industrial waste such as green sand, spent catalyst, and off spec cement, for example.
- ▲ Petroleum-contaminated soil, which is used for alternate daily cover (ADC), road work, and wet decks in the lined area.

Fees are collected as described in Section 2.2.4.

2.2.2 Capacity

The City of Casper is permitted to operate the landfill on a 1,750-acre site. Phase 1 includes 88 acres and has an estimated capacity of 11,925,000 cubic yards with a lifespan of 50 years. The estimated life of the total permitted site is over 500 years with the current annual waste volumes. Approximately 350 tons of municipal solid waste (MSW) and construction and demolition (C&D) waste are disposed of daily. The estimated remaining capacity is 50 years for future cells 3 through 8. The City of Casper is looking to optimize phasing of the cells. The City plans to line and open new landfill cells approximately every three to four years throughout this planning period.

2.2.3 Ownership, Operation, and Permit Status

The City of Casper is the owner and operator of the Solid Waste Facility. The Solid Waste Division is within the Public Services Department and comprised of three work sections: Balefill Section, Special Waste Section, and Refuse Collection Section. The City Refuse Collection Section and the Special Waste Section lease building space and property at the Casper Solid Waste Facility.

A total of 53 full-time and part-time employees operate the Casper Solid Waste Facility as of June 2018. Six are involved in executive management, 12 are part of the Balefill Section, 16 year-round and several seasonal employees are in the Special Waste Section, and 20 are part of City Refuse Collection.

Balefill/Landfill and Baler Building Employees, special waste and diversion employees, and refuse collection employees are described on the attached Solid Waste Division Organizational Chart, accurate as of July 2018 (Figure 1).

The Casper Solid Waste Facility has several operating permits and plans available for public review on-site including the following:

- ▲ Transfer Station Permit with Wyoming Department of Environmental Quality (WDEQ); Permit Number 50.145
- ▲ WDEQ Balefill Permit including Closure/Post Closure Plan; Permit Number 10.070

- ▲ WDEQ Casper Regional Landfill Permit; Permit Number 10.071
- ▲ WDEQ Casper Regional Solid Waste Facility Title V Air Permit; Permit Number 3-1- 183
- ▲ Casper Solid Waste Facility Stormwater Pollution Prevention Plan; Permit Number WYR000076
- ▲ Casper Solid Waste Facility Spill Prevention Countermeasure & Control Plan; Permit Number WYR001011

2.2.4 Budget, Rates, and Funding

The program is primarily funded through tipping fees at the landfill and monthly fees for waste collection service. The tipping fee at the CSWF for Municipal Solid Waste (MSW), Commercial Solid Waste, and Industrial Solid Waste in 2019 is \$48.00 per ton for large truck and garbage collection vehicles. There are also fees charged for car, pickup, and trailer loads of waste. Petroleum Contaminated Soil is charged using a tiered system and must be preapproved with required analytical data. There is also a special handling fee for segregating prohibited wastes or any other required additional handling, such as confidential destruction. Residential fees apply for propane bottles, tires, and Chlorofluorocarbon (CFC) containing appliances. Commercial fees apply for propane bottles, tires, CFC containing appliances, infectious waste, fluorescent bulbs; conditionally exempt small quantity generator hazardous waste, and electronics waste. The most current fee information is located in City Council's latest Rate Resolution available at the CSWF or City Hall.

The monthly residential collection service rate is \$15.96 per month as of 2019 for one container of 90 to 100 gallons residential trash volume. The monthly fee also includes one monthly free solid waste facility pass for car, pickup truck, or 8-foot trailer load of residential trash. Additional fees are charged for special collections, special permit service, additional residential containers collection, and commercial collection.

The City of Casper utilizes a rate model for both the landfill and the refuse collection to ensure that rates are set at a level that allows for the continued operations, maintenance, and capital needed to manage solid waste. Rates are approved by the Casper City Council.

See Appendix A for a copy of the Rate Resolutions applicable to 2018 and 2019 fees.

Appendix B includes example budget detail and rate model projections for the City's Solid Waste Division.

2.3 TRANSFER OF WASTE

The Baler Building adjacent to the landfill is included at the transfer station. In 2019, the City of Casper constructed a Materials Recovery Facility (MRF). In the past, minimal sorting was done in the baler building. All waste entering the building was baled for disposal in the landfill. Upon approval of the rate structure and operating procedures, the MRF will receive single-sort recyclables and bale them for market. Customers and haulers may drop-off recyclables including cardboard, metals, #1 and #2 plastics, white office paper, magazines, glass bottles, aluminum cans, residential household hazardous waste and used oil, electronic waste, and yard waste.

2.4 WASTE COLLECTION

The City provides residential refuse collection service five days per week within City limits. For the monthly fee, residents receive once-per-week collection of 90 to 100 gallons of residential trash, once-monthly pickup of extra trash and yard waste, a free balefill pass once per month in the utility bill, and once a year fall-leaf collection. Collection service is mandatory within City limits.

Commercial refuse and recycling collection service is offered within City limits and two miles outside City limits. Dumpster bin sizes range from 1 cubic yard to 8 cubic yards, and 15, 30 & 40 cubic yard roll-off containers. The City competes for commercial refuse collection services inside and within a two-mile radius outside City limits with private haulers including Waste Connections, Shirks Sanitation, S&S Sanitation, D&K Hauling, and others. Many residents outside the City self-haul waste to the CSWF for a fee per truckload or 8-foot trailer load.

In addition to residential and commercial waste collection, the Solid Waste Division handles street sweeping and collection of waste and special containers in the parks and along the trail system in the City of Casper.

2.5 RECYCLING

The City of Casper collects aluminum; white office pack paper; magazines and catalogs; newsprint; corrugated cardboard; plastics 1 and 2; and glass (brown, green and clear) bottles and jars. Eight community-recycling depots are currently located throughout the City of Casper. The City is considering eliminating the depots and providing recyclables collection only at the MRF for those who do not have a hauler for recycling. The City is also considering contracting with a hauler to collect recycling from additional residents and businesses.

Plastics numbers 1 and 2 collections began at the community recycling depots in 2009. Recycling number 3 through 7 is not available. The City contracted with Heartland Biocomposites located in Torrington, Wyoming to accept and use the #2 natural plastics milk jugs.

The CSWF also provides recycling collection containers for metal, including appliances, cardboard and motor oil. There is a designated area to drop off electronic waste and a list of accepted materials available on the City website. The City contracts with Tatoonie Electronics Systems of Cheyenne, Wyoming to accept process and market the electronics wastes. Christmas tree recycling is offered in season free of charge at several drop off locations throughout the City.

Commercial entities take recyclable material to Wyoming Iron & Steel Recycling or Pacific Steel and Recycling, both located in Mills, about 6-7 miles from Casper. The City provides commercial recycling collection on request for a fee. Currently there is no residential curbside collection of recyclables.

The City contracts with Wyoming Recycling to operate a recycling processing facility in Mills. Recyclable materials from the community recycling depots and the CSWF are delivered Monday through Saturday to Wyoming Recycling for processing and marketing. Sage Recycling is the plastics recycling broker for the City. With the construction of the MRF, the City of Casper may process and market their own bales of recyclable materials.

2.6 COMPOSTING AND BIOSOLIDS

The City of Casper has an active composting operation at the Casper Solid Waste Facility. Source separated yard waste; branches, sod, grass clippings, horse and cow manure, and hay and straw are accepted in a segregated area with asphalt pavement for composting.

The composting operation includes a combination of grinding and windrow processing. Equipment that had been used in the composting area is now used for the biosolids operation and includes a Wildcat Turner & Screener, Caterpillar Loader & 9 cubic yard grapple bucket, and Vermeer horizontal grinder.

City staff developed a bag grinder to efficiently handle bagged leaves in the fall which greatly improves the composting processing operations.

Finished compost and wood chips, including dyed wood chips, are free to residents that bring in compostable material on a pound-for-pound basis. There is a separate products yard which increases safety at the facility for compost consumers. Commercial customers and non-participating residents are charged a fee for the products.

A biosolids composting facility was constructed in 2009. The finished biosolids compost material will be stockpiled for use as intermediate and final landfill cover. The biosolids may also be mixed in with the compost to produce a quality composting material.

2.7 CONSTRUCTION & DEMOLITION WASTE

A Construction and Demolition (C&D) waste drop-off area near the compost yard at the CSWF accepts residential C&D and is hauled by City Solid Waste staff to the Casper Regional Landfill (CRL) for disposal. Commercial haulers of C&D waste dispose of the waste directly at the CRL.

There is an opportunity to provide increased training to improve the operations, including what material is baleable and what material is not, and what material is allowed to be disposed of in the unlined area and what needs to be processed and disposed of in the lined cells.

The City intends to develop a tiered rate structure to account for the additional processing time and true disposal costs of material that is brought to the C&D landfill that is not appropriate for disposal in the unlined cell. The City is committed to proper disposal of waste from the region.

2.8 ELECTRONIC WASTE

The City of Casper has banned electronic waste from disposal at the Casper Regional Landfill. Electronic waste includes computers, monitors, keyboards, televisions, cellular telephones, and personal devices that contain hazardous material separated from the solid waste stream.

Once construction of the MRF is complete, electronic waste will be accepted there for recycling at the Casper Solid Waste Facility. Electronic items not including computer monitors and old television sets may be recycled by residents free of charge. Businesses are charged a fee. The City currently hauls electronic waste to ERI in Aurora, Colorado, for processing and recycling.

2.9 HOUSEHOLD & HAZARDOUS WASTE

The Special Waste Facility located at the Casper Solid Waste Facility accepts household hazardous waste (HHW) and conditionally exempt small quantity generator (CESQG) hazardous waste products, infectious waste, propane bottles, fluorescent light bulbs, and car tires and batteries. The facility is open for drop off from 7:30 a.m. - 4:00 p.m. Monday through Saturday, and by appointment every Friday for CESQGs (small businesses) and by appointment every Saturday for residential quantities more than half a pickup bed from 9:00 a.m. - 3:30 p.m.

One Environmental Technician accepts paints, oil, antifreeze, acids, poisons, corrosives, light bulbs, propane tanks, infectious waste, mercury-containing thermostats, old barrels, car tires and batteries, for example. Fluorescent light bulbs are placed into a container that safely evacuates the mercury vapors in a self-containing system. Car batteries, rechargeable batteries, and cell phones are recycled. All other hazardous waste is taken by Safety Kleen or Veolia Environmental Services for recycling or disposal.

Latex paint is collected and brought to the landfill where it is mixed with sand on-site and disposed of properly.

Fees apply for recycling and disposal services for businesses generating conditionally exempt small quantities of hazardous waste. Residents may use the Facility free of charge.

2.10 SPECIAL WASTE

Special wastes include tires, dead animals, infectious waste, fine industrial wastes, and treated wood.

Tires are accepted for a fee, derimmed, and processed for disposal. Tires are periodically shredded while others are used beneficially around the facility.

There is a separate unlined pit for dead animals at the CRL and both infectious & fine industrial wastes are special handled and buried immediately in between bales. Treated wood is handled as C&D waste at the CRL.

2.11 PROMOTION AND EDUCATION

Programs are promoted through the City's website, direct contact including lectures, field trips, site tours for schoolchildren and special interest groups, utility bill inserts, and ads taken out in newspapers, TV, and radio.

The MRF will have a viewing area for groups such as school classes to visit and learn about the solid waste management conducted at the facility. Programs considered include what material comes in to the facility and how it is disposed, how residents and businesses can properly manage their waste, how to prevent litter, and the benefits of mulch/mowing and backyard composting. The City is evaluating adding an educational area in the product yard. The facility sells tarps, rope, and bungy cords for loads that come in unsecured to ensure that the next loads are properly secured.

2.12 REGULATIONS, CODES, AND ORDINANCES

The City of Casper has adopted local ordinances that contain rules and regulations governing the collection and disposal of waste. The City Solid Waste ordinances are available on the City's website and are included in Section 8.32 and 8.40 of the Casper Municipal Code.

3.0 Waste Volume Projections

3.1 OVERVIEW

This Section of the Plan looks at the overall amount and types of waste generated in the Casper area. To provide a plan for the future, it is necessary to review waste characterization studies, population, and other data that affects waste generation. This will assist in determining how much solid waste needs to be handled, and what programs, policies, facilities, and other infrastructure are required for managing anticipated waste quantities.

3.2 CURRENT AND FUTURE POPULATION AND ECONOMY

The State of Wyoming Department of Administration and Information has projected an increase of 13%, or 10,670 people, for Natrona County by the year 2035¹. The table below presents current population estimates and projects expected changes through the year 2035.

Table 1: Natrona County Population Estimates, 2018-2035

Area	2018	2020	2023	2026	2029	2032	2035
Bar Nunn	2,399	2,438	2,504	2,567	2,626	2,671	2,712
Casper	59,971	60,947	62,581	64,158	65,639	66,760	67,794
Edgerton	211	215	221	226	231	235	239
Evansville	2,758	2,803	2,878	2,951	3,019	3,070	3,118
Midwest	438	445	457	469	479	488	495
Mills	3,752	3,813	3,916	4,014	4,107	4,177	4,242
Unincorporated	12,269	12,469	12,803	13,126	13,429	13,658	13,870
Natrona County	81,800	83,130	85,360	87,510	89,530	91,060	92,470

3.3 CURRENT AND PROJECTED QUANTITIES AND TYPES OF DISPOSED AND DIVERTED WASTES

Waste tons disposed at the City of Casper Landfill are projected based on average tons delivered to the landfill in 2018 and multiplied by the increased population growth. The following table details the current and projected tonnage estimates by source and material type over the planning period.

Table 2: Quantities of Waste Disposed at Casper Regional Landfill (tons)

Category	2018	2020	2023	2026	2029	2032	2035
City Residential MSW Collection	21,643	21,978	22,489	23,013	23,549	24,097	24,658
City Commercial MSW Collection	10,365	10,525	10,770	11,021	11,278	11,540	11,809
Private Hauler and Self-Haul MSW	105,959	107,598	110,103	112,666	115,290	117,974	120,721
Total MSW	140,677	142,852	146,179	149,582	153,065	156,629	160,276
Recyclable Material	2,710	2,752	2,816	2,882	2,949	3,018	3,088
Yard Waste	8,899	9,037	9,247	9,463	9,683	9,908	10,139
Total Landfilled	137,967	140,100	143,362	146,700	150,116	153,611	157,188

In November 2019, US EPA published their 2017 Fact Sheet. According to 2017 tonnage data describing the national waste stream, paper and paperboard account for 25 percent, with yard trimmings and food scraps accounting for 28 percent. Plastics comprise 13 percent; metals make up 9 percent; and rubber, leather, and textiles account for 10 percent. Wood follows at around 7 percent and glass at 4 percent. Other miscellaneous wastes make up approximately 3 percent of the MSW generated in 2017.

The same US EPA publication reports that the overall recycling and composting rate in the United States in 2017 was over 35 percent by weight. Paper and paperboard recovery was nearly 66 percent. Metals (which include aluminum, steel, and mixed metal) were recycled at a rate of over 33 percent.

Newspapers, cardboard, magazines, office paper, and aluminum cans are currently collected at community recycling depots located in the Casper area and at the Casper Solid Waste Facility. White goods (appliances) and scrap metal are collected at the Casper Solid Waste Facility. Including yard waste, the overall recycling rate for Casper was 8.6% in 2018. The following table details the quantities of recyclable materials collected in 2017 and 2018 and the diversion percentage.

Table 3: Quantities of Waste Recycled by Type, 2017-2018 (tons)

Category	2017	2017%	2018	2018%
Aluminum	19.3	0.1%	13.2	0.1%
White Paper	88	0.6%	87	0.7%
Magazines	153	1.1%	155	1.2%
Newsprint	385	2.8%	390	3.0%
Cardboard	1,319	10%	1,333	10%
Plastic	115	0.8%	115	0.9%
Metal / White Goods	581	4.2%	617	4.8%

Category	2017	2017%	2018	2018%
Total Marketable Materials	2,661	19%	2,710	21%
Yard Waste	9,489	69%	8,899	69%
Total Diverted	13,692	100%	12,962	100%

The City of Casper public services department staff continues to set goals to increase their diversion rate to between 10% and 12% in the next five to ten years. If the yard waste remains consistent, this goal would require tripling the current tonnage of recyclable materials the city collects from 2,710 tons to 8,300 tons per year.

4.0 Alternative Solid Waste Management Facilities and Services

4.1 OVERVIEW

This Section of the Plan provides a description of potential goals and priorities of various solid waste programs the City considered including in a business plan for the Casper Solid Waste Facility. While the City is focused on a 10-year business plan, it also acknowledges that a 20 year horizon is useful for long-term planning.

The alternative (new) solid waste programs selected for inclusion in a 20-year business plan are described in Section 5 of this Plan. The planned timeline and 20-year business plan are included in Section 6.

4.2 GOALS AND PRIORITIES

The goals of an Integrated Solid Waste Management Plan (ISWMP) give direction for implementing programs to provide cost-effective and environmentally acceptable management and disposal options. The goals that have been determined by the City of Casper include the following:

- ▲ Continue to comply with local, state, and federal solid waste laws and regulations to minimize risk and liability exposures.
- ▲ Operate an efficient, cost-effective, reliable, and environmentally sound Integrated Solid Waste Management System now and in the future.
- ▲ Provide a regional landfill.
- ▲ Maintain a funding structure that allows for progressive planning and solvency.
- ▲ Provide self-sufficient funding by covering all costs (capital, operations, new cell reserves, and closure/post closure) in user fees.
- ▲ Establish a succession plan to ensure the continued successful operation of the City of Casper Solid Waste Division.
- ▲ Implement MRF SOPs and pricing structure, including moving forward with removing the recycling depots.
- ▲ Promote and provide incentives including rate structures to separate, reduce, reuse, recycle, and compost.
- ▲ Provide programs and incentives to minimize illegal dumping.
- ▲ Inform and educate the public and elected officials about the solid waste disposal system and associated environmental and regulatory issues.
- ▲ Increase effectiveness of public education and communication.

4.3 POTENTIAL ALTERNATIVES

The previous Casper Solid Waste Management Plan from 2009 identified the solid waste management system the City of Casper selected for improving its solid waste management system in the early 1980s. The City studied alternative solid waste systems in the early 1980s including incineration, bioreacting, hauling to a regional landfill, and baling waste. The City of Casper selected the most cost effective system, constructing a balefill. In 1984, the City built a baler building and moved its scale house to where they are located today. The City's Solid Waste Facility has been a regional facility since its inception serving Casper, Natrona County, Barr Nunn, Evansville, Mills, and Midwest. In 2007, the City amended its solid waste permit with WDEQ to expand its regional service area from Natrona County to the State of Wyoming.

The City of Casper has had a well-planned solid waste management system in place that provides long-term solid waste disposal in compliance with state regulations. Costs are projected over 20 years and tipping fees are set to recover operating costs and funding for closure, monitoring, new landfill cell construction, equipment replacement, and other capital projects. Costs and revenues are reviewed each year for adjustments. The rate model uses inputs including projected growth and inflation levels, planned capital expenses, and depreciation to project revenues and expenses.

Planning efforts for the City have focused on continuing advances in waste reduction and recycling, and segregation of wastes over the 20-year planning period. Construction and demolition debris, composting, business, and residential recycling, and special wastes are key targets. The development, funding, and construction of the MRF will allow the City of Casper to collect more recyclables, reduce contamination, and interact directly with the recycling market. Policies providing incentives for participation in recycling programs and requirements for reducing waste generation are also under consideration.

Future solid waste management options are developed in coordination with the City's Public Services Director, Solid Waste Division Manager, and staff. The City's Solid Waste Advisory Committee will review and recommend alternatives to the City Council. The City of Casper has taken the lead in solid waste management planning for the East Central Planning Landfills. In addition to the City's regional landfill and now the MRF, the City will continue to evaluate the potential for expanding and attracting other regional areas to utilize the City of Casper solid waste management system.

4.4 PROGRAM OPTIONS

To reduce landfill disposal of the solid waste stream, several waste reduction and recycling options have been identified.

4.4.1 Residential Recycling Collection Options

Recycling services can be provided to residents in many ways. A variety of options exists from drop-off areas to curbside collection. The MRF provides free drop-off recycling to City of Casper residents and will charge outside users a fee for collection and processing. Residential recycling is currently voluntary but the City may consider options for mandatory recycling within City limits. Recycling outside of Casper will be encouraged but will likely always be voluntary as the City of Casper has no way of requiring it.

The opening of the MRF provides new opportunities to evaluate the recycling program, discover efficiencies and improvements, and modify the program design to achieve higher

recycling, lower costs, and achieve increased economies of scale. This effort will improve the region's environmental and economic sustainability. Factors to consider for improving cost-effectiveness include attracting more people to drop off recyclables at the MRF, less frequent collection, automation, and increased trash collection fees, for example.

Residents already may have access free of charge to the recycling drop-off area at the Casper Regional Solid Waste Facility for vehicle and rechargeable batteries, electronic waste, metals, hazardous waste, cooking oil, used oil, plastics numbers 1 and 2, cardboard, white paper, magazines, aluminum cans, yard waste, fluorescent light bulbs, and newspapers. In addition, residents of cities and towns participating in the regional program may use the Special Waste Reuse Shop and Solid Waste Reuse Area at the Casper Regional Solid Waste Facility. Expanded regional solid waste services in negotiated contracts may include a new recycling collection system within the City of Casper to increase marketable material volume.

4.4.2 Commercial Recycling Collection Options

Commercial waste can be a significant portion of the waste stream. Due to the large amounts of materials generated from commercial businesses, large waste and recycling containers are needed to accommodate materials. It is more convenient to provide designated containers adjacent to the commercial business (i.e., cardboard container next to convenience market) to accommodate the large amount of materials generated and make it convenient for businesses to participate in the recycling program. Commercial accounts can be added to a recycling collection route. Participation can be voluntary or mandatory.

4.4.3 Beneficial Re-use of Landfill Gas

The Casper Regional Landfill (Casper LF) has a closed balefill landfill and an active Subtitle D landfill that began accepting waste in 2008 when the balefill landfill was closed. In 2016 an active gas collection system that burns/destroys the landfill gas (LFG) off in an enclosed flare was installed to help mitigate groundwater contamination.

The City of Casper would like to beneficially re-use the LFG. An analysis of the LFG potential was conducted; the technical memo is provided in Appendix C. The evaluation concluded that due to large fluctuation in LFG flows and the lower quality of gas, gas utilization for beneficial use is currently not a viable financial option for the Casper LF.

With the Casper LF being a regional landfill, waste flows have grown substantially over the past 10 years. Based on a review of historical data and projected waste flows, the landfill should be able to consider a gas utilization project in the future, once sufficient waste is in-place in the current Subtitle D disposal area.

4.4.4 Composting

The City may improve services described in Section 2.6 to increase the diversion rate of yard waste, wood waste, and other organic, compostable materials. The City would continue current composting and biosolids operations and enhance services to include clean wood waste and food waste. Composting of animal carcasses on site may also be considered by using wood chips as cover to assist in the decomposition process. The potential presence of chronic wasting disease (CWD) in deer carcasses presents new risks and challenges to animal carcass disposal that the City will continue to investigate. The City may also improve the quality and quantity of compost products for marketing.

4.4.5 Construction and Demolition Debris

Expanded waste management is needed for generators of construction and demolition waste to increase significant recovery of items in the waste stream with diversion potential including cleanwood, cardboard, scrap metal, concrete, asphalt, and aggregate. The 2017 USEPA Report describes how demolition debris represents over 90 percent of total C&D debris. C&D concrete alone represents 69.7 percent of total C&D debris. The City could improve existing services for construction and demolition debris recycling/disposal at the balefill/landfill as described in Section 2.7. A key management policy is to ensure that appropriate C&D waste is disposed in the C&D landfill cells. A challenge has been sorting and ensuring there is no contamination. The City of Casper Solid Waste Division has instituted an additional fee for unsorted loads that need to be categorized by staff for proper disposal.

4.4.6 Public Policy Alternatives

The City may consider implementing certain public policies to increase diversion as well as generator responsibility for waste. Some policies, such as the C&D diversion policies discussed in Section 4.4.4, may also generate small revenue streams.

An alternative that has been discussed, evaluated, and ultimately rejected is pay-as-you-throw policies that would encourage reduction and reuse to keep waste out of the solid waste management system. The unintended but very possible consequence is that residents and even businesses may turn to illegal dumping in order to avoid paying additional solid waste fees.

4.4.7 Promotion and Education Alternatives

The City intends to continue and improve public education about solid waste management facilities and services and promotion of proper participation in waste management, recycling and composting programs. The MRF is expected to be open to school group tours to educate students and teachers about the solid waste management system and the importance of recycling, reducing contamination, and proper management.

Additional newspaper, mailings, radio, or online public service announcements will keep the public informed of the services available at the City of Casper Solid Waste Division.

4.4.8 Funding Alternatives

The existing solid waste program is primarily funded through tipping fees charged at the landfill and monthly fees for waste collection services. The rate model spreadsheet has been revised to predict any potential deficits and plan for needed increases in revenue. Potential solutions to help cover the costs of replacing equipment, opening and lining new cells, and covering and closing full cells would be offset by any or a combination of the following options:

- ▲ Raising monthly fees for waste collection services while working on operational and cost efficiencies.
- ▲ Raising tipping fees for accepting waste at the landfill while working on operational and cost efficiencies.

- ▲ Savings in landfill space delaying capital investment of new lined landfill cells, i.e. making the current landfill cell last longer.
- ▲ Identifying grant opportunities, eligibility requirements, and funding cycles and preparing applications for special projects as time and resources allow.

4.5 PLANNING LEVEL ECONOMIC ANALYSIS OF ALTERNATIVES

The City has a well-planned solid waste management system in place that provides long-term solid waste disposal in compliance with state regulations. Costs are projected over 20 years and tipping fees are set to recover operating costs and funding for closure, monitoring, new cell construction, equipment replacement and other capital projects. Costs and revenues are reviewed each year, with adjustments made, as necessary, to the rate models shown in Appendices A and B.

5.0 Solid Waste Management Facilities and Services

5.1 OVERVIEW

The integrated solid waste management system enacted by the City of Casper for the next 20 years is to continue operations at the existing balefill/landfill to serve as the regional landfill to out-of-County customers.

The City of Casper has taken the lead in solid waste management planning for the East Central Planning Landfills (ECPL). In addition to the City's regional landfill, the City will continue to offer other regional services such as special waste collection events (hazardous or electronic wastes) or branch grinding via negotiated contract or set fee. The Solid Waste Division staff are very capable and continually evaluate the services for potential improvements in customer service, safety, and solid waste management.

This Section also includes possible new solid waste programs to be included in a 20 Year Solid Waste Management Business Plan.

5.2 LANDFILL

The following program meets the Legislative requirements for 20 years of life for waste disposal.

- ▲ Continue current operation of the Casper Solid Waste Facility (CSWF), which includes the Casper Regional Landfill (CRL), designed with a liner and engineered containment system.
- ▲ Expand operation to serve as the Regional Solid Waste Facility providing disposal and other selected waste management services to customers outside Natrona County including participating ECPL jurisdictions. Determine regional services and rates. Negotiate customer agreements.
- ▲ Maintain ongoing review of potential operational efficiencies and research of new technologies.

Continuing regional solid waste services offered to customers of the Casper Regional Solid Waste Facility includes a variety of solid waste management programs such as a once-a-year residential tire, electronics, and hazardous waste collection event, wood chips for animal carcass composting, and the option to participate in the City of Casper's once a year grinding of tree trimmings and clean wood for a flat fee. These services are described in more detail in the following sections.

5.3 TRANSFER

The City of Caspar will continue to operate the Transfer Station Facility located at the Casper Solid Waste Facility. The Facility is designed with a baling and bagging system meeting Wyoming Department of Environmental Quality (WDEQ) Solid and Hazardous Waste Division (SHWD) Rules and Regulations. Staff continue to make process and safety improvements at the Facility. The City will:

- ▲ Maintain ongoing review of potential operational efficiencies and research of new technologies.
- ▲ Evaluate bidding or negotiating cooperative agreements with regional customers for collection and transportation services.

5.4 COLLECTION

While it is understood that changes may occur during implementation, for the purposes of this Plan, the City, and its partners will at a minimum maintain the current collection system as described in Section 2.4 and continue to set goals for increased market share of commercial and rolloff cardboard, white paper and trash collection services.

5.5 RECYCLING

To reduce landfill disposal of the solid waste stream, several waste reduction and recycling programs have been considered. While changes may occur during implementation the programs identified in this Section of the Plan that may potentially expand the existing services described in Section 2.5 to increase the diversion rate of recyclable material.

5.5.1 Residential Recycling Collection

The City of Casper will continue operation of the recycling drop-off at the Solid Waste Facility including segregating, processing, and marketing recyclables, electronics, yard waste, scrap metal, and appliances. The MRF allows the City of Casper to control the marketing of recyclables without a broker which will hopefully increase revenues from recycling. Operation of recycling drop-off sites in the City are expected to be discontinued to save money and encourage use of the MRF. Additional activities include the following:

- ▲ Add curbside collection of yard waste (grass, leaves, brush, and tree trimmings).
- ▲ Add curbside collection of cardboard and tree branches in place of extra trash pickup.
- ▲ Evaluate enhancing public education using expanded promotion and educational programs including targeting one specific issue, such as proper separation of cardboard to increase desired community-based behavioral change, i.e., individuals not placing cardboard in their trash container. This could both increase the volume of recycling collected and further reduce contamination rates.
- ▲ Operate the Regional Materials Recovery Facility (MRF) using appropriate Standard Operating Procedures (SOPs) to maintain a clean and safe environment for on-site sorting, processing, and storage of recyclables prior to marketing.

- ▲ Continue to provide regional solid waste services including access free of charge to the recycling drop-off area at the Casper Solid Waste Facility for vehicle batteries, electronic waste, metals, hazardous waste, cooking oil, used oil, plastics numbers 1 and 2, cardboard, white paper, magazines, aluminum cans, yard waste, and newspapers and use of the Special Waste Reuse Shop and Solid Waste Reuse Area at the Casper Regional Solid Waste Facility for regional customers.
- ▲ Evaluate bidding or negotiating cooperative agreements with other jurisdictions for collection, recycling, and transportation services.
- ▲ Continue conversations with other jurisdictions to increase efficiencies in the larger Wyoming solid waste management system.

Recycling programs will be evaluated on an ongoing basis to identify efficiencies and improvements in program design with the goal of achieving higher recycling rates or lower operating costs by saving landfill space.

5.5.2 Commercial Recycling Collection

The City will continue to offer commercial cardboard recycling collection for a fee upon request and continue to set goals for increased market share of cardboard and white paper collection.

Potentially expanded activities including the following:

- ▲ Require space for garbage and cardboard recycling containers in parking lots in building codes in association with all new construction or (non-trivial) remodeling for commercial and multi-family buildings to encourage proper solid waste disposal and recycling..
- ▲ Evaluate rate incentives for commercial recycling such as requiring that garbage plus recycling is not more expensive than garbage service alone by offering free or discounted recycling collection fees and raising garbage collection fees to offset the subsidized recycling collection fees.
- ▲ Offer waste audits to businesses to identify waste streams and make recycling program recommendations. Waste audits can help develop tailored recommendations to increase recycling and reduce costs. Develop information on "how to reduce my waste" for inclusion on the City's website and consider adding links to other websites that provide information on "how to reduce my electricity, water and natural gas usage."
- ▲ Require City-leased buildings to incorporate on-site recycling, and evaluate encouraging private building owners to incorporate on-site recycling requirements for tenant businesses.
- ▲ Provide recycling opportunities in public areas and during events by offering centralized drop-off recycling, and/or siting recycling containers near garbage containers for parallel access. Encourage participation by promoting the opportunity to recycling and making recycling as convenient as disposal at City Parks, City Events Center events, and City parades, for example.

- ▲ Ongoing evaluation of recycling program efficiencies and improvements will continue to identify changes in program design to achieve higher recycling or lower costs, including landfill costs by saving landfill space (improving sustainability).

5.6 MATERIAL RECOVERY FACILITY

The MRF was constructed and opened in 2019. It provides areas for the collection, baling, and storing of marketable recyclable materials. The City of Casper is adopting SOPs developed by Sloan Vazquez McAfee, LLC, for safety, standards, and best practices. The SOPs include areas of vehicle safety, sorting and baling safety, pedestrian safety, fire prevention, safety and operational training standards for staff, general operational standards, bale loading and management, housekeeping, odor, and vector control, and runoff/leachate control.

The MRF accepts old corrugated cardboard (OCC), paper, newsprint, aluminum and steel cans, and #1 and #2 plastics. Glass is not economically viable as a recycling commodity. MRF access is included in the residential collection fee so it is free to City of Casper residents. Commercial and out-of-city collection is accepted at a fee calculated based on anticipated recycling tonnage and approximate commodity prices.

5.7 COMPOSTING AND BIOSOLIDS

The City will continue the current composting operation for source separated yard waste, branches, sod, grass clippings, leaves, horse and cow manure, and hay and straw. A biosolids composting facility was constructed in 2009. The finished biosolids compost material is stockpiled for use as intermediate and final landfill cover as well as to blend with marketable compost. New activities include the following:

- ▲ Continue the Pound for Pound Program and sales of finished compost and wood chips. Include regional customers in program.
- ▲ Continue to provide wood chips or branch grinding to customers for composting or other uses for a fee. Include regional customers.
- ▲ Continue research and evaluation of composting technology improvements to increase sales of products, such as offering colored wood chips or higher-grade compost.
- ▲ Enforce banning yard wastes from the landfill as described in the City Ordinance.
- ▲ Offer reduced rate drop-off of segregated, clean wood waste for grinding and composting.
- ▲ Prepare a cost/benefit analysis for purchase of a wood splitter to chop stumps and large tree trunks and limbs into firewood to be offered for sale.
- ▲ Research increased sales opportunities for finished compost and wood chip products.
- ▲ Research program options for separately collecting food scraps from grocery stores and prepare cost/benefit analysis for incorporating such a program into the existing solid waste program.

- ▲ Research composting or processing options for gypsum (sheet rock) for land application program.
- ▲ Continue to allow City Waste Water Treatment Plant staff to provide finished biosolid compost material to Natrona County Conservation District for land application.
- ▲ Research program options for a composting program for animal carcasses.

5.8 CONSTRUCTION & DEMOLITION WASTE

The City will improve existing services for construction and demolition debris recycling/disposal at the balefill/landfill as described in Section 2.7 by implementing the following activities:

- ▲ Establish a reduced rate for drop-off of segregated clean wood waste that is suitable for grinding and composting.
- ▲ Evaluate options such for storing surplus wood (and other reusable building materials) for donation and discounted sales such as a Reuse Store Front and including a partnership with Habitat for Humanity.
- ▲ Create an outreach and education program for the building community to promote proper separation for recycling, reuse, and litter prevention.
- ▲ Offering C&D disposal at a lower disposal fee in an unlined landfill cell. For example, if builders and developers brought in mixed wastes they have to pay a higher tipping fee than if they had brought in segregated C&D wastes.
- ▲ Award extra "points" or cost adjustments to give preference to bidders for City construction/demolition projects that propose to recycle more materials or use green building practices.

5.9 HAZARDOUS WASTE, ELECTRONIC WASTE, AND SPECIAL WASTE

The City will continue to improve special waste management facilities and services as described below.

- ▲ Continue operation of Special Waste & Diversion Facility for accepting, storing, and shipping household hazardous waste (HHW) and Conditionally Exempt Small Quantity Generator (CESQG) hazardous waste.
- ▲ Evaluate enhancing public education using expanded promotion and education programs.
- ▲ Continue current program for collection and recycling.
- ▲ Evaluate enhancing public education using expanded promotion and education programs, especially in conjunction with the MRF.
- ▲ Evaluate expanding biological waste services beyond "word of mouth" for targeted generators such as tattoo parlors, skin care centers, private doctor's

offices, and nursing home centers, for example.

- ▲ Research options for a composting program for animal carcasses, including how to effectively dispose of deer with chronic wasting disease (CWD).
- ▲ Evaluate purchase or lease of a shredder/grinder if tire-recycling markets develop in the State of Wyoming.
- ▲ Plan scheduled collection events for contracted regional customers for residential and small business hazardous waste and electronic waste including logistics and volunteers.

5.10 PUBLIC POLICY

The City will evaluate adopting and implementing the following public policies to increase diversion as well as generator responsibility for waste:

- ▲ Evaluate increasing disposal fees to be used to help fund recycling and composting efforts. Materials recycled/composted at facility would continue to be exempted from fees or accepted at reduced fees. In addition to providing funding, increased disposal fees can provide incentives by increasing the cost of disposal and decreasing the relative cost of recycling.
- ▲ Evaluate banning the use of plastic bags in grocery and large drug stores to reduce litter.
- ▲ Promote a "bottle bill" (container deposit buy-back legislation) to reduce and prevent community litter, and increase landfill diversion to Wyoming Department of Environmental Quality (WDEQ) and State elected officials.
- ▲ Through contractual agreements, take a stronger role in service arrangements and diversion policies outside City limits and with regional customers.
- ▲ Promote WDEQ providing grants to construct disposal facilities or transfer facilities to encourage recycling programs or infrastructure. Also, promote offering grants that are eligible only to communities reaching waste reduction and diversion goals.
- ▲ Promote WDEQ providing grants to cities, counties, communities, schools, non-profits for any additional cost for purchasing recycled content products instead of comparable quality non-recycled content products. Product examples include copy paper, recycled carpet, and recycled rubber playground equipment.
- ▲ Update the Solid Waste Management Business Plan in 10 years. Evaluate the effectiveness of existing programs and measurement of results to date. Evaluate planned programs and identify additional opportunities given current and projected conditions. Prepare Updated Implementation Plan.

5.11 PROMOTION AND EDUCATION

The City will expand and enhance public education about solid waste management facilities and services and promotion of proper participation in waste management, recycling and composting programs as follows:

- ▲ Continue promotion through local newspaper, radio, television, utility bill inserts, and mobile roadway message boards.
- ▲ Continue school education and tours.
- ▲ Develop campaigns and public outreach programs targeting specific issues such as litter reduction and prevention or other local priorities to increase the likelihood of desired community behavior change, such as not littering from your car.
- ▲ Coordinate education with financial incentives and equal convenience for recycling and garbage service as key to encouraging landfill diversion.
- ▲ Periodic news articles and TV/radio spots on targeted subjects such as what can be recycled and how; how to dispose/ recycle special wastes; and environmental and economic impacts of alternatives.

5.12 FUNDING

The City will continue to fund the solid waste program through tipping fees charged at the landfill and monthly fees for waste collection services. Any potential deficit that may result from implementing services identified in this Section of the Plan that support the City's goal to promote and provide incentives to separate, reduce, reuse, and recycle must be offset by any of the following options:

- ▲ Raising monthly fees for waste collection services when appropriate while working on operational and cost efficiencies.
- ▲ Raising tipping fees for accepting waste at the landfill when appropriate while working on operational and cost efficiencies.
- ▲ Savings in landfill space delaying capital investment of new lined landfill cells, i.e. making the current landfill cell last longer.
- ▲ Identifying grant opportunities, eligibility requirements, and funding cycles and preparing applications for special projects as time and resources allow.

6.0 Implementation Plan

The City of Casper has developed an integrated solid waste management plan that incorporates safe and proper collection and marketing of recyclables, promotion of waste reduction and reuse, and safe and proper disposal of C&D and MSW in landfill cells.

6.1 OVERVIEW

The City of Casper City Council will review and approve this solid waste management and business plan and the document will be transmitted to WDEQ. The operations of the solid waste division, including the landfill operations, special waste collection operations, and solid waste collection operations, will continue with primary objectives of safety, customer service, and proper management and disposal.

6.2 CITY OF CASPER SUCCESSION PLANNING

A challenge facing the City of Casper Solid Waste Division is the pending retirements of employees who have a lot of institutional knowledge and experience. To ease the transition, the City anticipates overstaffing key positions in the months prior to retirements to effectively transfer that knowledge and maintain high quality operations and customer service.

6.3 SUMMARY OF POTENTIAL FUTURE PROGRAM IMPROVEMENTS

Not every potential program proposed in this Plan would be practical to implement immediately. This section attempts to prioritize future programs by impact, cost, and level of effort.

Due to the marketability and abundance of OCC due to the prevalence of online shopping and shipping, the City of Casper could focus on securing commercial cardboard. The MRF already has capacity for OCC processing. The level of effort would be in advertising the MRF, educating sources of OCC on the benefits of recycling, and securing commitments.

The opening of the MRF provides opportunity for changes to the recycling system within the Casper watershed. The City may begin contracting for recycling collection in and around the City of Casper. With the proposed closing of recycling depots, requests and consumer demand for recycling collection is likely to increase. Eliminating the recycling broker will increase revenue from recycling as shown in the MRF Proforma in Appendix B. MRF operation will scale up and hopefully attract regional recycling commodities.

The operation of the MRF can provide an additional benefit to the community through education. The effort would be in coordinating with school groups and creating interesting exhibits and materials to encourage young people to learn about, care about, and help implement proper solid waste management. This program would have some level of effort to establish but could be maintained and implemented without much additional cost.

The ReUse store and availability of usable items will help reduce the amount of waste needing disposal. The community will engage with the Solid Waste Division through this and similar efforts, which promotes additional community engagement, an expanded level of community service, and understanding of proper solid waste management. A tire repair

service has been discussed and would benefit the community, especially self-haulers who need tire repair due to conditions at the Facility. However, staffing and space

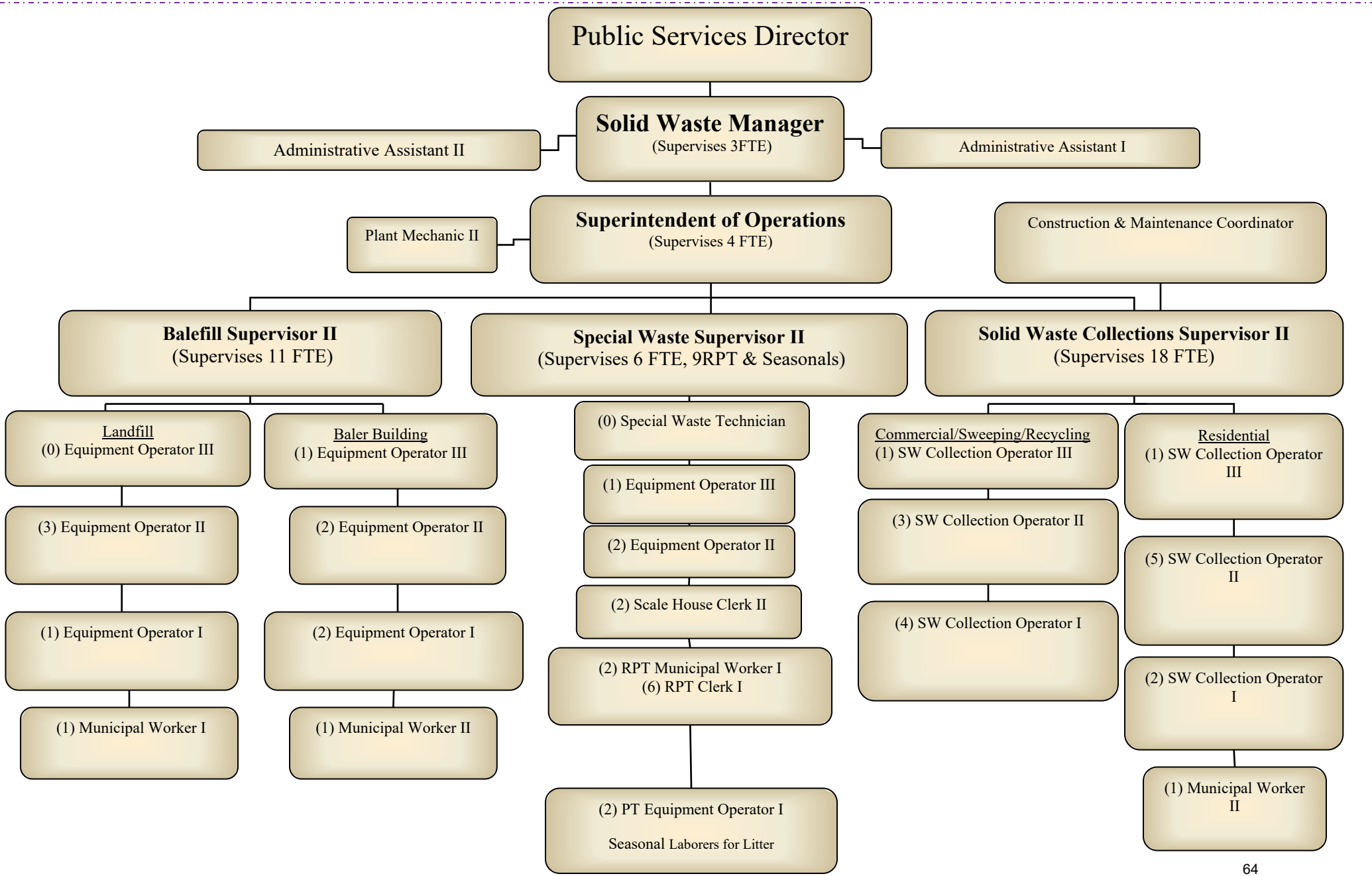
Increased public policy discourse encouraging source-separated organics management (SSOM) may impact the composting. SSOM composting at the site has a longer time horizon as there are many logistical challenges, including management of runoff and leachate and marketability of the final product. The City already has a viable composting program with yard waste and biosolid inputs so the impetus to expand into SSOM would be on the source side, not the product side. It is recommended that the City of Casper Solid Waste Division keep learning from others who already have SSOM in place.

The City of Casper is committed to continuing and improving its environmentally sound solid waste management system, providing waste collection, transportation, and disposal services to Natrona County and surrounding areas.

7.0 References

- City of Casper, 2019. Electronics Recycling. Available online at https://www.casperwy.gov/residents/environment_and_waste/trash_and_recycling/recycling/electronics_recycling. Accessed July 4, 2019.
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1. Current Organizational Structure



Budget Summaries and Rate Model

Balefill Budget Detail

Inflation
 Balefill Growth
 Interest income
 Refuse Collection Growth

Annual Increase Notes

Inflation	3.00%	
Balefill Growth	0.00%	
Interest income	1.25%	from budgetmaker collection
Refuse Collection Growth	0.00%	

	REFUSE FUND			
	Operating Reserve	Debt Service Reserve	Capital Reserve	Total
Current	\$ 1,428,472	\$ -	\$ 121,501	\$ 1,549,973
Proposed	\$ 1,428,472	\$ -	\$ 605,027	\$ 2,033,499

	BALEFILL FUND			
	Operating Reserve	Debt Service Reserve	Capital Reserve	Total
Current	\$ 1,171,400	\$ 210,260	\$ 357,917	\$ 1,739,576
Proposed	\$ 1,171,400	\$ 140,173	\$ 1,629,756	\$ 2,941,329

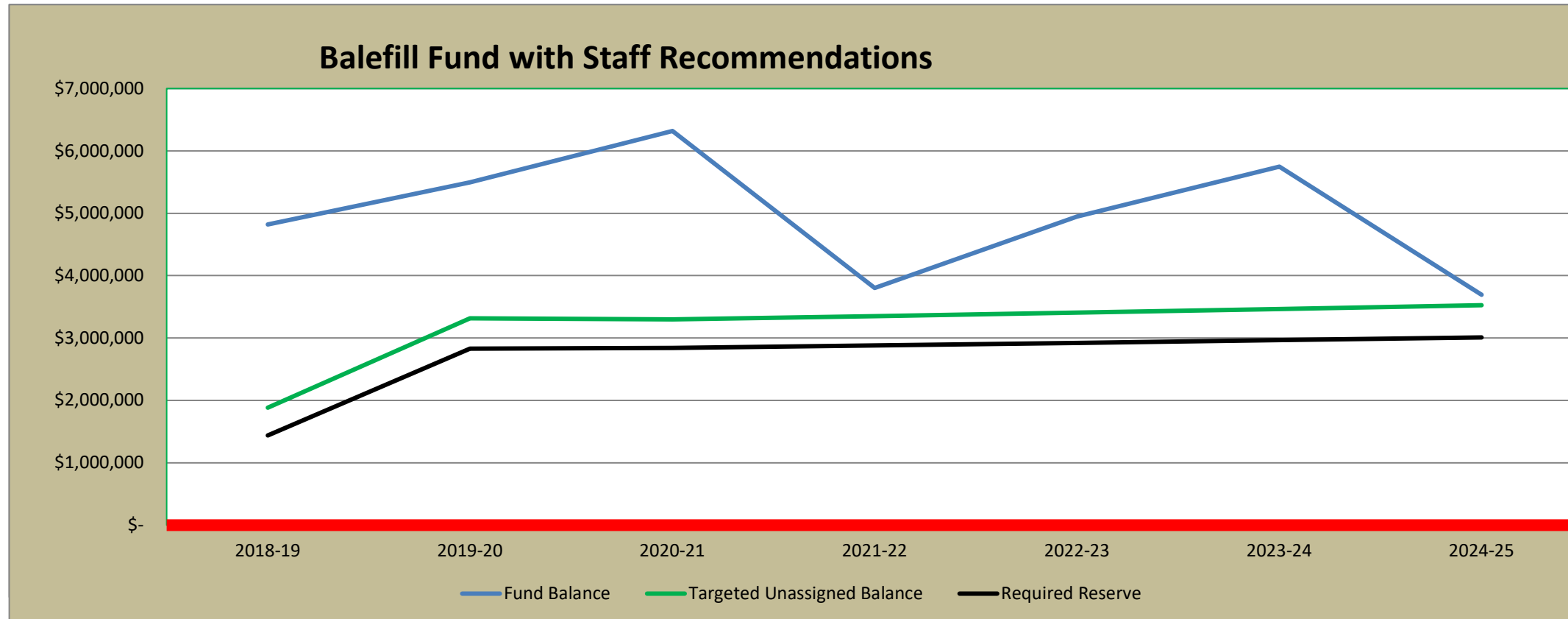
Operating Reserves = 90 days of operating expense; **Debt Service Reserves** = 1.5 time the annual debt service payment (principal and interest); **Capital Reserve** = 1.5% of net assets plus any additional amounts to fulfill loan requirements.

We have agreed to change to the following reserve policy as follows:

Operating Reserves = 90 days of operating expense; **Debt Service Reserves** = 1.0 time the annual debt service payment (principal and interest); **Capital Reserve** = one year of depreciation expense on all depreciable assets

Contaminated soil remains at \$400,000/year

Fund balance is the amount of money above the reserve



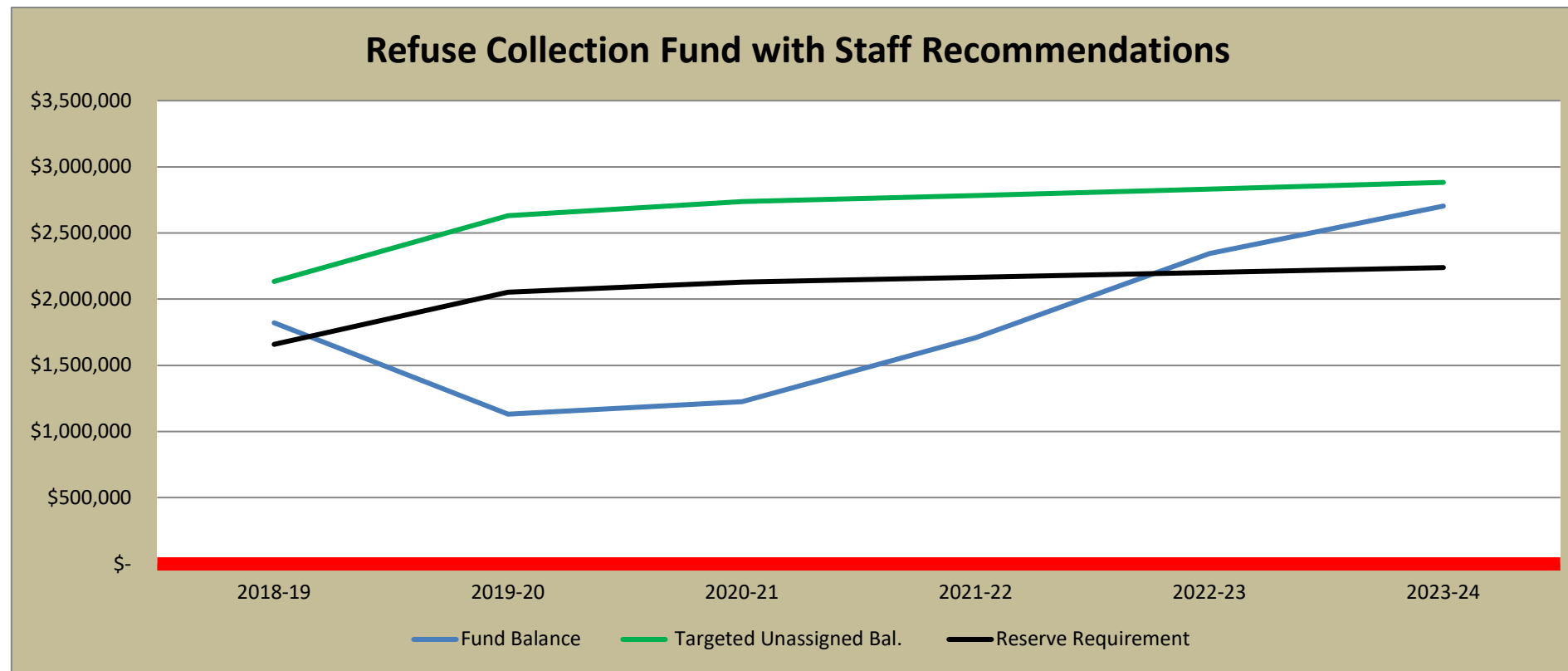
BALEFILL FUND (Rate adjustment/subsidy scenario)

Fiscal Year	Projected Revenues*	Budgeted Expenses**	Minimum Required Reserve Adjustment	Proposed Rate Increase	1% Contrib.	Fund Balance	Targeted Unassigned Balance	Tipping Fee	Increase from Prior Year	Required Reserves
							10% of non-capital expenses			
2016-17						\$2,836,602	\$397,336			
2017-18	\$7,750,164	\$13,961,495	(\$455,814)	0.0%	\$0	(\$2,918,915)	\$535,658	\$47.00		
2018-19	\$12,705,098	\$6,696,937	(\$258,638)	2.0%	\$0	\$4,822,045	\$444,789	\$48.00	\$1.00	
2019-20	\$11,325,737	\$10,654,385	\$0	0.0%	\$0	\$5,493,397	\$489,085	\$48.00	\$0.00	
2020-21	\$7,531,768	\$6,705,544	\$0	0.0%	\$0	\$6,319,621	\$456,994	\$48.00	\$0.00	
2021-22	\$7,543,908	\$10,058,415	\$0	0.0%	\$0	\$3,805,115	\$471,224	\$48.00	\$0.00	
2022-23	\$7,556,412	\$6,412,041	\$0	0.0%	\$0	\$4,949,486	\$485,882	\$48.00	\$0.00	
2023-24	\$7,562,700	\$6,763,207	\$0	0.0%	\$0	\$5,748,979	\$500,980	\$48.00	\$0.00	
2024-25	\$7,569,177	\$9,624,400	\$0	0.0%	\$0	\$3,693,756	\$516,530	\$48.00	\$0.00	

BALEFILL CHARGES: Excludes grants, interest income, etc.

Fiscal Year	Charges	Min Reserves	Total target unassigned: Minimum reserves + 10% of non-capital operating expenses
2017-18	6,643,125	1,697,062	\$2,232,720
2018-19	6,643,125	1,438,424	\$1,883,213
2019-20	6,775,988	2,829,170	\$3,318,255
2020-21	6,775,988	2,839,214	\$3,296,207
2021-22	6,775,988	2,880,355	\$3,351,579
2022-23	6,775,988	2,922,458	\$3,408,340
2023-24	6,775,988	2,965,549	\$3,466,529
2024-25	6,775,988	3,009,658	\$3,526,188

Revised 10/31/19



REFUSE COLLECTION FUND (Rate adjustment/subsidy scenario)

Fiscal Year	Projected Revenues*	Budgeted Expenses**	Reserve Adjustment	Proposed Rate Increase	Fund Balance	Targeted Unassigned Balance	Typical Monthly Residential Bill	Increase from Current Year	Required Reserves	Total Targeted Unassigned
						10%				
						Fund Balance	Targeted Unassigned Bal.			
2018-19	\$6,742,673	\$6,367,987	(\$144,178)	5.0%	\$ 1,820,635	\$475,198	\$15.96	\$0.76	1,658,916	2,134,114
2019-20	\$7,695,512	\$8,384,704	\$0	3.0%	\$1,131,443	\$579,325	\$16.44	\$0.48	2,053,339	2,632,664
2020-21	\$7,992,190	\$7,899,109	\$0	3.5%	\$1,224,524	\$607,501	\$17.01	\$0.58	2,129,830	2,737,331
2021-22	\$8,290,541	\$7,807,151	\$0	3.5%	\$1,707,914	\$619,242	\$17.61	\$0.60	2,165,292	2,784,534
2022-23	\$8,322,510	\$7,685,149	\$0	0.0%	\$2,345,275	\$631,335	\$17.61	\$0.00	2,201,697	2,833,031
2023-24	\$8,355,292	\$7,996,653	\$0	0.0%	\$2,703,914	\$643,790	\$17.61	\$0.00	2,239,070	2,882,860

Reserve Minimum Total target unas

\$5,300,850	\$1,394,058	\$2,927,522
\$3,479,551	\$1,658,916	\$2,134,114
\$3,184,782	\$2,053,339	\$2,632,664
\$3,354,353	\$2,129,830	\$2,737,331
\$3,873,206	\$2,165,292	\$2,784,534
\$4,546,972	\$2,201,697	\$2,833,031
\$4,942,984	\$2,239,070	\$2,882,860
\$5,493,069	\$2,277,439	\$2,934,059
\$5,983,992	\$2,316,834	\$2,986,668
\$5,234,198	\$2,357,283	\$3,040,728
\$5,361,749	\$2,398,818	\$3,096,282
\$5,115,682	\$2,441,468	\$3,153,372
\$4,563,473	\$2,485,267	\$3,212,044
\$3,519,024	\$2,530,248	\$3,272,344

Material Recovery Facility Rate Model

Financial Proforma

	\$ Per Incoming ton	Annual Cost
Operations Costs		
Labor	\$81.74	\$172,073
Equip Maint & Ops	\$63.89	\$134,503
Sub-Total	\$145.63	\$306,575
General & Administrative Costs		
Personnel	\$0.00	\$0
Facility G&A	\$1.89	\$3,980
Sub-Total	\$1.89	\$3,980
Debt Service & Equipment Replacement		
Interest Expense	\$0.00	
Depreciation	\$56.23	\$118,374
Sub-Total	\$56.23	\$118,374
Total Costs	\$203.76	\$428,930
Revenue from Commodity Sales	\$29.74	\$62,614
Avoided Recycle Depot Costs	\$107.49	\$226,272
Avoided 3rd Party Processing Fees	\$31.59	\$66,492
Net Cost	\$34.94	\$73,551
Incoming Tons	2,105	

Commodity Revenue

Total Annual Tonnage					2,105.1												
Residue					0.0%		0.0										
Recovered					100.0%		2,105.1										
Categories					\$/ton		%		Tons		% Recovery		Commodity Revenue		Bales & Straps		
													Recovered Tons	\$	Baled Tons	Lbs / Bale	#/Bales
Alum UBCs	\$	400.00	0.63%	13.2	100.00%	13.2	5,276	13.2	1,033	25.5	5.0	10.6					
Tin/Metal	\$	50.00	0.58%	12.2	100.00%	12.2	609	12.2	2,534	9.6	5.0	4.0					
SOP	\$	50.00	4.13%	86.9	100.00%	86.9	4,344	86.9	1,480	117.4	6.0	58.7					
Mag/OMP	\$	5.00	7.36%	154.9	100.00%	154.9	774	154.9	1,363	227.2	6.0	113.6					
ONP	\$	17.50	18.52%	389.9	100.00%	389.9	6,823	389.9	1,363	572.1	6.0	286.0					
OCC	\$	20.00	63.32%	1333.0	100.00%	1,333.0	26,660	1,333.0	1351	1,973.4	6.0	986.7					
PET	\$	215.00	2.73%	57.6	100.00%	57.6	12,373	57.6	1306	88.1	12.0	88.1					
HDPE	\$	100.00	2.73%	57.6	100.00%	57.6	5,755	57.6	1362	84.5	12.0	84.5					
Other		-			100.00%	-	-										
Totals					100.00%	2,105.1		2,105.1	62,614	2,105.1	3,097.8	1,632.3					
<i>Rev \$/Ton</i>						100.0%	\$29.74										

Recycle Depot Costs

Category	Description	Estimated Annual Cost
Recycling Drivers	2-Drivers annual salary incl. benefits	\$156,584
Recycling Trucks	2- Trucks annual maintenance costs	\$5,000
Frontloader Truck	1- Truck annual maintenance costs	\$7,500
Fuel Costs	2- Recycling trucks annual	\$13,688
	1-Frontloader truck annual	\$15,000
Container Costs	Maintenance & Repair of Depot Containers	\$28,500
TOTAL		\$226,272

Equipment Operating Expenditures

	Hours/Yr	1,560.00
	Hours/Mo	130.00
	Annual Tons	2,105.07
<hr/>		
Equipment	\$/Hour ¹	Annual Expense
MRF System Electrical	\$12.60	\$6,552
Unscheduled M&R MRF	\$1.51	\$2,362
Unscheduled M&R Building	\$3.01	\$4,689
Wheel Loader	\$50.00	\$52,000
Fork Lift	\$30.00	\$15,600
Roll-Off Truck	\$25.00	\$6,500
Storage Vans	\$10.00	\$15,600
Van Tractor	\$30.00	\$31,200
Total Operating Expense		\$134,503
<hr/>		
Electrical		
HP		
Processing Equipment		200
Balers		-
Subtotal		200
Conversion Factor		0.75
Total KW		150
Eff		70.0%
KW Consumption per Hr.		105
Rate		\$0.1200
\$ KW Per Hour		\$12.60
Unscheduled Maintenance & Repairs - MRF		
Capital Costs		\$472,350
<i>Percent</i>		0.5%
Unscheduled PM (Annual)		\$2,362
Per Hour		\$1.51
Unscheduled Maintenance & Repairs - Building		
Capital Costs		\$1,875,545
<i>Percent</i>		0.25%
Unscheduled PM (Annual)		\$4,689
Per Hour		\$3.01

Notes

1. Includes fuel and maintenance if applicable.

Annual General Admin Expenses

Cost Category	Annual Costs
Utilities	500
Telephone	500
Information Technology	1,000
Office Supplies	240
Facility/Landscaping	500
Janitorial	240
Operating Supplies	500
Personal Protection Equipment	500
TOTAL	3,980

Capital Expenditures

	Qty	Price	Total
Building / Facility			
Site Preparation			-
Building	1.0	\$1,875,545	\$1,875,545
Unused	-		\$0
Subtotal			\$1,875,545
Processing Equip			
MRF System			\$0
Baler	1.0	\$472,350	\$472,350
Unused			\$0
Subtotal			\$472,350
Rolling Stock			
Wheel Loader	1.0	\$146,811	\$146,811
Fork Lift	1.0	\$45,000	\$45,000
Roll-Off Truck	1.0	\$147,062	\$147,062
Storage Vans ¹	3.0	\$30,250	\$90,750
Storage Vans ²	3.0	\$30,250	\$90,750
Van Tractor	1.0	\$150,000	\$150,000
Subtotal			\$670,373
Other Equipment			
Silo Blocks	1.0	\$69,000	\$69,000
Ancillary Equip	1.0	\$10,000	\$10,000
Subtotal			\$79,000
TOTAL			\$3,097,268

Notes

1. Purchased in 2015
2. Purchased in 2017

Debt Service

		2019	2017	2015	TOTAL
1	Building / Facility				
	Loan Amount (\$)	\$1,875,545	\$0	\$0	\$1,875,545
	Interest Rate (%)	2.00%	2.00%	2.00%	
	Term (Years)	40	40	40	
	No. Payments	480	480	480	
	Monthly Payment	\$5,680	\$0	\$0	\$5,680
	Interest Expense (\$/year)	\$37,228	\$0	\$0	\$37,228
	Principal Payment (\$/year)	\$30,927	\$0	\$0	\$30,927
	Total Payments (\$/year)	\$68,156	\$0	\$0	\$68,156
	Replacement fund	\$46,889	\$0	\$0	\$46,889
2	Processing Equipment				
	Loan Amount (\$)	\$472,350	\$0	\$0	\$472,350
	Interest Rate (%)	2.00%	2.00%	2.00%	
	Term (Years)	25	25	25	
	No. Payments	300	300	300	
	Monthly Payment	\$2,002	\$0	\$0	\$2,002
	Interest Expense (\$/year)	\$9,313	\$0	\$0	\$9,313
	Principal Payment (\$/year)	\$14,712	\$0	\$0	\$14,712
	Total Payments (\$/year)	\$24,025	\$0	\$0	\$24,025
	Replacement fund	\$18,894	\$0	\$0	\$18,894
3	Rolling Stock				
	Loan Amount (\$)	\$488,873	\$90,750	\$90,750	\$670,373
	Interest Rate (%)	2.00%	2.00%	2.00%	
	Term (Years)	15	15	15	
	No. Payments	180	180	180	
	Monthly Payment	\$3,146	\$584	\$584	\$4,314
	Interest Expense (\$/year)	\$9,520	\$1,447	\$1,688	\$12,654
	Principal Payment (\$/year)	\$28,232	\$6,145	\$5,904	\$40,280
	Total Payments (\$/year)	\$37,751	\$7,592	\$7,592	\$52,935
	Replacement fund	\$32,592	\$6,050	\$6,050	\$44,692

Debt Service

		2019	2017	2015	TOTAL
4	Other Equipment				
	Loan Amount (\$)	\$79,000	\$0	\$0	\$79,000
	Interest Rate (%)	2.00%	2.00%	2.00%	
	Term (Years)	10	10	10	
	No. Payments	120	120	120	
	Monthly Payment	\$727	\$0	\$0	\$727
	Interest Expense (\$/year)	\$1,514	\$0	\$0	\$1,514
	Principal Payment (\$/year)	\$7,209	\$0	\$0	\$7,209
	Total Payments (\$/year)	\$8,723	\$0	\$0	\$8,723
	Replacement fund	\$7,900	\$0	\$0	\$7,900
5	TOTAL				
	Loan Amount (\$)	\$2,915,768	\$90,750	\$90,750	\$3,097,268
	Monthly Payment	\$11,555	\$584	\$584	\$12,723
	Interest Expense (\$/year)	\$57,575	\$1,447	\$1,688	\$60,710
	Principal Payment (\$/year)	\$81,080	\$6,145	\$5,904	\$93,129
	Total Payments (\$/year)	\$138,655	\$7,592	\$7,592	\$153,838
	Replacement fund	\$106,274	\$6,050	\$6,050	\$118,374

Notes

Landfill Gas Evaluation Memo

To: Steve Menden & Morgan Wardell, Wenck Associates, Inc.

From: Marlon Mackowick, Wenck Associates, Inc.

Copy:

Date: October 22, 2019

Subject: Casper Regional Landfill – Landfill Gas Evaluation

The Casper Regional Landfill (Casper LF) has a closed balefill landfill and an active Subtitle D landfill that began accepting waste in 2008 when the balefill landfill was closed. In 2016 an active gas collection system that burns/destroys the landfill gas (LFG) off in an enclosed flare was installed to help mitigate groundwater contamination.

The City of Casper would like to beneficially re-use the LFG. This technical memorandum will summarize the current system and potential LFG utilization options at specified gas flow rates.

Wenck reviewed the “2018 Annual Report Balefill Landfill Gas Collection Control System” which summarized LFG typical flow rates. Based on that report, gas flow volumes fluctuated rather significantly from 135 standard cubic feet per minute (scfm) to 350 scfm, due to substantial changes in barometric pressure. Variations in flow due to barometric pressure is not abnormal, but the variation in range seems to be rather significant. When the region is dominated by a low atmospheric event, the pressure on the landfill is not as great and the LFG can more easily escape through the cap, as compared to when a high pressure system prevails and the pressure minimizes the amount of gas that can escape through the cap and is collected via gas extraction wells.

The average gas composition at the flare is 41 to 49 percent methane (with individual well readings varying from 17.1 to 56 percent), 30 to 35 percent carbon dioxide, 19 to 30 percent balance gas (typically balance gas is primarily comprised of nitrogen) and less than 1 percent oxygen.

Typical quality LFG being collected and utilized for beneficial use has a composition of 50 to 60 percent methane, 35 to 45 percent carbon dioxide, 5 to 10 percent balance gas and less than 1 percent oxygen.

In comparing the Casper LF to typical quality LFG utilized for beneficial use, the methane gas content is lower than typical utilized LFG. Based on rather significant fluctuations in flow rates, lower methane and higher balance gas content are all indicators that the waste is older and the gas generation is on the backside of the LFG generation curve (gas generations are trending downwards).

Individual gas well analysis, shows there are some wells that have good quality gas (methane greater than 50 percent), but the flow rates from those wells are only a small

percent of the overall LFG volume. There are numerous wells that are typically running below 42 percent methane, which is why the average methane content at the flare is below 50 percent.

An additional factor that impacts the gas generation at the site is the drier climate (average precipitation of approximately 13 inches) and the portion of the landfill with the gas collection system being final covered. Climates with higher precipitation and waste that is still open to precipitation will generate greater LFG flows as the waste will decompose quicker which equates to a higher gas generation rate.

With the current large fluctuation in LFG flows and the lower quality of gas, gas utilization for beneficial use is currently not a viable financial option for the Casper LF.

Potential Future LFG Utilization Options

With the Casper LF being a regional landfill, waste flows have grown substantially over the past 10 years and based on a cursory review of historical data and projected waste flows, the landfill should be able to consider a gas utilization project in the future, once sufficient waste is in-place in the current Subtitle D disposal area. Based on conservative inputs from the information above, a preliminary conceptual gas curve for the lined balefill was generated to estimate recoverable LFG at 50 percent methane.

- 2019 – 222 scfm
- 2029 – 500 scfm
- 2038 – 700 scfm
- 2043 – 800 scfm
- 2048 – 900 scfm
- 2054 – 1,000 scfm

The above estimates should not be used for actual planning as a more detailed and thorough model should be completed for evaluation. However, the estimates can be utilized to evaluate potential options and when a more thorough evaluation could be completed.

The following are the three primary utilizations of LFG:

- Electrical generation
- Direct use (medium Btu-use)(Btu – British Thermal Unit)
- High Btu-use

A summary of the above LFG utilizations are summarized below.

Electrical Generation

Electrical generation consists of sending the LFG directly to a generator that uses it as a fuel source. This gas-to-energy option utilizes only as much LFG as the generators can take in. The basic steps involved in this process include:

- Cleaning LFG to appropriate levels
- Selecting a generator based on gas flow rates
- Utility agreement and connection
- Transmission of electricity

The most common type of generator utilized for LFG is an internal combustion engine, but microturbines can be utilized for lower gas flows. The table below summarizes estimated gas flows at 50 percent methane required for different engine sizes.

Engine Size	Gas Flow (scfm)
540 kW	204
633 kW	234
800 kW	350
1.2 MW	500

Electrical generation by itself is approximately 30 to 40 percent efficient, however if you are able to combine heat recovery from the engine and exhaust to make hot water or low-pressure steam with power generation the efficiency increases to approximately 60 to 70 percent.

Once a large enough area reaches final grades and an active gas collection system can be installed the Casper LF can give consideration to electrical generation.

Direct Use (Medium BTU) Utilization

In this application, all LFG can be sent to the end user off-site. Common end users of gas-to-energy systems include ethanol plants, refineries, and other 24-hour processing facilities. These facilities use the constant flow of LFG as a fuel source for their boilers. Boiler applications are generally less sensitive to LFG contaminants, and therefore require less cleanup than other alternative uses for LFG. Boilers have the lowest NO_x and carbon monoxide emissions of the combustion technologies. The basic steps involved in this process include:

- Find an end user (24-hour facility) to utilize LFG as a fuel source
- Determine system requirements, special modifications, etc.
- Construct forcemain pipeline to facility and perform modifications to end user's equipment to accommodate LFG

Direct Use Considerations

In designing and assessing the economic feasibility of projects utilizing LFG in boilers, several factors in addition to the boiler retrofit must be considered. For example, the quantity of LFG available must be considered and compared to the facility's steam needs and boiler capacities. Factors such as pipeline right-of-way issues and the distance between the landfill and the boiler will influence costs and the price at which LFG can be delivered and sold to the boiler owner. Because LFG is generally saturated with moisture, gas treatment is needed before it is introduced into the pipeline and subsequently the boiler, to avoid condensation and corrosion. Additionally, condensate tanks along the pipeline are necessary as condensation in the main pipeline can cause blockages. Fortunately, the level of LFG clean-up required for boiler use is minimal, with only large particle and moisture removal needed. Other compounds in LFG, such as siloxanes, typically do not damage boilers or impair their function, but still need to be evaluated.

The required gas generation for this utilization comes down to economics of the pipeline to the end user and pressure needed by end user. Gas flows for this utilization can range from 300 scfm and up. Typically gas flows are greater than 500 scfm for medium BTU projects.

High BTU Utilization

In this application, LFG is cleaned up to natural gas specifications (high Btu gas), through a treatment process that removes carbon dioxide, nitrogen, oxygen and other impurities. The gas then can be put into a natural gas pipeline, create compressed natural gas (CNG) or liquified natural gas (LNG).

The required gas generation for a high Btu gas project is 1,500 scfm, while preferable minimum flow rate of 2,000 to 3,000 scfm is desired.

Based on the high capital and operating costs along with Casper LF not being projected to reach 1,500 scfm, this utilization is not recommended to be considered at this time.

Recent technology advancements in cleaning and compressing LFG to produce CNG have continued to drive this generation volume threshold downward. One vendor that we have recently communicated with claims to be able to financially convert LFG to CNG for on-site fleet use at volumes near 500 scfm.

Recommendations

The cursory review of the current LFG collection system and future projections indicates the Casper LF should give consideration to a LFG utilization project in the future. Wenck recommends the Casper LF re-evaluate gas projections every couple years and when the curve indicates sufficient gas flow, to move forward with a feasibility study toward evaluating actual gas generation rates and potential beneficial end uses.

Due to the existing gas collection system appearing to be on the on the back side of the gas generation curve, Wenck would recommend that the development of a gas collection in the Subtitle D disposal area be an independent system or a system that can easily be separated from the existing system for future beneficial gas use.

Please let me know if you have any questions.

City of Casper Solid Waste Ordinances

8.32.010 - Definitions.

For the purposes of this chapter, the following words and phrases shall have the meanings respectively ascribed to them by this section:

- A. "Compostable materials" means refuse materials such as yard trimmings, tree branches, and leaves which are capable of being diverted to the city compost site.
- B. "Electronics" means components and equipment, such as computers, monitors, keyboards, televisions, cellular telephones and personal devices that contain hazardous materials. Electronics shall be further defined in accordance with the fee schedule resolution adopted by city council.
- C. "Garbage" means wastes resulting from the handling, preparation, cooking or consumption of foods; wastes from the handling, storage and sale of produce; and any other matter whatsoever that may decompose, become foul, offensive, unsanitary or dangerous to health.
- D. "Litter" or "solid waste" means all of the materials identified as garbage and refuse.
- E. "Recyclable material" means refuse materials that are capable of being diverted from the waste stream and reused.
- F. "Refuse" means combustible and noncombustible discarded materials including, but not limited to, paper, wood, glass, metal and cloth products, weeds, yard trimmings, tree branches, furniture, bedding, building materials, leaves, ashes and solid wastes resulting from industrial and manufacturing processes.
- G. "Secured load" means placement of tarp, cloth, netting, rope or any other device that prevents the spread of litter during transportation by any vehicle or trailer to the city landfill.
- H. "Unsecured load" means any vehicle, trailer or truck bed that transports materials without utilization of tarps, cloth, netting, rope or any other device that prevents the spread of litter during transportation to the city solid waste facility or transfer station.
- I. "White goods" means refuse materials such as refrigerators, freezers, washers, dryers and other large home appliances.
- J. "Yard waste" means (also referred to as green waste) grass clippings, leaves, shrubbery cuttings, tree limbs, and other materials accumulated as a result of the care of lawns, vines, shrubbery and trees. Yard wastes shall be further defined in accordance with the fee schedule resolution adopted by city council. Tumbleweeds, cactus, sagebrush and noxious weeds as defined in Section 8.44.005(A) of the municipal code are not considered yard waste.

(Ord. 28-01 § 1 (part), 2001; Ord. No. 40-08, §§ 1, 2, 12-16-2008; Ord. No. 10-12, § 1, 3-6-2012)

8.32.020 - Authority and responsibility.

For the protection of health, safety and the general welfare, the city is authorized to have the exclusive authority and responsibility with the city limits concerning the adoption of rules, regulations and establishing minimum guidelines and standards for collection and disposal of solid waste as defined in this chapter.

(Ord. 28-01 § 1 (part), 2001)

8.32.025 - Residential collection of solid waste.

- A. The city shall have exclusive control for the collection and disposal of residential solid waste within the city limits excepting portions of Riverwest and Paradise Valley subdivisions in the city.

- B. Developed subdivisions annexed into the city shall be serviced with residential collection exclusively by the city, e when residential collection is already provided by private contractors.
- C. The city shall have exclusive control for the collection and disposal of residential solid waste within newly annexed undeveloped subdivisions.

(Ord. 28-01 § 1 (part), 2001)

8.32.030 - Rules and regulations.

The city manager or his/her designee is empowered to prescribe such rules and regulations as he/she may deem proper, consistent with this chapter and federal, state and local law, to govern the manner and time for city collection, removal and disposition of solid waste.

(Ord. 28-01 § 1 (part), 2001)

8.32.040 - Containers—Specifications and standards.

- A. Residential. All residences located in any area in which collection is by the city or private contractors shall have sufficient container capacity to accommodate their normal volume of solid waste between collections. The type, size and number of containers, as prescribed by the city shall be as follows:
 1. All solid waste shall be placed in plastic bags which are secured prior to placement in residential refuse containers. Plastic bags used in this manner shall be suitable for storage, transportation and disposal of solid waste without bursting or ripping.
 2. No container, other than those supplied by the city, shall be over forty-five gallons in capacity.
 3. A minimum of ninety gallons or .45 cubic yards of weekly disposal capacity shall be required for each dwelling unit.
 4. The gross weight of the container and contents shall not exceed fifty pounds except where mechanical lift devices are utilized by a refuse collection truck.
- B. Commercial. All establishments and institutions located in any area in which collection is by the city or contractors shall have sufficient container capacity to accommodate their normal volume of solid waste between collections. The type, size, and number of containers, as prescribed by the city, shall be as follows:
 1. All garbage and refuse shall be placed in metal or plastic containers designed for the receipt of such material and shall be covered in such a manner that the contents are not susceptible to blowing, animal scavenging or fly-breeding. All refuse susceptible to becoming windblown is required to be placed in plastic bags and securely tied prior to being placed in the container. Plastic bags used in this manner shall be suitable for storage, transportation and disposal of solid waste without bursting or ripping during transportation and placement into refuse containers.
 2. No container, other than those utilizing mechanical lifting devices shall be over forty-five gallons in capacity or fifty pounds in weight.
 3. Containers shall be supplied by the city solid waste division or by a contractor who provides this service.
 4. Hospital, medical and drug refuse shall be disposed of in compliance with local, state and federal guidelines.
 5. Commercial containers other than barrels must meet the following ANSI requirements: Containers must be able to withstand one hundred ninety-one pounds vertical pull from the leading edge of the empty containers and be able to withstand seventy pounds horizontal pull from the top leading edge.

6. Commercial containers shall have safety markings and be worded as follows: "Notice—Containers must be placed on a level surface." (This must be conspicuously located on each of the two narrow sides of the refuse bin.) "Caution—Do not enter or stand on or around." (This shall be placed on three sides of the refuse bin, the front door or slant side and the two narrow sides.)
7. Containers—Condemnation Procedure. Where a container does not meet the specifications of this chapter or presents a health or safety hazard, the city shall place a notice of condemnation in a prominent position on the container notifying the owner that such container may no longer be utilized for the purpose of solid waste storage or disposal. If the container is not replaced after two successive pickups, the owner shall be in violation of this chapter and subject to prosecution.

(Ord. 28-01 § 1 (part), 2001)

8.32.050 - Containers—Placement, access and maintenance.

- A. Containers or other materials as herein prescribed serving commercial entities shall be placed on private property adjacent to the alleyway where such exists or at the curb of the street on all lots contiguous to an adjacent alleyway in such a manner as to be readily accessible for collection. Vehicles that prevent such accessibility may be ticketed. The solid waste collection vehicles shall be provided with access to commercial containers between the hours of four a.m. and six p.m. Monday through Saturday. Residential containers or other materials shall be placed at the curb by seven a.m. of the day of collection and shall be removed by six p.m. of the same day, provided the city has collected such solid waste by that time, unless completely housed in a decorative enclosure.
- B. Where storage of refuse is in an alley, such accumulation of refuse shall be stored in containers in such a manner that protects it from animals, shelters it from weather and otherwise secures it in a sanitary and clean manner.
- C. Where refuse is placed at the curb or in the alley for the extra pick-up service that may be provided by the city, such refuse shall not be put out more than twenty-four hours prior to the scheduled pick-up.
- D. It is unlawful to deposit household solid waste in any receptacle maintained for disposal of litter by pedestrians.
- E. It is unlawful for the owner, manager or employee of a commercial establishment or institution to deposit solid waste from that establishment or institution in any receptacle placed by anyone other than such owner, manager or employee for disposal of litter by pedestrians. Commercial solid waste shall be disposed of in accordance with provisions prescribed in this chapter.
- F. Tampering with refuse, garbage, or refuse container prohibited. No person other than the owner, or the agents or employees of such owner, or a person or company authorized by the city to collect and dispose of refuse and rubbish shall tamper with any refuse container. Similarly, no person other than the owner, or the agents or employees of such owner, or a person or company authorized by the city to collect and dispose of refuse and rubbish shall tamper with its contents or remove the contents of any refuse container, or remove a refuse container from the location where the same has been placed by the owner.

(Ord. 28-01 § 1 (part), 2001)

(Ord. No. 8-09, § 1, 4-21-2009)

8.32.060 - Special handling permits.

In the event a residential customer has a documented disability as confirmed by a licensed health care provider within the state of Wyoming and which prevents placement of his/her solid waste in the designated location, a special solid waste handling permit may be obtained from the city after request is made. The current annual fee shall be charged in accordance with the fee schedule established by city resolution.

(Ord. 28-01 § 1 (part), 2001)

8.32.070 - Fees and charges—Rate establishment—Payments.

- A. The fee for the collection of solid waste shall be paid no less than monthly to the city. The city, in making collections of water, sewer and solid waste revenues, shall credit partial payments first to solid waste collection charges.
- B. The city council shall adopt by resolution such rates as they determine necessary to defray the costs of collecting, handling and disposing of garbage and refuse.
- C. The city council shall establish, by resolution a fee schedule of rates for each customer classification. Adjustments to the fee schedule relative to residential accounts may be authorized by the city manager and/or his/her designee. Adjustments to the fee schedule relative to commercial accounts may be authorized by the city manager or by minute action by the city council.
- D. Whenever the city is required to take corrective action in the interest of the health, safety and general welfare of the community, to remove solid waste from a public right-of-way or from private property, and the owner of said solid waste is ascertained to be a customer of the city water and sewer service, all reasonable costs incurred by the city in removal and disposal of said solid waste shall be charged to the said owner/customer as provided in the fee resolution. If said owner/violator is not serviced by the city utility department and does not receive a water and sewer bill from the city, said corrective costs shall be collected as provided by law.

(Ord. 28-01 § 1 (part), 2001; Ord. 7-05 § 1, 2005; Ord. No. 40-08, § 3, 12-16-2008)

8.32.080 - Building material and mineral waste.

The city will not be responsible for the removal and disposal of rock, stone, brick, concrete, dirt and other building materials or mineral wastes from curbside, alleys and construction sites. It is the responsibility of the owner to remove and dispose of such articles at the city solid waste facility.

(Ord. 28-01 § 1 (part), 2001; Ord. No. 40-08, § 1, 12-16-2008)

8.32.090 - Freon-containing appliances.

Refrigerators, freezers and other white goods shall be rendered in a safe condition (doors off) prior to transportation for disposal. It shall be the responsibility of the owner to transport freon-containing appliances to the appropriate area of the solid waste facility as directed by the solid waste division staff.

(Ord. 28-01 § 1 (part), 2001; Ord. No. 40-08, § 1, 12-16-2008)

8.32.100 - Rendered animal waste products.

The removal of rendered animal waste products shall be the responsibility of the person or company processing such materials. Solid waste shall be kept in closed sanitary containers as provided by state statute. Frequency of removal shall be at the discretion of the health inspector and disposal in the solid waste facility shall be under the supervision of the city

manager or his/her designee.

(Ord. 28-01 § 1 (part), 2001; Ord. No. 40-08, § 1, 12-16-2008)

8.32.110 - Yard waste, wood and sod removal.

A. Tree limbs, branches and wood shall meet the following criteria for designated branch collection:

1. Be cut into lengths not exceeding five feet;
2. Be securely tied by rope, twine or tape; and
3. Not exceed fifty pounds in weight.

B. Yard waste, sod, topsoil, and cow and horse manure may be dropped off in the designated area at the Casper Regional Solid Waste Facility city's compost facility.

C. It shall be the responsibility of the owner to dispose of sod at the Casper Regional Solid Waste Facility.

(Ord. 28-01 § 1 (part), 2001; Ord. No. 40-08, § 1, 12-16-2008; Ord. No. 10-12, § 3, 3-6-2012)

8.32.115 - Electronic and metal waste.

Electronic and metal waste is prohibited and shall not be placed in any refuse container for collection, transportation, and disposal in the city landfill or solid waste [facility] after March 31, 2009.

It is the responsibility of the owner to dispose of electronic and metal waste in the designated area at the city solid waste facility.

(Ord. No. 40-08, §§ 1, 4, 12-16-2008)

8.32.116 - Reserved.

Editor's note— Ord. No. 12-13, § 1, adopted May 21, 2013, repealed § 8.32.116 in its entirety. Former § 8.32.116 pertained to yard waste and was derived from Ord. No. 10-12, § 2, adopted March 6, 2012.

8.32.120 - Incineration prohibited—Exceptions.

It is unlawful to burn any garbage or refuse within the city unless authorized by local, state and/or federal agencies.

(Ord. 28-01 § 1 (part), 2001)

8.32.130 - Solid waste facility—Established—General conditions.

The city shall maintain a solid waste facility for the disposal of eligible solid waste. The city solid waste facility shall be available to the general public upon payment of the specified fees and in conformance with the rules and regulations promulgated under this chapter. Failure to pay the specified fees is declared to be against the law and may be punished by fine in accordance with this code.

(Ord. 28-01 § 1 (part), 2001; Ord. No. 40-08, § 1, 12-16-2008)

8.32.140 - Fees and charges—Solid waste facility.

A. Residents of the city shall be allowed one free use of the city solid waste facility upon presentation of a current monthly water bill (within one year of the billing month). This service is to be provided to residential customers

only and not to be used for commercial disposal. Materials ineligible for disposal using the water bill include, but are not limited to, tires, freon-containing appliances, propane tanks and loads transported in vehicles or trailers exceeding the capacity of a standard pickup truck box. Loads that include a truck and trailer combination will require two water bills.

- B. Rates for using the city baleful facility shall be established by council resolution.
- C. A load shall not exceed the capacity of a standard pickup truck box.
- D. Certain solid waste cannot be accepted for burial at the Casper Regional Solid Waste Facility. This solid waste includes, but is not limited to, batteries, appliances, metals, fluorescent light bulbs, hazardous waste, electronics, used oil, and tires. Such solid waste must be declared by the person using the facility, sorted from the load, and disposed of in a designated area. Such unacceptable solid waste shall be set forth by council resolution along with separate disposal charges for this solid waste.
- E. When a load of solid waste exceeds the capacity of a standard pickup truck box, charges shall be assessed for use of the city solid waste facility based upon the per ton rate, as established by council resolution.
- F. Unsecured loads entering the solid waste facility may be assessed an additional fee, as established by council resolution.

(Ord. 28-01 § 1 (part), 2001; Ord. No. 40-08, §§ 1, 5, 12-16-2008; Ord. No. 10-12, § 4, 3-6-2012; Ord. No. 12-13, § 2, 5-21-2013)

8.32.150 - Solid waste facility—Hours of operation.

The city manager or his/her designee shall designate the days and hours that the city solid waste facility shall be open to the public. Dumping at times other than those designated by the city manager or his/her designee is declared to be against the law and may be punished by fine in accordance with this code.

(Ord. 28-01 § 1 (part), 2001; Ord. No. 40-08, § 1, 12-16-2008)

8.32.160 - Solid waste facility—Designation of eligible wastes.

- A. Unless otherwise provided, wastes shall be rendered harmless by the disposer, all at disposer's expense, before such material is disposed of at the solid waste facility. Waste not eligible for disposal at the solid waste facility includes, but is not limited to: any material containing freon liquids; live ammunition; fireworks or any other explosive, improperly contained or undeclared friable asbestos; and, any material deemed hazardous under the Wyoming Department of Environmental Quality, Solid and Hazardous Waste Division regulations or federal RCRA regulations (CFR 40 part 261). Residential customers may dispose of household generated hazardous wastes at the special waste facility located at the solid waste facility during operational hours of the special waste facility should these wastes be determined to be eligible by the city manager and/or his/her designee. It is a violation of this chapter to dispose of household hazardous waste outside the confines of the special waste facility, unless specifically authorized by the facility management.
- B. Electronic and metal waste shall be disposed of in compliance with local, state and federal guidelines.

(Ord. 28-01 § 1 (part), 2001; Ord. No. 40-08, §§ 1, 6, 12-16-2008)

8.32.170 - Solid waste facility—Report required.

- A. All persons depositing garbage, refuse or other waste at the Casper solid waste facility for the purpose of disposal are required, upon request by city employee or law enforcement officer, to give an accurate report describing the contents of the garbage, refuse, waste or other material.

- B. Giving a false or inaccurate report as to the contents of garbage, refuse or waste is a violation of this chapter, which result in criminal prosecution and/or denial of further use of the solid waste facility.
- C. This section shall not be interpreted to mean that by giving an accurate report a person is entitled to dispose of garbage, refuse or waste which is otherwise prohibited. In addition, it shall not be interpreted to mean that a person otherwise required to give notice of the contents of garbage, refuse or waste is excused from doing so in the absence of a request.

(Ord. 28-01 § 1 (part), 2001; Ord. No. 40-08, § 1, 12-16-2008)

8.32.180 - Solid waste facility—Removal of waste without approval prohibited.

It is unlawful for anyone to separate, collect, carry off or otherwise remove or dispose of anything whatsoever from the solid waste facility without the permission of the city manager or his/her designee.

(Ord. 28-01 § 1 (part), 2001; Ord. No. 40-08, § 1, 12-16-2008)

8.32.190 - Enforcement.

Upon the refusal of any person to comply with a request for proper disposal of solid waste materials as provided in this ordinance, the city manager or his/her designee shall have the authority to enforce the provisions of the ordinance by issuing a citation or summons to appear in municipal court.

(Ord. 28-01 § 1 (part), 2001)

8.32.200 - Violation—Penalty.

Any person violating any provision of this chapter shall be punished in accordance with Chapter 1.28 of this code.

(Ord. 28-01 § 1 (part), 2001)



**Table 4
City of Casper 10 Year Business Plan
for Solid Waste Management**

SELECTED SOLID WASTE MANAGEMENT PROGRAMS AND SERVICES FOR 10 YEAR BUSINESS PLAN	
Baseline Service Levels	
ALTERNATIVE	DESCRIPTION
Municipal Waste Collection	<ol style="list-style-type: none"> 1. Continue current self-haul system (residential homeowners free solid waste facility pass), City (residential and City Parks), and private collection service. 2. Continue to set goals for increased market share of commercial and roll-off cardboard collection services; and create marketing plan for market share goal setting and tracking. 3. Continue ongoing review of potential operational efficiencies and improved/enhanced safety practices including real-time field-application of work order system, electronic verified inspection reporting (EVIR), etc.
Municipal Waste Disposal	<ol style="list-style-type: none"> 1. Continue operation of lined and unlined landfills. 2. Continue to assess regional opportunities and create marketing plan to identify goals for potential increased market share of out-of-county services. 3. Continue ongoing review of potential operational efficiencies and improved/enhanced safety practices including GPS on landfill equipment, waste mixing and processing in the baler building, etc. 4. Continue research on new technologies including landfill gas development, one-man bagging system, etc. 5. Continue ongoing review of potential new customer services including a partnership with local thrift store to provide reuse drop off area and building, a dedicated landfill equipment service shop with minor repair to tires for customers who get flat tires on site, etc.
Recycling Operations	<ol style="list-style-type: none"> 1. Develop Material Recovery Facility (MRF) standard operating procedures for acceptance, segregating, processing, and marketing recyclables including corrugated cardboard, magazines, white office paper, newspaper, tin cans, aluminum cans, #1 plastic bottles, #2 colored plastic bottles, #2 natural plastic bottles, and paperboard.. 2. Assess options for moving towards curbside collection instead of recycling depots. 3. Continue accepting electronics, yard waste, scrap metal, and appliances at transfer station. 4. Continue to research and evaluate expanding types of recyclables accepted. 5. Assess private/public partnership opportunities to offer curbside source separated collection services. 6. Assess regional opportunities and create marketing plan to identify goals for increasing volumes of recyclables received.
Street Sweeping Operations	<ol style="list-style-type: none"> 1. Develop Street Sweeping standard operating procedures to focus on four (4) areas of routing including storm water management, streets maintenance activities, primary arterial street routes, and on-call residential customer requests.

<p>Biosolids Composting and Tree Farm Operations</p>	<ol style="list-style-type: none"> 1. Continue to accept bio-solids sludge from WWTP for composting and use as landfill final closure cover. 2. Continue ongoing review of potential operational efficiencies and improved/enhanced safety practices including static encapsulated windrows with Posi-shell technology and thermal monitoring. 3. Develop plan to implement clean wood waste diversion to provide additional material for bio-solids composting. 4. Continue ongoing review of potential operational efficiencies and improved/enhanced safety practices including City parks and solid waste facility tree replacement, phytoremediation to clean up groundwater, removal of noxious weeds including Russian Olive Trees.
<p>Yard Debris (grass, leaves, straw/hay, horse/cow manure, brush and tree trimmings)</p>	<ol style="list-style-type: none"> 1. Continue to accept yard debris for composting. 2. Continue Yard to Yard Program and sales of finished compost and wood chip products. 3. Continue to provide wood chips to customers for composting or other uses for a fee. 4. Open dusk to dawn commercial yard for commercial customers to extend operational hours from April 1st through November 30th. 5. Implement check-in and check-out services at compost products yard to reduce lines at scale house from April 1st through September 30th. 6. Continue to set goals to increase market share for sales of compost products; and create marketing plan for market share goal setting and tracking.
<p>Hazardous Waste (HHW) / (CESQG)</p>	<ol style="list-style-type: none"> 1. Continue operation of Special Waste Facility for household and small business hazardous waste. 2. Continue enhancing public education using expanded promotion and education programs.
<p>Electronics (computers, cell phones, radios, electronic components, etc.)</p>	<ol style="list-style-type: none"> 1. Continue current program for collection and recycling. 2. Evaluate enhancing public education using expanded promotion and education programs.
<p>Promotion and Education Alternatives</p>	
<p>ALTERNATIVE</p>	<p>DESCRIPTION</p>
<p>Community Outreach</p>	<ol style="list-style-type: none"> 1. Continue promotion through the local newspaper, radio, television, utility bill inserts, and mobile roadway message boards. 2. Continue school education and tours. 3. Develop campaigns and educational outreach programs targeting specific issues to improve the likelihood of changing a community behavior, such as targeting cardboard to improve the likelihood of individuals not placing cardboard in the trash container and recycling instead.
<p>Media Promotion</p>	<ol style="list-style-type: none"> 1. Periodic news articles, TV/radio spots on targeted subjects (what can be recycled and how; how to dispose / recycle special wastes; environmental and economic impacts of alternatives, for example).
<p>Web Promotion</p>	<ol style="list-style-type: none"> 1. Continue to update website to promote programs and educate residents and businesses.

Funding Alternatives	
ALTERNATIVE	DESCRIPTION
Collection Fees	1. Continue to assess waste collection fees while working on operational and cost efficiencies.
Tipping Fees	2. Continue to assess tipping fees for accepting waste at Casper's Solid Waste Facility while working on operational and cost efficiencies.
Loans	3. As the Solid Waste Rate Model allows for debt services, identify opportunities, eligibility requirements, and funding cycles and prepare applications for special projects as time and resources allow.
Grants	4. Identify opportunities, eligibility requirements, and funding cycles and prepare applications for special projects as time and resources allow.
New Program Alternatives: Years 1-5	
ALTERNATIVE	DESCRIPTION
Regional Waste Disposal	<ol style="list-style-type: none"> 1. Determine regional landfill services opportunities and set goals for increasing revenues. 2. Continue to negotiate and administer customer agreements. 3. Evaluate reuse drop off area and partnership with local non-religious based thrift store. 4. Evaluate minor on-site tire repair for customers who get flat tires on-site.
Residential Recycling	<ol style="list-style-type: none"> 1. Add curbside collection of yard waste (grass, leaves, brush, and tree trimmings). 2. Add curbside collection of cardboard or tree branches in place of extra trash pickup. 3. Add curbside collection through public/private partnership and eliminating recycling depots. 4. Continue ongoing evaluation of recycling program efficiencies and improvements for changes in program design to achieve higher recycling or lower landfill costs by saving landfill space (improving sustainability).
Commercial Recycling	<ol style="list-style-type: none"> 1. Continue ongoing evaluation of recycling program efficiencies and improvements for changes in program design to achieve higher recycling or lower landfill costs by saving landfill space (improving sustainability). 2. Continue to require outdoor space (such as parking lot or behind building) for garbage, cardboard, and white paper containers in building codes in association with all new construction or (non-trivial) remodeling for commercial and multi-family buildings.
Wood Waste (construction and demolition debris, dimensional lumber, and untreated)	<ol style="list-style-type: none"> 1. Offer reduced rate drop off of segregated clean wood waste at the Solid Waste Facility for grinding and composting. 2. Evaluate options such as space for storing surplus wood (and other reusable building materials) for donation and discounted sale, i.e., Reuse Store Front. 3. Create an outreach and education program to the construction contractor community and implement mix load fees to help reduce landfill wind-blown litter.
Compost Products	<ol style="list-style-type: none"> 1. Continue to set goals for increasing revenues. 2. Research expanded yard waste collection opportunities. 3. Continue research and evaluation of improving customer services and reducing customer lines.

Grant Program for Recycling	<ol style="list-style-type: none"> 1. Promote State of Wyoming providing grants to disposal or transfer facilities to encourage recycling programs or infrastructure. Promote State of Wyoming offering grants that are eligible only to communities reaching waste reduction and diversion goals. 2. Promote legislative changes to require annual recycling and landfill diversion reporting.
Grant Program for Procurement	<ol style="list-style-type: none"> 1. Promote grants to be provided by WDEQ to cities, counties, communities, schools, and non-profits for purchasing recycled content products. For example if a city purchases 35% recycled content white paper, WDEQ offsets the cost difference with grant monies between the 35% recycled content white paper versus no recycled content white paper.
Waste Reduction	<ol style="list-style-type: none"> 1. Develop "How to Reduce Your Individual Waste Generation" guide for Waste Reduction residents to be available on the City's website. Also, consider including links to other websites that include how to reduce electricity, water, or natural gas usage.
Litter Prevention Programs	<ol style="list-style-type: none"> 1. Evaluate banning the use of plastic bags in retail stores to reduce community wind-blown litter. 2. Promote a state wide "bottle bill" (container deposit/buy-back legislation) to promote litter reduction and prevention, and landfill diversion. 3. Implement Mix Load fee to reduce wind-blown litter at landfill.
Save Landfill Space	<ol style="list-style-type: none"> 1. Continue evaluating technology to improve space utilization. 2. Continue to promote mulch mowing to save landfill space.

New Program Alternatives: Years 6 to 10

ALTERNATIVE	DESCRIPTION
Waste Reduction	<ol style="list-style-type: none"> 1. Continue to offer waste audits to businesses to identify waste streams and make Waste Reduction recycling program recommendations. 2. Continue to evaluate community outreach programs that help reduce waste production.
Stumps and Large Tree Trunks and Limbs	<ol style="list-style-type: none"> 1. Prepare a cost/benefit analysis to purchase a wood splitter to provide chopped firewood for sale instead of offering free to the public.
Reuse	<ol style="list-style-type: none"> 1. Research possible waste prevention and reuse opportunities. 2. Develop a C&D reuse area to collect reusable building materials.
Regional and County Policies	<ol style="list-style-type: none"> 1. Through contractual agreements, take a stronger role in service arrangements and diversion policies outside City limits.
Year 10 ISWMP Update	<ol style="list-style-type: none"> 1. Evaluate effectiveness of existing programs and measurement of Year 10 ISWMP results to date. Update 1. Evaluate planned programs and identify additional opportunities given current and projected conditions. 2. Prepare Updated Implementation Plan.

New Program Alternatives: Years 11-20

ALTERNATIVE	DESCRIPTION
Food Scraps	<ol style="list-style-type: none"> 1. Research options for separately collecting food scraps from restaurants and produce markets for composting.
Gypsum	<ol style="list-style-type: none"> 1. Research composting or processing for land application

	programs.
C&D Deposit Incentive	Conduct a cost/benefit analysis for a C&D deposit incentive program, C&D Deposit such as when obtaining building permits, builders developers pay an Incentive deposit, assessed based on the type of building (commercial, multiple family, etc.), type of work (new construction vs. remodel), and square footage affected. The deposit is refunded if the builder demonstrates they brought materials generated to a "certified" C&D Recycling Facility, or demonstrates they recycled at least 50% of materials.
Permit Fees to Fund C&D Programs	Research program options and conduct cost/benefit analysis for Fund C&D collecting revenues from C&D permit fees to help fund programs to divert or manage C&D waste.
Waste Reduction / Prevention	Evaluate programs that require national chain retail stores to only offer waste prevention items with less packaging.

July 8, 2020

MEMO TO: J. Carter Napier, City Manager

FROM: Liz Becher, Community Development Director

EB (ACM)

SUBJECT: Downtown Parking Management – Update on RFP responses/process

Meeting Type & Date:

Council Work Session, July 14, 2020.

Action Type:

Direction Requested

Recommendation:

That Council consider the update from the Selection Committee about the Request for Proposal (RFP) responses for downtown parking management and direct staff on which parking firm/organization to prepare a Contract for Professional Services with for the period beginning September 1, 2020.

Summary:

The City of Casper issued a Request for Proposal (RFP) for the lease and operation of the Downtown Parking Structure at 230 S. Wolcott and the parking lot at 106 S. Center Street on May 13, 2020. Responses were due by Friday, June 12, 2020. Three (3) responses were received by the deadline – Interstate Parking (Denver base), Republic Parking (Denver base), and the Downtown Development Authority (the current parking management contractor).

The contract period for the lease and operation will be from September 1, 2020 to June 30, 2024.

All Proposals received were subject to evaluation by a Selection Committee comprised of City staff (Tom Pitlick, Finance Director; Matt Thomason, Buildings and Structures Manager; Liz Becher, Community Development Director) and a City Council representative (Khrystyn Lutz, Vice Mayor). The proposals were reviewed and scored by the Selection Committee members, discussed as a team, and interviews conducted with each of the three (3) responding firms. The following criteria were considered in the selection:

Understanding of the City of Casper's needs, objectives, and nature and scope of the operation. Proposed operational plans were requested to address topics, such as the following:

- Maintenance to be provided
- Approach taken to address major repairs
- Hours of operation

- Staffing
- Marketing and promotion
- Methods used to address user concerns and complaints
- Snow removal
- Rules and regulations pertaining to the use of the parking facilities
- A proposed fee schedule and method of collection
- An annual resource plan to include proposed resource investments

Qualifications of the firm and its management personnel.

Soundness of the Operational Approach and the stated techniques for operating the facility with realistic financial goals, maintenance, upkeep and improvements to the facilities.

Cooperative Process that demonstrates a sensitivity to the need for developing a spirit of partnership between the City, the public, and the operator.

Commitment to making the parking facilities contribute to the overall success, health and vitality of the downtown core of the City of Casper.

In accordance with the RFP, Council will consider the summary of the interview process by the Selection Committee, their recommendations, and determine which firm will receive the contract.

Financial Considerations: Under the current contract, the DDA pays the City a depreciation expense of three hundred sixty three dollars (\$363.00) per month. In addition, there is a profit-sharing provision provided to the City from the operator if net income exceeds a specific percentage on an annual basis.

Oversight/Project Responsibility: Liz Becher, Community Development Director, is tasked with overseeing the Downtown Parking Management contract.

Attachments: None.

July 8, 2020

MEMO TO: City Council
J. Carter Napier, City Manager *eb(ACM)*

FROM: John Henley, City Attorney *JH*

SUBJECT: Proposed Ordinance amending various sections of Chapter 6.04 - Animal Care and Control of the Casper Municipal Code

Meeting Type & Date

Work Session
July 14, 2020

Action type

Information and direction requested.

Recommendation

Review information and provide direction on the proposed Amendment to Chapter 6.04 Animal Care and Control of the Municipal Code. Discuss options for additional amendments if necessary.

Summary

On February 19, 2019, Ordinance 1-19, which made significant changes to the Animal Control and Protection Ordinance, was adopted. The Animal Protection Officers, after working with the significantly revised Ordinance, and based on their observations and experience, are requesting amendments to the Code.

Current proposed amendments to the Code address the following:

Section 6.04.010 – Definitions have been modified to add or change the definitions of “Aggressive Animal”, “Clean”, “Feral Cat”, “Proper Shelter”, and “Vicious Animal”, and

Modifications to Sections:

- 6.04.040 Keeping of pets, livestock or fowl; limitations.; (now changed to Keeping of pets, livestock or fowl; limitations.; feeding of non-domesticated animals prohibited,
- 6.04.180 Cruelty to animals—Unlawful acts designated,
- 6.04.210 Animals in Motor Vehicles - Unlawful acts (now changed to Neglect),
- 6.04.300 Vicious Animals Indicia (to be removed), and
- 6.04.301 Vicious and Dangerous Animals – Limitations and Prohibitions (now changed to Vicious and Aggressive Animals - Limitations and Prohibitions).

Find attached a *Proposed Amendment 1 to definition of “Attack”*. The proposed amendment incorporates some Council Members’ concerns at the June 23, 2020 work session.

Additionally, Section 6.04.210 D. 1. was modified after the June 23, 2020 work session to reduce the length of time animals may be tethered from no longer than ten hours in a twenty-four hour period, to no longer than five hours in a twenty-four hour period.

Other proposed amendments may be forthcoming dependent upon additional concerns or comments.

Financial Considerations

None

Oversight/Project Responsibility

John Henley, City Attorney (Ordinance Amendments)

Scott Schell, Police Department, Animal Protection Supervisor

Attachments

Proposed Ordinance Updating and Amending Sections 6.04.010, 6.04.040, 6.04.180, 6.04.210, 6.04.300, and 6.04.301 of the Caper Municipal Code

Proposed Amendment to Section 6.04.010 subsection 9. definition of “Attack”.

ORDINANCE NO.

AN ORDINANCE UPDATING AND AMENDING SECTIONS 6.04.010, 6.04.040, 6.04.180, 6.04.210, 6.04.300, AND 6.04.301 OF THE CASPER MUNICIPAL CODE.

WHEREAS, Casper Municipal Code addressing animal care and control needs modification from time to time to provide for greater protection for animals; and,

WHEREAS, the Animal Code was repealed and replaced in its entirety in February of 2019, and since such time animal control officers have requested changes to the Code; and,

WHEREAS, the City is authorized to regulate and take measures to prevent conduct which disturbs or jeopardizes the public health, safety, and peace; and,

WHEREAS, it is in the best interest of the citizens of the City of Casper to promote responsible care and control of animals.

NOW, THEREFORE, BE IT ORDAINED BY THE GOVERNING BODY OF THE CITY OF CASPER, WYOMING: That the following sections of Chapter 6.04 of the Casper Municipal Code are hereby amended and replaced, and shall be codified as follows:

Quick reference guide: (to be removed after 2nd reading)

6.04.010 Definitions. Page 1-6

6.04.040 Keeping of pets, livestock or fowl; limitations.; feeding of non-domesticated animals prohibited. Page 7

6.04.180 Cruelty to animals—Unlawful acts designated. Page 7

6.04.210 Neglect Page 8

6.04.300 Reserved. ~~Vicious animals—indicia.~~ Page 10

6.04.301 ~~Vicious and Dangerous Aggressive Animals – Limitations and Prohibitions.~~ Page 11

6.04.010 - Definitions.

When used in this Chapter, words have their common meaning and in addition the following words, terms, and phrases, and their derivations have the following meanings:

1. “Abandon” means a person leaves an animal on public or private property without permission to ensure proper care and supervision. An animal that is left in the Metro Animal Shelter for seven (7) working days, shall be deemed abandoned.

2. “Aggressive Animal”

A. means any animal not on the owner of the animal’s property, that has attacked a domestic animal or livestock in such a manner that resulted in physical contact between the animals not necessarily requiring medical treatment to either animal,
or;

B. any animal that has chased, approached or otherwise interacted with a human being, domestic animal or livestock in an intimidating or aggressive manner.

These behaviors shall be prima facia evidence that an animal(s) is aggressive and there is a rebuttable presumption that the animal(s) is aggressive.

~~2.3.~~ “Altered” means neutered; spayed or castrated.

~~3.4.~~ “Animal” means any live vertebrate creature, domestic or wild.

~~4.5.~~ “Animal control district” means the City of Casper, Wyoming.

~~6.5.~~ “Animal protection officer” means any person designated by the director as a special municipal officer who is qualified to perform such duties under this chapter and the laws of this state.

~~7.6.~~ “Animal services shelter” means any facility operated by a municipal agency, or its authorized agents for the purpose of housing, impounding or caring for animals held under the authority of this chapter or state law.

~~7.8.~~ “At large.”

a. The definition of “at large” in this Chapter, is subject to and subservient to Sections 6.04.301 to 6.04.303 of this Chapter addressing dangerous or vicious animals. For dangerous or vicious animals, any violation of Sections 6.04.301 to 6.04.303 are violations also of the “at large” provisions of this Chapter.

b. i. A non-vicious, non-dangerous animal is deemed "at large:"

(a) If it is off the owner’s property and not leashed or in an enclosed carrier;
or

(b) If it is on the owner’s property and not under the direct supervision of the owner or not confined to the extent that the animal cannot leave the boundaries of the property; examples of confinement are by use of fencing or other secure enclosures or by tethering.

b. ii. A non-dangerous or non-vicious animal shall not be considered "at large" when held and controlled by a person by means of a leash or chain of proper strength and length to control the action of the animal, or while confined within a vehicle. If the animal within a parked vehicle can extend its entire head outside the enclosed cabin compartment of the vehicle or beyond the side of a truck bed, that animal shall be deemed at large.

b. iii. A non-dangerous or non-vicious dog is not considered to be at large if within the interior of designated areas which permit dogs to be off leash, as established by the City of Casper.

b. iv. Under any circumstance, on a City-owned Golf Course.

9. “Attack” means an aggressive or violent action against a person or animal.

10. “Cage and aviary birds” means those exotic captive reared birds, such as parrots, exotic finches, and canaries, which are adapted to live and breed in a cage. For the purpose of this chapter the monk parakeet (*myiopsitta monachus*) is not a cage and aviary bird.
11. “Chicken” a domestic fowl kept for its production of eggs and meat.
12. “Circus” means any nonresident variety show which features animal acts.
13. “City-county health officer” means a representative of the Natrona County-City of Casper Health Department, or a health official designated by the Casper City Manager.
14. “Clean” means:
- A. The premises are free of feces and urine as to not cause offensive odors or unsanitary conditions in the enclosure(s), yard or surrounding areas.
- B. Does not draw in flies or insects to the area and/or resulting in injury or illness to the animal(s).
- A.C. The area is free of physical hazards and/or risks to the animal(s). (i.e. excessive items cluttering the property, broken or sharp objects.
- ~~13.~~15. “Commercial animal establishment” means any pet store, grooming shop, auction, riding school or stable, circus performing animal exhibition, kennel or other establishment in which animals are used for commercial purposes.
- ~~14.~~16. “Commercial purpose” means the keeping of animals for the purpose of profit.
- ~~15.~~17. “Control” means an animal which:
- a. is under a physical restraint so as to not be allowed to engage a passerby or other animal; such as a leash or in an enclosed carrier.
- ~~16.~~18. “Dangerous animal” means any animal under the totality of circumstances, which poses
- an unacceptable risk of injuring a human, a pet or property. Indicia of a dangerous animal shall include, but not be limited to, aggressive lunging, growling, snarling, nipping, bearing teeth.
- ~~17.~~19. “Director” means the City Manager or his/her designee.
- ~~18.~~20. “Direct supervision” as used in the definition of “at large,” above, means: The owner of
- the animal is in the same area as the animal and not separated by any barrier; the owner must be able to immediately see and effectively call and manage the animal.
21. “Domesticated animals” means those individual animals which have been made tractable or tame.
- ~~19.~~22. “Feral Cat” means a cat that lives outdoors and has little or no human contact. They do not allow themselves to be handled or touched by humans and will run away if able. They typically remain hidden from humans, although some feral cats become more

comfortable with people who regularly feed them. Even with long-term attempts at socialization, feral cats usually remain fearful and avoidant of humans.

~~20.~~~~23.~~ “Isolation facility” means any place specified by the Director or his/her designee which is equipped with a pen or cage which isolates an animal from contact with other animals.

~~21.~~~~24.~~ “Kennel” or “cattery” means any premises wherein any person engages in the business of boarding, breeding, buying, letting for hire, training for a fee, or selling dogs or cats, or any residence or property on which is maintained more than three dogs and three cats more than six months of age. It is illegal to maintain a kennel or cattery contrary to the terms of this code, in a zone or location in which a kennel or cattery is not permitted.

~~22.~~~~25.~~ “License” means permission issued by the Director, or his/her designee, authorizing the holder to keep a dog or cat. An identification tag shall be issued for each animal licensed. A valid rabies vaccination is required to obtain a license.

~~23.~~~~26.~~ “License Tag” means a tag of a design prescribed by the Director, or his/her designee, which bears the corresponding number of the dog or cat’s license.

~~24.~~~~27.~~ “Licensing authority” means Metro Animal Services (MAS).

~~25.~~~~28.~~ “MAS” means Metro Animal Services

~~26.~~~~29.~~ “Microchip” means an identifying integrated circuit which is placed under the skin of an animal.

~~27.~~~~30.~~ “Owner” includes a person who owns, harbors, keeps, maintains or exercises control over an animal. Proof that a person is in control of a premise where an animal is usually kept, harbored or maintained shall establish a prima facie presumption that such person is the owner of such animal.

~~28.~~~~31.~~ “Proper shelter” means a structure with three (3) sides, a top and a bottom or a commercially manufactured structure, which includes an igloo styled house, designed and marketed to protect animals from outside elements. The shelter must have adequate ventilation and drainage which allows the animal to enter, stand, turn around and lie down in a natural manner. It shall be placed on the owner’s premises to effectively protect the animal from outside elements. Proper shelter includes circumstances where if the animal is provided at will access to inside the care taker’s residence or the animal has access to a structure through a commercial or homemade “dog door”.

~~29.~~~~32.~~ “Public nuisance” means any animal is considered a public nuisance if it:

- a. trespasses on school grounds, or
- b. damages private or public property, or
- c. interferes with passersby or a passing vehicle, to include bicycles, or
- ~~d.~~
- ~~e.~~ either individually or in concert, barks, whines, howls or otherwise makes noise in an
- ~~f.~~~~d.~~ excessive, continuous or untimely fashion, or

~~g.e.~~ interferes with the delivery of U.S. Mail or other delivery services, ~~or-~~

~~h.f.~~ causes garbage which was previously placed in garbage or refuse container(s) to be strewn or deposited on private or public property.

~~30.33.~~ “Cat” A member of the feline family and shall not include feral cats, exotic wild cats, wild species of this family or hybrids thereof.

~~31.34.~~ “Dog” A member of the canine family, but shall not include wild species of this family, or any hybrid thereof.

~~32.35.~~ “Facilities for keeping” The pens, stalls, stables, corrals, feeding area, sheds and facilities of every kind where fowl, livestock or pets are penned, fed and/or protected from the weather. This shall not be interpreted to include a grazing area.

~~33.36.~~ “Fowl” includes feathered animals regardless of age, excluding parrots and chickens.

~~34.37.~~ “Grooming shop” A commercial establishment where animals are bathed, clipped, or otherwise groomed.

~~35.38.~~ “High Risk Rabies Vector” means raccoon, skunk, fox, coyote and bat

~~36.39.~~ “Impound” means to place an animal in the Metro Animal Shelter, or the taking into custody of an animal.

~~37.40.~~ “Licensed Veterinarian” A practitioner of veterinary medicine who holds a valid license

to practice their profession in the state in which they practice.

~~38.41.~~ “Livestock” Includes any species of equine, bovine, ovine, swine, caprine or any hybrid

thereof, regardless of age, sex, breed, size or purpose; inclusive of all ungulates.

~~39.42.~~ “Local Rabies Control Authority” The Metro Animal Protection Supervisor, as appointed by the Casper Chief of Police.

~~40.43.~~ “Parrot” Any of numerous tropical and semi-tropical birds of the order of Psittaciformes, characterized by short hooked bills, brightly colored plumage and in some species the ability to mimic human speech.

~~41.44.~~ “Pen or corral” An enclosure in which livestock are kept.

~~42.45.~~ “Performing animal exhibition” Any spectacle, display, act or event other than circuses,

in which performing animals are used.

~~43.46.~~ “Pet” Any animal normally kept for pleasure rather than utility, excluding those defined

as fowl, livestock or wild by this code.

~~44.47.~~ “Pet shop” Any person, partnership or corporation, whether operated separately or in connection with another business enterprise that buys, sells or boards any species of pets.

~~45.48.~~ “Premises” A parcel of land (one or more contiguous lots) owned, leased or controlled by one or more persons.

~~46.49.~~ “Quarantine” To detain and isolate due to suspected zoonosis or other communicable disease or in the interest of public health and safety.

~~47.50.~~ “Rabies certificate” means a certificate signed by a licensed veterinarian verifying that an animal is vaccinated against rabies, and which includes the date of immunization, the date that the immunization expires, and the type of vaccine used.

~~48.51.~~ “Tether or tethering” means to restrain a dog by tying the dog to any object or structure,

including, but not limited to, a house, tree, fence, post, pole, garage, or shed or similar structure or object, by any means, including, but not limited to, a chain, rope, cord, leash, or running line. "Tethering" shall not include using a leash to walk a dog.

~~49.52.~~ “Riding school or stable” Any place, which has available for hire, boarding and/or riding instruction, any horse, donkey or mule.

~~50.53.~~ “Sanitary” Any condition of good order and cleanliness.

~~51.54.~~ “Service Animal” means as defined in 28 C.F.R.35.104 and 28 C.F.R. 36.104, including a domesticated trained dog, that is owned in order to assist an individual with a disability. Examples of service animals are dogs that are individually trained to do work or perform tasks for the benefit of an individual with a disability, including physical, sensory, psychiatric, intellectual, or other mental disability. Tasks performed can include, among other things, pulling a wheelchair, retrieving dropped items, alerting a person to a sound, reminding a person to take medication, or pressing an elevator button. Emotional support animals and comfort animals are not service animals. The work or tasks performed by a service animal must be directly related to the individual’s disability. To be a service animal, there is no requirement for certified documentation of training or designation; it is the task for which the animal provides disability assistance which is determinative of whether an animal is a “service animal”. Conversely a doctor’s letter does not turn an animal into a service animal.

~~52.55.~~ “Veterinary hospital” means any establishment maintained and operated by a licensed veterinarian for surgery, wellness program, boarding, diagnosis and treatment of diseased and injured animals.

~~53.~~ A “vicious animal” means: ~~any animal or animals that constitute a physical threat to~~

~~54.~~ ~~human beings or other animals. Proof of the fact that an animal has bitten or attacked a~~

~~55.~~ ~~person or other animal at any place where that attacked or bitten person or animal is~~

~~56.~~ ~~legally entitled to be, shall be prima facie evidence that an animal is vicious and there is a rebuttable presumption that the attacking animal is a vicious animal.~~

~~A. Any animal(s) which has attacked a human being resulting in injury or death.~~

~~B. Any animal(s) who, while in a place it is not legally entitled to be, attacks or has attacked a domestic animal or livestock in such a manner that it results or resulted in~~

death or injury which subsequently results or resulted in a visit to a licensed veterinarian.

C. The animal's conduct is that of an "aggressive animal" and the animal has previously been declared an "aggressive animal".

These behaviors shall be *prima facie* evidence that an animal(s) is vicious and there is a rebuttable presumption that the animal(s) is vicious.

56-57. "Wild animal" or "exotic pet" means any live monkey (non-human primate), raccoon, skunk, fox, snake, leopard, panther, tiger, lion, lynx, coyote, wolf, crocodilian, any monitor exceeding three (3) feet in overall length or any animal which can normally be found in the wild state or any hybrid thereof. Venomous and poisonous animals shall be prohibited in the city limits of Casper, regardless of species or purpose.

57-58. "Working day" means a day that the Metro Animal Services Shelter is open to the public.

58-59. "Ungulate" means a hoofed mammal.

60. "Zoological garden" means any facility, other than a pet shop or kennel, displaying or exhibiting one or more of non-domesticated animal(s) by a person, partnership, corporation or government agency.

6.04.040 - Keeping of pets, livestock or fowl; limitations.; feeding of non-domesticated animals prohibited.

A. Number permitted.

1. It shall be unlawful for any person to keep more than three cats and three dogs on any premises within the City limits of Casper, except kennels and catteries will be allowed in the City only in areas properly zoned for this type of business.
2. No fowl or livestock shall be kept on any lot or tract of land located in a residentially zoned area of the City; this applies to any and all ungulates.
3. No more than ten of any other pet shall be permitted on a single premises, excluding fish, rodents and small cage birds.

B. Fencing Requirements.

1. Unless otherwise provided, where fencing is required by this chapter, it shall be at least three feet in height and constructed of a material sufficient to confine the animal.
2. Escape of an animal covered by this chapter shall be presumptive evidence that the owner's fence does not sufficiently control the animal.

C. Feeding of Non-domesticated Animals Prohibited.

1. It shall be unlawful for any person to provide shelter, feed, or to otherwise entice any non-domesticated animal(s) to gather or frequent, with the exception of birds and squirrels, but including feral cats, onto any public area or onto the property of the person, were such animals are not deemed or claimed to be the property of the person or the caretaker thereof. This shall not apply to property owners attempting to trap non-domesticated animal(s) already coming onto their property by use of a live box trap.

6.04.180 - Cruelty to animals—Unlawful acts designated.

It is a violation of this ordinance to inflict cruelty referenced as follows, upon an animal ~~as stated herein~~:

- A. No person shall override, overload, drive when overloaded, overwork, torture or torment an animal, or deprive an animal of necessary sustenance.
- B. No person shall cruelly beat, mutilate or kill an animal unless specifically authorized by law.
- C. No person shall cause, instigate, be a spectator at or permit a dogfight, cockfight, bullfight (bloodless or otherwise), or other combat involving animals.
- D. No person shall abandon any animal, but may relinquish the animal and ownership rights in the animal to an animal shelter or other qualified caretaker.

~~E. No person shall fail to provide his/her animal with sufficient good and wholesome food and clean water, proper shelter to protect it from the weather (including sunlight), veterinary care when needed to prevent suffering, and with humane care and treatment.~~

~~F. It is unlawful to annoy, bait, harass, torment or tease any confined or chained animal.~~

G.E. Unless specifically authorized by law, no person shall willfully maim or disfigure any domestic or wild animal, or administer poison, or cause to be ingested any foreign object to any such animal, or expose any poisonous substance with the intent that it shall be taken by any animal, except pests of public health concern. The provisions of this section and Sections 6.04.190, 6.04.200, subsections B and C of Section 6.04.210 and Sections 6.04.220 and 6.04.250 do not in any way limit the right of a police officer or animal protection officer to humanly euthanize any wild or domestic animal if such officer determines that there is a reasonable danger to the public safety or if the animal is sick or injured to an extent that humanly euthanizing the animal is the appropriate action to take.

~~H. No person shall tether a dog while the dog is outdoors, or within any structure that is not the dog owner's home, except when all of the following conditions are met:~~

- ~~1. The dog is in visual range of a responsible party.~~
- ~~2. The tether is connected to the dog by a well fitted, buckle-type collar or a body harness made of nylon or leather, not less than one inch in width.~~
- ~~3. The dog is tethered in such a manner as to prevent injury, strangulation, or entanglement.~~
- ~~4. The tether shall confine the dog to the owner's property.~~
- ~~5. The dog has access to water, shelter, and dry ground.~~
- ~~6. The dog is at least six months of age. Puppies shall not be tethered.~~
- ~~7. No dog shall be tethered for more than 2 hours in any 24-hour period.~~

~~F. The owner of every Domesticated animals shall be required to provided with clean living such animal with sanitary living conditions, including by the timely removing of animal waste from an interior or exterior pen, shelter, yard or other keeping area. All animal waste must be disposed of in an approved container.~~

~~G. No person shall knowingly harass or torment any confined or restrained animal(s). This includes but is not limited to harassing, yelling in a harassing manner, throwing objects at or towards, making gestures toward or any other similar behavior used towards the animal(s) to elicit a reaction or cause undue stress of said animal(s).~~

6.04.210 - ~~Neglect Animals in motor vehicles—Unlawful acts.~~

~~A. No person shall leave a dog unattended in the bed of a pickup truck in a public parking area unless the dog is restrained in such a manner as to prevent the dog from making physical contact with a pedestrian who is passing the truck in a place where that pedestrian is legally entitled to be; if a dog is found to be not restrained as stated, the dog is “at large.”~~

~~B.—~~

~~C. It is considered cruel and therefore unlawful for a person to leave an animal unattended in a motor vehicle with excessive temperatures. When the temperature is sixty (60) degrees Fahrenheit or above, unless, in the opinion of the officer, adequate ventilation and water are provided, there exist the presence of a potential problem and APOs and other law enforcement may undertake investigatory steps and actions appropriate under the circumstances to protect the life of any animal confined in such a vehicle.~~

~~D.—~~

~~E. No person shall carry an animal in a motorized vehicle in an inhumane or unsafe manner.~~

A. It is unlawful for any animal(s) to be left in a motor vehicle when the outside ambient temperature is above seventy (70) degrees Fahrenheit or below freezing, except where, in the considered opinion of the Animal Protection Officer, the animal is provided adequate accommodations for the temperatures. (i.e. water, ventilation, heat, air conditioning and bedding). Animal Protection Officers and other law enforcement may undertake investigatory steps and actions, appropriate under the circumstances, to protect the life of any animal confined in such a vehicle.

- B. Animals must have access to water and proper shelter at all times unless, in the considered opinion of the Animal Protection Officer, the animal is of a species and breed which is generally recognized as being capable of self-maintaining a safe body temperature, or where the owner has taken precautions to accommodate for temperature and weather.
- C. The shelter, all bedding, and any spaces accessible to the animal(s) shall be kept reasonably clean.
- D. Animals may be tethered as a means of confinement only in accordance with the following:
1. Animals may not be tethered longer than five (5) hours in any twenty-four (24) hour period.
 2. Animals may not be tethered on a line less than five (5) times their body length as measured from the tip of the nose to the tip of the tail, or twelve (12) feet, whichever is less; the safety of the animal shall not be at risk by the use of a tether.
 3. Animals may not be tethered on a line that weighs more than one quarter of the animal's body weight.
 4. The tether shall be strong enough to restrain the animal.
- E. Animal(s) must be reasonably groomed to prevent skin irritation, skin damage, skin infection and hazardous entanglement of foreign bodies on the animal.
- F. It shall be unlawful for a person to transport a living animal(s) upon the hood, fender, running board, or other external part of a moving vehicle. For the purposes of this section, the traditional truck bed, consisting of three (3) vertical walls and a closed tailgate, shall not be considered an external part of a moving vehicle.

6.04.300 – ~~Reserved. Vicious animals—indicia.~~

~~Indicia of vicious animals includes, but is not limited to, animals that:~~

~~Have bitten, attacked, endangered or inflicted injury on a human being on public or private property;~~

~~Have injured or killed a domestic animal;~~

~~Have interfered with delivery of mail by the United States Postal Service, or other delivery services as attested to by the delivery carrier or witnessed by authorities;~~

~~Have followed or chased a person upon the streets, sidewalks, or any public grounds in a menacing fashion or with apparent attitude of attack.~~

6.04.301 – Vicious and ~~Dangerous~~ Aggressive Animals – Limitations and Prohibitions.

It shall be unlawful to keep, possess, or harbor a ~~dangerous or~~ vicious or aggressive animal within City limits as follows:

No person shall have, keep, harbor, or allow to be upon any premises occupied by him/her, or in or under his/her charge or control, any vicious ~~or dangerous or aggressive~~ animal, or any animal that may manifest a disposition to bite anyone, without having the animal properly restrained to prevent the animal from inflicting damage upon any person or property (See 6.04.30220(~~Dd~~)). When off the premises of its owner, such animal shall be securely caged or muzzled, and restrained by a secure collar and leash not to exceed three (3) feet in length. The leash shall be of sufficient strength to prevent escape and shall be under the direct control of the owner.

PASSED on 1st reading the ____ day of _____, 2020

PASSED on 2nd reading the ____ day of _____, 2020

PASSED, APPROVED, AND ADOPTED on third and final reading the _____ day of _____, 2020.

APPROVED AS TO FORM:

ATTEST:

CITY OF CASPER, WYOMING
A Municipal Corporation

Fleur Tremel
City Clerk

Steven K. Freel
Mayor

Proposed Amendment 1 to definition of “Attack”

I move to amend 6.04.010 – Definitions.:

Current subsection 9. Definition of “Attack” to read as follows:

9. “Attack” means an aggressive or violent action against a person or animal. **If the animal being accused of an attack, was responding to an aggressive or violent action by a person or animal not on the person’s property or the animal owner’s property, this circumstance should be considered as a possible mitigating factor by the Court.**

July 14, 2020

MEMO TO: J. Carter Napier, City Manager *JB (ACM)*
FROM: Renee Jordan-Smith, Executive Assistant *RJS*
SUBJECT: Authorizing Third Amendment to the Amoco Property Reuse Joint Powers Agreement Between Natrona County, Wyoming and the City of Casper, Wyoming

Meeting Type and Date:

Work Session

July 14, 2020

Action Type:

Direction Requested

Recommendation:

That Council, direct staff to prepare the third amendment to the Amoco Property Reuse Joint Powers Agreement between Natrona County and the City of Casper, and bring it forward for authorization by resolution.

Summary:

The Amoco Reuse Agreement Joint Powers Board is desirous of amending the Amoco Property Reuse Joint Powers Agreement between Natrona County and the City of Casper to increase the maximum number of consecutive terms a board member may serve to three (3) consecutive terms rather than two (2) consecutive terms before being required to be off the board for at least one (1) year.

The board has requested that both Natrona County and the City consider amending the joint powers agreement to provide that a board member may serve three (3) consecutive terms before being required to be off the board for at least one (1) year. This request is made to help prevent the loss of institutional knowledge and experience if the terms of multiple board members end simultaneously.

Representatives of the County and the City met, and tentatively agreed to make this change, which now needs to be approved by both the Natrona County Commissioners and the Casper City Council to be effective. The City of Casper and Natrona County are parties to the Amoco Property Reuse Joint Powers Agreement which created the Amoco Reuse Joint Powers Board.

To carry out this intent, a "Third Amendment to the Amoco Property Reuse Joint Powers Agreement between Natrona County, Wyoming and the City of Casper, Wyoming" accompanies this memo for your consideration.

Financial Considerations

None

Oversight/Project Responsibility
Renee Jordan-Smith, Executive Assistant

Attachments
Resolution
Third Amendment to Agreement

RESOLUTION NO.

A RESOLUTION AUTHORIZING THIRD AMENDMENT TO THE AMOCO PROPERTY REUSE JOINT POWERS AGREEMENT BETWEEN NATRONA COUNTY, WYOMING AND THE CITY OF CASPER, WYOMING

WHEREAS, the Amoco Reuse Agreement Joint Powers Board is desirous of amending the Amoco Property Reuse Joint Powers Agreement between Natrona County and the City of Casper to increase the maximum number of consecutive terms a board member may serve; and,

WHEREAS, the amendment will allow members to serve three (3) consecutive terms rather than two (2) consecutive terms before being required to be off the board for at least one (1) year; and,

WHEREAS, the participating governing bodies have agreed to said amendment.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE CITY OF CASPER, WYOMING: That the Mayor is hereby authorized and directed to execute, and City Clerk to attest, the Third Amendment to the Amoco Reuse Joint Powers Agreement between Natrona County, Wyoming and the City of Casper.

PASSED, APPROVED, AND ADOPTED this ____ day of _____, 2020.

APPROVED AS TO FORM:

(Third Amendment to Amoco Property Reuse Joint Powers Board Agreement)



ATTEST:

CITY OF CASPER, WYOMING
A Municipal Corporation

Fleur D. Tremel
City Clerk

Steven K. Freel
Mayor

**THIRD AMENDMENT TO THE AMOCO PROPERTY REUSE JOINT POWERS
AGREEMENT BETWEEN NATRONA COUNTY, WYOMING AND THE CITY OF
CASPER, WYOMING**

This Third Amendment to the Amoco Property Reuse Joint Powers Agreement is entered into this ____ day of _____, 2020, by and between NATRONA COUNTY, WYOMING, a body corporate and political subdivision of the State of Wyoming, ("County") with an address of 200 North Center, Suite 115, Casper, WY 82601, and the CITY OF CASPER, WYOMING, a Wyoming Municipal Corporation ("City"), with an address of 200 N. David Street, Casper, Wyoming, 82601; the County and the City collectively referred to herein as the "Parties."

RECITALS

WHEREAS, the Parties hereto entered into an Agreement entitled "The Amoco Property Reuse Joint Powers Agreement" ("Agreement"), dated October 20, 1998, the terms and conditions of which, as well as any subsequent amendments to the same, are hereby incorporated by reference as if fully set forth herein;

WHEREAS, Paragraph 3(B)(i) of the Agreement was previously amended by the Parties in the "First Amendment to the Amoco Property Reuse Joint Powers Agreement" (the "First Amendment"), dated May 4, 2010;

WHEREAS, the Parties desire to amend Paragraph 3(B)(i) of the First Amendment related to the maximum amount of terms a board member may serve before being required to be off the board for a certain period of time;

WHEREAS, this is being done to prevent the loss of institutional knowledge and experience if the terms of multiple board members end simultaneously.

NOW THEREFORE, the Parties agree by and between them as follows:

I: INCORPORATION OF RECITALS

The recitals set forth above are hereby incorporated herein at this point as if fully set forth as part of this Amendment.

II: AMENDMENT OF PARAGRAPH 3(B)(i) OF THE AGREEMENT

The Parties agree that Paragraph 3(B)(i) as contained in that First Amendment is hereby deleted from the Agreement in its entirety and replaced with the following:

(i)The said members shall be appointed within thirty days (30) of approval of this Agreement by the State Attorney General. These initial appointments shall be made by mutual Agreement with staggered terms of one (1) two (2) and three (3) years. Thereafter, appointments for a full term shall be for three (3) years. Appointees may be reappointed to a second and third term. Appointees may serve a maximum of three (3) consecutive terms, after which an appointee may be reappointed under the same terms and conditions of this provision after being off of the board for at least

one (1) year. Terms of initial members shall be calculated from January 1, 1998. Vacancies for unexpired terms shall be filled by appointment made by the governing body(ies) which made the appointment of the retiring member. All appointments of members of the Joint Powers Board shall be subject to revocation at the will of the governing body(ies) making such appointment at any time. All appointments of successional members shall be made by the governing body(ies) which made the appointment of the retiring member.

III: RATIFICATION OF THE AGREEMENT AS AMENDED

The Parties hereby ratify the terms and conditions of the Agreement as amended hereby. All other provisions of the October 20, 1998, Amoco Reuse Joint Powers Agreement and the Second Amendment to the Amoco Reuse Joint Powers Agreement dated February 4, 2014, shall remain in full force and effect. The provisions of the First Amendment to the Amoco Reuse Joint Powers Agreement dated May 4, 2010, are repealed and replaced in their entirety by this amendment.

IV: MISCELLANEOUS AGREEMENTS OF THE PARTIES

This amendment may be executed by more than one copy, however, each copy shall constitute one in the same agreement.

This amendment shall constitute the entire understanding and agreement of the Parties and no amendment or modification of the terms of the Agreement of this amendment shall be valid or enforceable unless made in writing executed by all Parties hereto

IN WITNESS HEREOF, this amendment is executed on the day and year first written above.

APPROVED AS TO FORM:

Charmaine Reed
Natrona County Deputy Attorney


ATTEST:

THE BOARD OF THE COUNTY
COMMISSIONERS OF NATRONA COUNTY,
WYOMING

Tracy Good
County Clerk

Robert Hendry
Chairman

APPROVED AS TO FORM:



Wallace Trembath
Deputy City Attorney

ATTEST:

CITY OF CASPER, WYOMING,
A Municipal Corporation

Fleur Tremel
City Clerk

Steven K. Freel
Mayor

APPROVAL BY ATTORNEY GENERAL

In accordance with Wyoming Statute § 16-1-105(a)(ii), the Third Amendment to the Amoco Property Reuse Joint Powers Agreement as attached hereto was reviewed and the Attorney General determined that this modification is compatible with the laws and constitution of the State of Wyoming. The approval of this modification by the Attorney General is limited to the terms and conditions hereof, and the approval does not extend to any individual project not the financing of any individual project contemplated under the Agreement as modified.

Approved this ____ day of _____, 2020.

Bridget Hill
Attorney General
State of Wyoming

July 8, 2020

MEMO TO: J. Carter Napier, City Manager

FROM: Liz Becher, Community Development Director *LB (ACM)*
M. Jeremy Yates, MPO Supervisor

SUBJECT: Implementation Options for the 2020 Casper Area Wayfinding Master Plan

Meeting Type & Date:

Council Work Session, July 14, 2020.

Action Type:

Direction requested.

Recommendation: That Council provide direction to staff on the Implementation Options for The 2020 Casper Area Wayfinding Master Plan.

Summary:

One of the Goals of the City Council is to Enhance the Attractiveness of the Community for Business and Workforce Development. A corresponding focus area for that goal is Marketing Casper as a great community, and to communicate Casper's amenities with a Wayfinding Plan.

The Metropolitan Planning Organization (MPO) project kicked off the Casper Area Wayfinding Plan project in September 2019, with its partners in Evansville, Bar Nunn, Mills, and the County, and met the scheduled completion of March 2020. Council formally adopted the Plan, by resolution, on April 21, 2020.

The Wayfinding Master Plan project includes:

1. Incorporation and consideration of key Casper Area municipalities, community assets, and destinations into the geographic scope of the Master Plan.
2. Identification, inventory, and analysis of existing signage and locations.
3. Incorporation of public participation into the design process.
4. Design of a framework for sign and wayfinding types for a wide range of users and environments.
5. Provision of construction and installation specifications and guides.
6. Development of implementation and capital plans.

The Plan is a system, by which each municipalities' signs will work in coordination with one another to give residents and visitors a holistic experience. Each municipality separately adopted the Plan, and will fund their own signs.

The Master Plan included Implementation Options that staff would like Council to consider and provide direction. Those reference pages are attached to this memo for discussion purposes. If Option 2 in the Implementation Plan is approved, staff would like to go out for a Request for Proposal (RFP) for the fabrication of the signs this fall, with installation planned for Spring 2021.

Financial Considerations: Funding for the Wayfinding Plan project came from the MPO, including federal monies and contributions from member agencies designated for transportation-related planning initiatives.

Funding for the Implementation will need to come from the City's General Fund or Opportunity Fund.

Oversight/Project Responsibility: MPO Staff in the Community Development Department

Attachments:
Wayfinding Master Plan Implementation Options

**Wyoming***Wayfinding Master Plan**April 2020*

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Implementation Options

Two Implementation strategies are available for the installation of the signage and wayfinding system.

Option one: In the self procurement model, the fabrication of each sign, along with the installation of each sign and pole, would be done solely by the municipal means of Natrona County, the City of Casper, Town of Bar Nunn, Town of Evansville, and Town of Mills.

Option two: The design/bid/build method would call for private contractors and sign vendors to submit their proposals to fabricate and erect each pole. Contractors would enlist qualified subcontractors to provide a subset of the scope of work for the project.

It is entirely possible that a combination of both the "self procurement" and "design/bid/build" methods would be utilized to efficiently and effectively complete this project.

If federal funds will be used for procurement of the signs, the implementing agency shall follow WYDOT's procurement standards, or State-approved local procurement procedures.

Phasing

The wayfinding system would be implemented in two phases. Phase one would begin in spring of 2021 and encompass 50% of the wayfinding system. The remaining 50% of the system's implementation would occur in 2022 during phase two.

Signs leading motorists to destinations with a "1" on the prioritization matrix would be installed first, followed by signs leading motorists to subsequently prioritized destinations. Priority of implementation would also be given to signs on routes with traffic count values above 10,000. Signs which show primary significance to neighborhood-scale attractions or those with traffic count values less than 5,000 would be installed in phase two.

Cost

Cost for the project was developed using industry standards, similar projects, and feedback from qualified sign manufacturers.

The Unit Price costs include the sign panels, poles, footing, and structural brackets to connect the sign to the pole.

Wyoming

Wayfinding Master Plan

JURISDICTION	QTY	UNIT PRICE	SUBTOTAL	MOB / GC (20%)	SUBTOTAL	CONTINGENCY (15%)	TOTAL
Town of Bar Nunn	6	\$6,489.24	\$38,935.44	\$7,787.09	\$46,722.53	\$7,008.38	\$53,730.91
Casper	185	\$6,489.24	\$1,200,509.40	\$240,101.88	\$1,440,611.28	\$216,091.69	\$1,656,702.97
Town of Mills	9	\$6,489.24	\$58,403.16	\$11,680.63	\$70,083.79	\$10,512.57	\$80,596.36
Town of Evansville	4	\$6,489.24	\$25,956.96	\$5,191.39	\$31,148.35	\$4,672.25	\$35,820.60
Natrona County	12	\$6,489.24	\$77,870.88	\$15,574.18	\$93,445.06	\$14,016.76	\$107,461.81
	216				\$1,682,011.01		\$1,934,312.66



**Wyoming***Wayfinding Master Plan*

Each destination suggested for inclusion in the wayfinding system was listed and scored according to public input, demand/use and steering committee feedback. In general, destinations made the list for the wayfinding system if they could be described as one of the following (in priority order):

1. Destination for the audience who is not familiar with the region.
2. Destination for residents and visitors - people who are somewhat familiar with the community.
3. Destination commonly used for residents - people that are familiar with the area.
4. Destination which is only significant to a small sub-set of the community. These are destinations in which a resident already knows their way and/or visitors will not be navigating there.

Neighborhood parks, elementary schools and other local destinations were not included within the wayfinding system. The majority of individuals using these places are members of the community and do not rely on signage to get to their destination.

Destinations that hold intrinsic value for some citizens did not make the final list of vehicular destinations. All destinations were evaluated based on the project's goals and prioritization methods. The final destinations found on the next page were reviewed by the steering committee, elected officials and the Metropolitan Planning Organization. They represent those destinations with the greatest demand and highest priority.

DESTINATIONS & PRIORITIZATION



CASPER AREA DESTINATIONS	PRIORITY
Casper Mountain	1
Casper/Natrona County International Airport	1
Downtown Casper	1
Fort Casper Park	1
National Historic Trails Interpretive Center	1
Bar Nunn	2
Evansville	2
Mills	2
Alcova Reservoir	2
Casper College	2
David Street Station	2
Hogadon Ski Area	2
Nordic Trails	2
Rotary Park	2
Tate Geological Museum	2
Kelly Walsh High School	2
Natrona County High School	2
Old Yellowstone District	2
Amoco Park	3
Casper City Hall	3
Casper Events Center	3
Eastridge Mall	3
Edness Kimball Wilkins State Park	3
Fremont Canyon	3
Independence Rock	3
Nicolaysen Art Museum	3
North Casper Sports Complex	3
Platte River Trail	3
Roosevelt High School	3
Tate Pumphouse	3
Whitewater Park	3
Wyoming Medical Center	3
Adventure Playground	3
Bar Nunn Town Hall	3
Battle of Red Buttes and Mormon Trail	3
Bear Trap Meadow	3
Beech Street Plaza	3
Beverly Path	3
Casper Area Convention & Visitors Bureau	3

CASPER AREA DESTINATIONS	PRIORITY
Casper Chamber of Commerce	3
Casper Children's Theatre	3
Casper Classical Academy	3
Municipal Golf Course	3
Casper Police Department	3
Casper Recreation Center	3
Casper YMCA	3
Crimson Dawn Museum	4
Devil's Gate	4
Disc Golf	4
Dylan's Dog Park	4
Eadsville Trail System	4
East Introduction	4
Evansville Community Center	4
Evansville Post Office	4
Federal Building	4
Federal Court House	4
Field of Dreams	4
Fire Rock Steakhouse & Grill	4
Food for Thought Urban Farm	4
Fort Casper Academy	4
Highland Park	4
Highland Trail	4
Izaak Walton League	4
Lake McKensie	4
Long Drainage Trail	4
Midwest School	4
Mills Community Hall	4
Mills Library	4
Mills Post Office	4
Morad Park	4
Mountain Road Trail	4
Natrona County Court House	4
Natrona County Public Library	4
Oregon Trail School	4
Paradise Valley School	4
Pathfinder Dam	4
Pathfinder Lake//Reservoir	4
Platte River Commons Trail	4

CASPER AREA DESTINATIONS	PRIORITY
Poison Spider School	4
Post Office	4
Reshaw Bridge	4
Rimrock Recreational Area	4
Sage Drainage Trail	4
Skatepark	4
Soda Lake	4
Stage III Community Theater	4
State Veterans Cemetery	4
Stuckenhoff Shooters' Complex	4
Summit Medical Center	4
Susie McMurry Park	4
Science Zone	4
Veteran's Park	4
Werner Wildlife Museum	4
Westwood Trail	4
Wolf Creek Path	4
Woods Learning Center	4
Alcova Dam	4
Casper Rail-Trail	4
Centennial Hills Trail	4
Durbin Street Bike Lanes	4

Wyoming

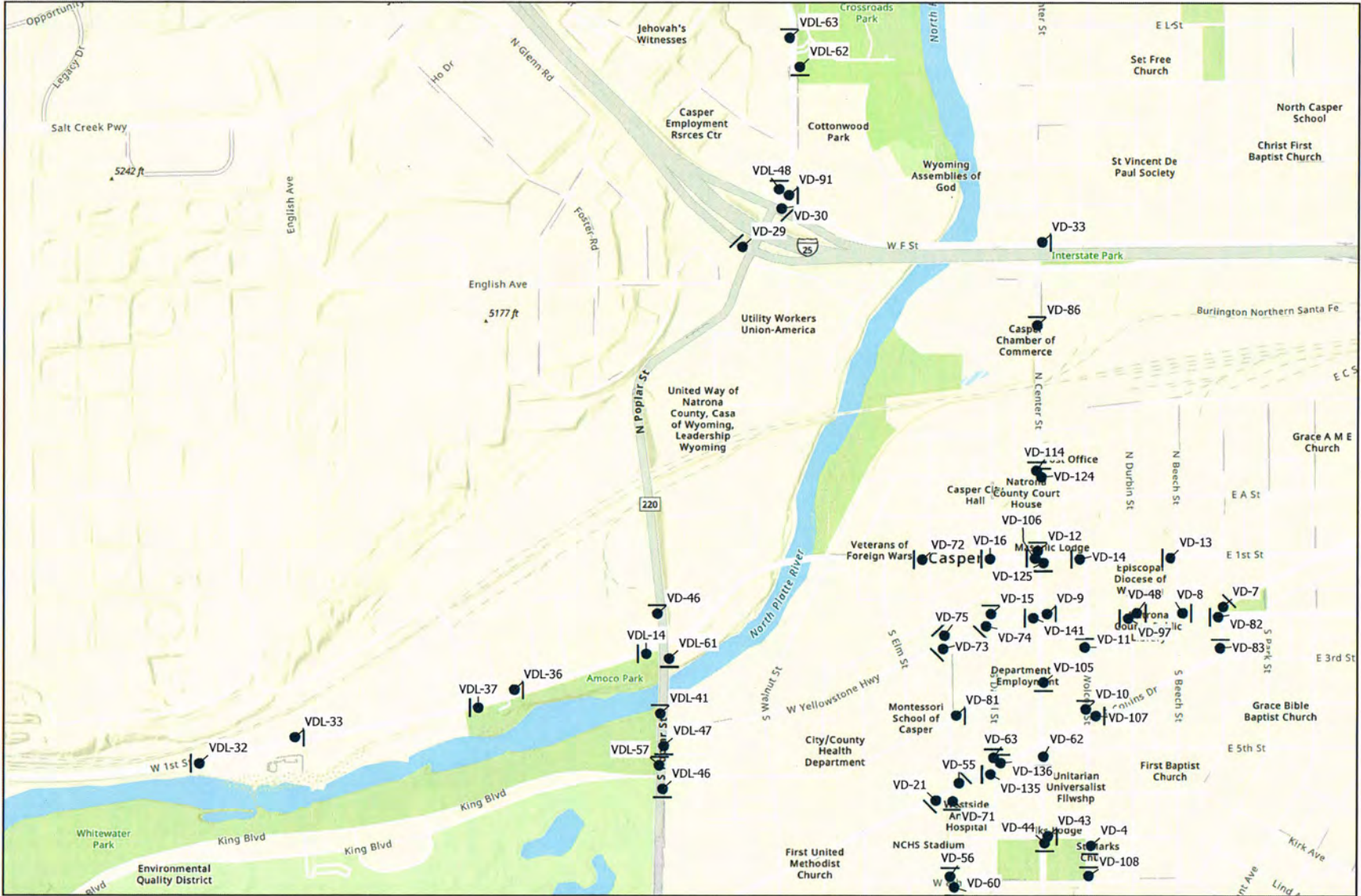
Wayfinding Master Plan





Wyoming

Wayfinding Master Plan



VEHICULAR - DIRECTIONAL - DESTINATION



SIGN LOCATION & MESSAGING

VD-10



HISTORIC DOWNTOWN

VD-105



HISTORIC DOWNTOWN

VD-107



HISTORIC DOWNTOWN

VD-108



VD-11



HISTORIC DOWNTOWN

VD-12



HISTORIC DOWNTOWN

VD-114



HISTORIC DOWNTOWN

VD-125



HISTORIC DOWNTOWN

Wyoming

Wayfinding Master Plan

WYO

April 2020

VEHICULAR - DIRECTIONAL - DESTINATION



SIGN LOCATION
& MESSAGING

VD-13

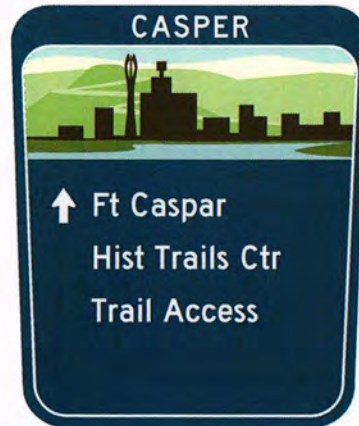


HISTORIC DOWNTOWN

VD-135

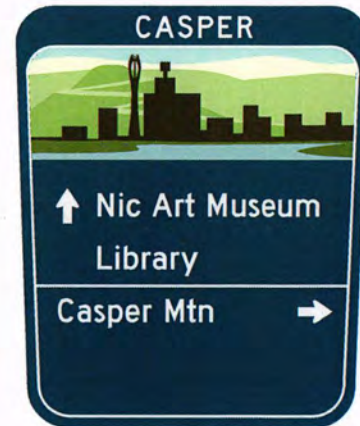


VD-136



HISTORIC DOWNTOWN

VD-14



HISTORIC DOWNTOWN

Wyoming
Wayfinding Master Plan

VD-141



HISTORIC DOWNTOWN

VD-15



OLD YELLOWSTONE

VD-16



OLD YELLOWSTONE

VD-21



OLD YELLOWSTONE

WYO

April 2020

VEHICULAR - DIRECTIONAL - DESTINATION

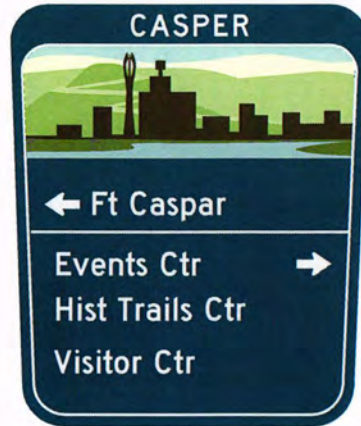


SIGN LOCATION
& MESSAGING

VD-29



VD-30



VD-33



VD-4



Wyoming
Wayfinding Master Plan

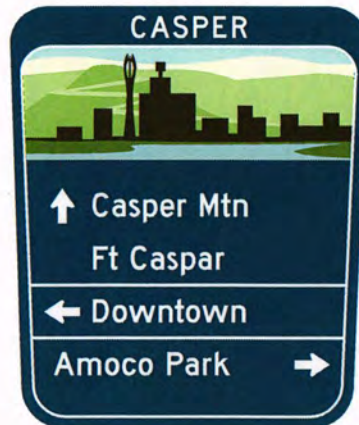
VD-43



VD-44



VD-46



VD-48



HISTORIC DOWNTOWN



April 2020