

WORK SESSION AGENDA


Casper City Council
City Hall, Council Chambers
Tuesday, March 22, 2022, 4:30 p.m.



Work Session Meeting Agenda		Recommendation	Beginning Time	Allotted Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested				
1.	Council Meeting Follow-up		4:30	5 min
2.	10- Year Destination Plan	Move Forward for Approval	4:35	20 min
3.	Complete Street Plan Overview (Zoom)	Information Only	5:05	35 min
4.	Gambling Establishment Licensing/Enforcement	Information Only	5:40	20 min
5.	Audit Services Professional Services Agreement	Move Forward for Approval	6:00	15 min.
6.	Investment Advisors Professional Services Agreement	Move Forward for Approval	6:15	15 min
7.	Preliminary Personnel Budget Discussion	Direction Requested	6:30	20 min
8.	Agenda Review		6:50	10 min
9.	Legislative Review		7:00	10 min
10.	Council Around the Table		7:10	15 min
Approximate End Time:				7:25

Please silence cell phones during the meeting

March 18, 2022

MEMO TO: J. Carter Napier, City Manager 
FROM: Brook Kaufman, CEO, Visit Casper
SUBJECT: Natrona County Tourism Update and 10-Year Destination Development Plan

Meeting Type & Date

Work Session
March 22, 2022

Action type

Informational only.

Recommendation

That city staff continue to be a resource and partner to execute the plan.

Summary

The purpose of this Casper Tourism Master Plan is to ensure the success, growth, and sustainability of the Casper area travel industry for the benefit of residents and visitors. This 10-year plan establishes a road map toward an aspiring future for the Casper travel industry with identified roles for a variety of local organizations and agencies.

The following strategic issues were identified as a result of this planning process:

1. TOURISM AND ECONOMIC DEVELOPMENT PARTNERSHIPS - By working together, Visit Casper and its economic development partners can solve critical community challenges and create new amenities and attractions. Funding tools will be critical to this effort.
2. COMMUNITY ATTRACTIONS AND AMENITIES - Casper should enhance its existing strengths, such as the Ford Wyoming Center and its status as Wyoming's sports capital, as well as create new amenities such as its bustling downtown area.
3. TRANSPORTATION AND CONNECTIVITY - Casper is a transportation hub and should work to improve its air service, interstate network, wayfinding, and gateways into the community.
4. CASPER MOUNTAIN DEVELOPMENT AND EXPERIENCES - Casper Mountain is a beautiful and popular recreational resource for visitors and residents. Coordinating the needs of stakeholders, landowners, and recreational users will be critical to ensuring a welcoming and sustainable future for this community asset.

5. N. PLATTE RIVER DEVELOPMENT AND EXPERIENCES - Casper should continue developing the river as a clean and safe recreational asset with mixed-use development opportunities along its banks.

In addition to identifying strategic issues, the plan outlines next steps and agencies critical to accomplishing these goals. The presentation will also include a Natrona County tourism update and new developments identified in the master plan.

Oversight/Project Responsibility

Zulima Lopez, Parks, Recreation, & Public Facilities Director
Liz Becher, Director of Community Development

Attachments

None.



2021 TOURISM MASTER PLAN

VISIT *Casper*



STEERING COMMITTEE

ECONOMIC DEVELOPMENT ORGANIZATIONS

Jason DeWitt, *Casper Chamber of Commerce*
Justin Farley, *Advance Casper*
Luke Gilliam, *Visit Casper*
Kevin Hawley, *Casper DDA*
Brook Kaufman, *Visit Casper*
Amanda Scherlin, *Visit Casper*

CITY / COUNTY GOVERNMENT

Liz Becher, *City of Casper Community Development*
Paul Bertoglio, *Natrona County Commissioner*
Mike Brown, *Natrona County*
Steven Freel, *Mayor of Casper*
Sabrina Kemper, *City of Mills*
Carter Napier, *City of Casper City Manager*

STATE GOVERNMENT

Bill Landen, *WY State Senator*

BUSINESS / COMMUNITY LEADERS

Kim DeVore, *Jonah Bank and WY Business Council*
Chris Lorenzen, *Casper College*
Eric Robert Schlidt, *Impact 307*
Jim Ruble, *Sinclair Oil and Visit Casper*
Jerad Stack, *Flowstate*
Joann True, *Philanthropist*
Beth Worthen, *Natrona County Library Foundation*

ATTRACTIONS / HOSPITALITY BUSINESSES

Andy Couch, *Nicolaysen Art Museum*
Tiffany Funk, *JJM*
Blake Jackson, *Ugly Bug/Outfitter*
Glenn Januska, *Natrona County Airport*
John Johnson, *Johnson Restaurant Group*
Brad Murphy, *Ford Wyoming Center*
Renee Penton-Jones, *Ramkota Hotel & Conference Center*
Andrew Schneider, *Nicolaysen Art Museum*
Jeff Spry, *Clarion Hotel*

2021 TOURISM MASTER PLAN

- 4** Why a Casper Tourism Master Plan?
- 5** Vision and Strategic Issues
- 6** Strategies:
 - 6** Tourism and Economic Development Partnerships
 - 8** Community Attractions and Amenities
 - 10** Transportation and Connectivity
 - 12** Casper Mountain Development and Experiences
 - 14** N. Platte River Development and Experiences
- 16** The Planning Process
- 17** Research Highlights
- 19** Appendices

VISIT *Casper*

WHY A CASPER TOURISM MASTER PLAN?

The purpose of this Casper Tourism Master Plan is to ensure the success, growth, and sustainability of the Casper area travel industry for the benefit of residents and visitors. This 10-year plan establishes a road map toward an aspiring future for the Casper travel industry with identified roles for a variety of local organizations and agencies.

GOALS OF THE PLAN INCLUDE THE FOLLOWING:

- Agreement on major goals and strategies,
- Coordination of efforts by business, civic, and government organizations,
- Reduced duplications of effort,
 - Accountability toward overall progress, and
 - Inspiration for additional community and visitor enhancements.

This Casper Tourism Master Plan includes the City of Casper and all of Natrona County (including the municipalities of Bar Nunn, Edgerton, Evansville, Mills, and others).

VISION AND STRATEGIC ISSUES

VISION FOR THE CASPER TRAVEL INDUSTRY:

Casper is an industrious Western business hub and destination built upon amazing natural beauty and outdoor recreation opportunities.

STRATEGIC ISSUES:

1. **TOURISM AND ECONOMIC DEVELOPMENT PARTNERSHIPS (PAGE 6)**
By working together, Visit Casper and its economic development partners can solve critical community challenges and create new amenities and attractions. Funding tools will be critical to this effort.
2. **COMMUNITY ATTRACTIONS AND AMENITIES (PAGE 8)**
Casper should enhance its existing strengths, such as the Ford Wyoming Center and its status as Wyoming's sports capital, as well as create new amenities such as its bustling downtown area.
3. **TRANSPORTATION AND CONNECTIVITY (PAGE 10)**
Casper is a transportation hub and should work to improve its air service, interstate network, wayfinding, and gateways into the community.
4. **CASPER MOUNTAIN DEVELOPMENT AND EXPERIENCES (PAGE 12)**
Casper Mountain is a beautiful and popular recreational resource for visitors and residents. Coordinating the needs of stakeholders, landowners, and recreational users will be critical to ensuring a welcoming and sustainable future for this community asset.
5. **N. PLATTE RIVER DEVELOPMENT AND EXPERIENCES (PAGE 14)**
Casper should continue developing the river as a clean and safe recreational asset with mixed-use development opportunities along its banks.

STRATEGIES

1. TOURISM AND ECONOMIC DEVELOPMENT PARTNERSHIPS

a. Make this Master Plan a living document among economic development and government agencies.

<p>TERM: SHORT</p> <p>LEAD: VISIT CASPER</p> <p>SUPPORT: ECON DEV ORGS, MUNICIPALITIES, COUNTY, AIRPORT</p>	<p>Adoption by local economic development boards (Visit Casper, Advance Casper, Casper Area Chamber of Commerce, Casper Downtown Development Authority) and local governing bodies as appropriate. (SHORT TERM)</p>
	<p>Semi-annual meetings (or more) of the Steering Committee for first two years, annually thereafter, to score-keep on progress and reprioritize/update the plan based on changing conditions and the status of projects. This may include shifting organizational responsibilities and adding new action steps. (SHORT TERM)</p>
	<p>Integration of this plan into other local government plans and budgeting. (SHORT MEDIUM LONG TERMS)</p>
	<p>Provide regular updates of the plan’s accomplishments to elected officials, the travel industry, and the public. (SHORT MEDIUM LONG TERMS)</p>

b. Create stronger communication and collaboration among local economic development agencies. Effort can include local governments, hospitality industry partners (Airport, lodging), and others.

<p>TERM: SHORT</p> <p>LEAD: ECON DEV ORGS</p> <p>SUPPORT: MUNICIPALITIES, COUNTY, AIRPORT</p>	<p>Hold monthly lunches of local economic development agency CEOs and their board chairs to share project information, support each other’s programs, and plan future efforts. Invite guests from relevant entities. (SHORT TERM)</p>
	<p>Explore further collaborations to reduce redundancies, achieve efficiencies, and better develop the community. Could include shared activities such as 1) marketing, PR, social media, and other creative services, 2) administrative support, 3) office space, 4) boards of directors, and 5) other collaborations as desired. (SHORT MEDIUM LONG TERMS)</p>

City = City of Casper | **Municipalities** = All Cities and Towns in Natrona County (incl. Casper)
Timelines: *Short term* 1-2 years. *Medium term* 3-5 years. *Long term* 5-10 years.

C. Investigate new funding options critical to this plan and broader community development.

TERM:
SHORT MEDIUM LONG

LEAD: MUNICIPALITIES,
COUNTY, ECON DEV
ORGS

Prioritize community needs and projects to be prepared for new funding options that may become available from federal, state, and local sources (CARES, ARPA, EDA, etc.). **(SHORT TERM)**

Consider new long-term funding tools for maintenance of existing infrastructure and development of new needed projects. Educate elected officials and the public of the need for the funding. Be transparent in explaining the process and projects. (6th Penny Specific Projects Tax, Urban Renewal District, Tax Increment Financing, Business and Tourism Improvement Districts, Rotary and Other Civic Orgs, etc.). **(SHORT MEDIUM LONG TERMS)**

d. Speak with a unified Casper and Natrona County voice on funding and legislative issues before local, state, and federal governments. Consider hiring lobbyists for Casper and Washington, D.C.

TERM: SHORT MEDIUM LONG **LEAD:** CITY, COUNTY, ECON DEV ORGS



2. COMMUNITY ATTRACTIONS AND AMENITIES

a. Protect Casper’s leadership position in hosting sporting events throughout Wyoming and the Rocky Mountain West.

<p>TERM: SHORT MEDIUM LONG</p> <p>LEAD: CITY, PROUD TO HOST THE BEST COMMITTEE, VISIT CASPER</p> <p>SUPPORT: ECON DEV ORGS, COUNTY, TEAM SPORTS GROUPS</p>	Support development of additional indoor sports facilities, both public and private. (SHORT TERM)
	Support and grow Casper’s sports volunteer structure (Proud to Host the Best). (SHORT MEDIUM LONG TERMS)
	Analyze existing sports facilities for their condition and competitiveness in the market. Prioritize project improvements. (SHORT MEDIUM TERMS)
	Encourage and assist in implementing improvements and renovations to existing sports facilities to remain ahead of the competition. (MEDIUM LONG TERMS)
	Empower the Casper Sports Alliance to focus attention on and coordinate action on these sports issues. (SHORT MEDIUM LONG TERMS)

b. Analyze and reinvigorate the Ford Wyoming Center as a major events complex in Casper and Wyoming.

<p>TERM: SHORT MEDIUM LONG</p> <p>LEAD: CITY</p> <p>SUPPORT: ECON DEV ORGS</p>	Perform an analysis of the Ford Wyoming Center to determine 1) how it meets both current and future competitive needs, 2) what system upgrades and facility renovations are needed to reach competitive status, and 3) recommended next steps, including the financial ROI of the steps. (SHORT TERM)
	Determine the best action plan for the Ford Wyoming Center based upon the analysis. Implement the action plan. (MEDIUM LONG TERMS)

c. Encourage and support private sector development of the downtown area (Old Yellowstone and Downtown Districts).

<p>TERM: SHORT MEDIUM LONG</p> <p>LEAD: CITY</p> <p>SUPPORT: CULTURAL INSTITUTIONS, CIVIC ORGS, ECON DEV ORGS</p>	Continue public investments in the streets, walkways, and other physical infrastructure of the downtown districts. (SHORT MEDIUM LONG TERMS)
	Continue to activate the area with festivals and investments, public art, and similar activities. (SHORT MEDIUM LONG TERMS)
	Support development and enforcement of appropriate downtown policies to maintain a bustling and family-safe environment (parking, panhandling, security, etc.). (SHORT MEDIUM LONG TERMS)

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Timelines: *Short term* 1-2 years. *Medium term* 3-5 years. *Long term* 5-10 years.



d. Support development of new or expanded attractions and businesses to help fill community and visitor needs as they arise and become feasible.

TERM:
SHORT MEDIUM LONG

LEAD: PRIVATE SECTOR,
CULTURAL INSTITUTIONS

SUPPORT: ECON DEV
ORGS

Continue the Visit Casper Business Challenge to incubate new businesses that support development and growth of the visitor economy. **(SHORT MEDIUM TERMS)**

Build on the Choose Casper program as a proactive method to promote local quality of life and attract new businesses and workforce. **(SHORT MEDIUM LONG TERMS)**

e. Support development of new or renovated meeting space in new or existing hotels/facilities as the space becomes economically feasible. Hold off on further consideration of a stand-alone, public convention center until the national and Wyoming convention market improve substantially.

TERM: SHORT MEDIUM LONG **LEAD:** VISIT CASPER, PRIVATE SECTOR

SUPPORT: CITY, COUNTY, ECON DEV ORGS



3. TRANSPORTATION AND CONNECTIVITY

a. Protect the Casper/Natrona County International Airport for the benefits it brings to Natrona County (commercial and private air service, foreign trade zone, business benefits, etc.).

<p>TERM: SHORT MEDIUM LONG</p> <p>LEAD: ADVANCE CASPER, CITY, COUNTY</p> <p>SUPPORT: AIRPORT, ECON DEV ORGS</p>	<p>Preserve existing commercial air service to avoid losing daily flights. Institute a minimum revenue guarantee (if needed) with fundraising through a 501c4 from the business community, municipalities, county, and volunteer groups. (SHORT TERM)</p>
	<p>Consider doing local public relations/marketing campaigns for Flying Casper. (SHORT TERM)</p>
	<p>Integrate the Airport into more community development discussions and decisions. (SHORT MEDIUM LONG TERMS)</p>

b. Implement the County and MPO Wayfinding Sign plan to improve the community’s hospitality and revenue potential. Fund and install the signs.

<p>TERM: SHORT LEAD: COUNTY, MUNICIPALITIES SUPPORT: ECON DEV ORGS</p>

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C. Improve the major gateways into downtown, making them more attractive to visitors.

<p>TERM: SHORT</p> <p>LEAD: CASPER METROPOLITAN PLANNING ORGANIZATION</p> <p>SUPPORT: AIRPORT, ECON DEV ORGS</p>	<p>Coordinate current beautification and road projects on Poplar and Center Streets to create memorable gateways into downtown as possible. (SHORT TERM)</p>
	<p>Implement features such as medians, fencing, and vertical art elements to create “wow” experiences on entrances into Casper, including from the airport. (MEDIUM LONG TERMS)</p>

d. Improve Casper’s appearance along Interstate 25.

<p>TERM: SHORT MEDIUM LONG</p> <p>LEAD: WYDOT, CITY, COUNTY</p> <p>SUPPORT: EVANSVILLE, MILLS, BAR NUNN</p>	<p>Build on the existing partnership between the City and WYDOT to focus attention on the beautification issue along I25. (SHORT MEDIUM LONG TERMS)</p>
	<p>Beautify I25 incrementally on all future construction projects using the enhancements portions of each road project budget. (MEDIUM LONG TERMS)</p>
	<p>Consider design suggestions from the <i>Interstate 25 Entryway Beautification Project</i>, such as the outdoor recreation images on bridges that can help brand Casper as an outdoor recreation hub, and selectively implement what is feasible and funded. Use local artists and design companies when possible. (MEDIUM LONG TERMS)</p>
	<p>Consider options to incentivize private landowners along I25 to make their land more attractive through landscaping, fencing, and general clean-up efforts. (SHORT MEDIUM LONG TERMS)</p>

e. Implement a local charter bus solution for needed sports, convention, and other group transportation within Casper and Natrona County.

<p>TERM: SHORT LEAD: VISIT CASPER, CITY</p>
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4. CASPER MOUNTAIN DEVELOPMENT AND EXPERIENCES

a. Implement more signage and information on Casper Mountain to improve the enjoyment of the recreational and entertainment amenities.

TERM:
SHORT MEDIUM

LEAD: COUNTY

SUPPORT: CITY,
FEDERAL AGENCIES,
TRAIL GROUPS

Support the County’s current efforts to install additional wayfinding signs on the mountain (as part of the overall County Wayfinding Plan)
(SHORT TERM)

Determine if and where additional trails signage may be needed to clarify locations, directions, and public/private land boundaries.
(SHORT MEDIUM TERMS)

Analyze the accuracy of digital mapping of mountain trails and facilities and work to improve as needed. **(SHORT MEDIUM TERMS)**

b. Educate residents and visitors about responsible and sustainable use of Casper Mountain amenities and resources, including appropriate recreational areas, respect for private land, conscientious recreational habits, etc.

TERM: SHORT MEDIUM **LEAD:** COUNTY **SUPPORT:** ECON DEV ORGS, TRAIL GROUPS



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Timelines: *Short term* 1-2 years. *Medium term* 3-5 years. *Long term* 5-10 years.



C. Pursue a comprehensive Casper Mountain planning effort to protect and enhance the overall enjoyment of the mountain by residents and visitors.

TERM:
SHORT MEDIUM

LEAD: COUNTY,
WY STATE PARKS

SUPPORT: CITY, TRAILS
GROUP, SPORT GROUPS,
ECON DEV ORGS

Begin a partnership with the WY Outdoor Recreation Office to implement an Outdoor Recreation Collaborative to bring together community members, user groups, and relevant federal, state, and local agencies to support sustainable outdoor recreation. **(SHORT MEDIUM TERMS)**

Incorporate the recommendations of new County plans under development, including the *Casper Mountain Land Use Plan* and the *Casper Mountain Trails Master Plan*, into the broader mountain work plan of the County and trail groups. **(SHORT MEDIUM TERMS)**

Working with the Collaborative, develop a comprehensive Casper Mountain plan to include such items as:

1. A focus on sustainability of the resource, as well as the ability of local governments to provide appropriate services for it,
2. Sufficient funding for maintenance and management of existing facilities, roads, and trails,
3. Enhancements to the trail network and facilities when feasible (ex: Top to bottom trail, more summer activities at Hogadon Ski Area, cell phone service),
4. Planning for future public and private land usage, including such actions as conservation easements, and
5. Other issues as needed. **(MEDIUM LONG TERMS)**



5. N. PLATTE RIVER DEVELOPMENT AND EXPERIENCES

- a. Encourage and support continued remediation and maintenance efforts of the N. Platte River. Work on communication and collaboration across government jurisdictions to ensure uniform remediation efforts.

TERM: SHORT MEDIUM LONG **LEAD:** CITY, MILLS, EVANSVILLE, COUNTY

- b. Continue to develop the Platte River Trail including linkages to downtown and major attractions.

TERM:
SHORT MEDIUM LONG

LEAD: PLATTE RIVER TRAILS ORG, CITY

SUPPORT: CITY, COUNTY

Ensure funding is secured for adequate maintenance of the trail network. **(SHORT MEDIUM LONG TERMS)**

Develop and enforce appropriate safety and security polices to maintain a family-safe experience. **(SHORT MEDIUM LONG TERMS)**

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Timelines: *Short term* 1-2 years. *Medium term* 3-5 years. *Long term* 5-10 years.



c. Make the N. Platte River more welcoming to visitors wishing to enjoy its recreational options.

TERM: SHORT MEDIUM LONG

LEAD: PLATTE RIVER TRAILS ORG, VISIT CASPER, CITY

SUPPORT: ECON DEV ORGS, WYOMING GAME AND FISH DEPT.

Provide more signage and information on access points and recreational options (perhaps through the Access Yes program from WY Game and Fish).
(SHORT MEDIUM LONG TERMS)

Provide information about area outfitters and recreation equipment suppliers.
(SHORT MEDIUM LONG TERMS)

d. Encourage and support efforts for mixed-use development along the N. Platte River.

TERM: SHORT MEDIUM LONG

LEAD: AMOCO JT. POWERS BD, MILLS, CITY, COUNTY, PRIVATE SECTOR

SUPPORT: ECON DEV ORGS.

THE MASTER PLANNING PROCESS



Reviewed **35**
reports, plans, and
research studies



Surveyed **502**
Natrona County
residents



Surveyed **202**
previous visitors to
Natrona County



Interviewed **29**
travel industry,
business, and
community leaders

CASPER TOURISM MASTER PLAN

Visit Casper engaged Rudloff Solutions to coordinate and conduct the planning process.

The process was divided into two phases. **Phase 1** examined the Natrona County travel industry and identified the strategic issues critical to the further development of the hospitality industry. **Phase 2** included the development of actual plan elements.

Visit Casper formed a 29-person Steering Committee comprised of economic development, business, hospitality, and government leaders to oversee this process. The Committee provided input throughout the planning effort through in-person meetings and online feedback of plan elements.

PHASE 1: RESEARCH

Rudloff Solutions and the Steering Committee performed the following Phase 1 research steps in August and September 2021.

LITERATURE REVIEW: Reviewed 35 reports, plans, and research studies related to the travel industry, the local economy, and the development efforts of the City of Casper, Natrona County, local economic development agencies, state agencies, and others (*Appendix A*). From this analysis, Rudloff Solutions identified 5 major travel industry themes that had been identified and discussed by several organizations in previous plans and research.

RESIDENT SURVEY: Surveyed Natrona County residents (502 respondents) in an online questionnaire about the Natrona County travel industry, area attributes, and the strategic issues.

VISITOR SURVEY: Surveyed previous visitors to Natrona County (202 respondents) in an online questionnaire about desired activities for a return trip to the area and Natrona area attributes.

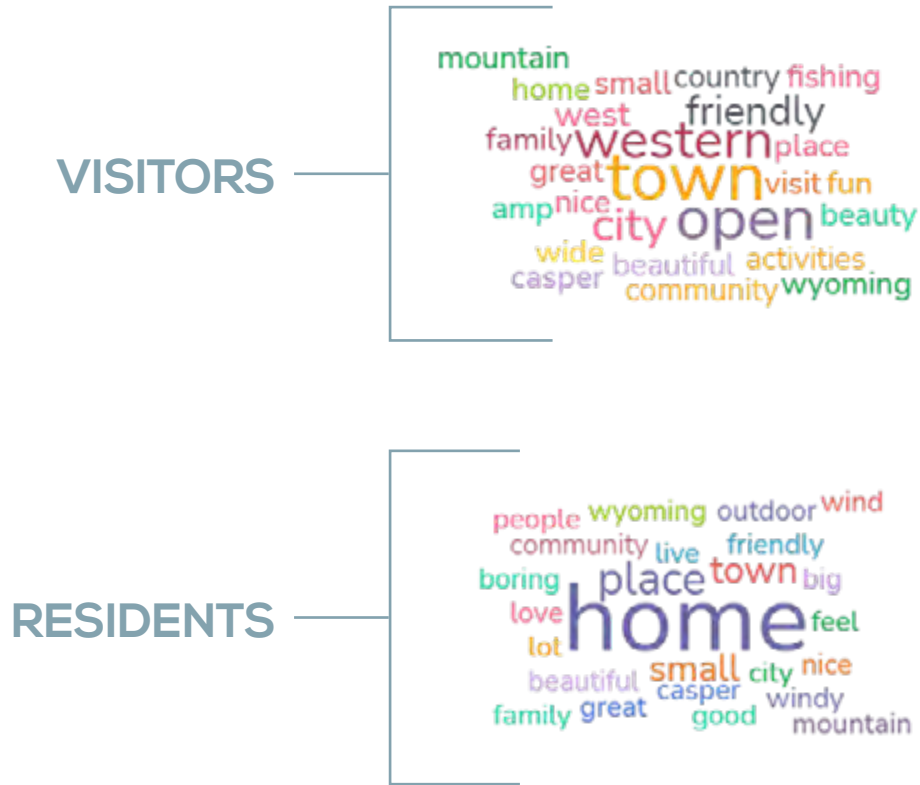
STAKEHOLDER INTERVIEWS: Interviewed 29 travel industry, business, and community leaders to gather input on the 5 strategic issues in greater detail (*Appendix B*).

PHASE 2: MASTER PLAN DEVELOPMENT

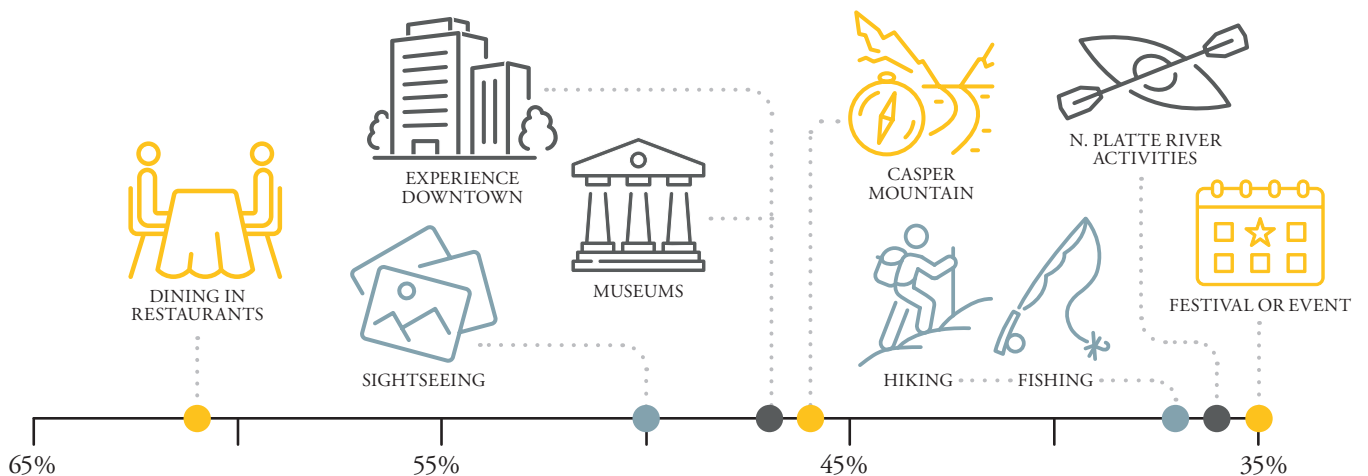
Rudloff Solutions developed draft strategies for the Tourism Master Plan and refined them from Steering Committee feedback provided through an online survey. The recommend strategies were presented to the Steering Committee in person for final adjustment and approval in October 2021.

RESEARCH HIGHLIGHTS FROM THE VISITOR AND RESIDENT SURVEYS

WORD OR PHRASE THAT REPRESENTS CASPER



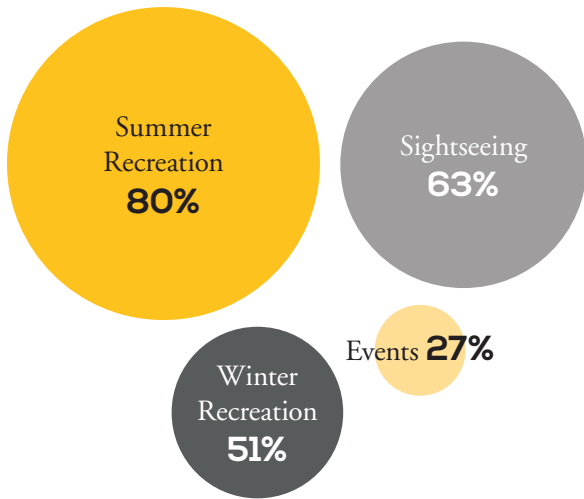
WHAT ACTIVITIES VISITORS WOULD BE INTERESTED IN DOING ON THEIR NEXT CASPER TRIP?



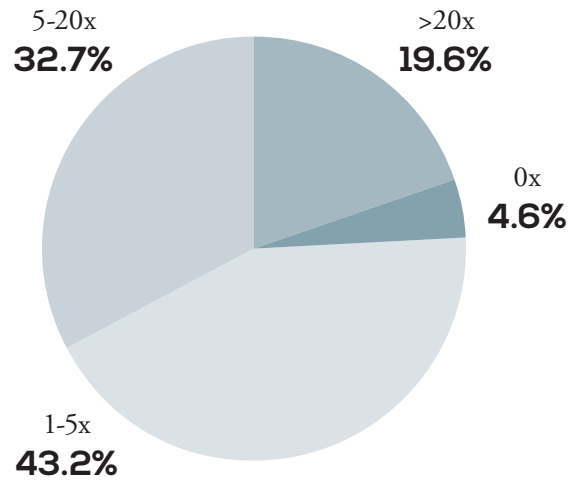
RATINGS OF THE QUALITY OF CASPER AMENITIES BY VISITORS AND RESIDENTS



RESIDENTS: WHY DO YOU VISIT CASPER MOUNTAIN? (CHECK ALL THAT APPLY)



RESIDENTS: HOW MANY TIMES DO YOU VISIT CASPER MOUNTAIN EACH YEAR?



RESIDENTS: HOW DO YOU FEEL ABOUT THE N. PLATTE RIVER? (CHECK ALL THAT APPLY)



APPENDICES

APPENDIX A CASPER AND NATRONA COUNTY DOCUMENTS REVIEWED AND USED IN THE PLANNING PROCESS

VISIT CASPER

- Casper Destination Next Report, 2019
- Visit Casper Strategic Plan 2020 and Beyond
- Visit Casper Realignment Report, 2020
- Visit Casper Visitor Profile Research, 2019

ECONOMIC DEVELOPMENT ORGS

- City of Casper Downtown Strategic Plan, 2013
- Advance Casper Preliminary Strategic Plan Input, 2021
- Casper Chamber of Commerce FY 21 Reimagination Document

CITY/COUNTY

- Generation Casper Comprehensive Plan
- Natrona County Development Plan, 2016
- Connecting Crossroads, Long-Range Transportation Plan Update, 2020
- Casper MPO, Metropolitan Transportation Improvement Program, FY 22-25
- Mills Main Street Corridor Study
- Interstate 25 Entryway Beautification Project, 2015
- Casper Wayfinding Master Plan, 2020
- Casper/Natrona County International Airport Master Plan, 2016
- Casper College Strategic Plan, 2018
- Casper College Campus Facilities Master Plan Refresh, 2018
- Casper Area Trails, Path and Bikeway Plan, 2013
- McMurry Foundation Funding Priorities (from website)
- Old Yellowstone District Waterfront Park Conceptual Design Plans, 2014

ATTRACTIONS/AMENITIES

- National Historic Trails Center Strategic Plan
- The Nicolaysen Art Museum Strategic Plan, 2021
- ARTS 321 Website
- Casper Mountain Land Use Plan, 2004
- Casper Mtn. Parks Trail System Assessment & Conceptual Plan, 2014
- Platte River Trails Strategic Planning Matrix
- Platte River Trails Trust Annual Report, 2019

STATE

- 2020 Wyoming Aviation Economic Impact Study
- Report of Wyoming Governor's Task Force on Outdoor Recreation, 2017





Wyoming Outdoor Recreation Office Strategic Plan, 2019
Wyoming Statewide Comprehensive Outdoor Recreation Plan 2019-23
Wyoming Office of Tourism Strategy Overview FY 21-22
Wyoming Office of Tourism Economic Impact of Travel to Wyoming, 2020
State of Wyoming Economic Development Strategic Plan, 2019 (Wyoming Business Council)
WYDOT State Transportation Improvement Program, 2022

APPENDIX B STAKEHOLDER INTERVIEWS

Liz Becher, *City of Casper Community Development*
Paul Bertoglio, *Natrona County Commissioner*
Mike Brown, *Natrona County Parks*
Tyler Cessor, *Art321*
Andy Couch, *The Nicolaysen Art Museum*
Kim DeVore, *Jonah Bank and WY Business Council*
Jason DeWitt, *Casper Chamber of Commerce*
Angela Emery, *Platte River Trails*
Justin Farley, *Advance Casper*
Mayor Steven Freel, *Casper*
Luke Gilliam, *Visit Casper*
Dave Glenn, *WY Outdoor Recreation Office, WY State Parks*
Kevin Hawley, *Casper DDA*
Glenn Januska, *Casper/Natrona County International Airport*
Gena Jensen, *National Historic Trails Center Interpretive Center*
Brook Kaufman, *Visit Casper*
Sabrina Kemper, *City of Mills*
Sam Kingsolver, *Residence Inn*
Zulima Lopez, *Casper Parks, Recreation and Public Facilities*
Jim Miller, *Nordic Skiing*
Brad Murphy, *Ford Wyoming Center*
Carter Napier, *City of Casper City Manager*
Renee Penton-Jones, *Ramkota Hotel & Conference Center*
Tassma A. Powers, *McMurry Companies*
Kim Rightmer, *WY Business Council*
Jim Ruble, *Sinclair Oil and Visit Casper*
Amanda Scherlin, *Visit Casper*
Diane Shober, *WY Office of Tourism*
Joann True, *Philanthropist*

APPENDIX C PROJECT TEAM

Darren Rudloff, *Rudloff Solutions*
Brook Kaufman, *Visit Casper*
Amanda Scherlin, *Visit Casper*
Luke Gilliam, *Visit Casper*

March 16, 2022

MEMO TO: J. Carter Napier, City Manager *JCN*
FROM: Liz Becher, Community Development Director *LB*
M. Jeremy Yates, MPO Supervisor *mjy*
SUBJECT: Overview of the City of Casper Complete Streets Plan and Policy

Meeting Type & Date: Council Work Session, March 22, 2022

Action Type: Information Only

Recommendation: That Council review the Casper Area Metropolitan Planning Organization's (MPO) City of Casper Complete Streets Plan and associated policies.

Summary:

The MPO's City of Casper Complete Streets Plan and Policy builds upon both the MPO's and Casper's goal to provide safe, connected, and comfortable transportation options to current and future community members. This plan establishes effective solutions for Casper by providing context-sensitive approaches and tradeoffs that can resolve the unique challenges and maintain roadway functionality while not sacrificing the safety and comfort of people walking and rolling, biking, or riding transit. Additionally, both the MPO's Long Range Transportation Plan: *Connecting Crossroads* (2020) and Casper's Comprehensive Plan: *Generation Casper* (2017) specifically recommended adopting a Complete Streets policy.

The City of Casper Complete Streets Plan provides a roadmap, through land development and capital projects, to design, build, operate, maintain, construct, reconstruct and resurface streets that prioritize people walking and using wheelchairs, bicycling, and taking transit in support of MPO goals to increase multimodal facilities and support use of lower impact transportation options. Streets designed only for cars are dangerous for every other user, while complete streets are safer, more convenient, and comfortable for drivers as well as people walking, bicycling, taking transit, children, and people with disabilities.

The MPO, through the City, contracted with consulting firm Nelson/Nygaard, Inc., to complete the plan which included:

- A review of current Casper ordinances, polices, standards, and plans
- Stakeholder and public outreach
- An examination of the Complete Street policies of peer cities
- The creation of street typologies, street cross sections, and design standards
- Drafting appropriate ordinance changes to enact the plan

The City of Casper Complete Streets Plan developed three products that the MPO hopes the city of Casper will adopt.

1. A Complete Streets Policy that establishes a new approach to street design, provides a framework for implementation, and recommends a structure for making decisions.
2. A Complete Streets Plan that includes streets typologies, design standards, and design guidance to help guide the construction of complete streets.
3. A Complete Streets Ordinance Package that incorporates both the Policy and Plan by reference and provides directive amendments to the City's municipal code.

Currently, a draft of the plan is available for public review until March 24, 2022. After the public review period is over the Casper Area MPO will finalize the plan, include any public comments they have received, and put forward a resolution to Casper City Council to approve and adopt the plan. Pending that adoption, the Casper Area MPO will then work with City staff to bring forward ordinance changes to enact the plan.

Financial Considerations:

Funding for this project comes from the MPO, including federal monies and contributions from member agencies. The MPO Policy Committee approved the funding of \$97,875.00 of MPO Programs and Projects funds from the Federal Consolidated Planning Grant for the total project on May 21, 2021.

Oversight/Project Responsibility:

M. Jeremy Yates, MPO Supervisor

Attachments:

None



*Casper Area Metropolitan Planning Organization
Public Participation Plan*

ZILO
INTERNATIONAL GROUP

Strategic Consulting - Positioning You For Success

Table of Contents

PROPOSAL LETTER.....	3
ORGANIZATIONAL BACKGROUND AND OVERVIEW	4
OUR MISSION, VISION, AND CORE VALUES	5
SCOPE OF WORK.....	6-9
OVERVIEW	6
TASK 1: EVALUATE THE EFFECTIVENESS OF CURRENT MPO ACTIVITIES.....	6-7
TASK 2: REVIEW MPO PUBLIC INVOLVEMENT ACTIVITIES	7
TASK 3: TOOLS, TRAININGS AND RECOMMENDATIONS.....	7-8
TASK 4: VIRTUAL PUBLIC INVOLVEMENT TOOLS AND STRATEGIES.....	8-9
REFERENCES.....	10
PROJECT TEAM.....	11-15
ADMINISTRATION AND MANAGEMENT FOR THIS PROJECT	11
RESUMES OF KEY PERSONEL	12-15
MILENA ZILO	12
MICHAEL LAWLOR.....	13
MARIA VIEYRA.....	14
NICK RUSSO.....	15
PROJECT TIMELINE	16
CONFIRMATION OF ADDENDUM NO.1.....	17

Proposal Letter

May 28, 2020

Jeremy Yates
Casper Area MPO, City of Casper,
200 North David Street Room 203,
Casper, Wyoming 82601

Dear Mr. Yates,

Zilo International Group LLC would be honored to partner with the Casper Area Metropolitan Planning Organization to help evaluate the current public involvement activities and develop, establish and document how the public can be involved in the MPO transportation planning process. Please accept this letter and accompanying proposal as our formal response for this opportunity.

By selecting Zilo International, you gain a partner who:

- Has successfully managed and completed previous projects in the public sector
- Can get the job done quickly and on budget
- Is DBE, EBE, WBE, and SBE certified

We are known for our outcome-based approach, passion to serving, and our longstanding commitment to client-centric relationship building. I am the founder and CEO and will serve as the main point of contact for this project. I am authorized to make representations on behalf and legally bind Zilo International Group LLC to any agreement related to this effort. We understand and can deliver the scope of services associated with this effort.

It would be our privilege to serve you on this opportunity. It is our hope to build a long-term relationship and assist you in other areas as well. If you have any questions, please do not hesitate to contact me.

Sincerely,
Milena Zilo



Founder and Chief Executive Officer
Zilo International Group, LLC
3939 East Arapahoe Road, Suite 210 | Centennial, CO 80122
Mobile: 917-225-1851 | Office: 720-295-0054
milena@zilointernational.com | <http://www.zilointernational.com>

Organizational Background and Overview

Zilo International Group LLC is a 100% privately held, woman owned, and operated management consulting firm. It was founded in Colorado in 2014 by our Chief Executive Officer – Milena Zilo following nearly a decade of financial services experience on Wall Street. Since 2019 Zilo International Group is DBE, EBE, WBE, and SBE certified. We are an experienced community engagement and government contractor and strive to be a leader in the industry while offering a variety of services to organizations of all sizes in the private, public, and nonprofit sectors. In the past couple of years, we have successfully completed and awarded projects in CA, CO, HI, MI, NM, OR, UT, WA, and WY. Our main company objective is *Positioning You For Success*, through a tailored approach to consulting. What makes us different is our ability to strategically build an integrated team to suit your specific needs. We are recognized for our ability to optimize performance with speed and impact, all while operating within the budget, and involving our clients at every step along the way.

Our consulting team is composed of individuals who have strong strategic implementation backgrounds and experience in the transportation sector and on creating public participation plans. Our process is outlined below. We have established an extensive and descriptive plan that is effective in spurring public engagement with the community.

We are invested in our clients' success and work diligently in creating public participation plans with a focus on achieving measurable results and building for the future. We work collaboratively with our clients to discover new strengths and drive change, while offering innovative solutions to challenges and ensure that strategies are turned into actions. With each engagement we aim to implement custom-built solutions and create the proper road map for you to achieve your goals. We believe in the following key elements:



Innovation and Execution:

In today's age of constant innovation, it is vital for an organization's execution to be competitive and result driven. These things are not always easy, and we aim to support our clients through the entire process.



Small, Expert Teams

At Zilo International Group, we take a tailored approach, investing in the long-term values of our client's organizations. Your organization will be personally matched to a dedicated team of experts who are highly qualified in your respective industry.



Client Ownership Culture:

Client ownership culture is crucial for an organization at any stage in its developmental process, yielding a strategy that is articulate, long term, and reinforced by mission, vision and values.

Our Mission, Vision, and Core Values

Mission:

Our mission is to position organizations for success in their journey of fulfilling their mission and building for the future.

Vision:

Our vision is to become the consultant of choice to companies around the world.

Core Values:

Our core values align with our actions and are the driving factors in all that we do, we embody them in each and every day:



Loyalty

We are first and foremost loyal to our values and will remain devoted to them. We are dedicated to fostering a culture of integrity with both our staff and our clients.



Respect

We believe in cultivating an environment of respect towards everyone. We appreciate, embrace, and encourage ideas from all points of view, including those which differ from our own.



Integrity

We aim to always do the right thing in every situation. We have created a culture of holding ourselves to the highest level of professional integrity and ethics.



Accountability

We understand the importance of accepting responsibility for our actions and the impact they have on the company, our team, the community, and our clients.



Entrepreneurship

We embrace change, critical thinking, innovation, thinking outside of the box, and an entrepreneurial spirit. We are always in pursuit of new opportunities and challenges.



Excellence

We strive for excellence in everything we do. We persistently endeavor to achieve excellence in the work that we perform and the value we bring to our clients.

Scope Of Work

Overview

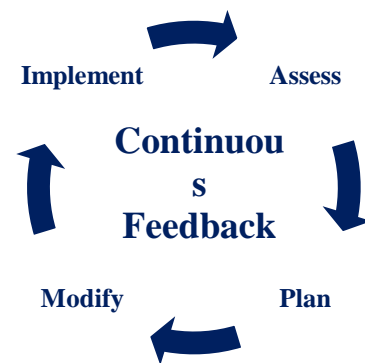
Our approach is to work in *partnership* with the Casper Area Metropolitan Planning Organization over the duration of this project. You'll find our process to be highly adaptable, iterative and collaborative. We offer our expertise and guidance wherever needed to ensure that the entire process is as smooth and extensive as possible. Milena Zilo will function as the account and project executive. It is her task to guide the project team through the entire process and assure a timely and high-quality completion of tasks. The Zilo team uses a comprehensive set of checklists, tasks and procedures that are tailored to each specific client and project. We have identified the following tasks necessary for project completion:

Task 1: Evaluate the Effectiveness of Current MPO Public Involvement Activities

Our first step will be to create a thorough communications plan and schedule between the Casper Area Metropolitan Planning Organization and Zilo International Group, in order to provide insight into how our entire process will be done. We work in partnership with the project team and staff to ensure a collaborative process throughout the entire project and to provide a schedule and work plan that best suits your needs.

We will begin with a kick-off meeting and on-site visit with the project team, then involve intermittent check-in sessions, and updates and milestone meetings. During these meetings we will evaluate the effectiveness of current MPO Public Involvement Activities. We anticipate discussing the following topics:

- **Review of the 2014 Public Participation Plan** – Here we will gather insight into previous the year's participation plan to ensure compliance with federal regulations and evaluate existing policies and procedures to identify best practices moving forward. We will also assess all activities related to low-income and minority populations in the Casper Area. Any further events that could impede the process will also be discovered during this review.
- **Review of analytics, performance measures and effectiveness of current tools**– We will review the current MPO website and social media tools used to convey any and all information concerning transportation planning and other opportunities for public engagement. We will also analyze the outreach conducted for the MPO to isolate strengths, weaknesses, opportunities and threats moving forward. We will review the



performance measures and effectiveness of the current practices utilized by the MPO to reach traditionally underserved communities. We also look at research about the demographics of the area, any recent changes to services provided, and any other research that is relevant to the project to identify potential changes to current practices that would help the MPO's outreach program.

Task 2: Review MPO Public Involvement Activities with Key Participants

During this task we will meet with key staff and committee members and other stakeholders to assess the current state of practice and gain further insight into any opportunities for improving the public engagement process, we will gather this input in two steps:

Step 1: Attend at least one public meeting where we can gather input from all attending members and discover their needs.

Step 2: Connect with both Citizens and Technical Committee members to gain deeper insight.

- We will periodically meet with these two groups throughout the duration of the project both to receive continuous input and make necessary modifications over the course of the Public Participation Plan processes.

Upon collection of appropriate data and information necessary, we will design and conduct an appropriate evaluation method. This generally entails choosing the criteria to base the evaluation on, determining the evidence that will be collected for each chosen criterion, identifying the sample that will be used, if appropriate, and set up an approach to collect the evidence. Specifically, this evaluation will be tailored to assessing community health equity plan and include the creation of a data collection plan and tools, all done in partnership with the different stakeholders.

Once we have determined what kind of evidence will be collected, we then look to develop a metric to measure the quality of what has been gathered. This could encompass a number scale, a rubric, or even a simple description.

Task 3: Tools, Trainings, and Recommendations to Improve the Public Involvement and Decision-Making Process

Key Public Involvement Tasks – With the insight gathered from the first steps, the Zilo team will recommend strategies to best inform and engage interested parties and the general public through a variety of mediums on the following MPO activities:

- Unified Planning Work Program
- Transportation Improvement Program (TIP)
- Long-Range Transportation Plan
- Amendments to the TIP

Communications– Working in conjunction with the Casper Area MPO we will create a comprehensive communications plan to reach interested parties and key stakeholders, including measurable goals, strategies, and different messaging formats to disseminate information online and in person.

Materials – We recommend initially using a variety of materials to reach as many people as possible, including but not limited to: Surveys to collect input, social media tools for broad public outreach, and an updated page on the MPO website to keep people informed on current MPO activities and direct them to the resources they would need to engage with the MPO.

Evaluation– By surveying attendees of outreach activities over the course of the project’s duration, the Zilo team will be able to provide month by month comparisons of the effectiveness of those activities and the rest of the public participation plan. This tool can be implemented by enlisting volunteers to survey the activities, all of whom will be coordinated by the Zilo Team through the use of Signup.com, an easy to use platform that will allow volunteers to sign up for time slots most convenient to them. Volunteers will be stationed at entrances, exits and major traffic points during community events, large festivals, speakers, and public meetings to record and gauge the efficacy of these outreach activities and the reach of the public participation program

Training– Bi-weekly meetings between the Zilo Team, Technical Committee members and members of the Casper Area MPO will allow for updates on the state of the public participation plan and allow for recommendations of key training needs for staff and members in order to implement public engagement strategies and policies to be heard by all necessary members. The Zilo team will lead at least one of these training seminars after working with the MPO to identify which key training needs have the highest priority.

Specific to the project, Zilo International Group will work with local implementation partners to ensure we are collecting the necessary data and are responsive to evaluation learnings as well as participate in trainings and work closely with stakeholders including webinars, phone or video calls, and occasional in-person meetings. We will also facilitate all evaluation sessions and report out the findings in ways that are understandable and accessible to Resident Team members and the broader community. In fact, all findings will be appropriately documented and reported in a way that is easily understandable and accessible.

Task 4: Virtual Public Involvement Tools and Strategies

In order to collect input from as many voices as possible in the Casper Area, the Zilo Team will make use of online and verbal surveys with a range of questions, which will be selected in conjunction with the Casper Area MPO. This will best inform the Zilo Team and the MPO on how to move forward with the public participation plan and further community engagement. Given the prevalence of social media and technology in the everyday life, creating a collection of social media pages, through a variety of different mediums, to represent the Casper Area Metropolitan Area will be an effective method to disseminate information in a broad fashion that will reach as many people as possible in a clear and concise manner. This will give citizens an opportunity to

always be up to date on the Casper Area MPO actions and plans. Our focus will be on building relationships based on open dialogue and shared interest such that it fosters collaborative capacity building not just in the short-term, but also well into the future.

A key tenet of great strategy implementation is that everyone understands what the strategy is, how it is aligned with the mission, vision and values, how will be measured, what employees can do to help, and how the organization/department will support them to implement the strategy. Implementation should be a goal for everyone in the organization.

1. Aligning Initiatives

- A new strategy means new priorities and new activities across the community. Initiatives should be analyzed against their strategic value and the impact to the organization. We want to ensure that the mission, vision, and values are closely intertwined so goals and objectives are consistent across the board.

2. Aligning Mission, Vision, Values and Strategy

- Mission, vision and values should be closely aligned to the strategy. Performance measures should be placed towards strategic goals across the organization and each department and staff measure. Everyone should embrace and understand the impact their role and influence on strategy delivery and performance.

3. Engaging Community

- The key reason strategy execution fails is because critical stakeholders don't understand the strategy and fail to engage.
 - Prepare: Change is difficult and human tendency is to resist it. There are four key hurdles that leadership must overcome to achieve execution. These hurdles are cognitive, resource, motivation and political hurdles. It is important to understand each of these hurdles and develop strategies to overcome them.
 - Include: Bring influential stakeholders into the planning process.
 - Communicate: Ensure everyone understands the strategic vision, the timeline, and what their role is in delivering that vision. Communicate the importance of the timeline during presentations, meetings, emails, and updates. Continue updates throughout the year to keep everyone informed of what is going on.
 - Clarify: It is important that expectations are clear. How are they expected to change? What and how are they expected to deliver results and the importance of their contribution. Understand the strategy, the expected outcomes and how they will be measured.

In the final phase we will begin our preparation of the final report, which gives your team an overview of the project, results, and our analysis. A trend report will establish any significant tendencies in the community and opinions between demographics. We believe that Zilo is the ideal partner, with our deep commitment to serving our communities and our experience driving successful projects, we will enable you to make this effort a success. We recognize the enormous impact that this effort could have on achieving your goals. It would be an honor to partner with you on it. We are personally and professionally enthusiastic to work with you on this critical initiative.

References

Cosumnes Community Service District, Elk Grove, CA

Jeff Ramos, General Manager

Contact Information: 916-405-7150, jefframos@yourcsd.com

Zilo assisted CSD and worked closely with Board of Directors, Leadership Team and various shareholders to address its diversity and inclusion issues. The Board of Directors wanted the organization to reflect the diversity of the community they served which was 57% minority. The CSD board of Directors required the organization to develop an action plan to understand and correct the issues. Ms. Zilo led a consulting team that developed and implemented a diversity and inclusion survey process that produced some positive results that supported the work of the organization and demonstrated to the board their commitment to diversity and inclusion. Three hundred and twenty-one (321) employees, or Forty Three percent (43%) of the organization responded to the survey and provided feedback which was helpful in compiling recommendations. We worked with the department to develop new recruiting and selection processes in an on-going effort to successfully recruit minorities and women. The organization is in the process of addressing other important recommendation we made.

Spokane Transit Authority, Spokane, WA

Kimberly Smallwood

Contact Information: 509-232-6301, ksmallwood@spokanetransit.com

Zilo International Group was recently awarded a 3-year contract to conduct Fixed Route On-Boarding Survey for Spokane Transit. STA provides Fixed Route bus service on 41 different routes within the PTBA, this is comprised of 248 square miles within Spokane County. STA operate 147 buses, 28 of which are hybrid (diesel-electric) vehicles. The agency provided 10,069,599 bus rides in 2018, a 1.9% decrease over 2017. Zilo will be responsible for conducting surveys, capturing the survey results in a database, providing database results in tables, charts and other graphic visuals, and preparing a summary report for each survey with detailed observations, verbatim, and a narrative Executive Summary report.

Mass Transportation Authority, Flint, MI

Paul Mattern, Associate Transit Planner / Asset Manager

Contact Information: 810-780-8825, pmattern@mtaflint.org

We recently completed a project awarded to us by Mass Transportation Authority where we conducted an on-board transit survey for both their primary and regional routes. The main focus was on understanding ridership patterns of residents in the Flint Michigan area. This data will be used to update bus routes to be more efficient, understand travel demand and how to allocate resources best to serve that demand. The data and analysis will also be used to help MTA develop plans that accommodate diverse travel needs and preferences of residents. In our process, we formulated specific crosstab analysis that we saw answered our questions and provided insight. We analyzed demographics, the timeline of riders, destination, income, gender, and analyzed them against each other, finding trends in the data.

Project Team

Administration and Management for this Project

Founder and Chief Executive Officer Milena Zilo will be the primary point of contact and project lead on this engagement. Below please find biographies of the key consultants that will be assisting on this project and relevant experience. We intend to have additional consultants to assist on this project if necessary. Zilo is compliant with all federal, state, and local laws.



“I believe the key to a successful organization is to foster an environment where high achieving, purpose driven, and self-motivated individuals can work together.”
Milena Zilo, Founder and CEO

Resumes of Key Personnel

Milena Zilo

Founder and Chief Executive Officer

BACKGROUND

Milena founded Zilo International Group and has worked with organizations of different sizes in multiple industries, both domestically and internationally. She has visible level of leadership interaction and collaboration with all key areas of the organization and executive team. She has developed a powerful understanding of the connections between operational activities and financials through driving change and working across different business units. She is an innovative leader with experience in strategic planning and operations management. She has experience implementing organic and inorganic growth strategies, structuring partnerships, and negotiating contracts while increasing operational efficiency and profitability through financial analysis and strategic process improvements. Her favorite quote is “I am easily satisfied with the very best” ~ Winston Churchill

PROFESSIONAL AND INDUSTRY EXPERIENCE

Milena Zilo has nearly a decade of experience in Wall Street and International Consulting. She started her career in New York and has worked at:

- Zilo International Group, Management Consulting (2012-Present)
- BlackRock, Private Equity (2011)
- Bloomberg, Fundamentals & Earnings Equity Research (2007-2010)
- Merrill Lynch, Investment Management (2004-2007)
- Citi, Summer Internship (2004)



EDUCATION, LICENSES, & CERTIFICATES

- University of Denver, Bachelor's Degree in Finance and Double Minored in Economics and Legal Studies
- Series 7 – General Securities Representative Exam – Financial Industry Regulatory Authority
- Series 66 – Uniform Combined Securities Law Exam State of NY – Financial Industry Regulatory Authority

PROFESSIONAL ASSOCIATIONS & BOARDS

- Advisory Board for Daniels College of Business
- Board Member of the University of Denver NY Chapter
- U.S Global Leadership Coalition's Colorado Advisory Committee
- Mentor for Boomtown Accelerator in Boulder
- American Cancer Society Associate Board of Ambassadors and Gala Executive Planning Committee
- StreetWise Partners – Jr. Executive Board Member and Adult Program Mentor
- Project X-ITE Mentor
- Reiman School of Finance Mentor

Michael Lawlor

Consultant / Urban Designer

BACKGROUND

Michael Lawlor is a Flint-based urban designer with an interest in participatory design methods, public space, and urban revitalization. He has worked, interned, consulted, and volunteered with a variety of public and private agencies working to develop sustainable, place-based, and community-centered projects in America's legacy cities. He has deep and practiced knowledge of engagement-based design methodologies: synthesizing information gathered from residents, stakeholders, site surveys, regulatory frameworks, and planning and design best practices. Additionally, Michael is skilled in architectural drafting, modeling, and rendering; GIS mapping and data analysis; publication and graphic design; writing and research; and creating marketing and awareness campaigns

PROFESSIONAL AND INDUSTRY EXPERIENCE

Michael began his education in architecture before shifting his focus to urban design and planning. He developed a keen eye for visual communication studying architecture, which informs all aspects of his work.

He has worked, interned, and consulted with:

- Zilo International Group, Management Consulting (2019- Present)
- City of Flint Department of Planning & Development, Urban Designer/Neighborhood Planner (2016 - present)
- Flint Metro Community Development (2018)
- Trumbull Neighborhood Partnership/Trumbull County Land Bank (2015)
- The Robins Project/Fine Arts Council of Trumbull County (2014)
- The Architect's Newspaper (2012)



EDUCATION, LICENSES, & CERTIFICATES

- Urban Design: Bachelors of Science, Parsons The New School for Design - New York, NY
- Architecture: RIBA Part 1 Certificate (visiting student)
- Architectural Association - London, UK
- Architecture: B. Arch (candidate), Pratt Institute - Brooklyn, NY

PROFESSIONAL ASSOCIATIONS & BOARDS

- Flint Public Art Project, Board of Directors
- Flint National Service Accelerator, Leadership Council
- North Flint Community-Based Crime Prevention Initiative, Leadership Team

Maria Vieyra

Consultant / Field Supervisor

BACKGROUND

Maria Vieyra has over a decade of experience working directly with clients and managing teams. Maria has a passion for helping others and creating community. One of Maria's key deliverables is aligning the workforce with business priorities. Maria excels at creating organized systems that aid in the efficiency and productivity of a company or organization's process. She is able to perform tasks in a competent and efficient manner and can provide insight and expertise on a wide range of procedures and projects, including strategic planning, process improvement, talent and performance management, and leadership development. Maria is a strategic thinker who uses data analysis to make decisions and adapt quickly to situations. She has managed teams and uses a collaborative, open-loop feedback approach with prospects, customers, support staff, and teams.

PROFESSIONAL AND INDUSTRY EXPERIENCE

- Zilo International Group, (2019-Present)
- Spokane County Community Services Housing and Community Development (2019- Present)
- Home Health Aide (2000-2017)
- Fairchild Air Force Base (2009-2015)
- H&R Block (2007-2014)



EDUCATION, LICENSES, & CERTIFICATES

- Spokane Community College – Criminal Justice
- Military Training – Administration

PROFESSIONAL ASSOCIATIONS & BOARDS

- Transitional Living Center

FOREIGN LANGUAGES

- Bilingual in Spanish

Nick Russo

Analyst

BACKGROUND

Nick Russo started his career as an intern and is now an Analyst at Zilo. Throughout his experience in the manufacturing and management consulting industries, he has helped improve processes making them better and increased production for the organization. His problem-solving skills allow him to find solutions in the quickest and most efficient ways.

Nick has a strong commitment to helping organizations prosper and realize their full potential. Through his experiences in his schoolwork as well as work experience, he has become very detail oriented and efficient in accomplishing all the projects he undertakes. Nick has partaken in a consulting cup competition through his schoolwork where he needed to do a top to bottom analysis on a Fortune 500 company and find a solution to an apparent problem that the company has. In that competition he and his group advanced to the semifinals. Nick is starting his final year at Fordham University in the fall and will graduate in the spring.

PROFESSIONAL EXPERIENCE

Nick has worked in manufacturing and consulting over the past 5 Summers. Through his experience he has helped with many tasks that help create smoother and more efficient operations for the organization.

- Zilo International Group, Management Consulting (2020-present)
- Universal Fabricating and Supply, Finance Intern (Summers 2015-2019)



EDUCATION, LICENSES, & CERTIFICATES

- Fordham University – Bachelors of Public Accountancy
- Concentration in Finance

CLUBS & ACTIVITIES

- Fordham Consulting Cup Challenge Semi Finalist
- Beta Alpha Psi Honors
- Value Investing Club
- Fordham Finance Society
- Member of the Fordham University Rugby Football Club

Project Timeline

Zilo would be able to start working with you on this project immediately. We are extremely committed to servicing our clients’ needs and are available *at all times*. Thought the timeline will be better assessed during the discovery period we suggest the below timeline for this project.

MILESTONE / TASK	MONTH	1				2				3				4				
		WEEK	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Task 1: Evaluate the Effectiveness of Current MPO Public Involvement Activities																		
Kickoff Meeting / Status Updates																		
Evaluation of Current MPO Public Involvement Activities																		
Review of MPO website and Social Media tools																		
Review of Outreach conducted for the MPO																		
Review current practices on reaching traditionally underserved communities																		
Task 2: Review MPO Public Involvement Activities with Key Participants																		
Attend public meeting																		
Connect with Citizens																		
Connect with Technical Committee members																		
Task 3: Tools, Trainings, and Recommendations to Improve the Public Involvement and Decision-Making Process																		
Key Public Involvement Tasks																		
Communication																		
Training																		
Evaluation																		
Task 4: Virtual Public Involvement Tools and Strategies																		
Virtual Technique Recommendations																		
Successful virtual public involvement techniques presentation																		
Final Report																		

Confirmation of Addendum No.1

ADDENDUM NO. 1

to the:

REQUEST FOR PROPOSALS

FOR CONSULTANT TO PREPARE A
PUBLIC PARTICIPATION PLAN

RFP No. MPO 20-05

by

CASPER AREA METROPOLITAN PLANNING ORGANIZATION

CITY OF CASPER


200 N. David

Casper, Wyoming 82601

ADDENDUM DATE: May 20, 2020

Receipt of this Addendum must be acknowledged by filling in the spaces provided below and including one (1) copy attached to the bid

APPROVED



M. Jeremy Bates/MPO Supervisor

ACKNOWLEDGMENT OF RECEIPT OF
ADDENDUM (BIDDER)

Zilo International Group LLC

Firm



By: Signature

Founder & CEO

Title

05.29.2020

Date Received

*Thank You
for
Your Consideration!*



CITY OF CASPER COMPLETE STREETS

DRAFT PLAN AND POLICY

CITY COUNCIL WORK SESSION
3/22/22



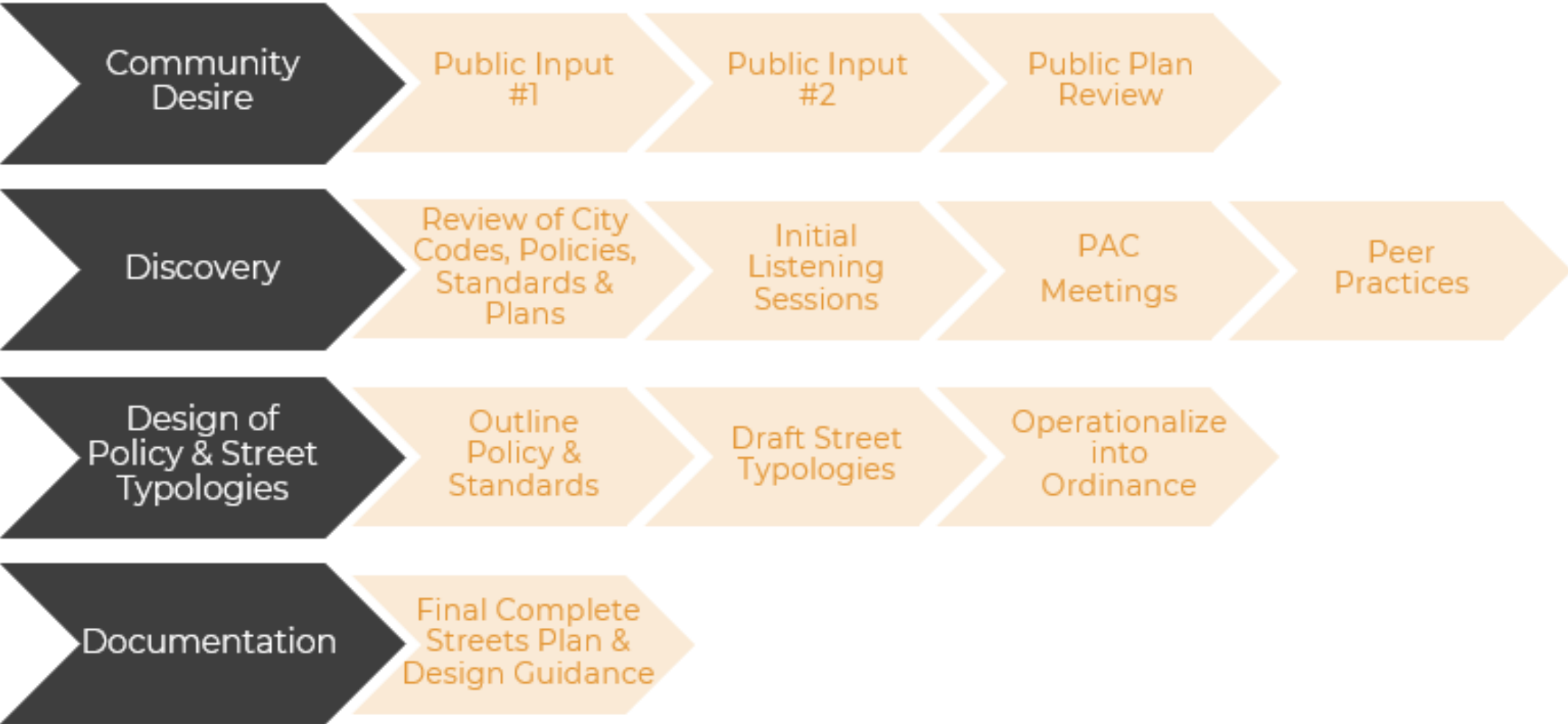
CASPER AREA
METROPOLITAN PLANNING ORGANIZATION
Casper - Mills - Evansville - Bar Nunn - Natrona County

Casper Complete Streets

- 1. Project Overview
- 2. Big Impacts
- 3. Community Precedent
- 4. What We Heard
- 5. Complete Streets Policy
- 6. Complete Streets Design Guidance
- 7. Discussion, Questions, & Remarks



Project Overview



Project Overview

❖ Complete Streets Policy

Establishes a new vision and approach to street design, provides a framework for implementation, recommends a structure for making decisions

❖ Complete Streets Plan

Includes complete streets typologies and design guidance for complete streets

❖ Complete Streets Ordinance

Incorporates the Policy and Plan by reference and provides directive amendments to the municipal code



Big Impacts



SAFER STREETS



HEALTHY RESIDENTS



THRIVING LOCAL ECONOMY



Community Precedent



CONNECTING CROSSROADS LONG RANGE TRANSPORTATION PLAN UPDATE (2020)

Goals

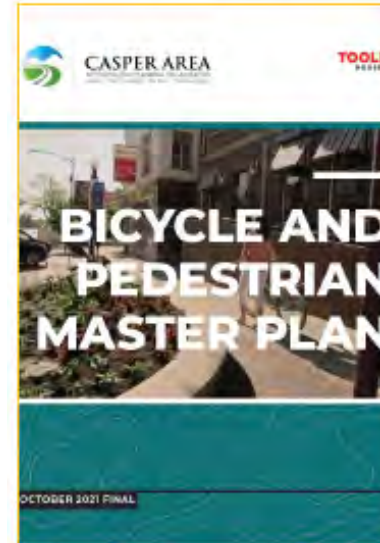
- Increase transportation options for all modes
- Improve safety and health for all residents
- Enhance the region's distinct character
- Support the region's diversifying economy
- Promote affordable and easy mobility solutions



GENERATION CASPER COMPREHENSIVE PLAN (2017)

Goals

- Enhanced connectivity
- Vibrant urban center
- Endless character
- Undiscovered quality of life



CASPER AREA BICYCLE AND PEDESTRIAN PLAN (2022)

Goals

- Safety and comfort
- Connectivity
- Community
- Increase in non-car trips
- Equity

What We Heard

Outreach Opportunities

- Fall Open House
- Survey (n=88)
- Winter Open House
- Developer Meeting
- Public Plan Review



Survey participants thought a Complete Streets Plan will **support goals** of Connecting Casper

82%

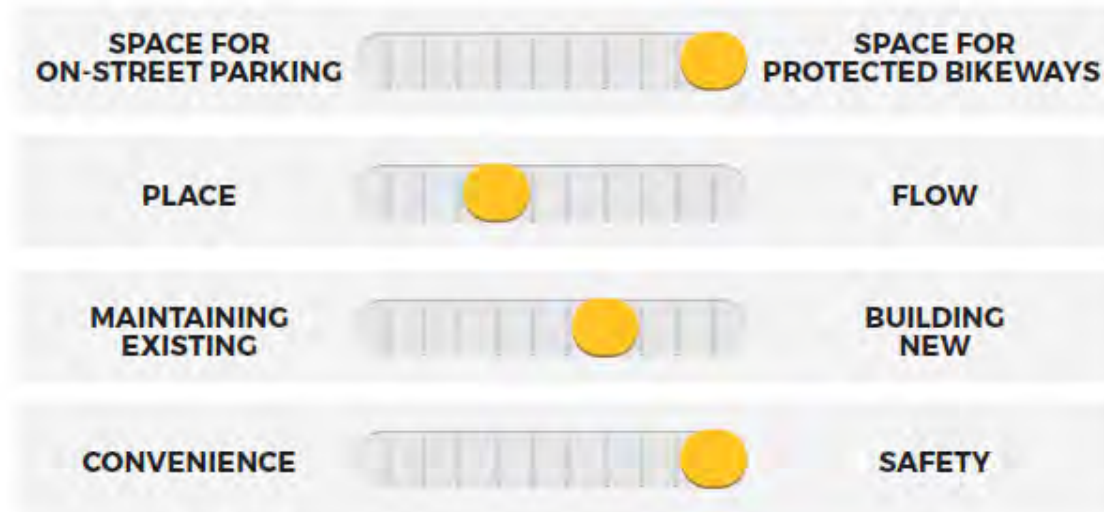
of survey participants would **slow down** their driving speed for the safety of all users



Upon being asked about their favorite street in Casper, a resident responded in the questionnaire:

"I also love Boots Drive because I fell in love with the most amazing girl I've ever known there."

Trade-Offs & Compromises




Complete Streets Policy

- ❖ **Vision and Intent**
- ❖ **Diverse Users**
- ❖ **Commitment in All Projects and Phases**
- ❖ **Clear, Accountable Expectations**
- ❖ **Jurisdiction**
- ❖ **Design**
- ❖ **Land Use and Context Sensitivity**
- ❖ **Performance Measures**
- ❖ **Project Selection Criteria**
- ❖ **Implementation Steps**

The Elements of a Complete Streets Policy

Effective 2018



The collage consists of four photographs arranged in a 2x2 grid, separated by light green vertical bars. The top-left photo shows a pedestrian crossing with a sign that includes 'Emergency', 'Main Entrance', 'Guest Parking', 'Guest Pick-up/Drop-off', and 'Guest Drop-off'. The top-right photo shows a bicycle lane with a large white bicycle symbol painted on the asphalt. The bottom-left photo shows a multi-use trail with people on bicycles and a dog. The bottom-right photo shows a woman riding a bicycle with a child on a front-mounted seat.

DRAFT Complete Streets Design Guidelines



STREET DESIGN PRINCIPLES



BALANCING ACCESS & THROUGHPUT



STREETS AS PUBLIC SPACE



SAFE SPEEDS



PLANNING FOR A POSITIVE EXPERIENCE



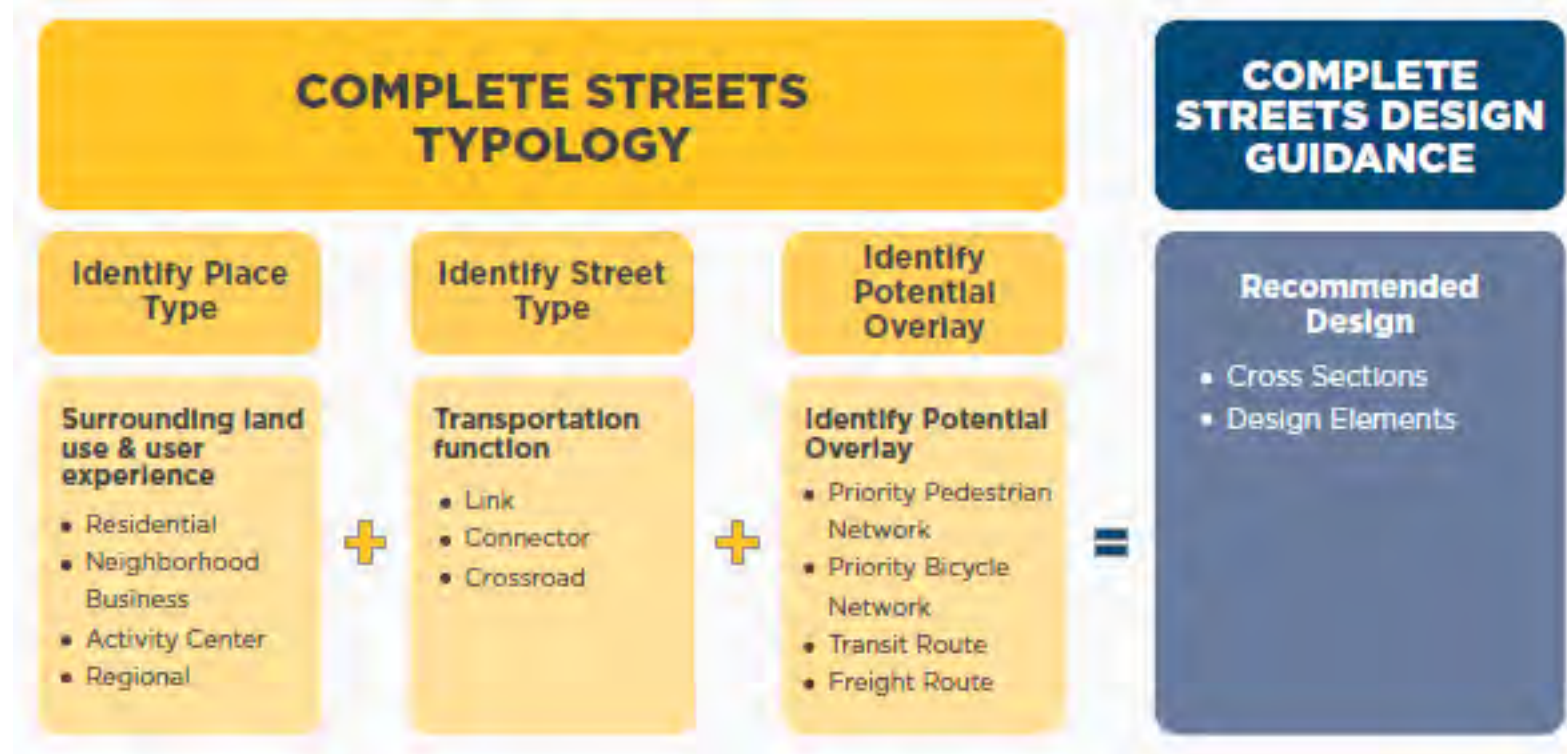
STREET ZONES & PRIORITIES



WHAT ABOUT FUNCTIONAL CLASSIFICATION?



Complete Streets Typologies



Place Types



Residential: Residential places are areas where people live and populated mainly by homes, apartments, and other residences. People who live on well-designed residential streets feel comfortable hanging out in the front yard.



Neighborhood Business: Areas with street facing retail such as restaurants and small shops are typical of this place type.



Activity Center: This place type includes major destinations and institutions that support the city such as hospitals, schools, and places of worship.



Regional: Regional places include land uses and destinations that serve the greater Casper area including big box retail, office parks, and industrial facilities.

Street Types



Link

The most common street type represented in Casper, links are primarily used for the last blocks of travel and provide access to homes or a local business district. These streets tend to carry the smallest volume of trips.



Connector

Connectors generally provide intra-city access to key destinations and serve a mix of users. These streets generally carry a sizable volume of trips, more so than Links but less so than Crossroads.



Crossroad

Crossroads allow inter-city travel and support the movement of people and goods to places that usually have a regional significance. These streets support the highest volumes of multi-modal trips.

Street Types



Transportation Objective

Identifies the street's main transportation function in the City's network.

Design Function

The intended outcomes supported by the design features related to how people feel when they are using the street.

Supportive Street Elements

Identifies street design elements that support the design function.

Typical Land Use

The specific land uses generally found along the place type and street type that inform the design function.

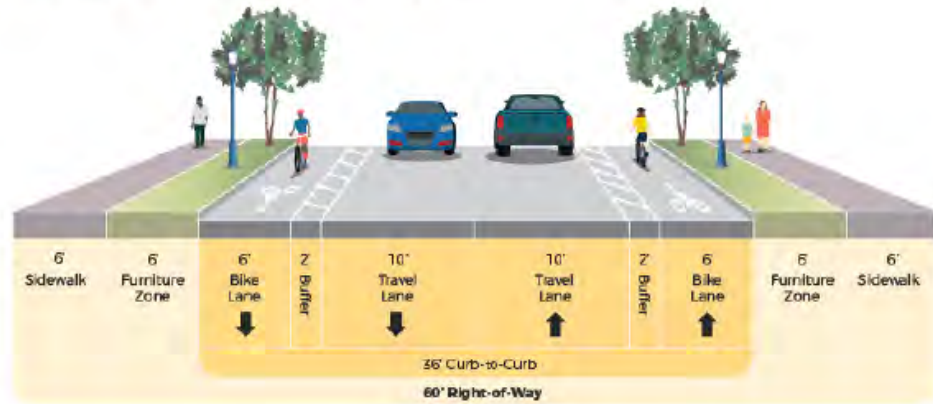
Street Users

Identifies the typical street users including people walking and rolling, biking, motorists, transit riders and buses, and freight vehicles.

Access/Throughput Balance

Visual representation of where along the access and throughout balance the street type resides.

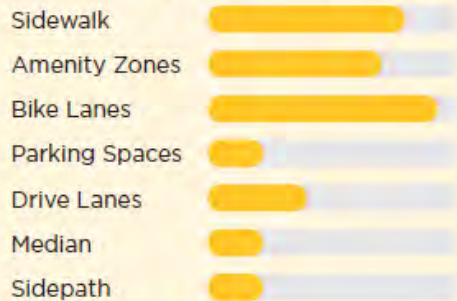
60' RIGHT-OF-WAY



Compatible Street Types:

- Residential Link
- Neighborhood Business Link

Right-Of-Way Allocation Priorities:



Average Daily Traffic:

<5,000

Design Speed:

20 MPH

Appropriate Functional Classification:

Local

Overlays Supported:

- Priority Pedestrian Network
- Priority Bicycle Network

Overlays Supported:

Consult Chapter 6 for treatments appropriate to street type and associated overlay if present.

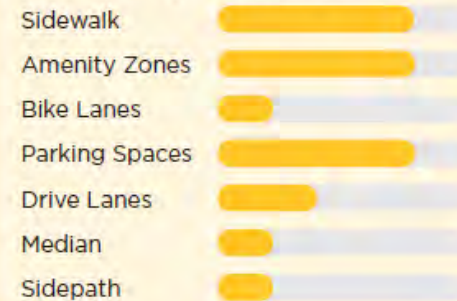
60' RIGHT-OF-WAY



Compatible Street Types:

- Residential Link
- Neighborhood Business Link

Right-Of-Way Allocation Priorities:



Average Daily Traffic:

<5,000

Design Speed:

20 MPH

Appropriate Functional Classification:

Local

Overlays Supported:

- Priority Pedestrian Network

Overlays Supported:

Consult Chapter 6 for treatments appropriate to street type and associated overlay if present.

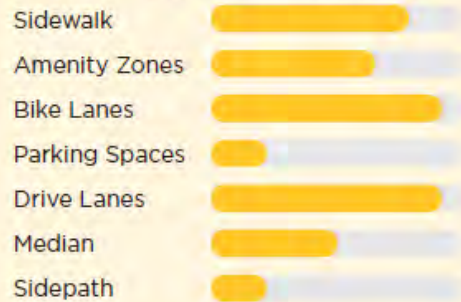
100' RIGHT-OF-WAY



Compatible Street Types:

- Residential Crossroad
- Activity Center Crossroad
- Regional Crossroad

Right-Of-Way Allocation Priorities:



Average Daily Traffic:

20,000+

Design Speed:

30 MPH

Appropriate Functional Classification:

Collector

Arterial

Overlays Supported:

- 🚶 Priority Pedestrian Network
- 🚲 Priority Bicycle Network
- 🚌 Transit Route
- 🚛 Freight Route

Overlays Supported:

Consult Chapter 6 for treatments appropriate to street type and associated overlay if present.

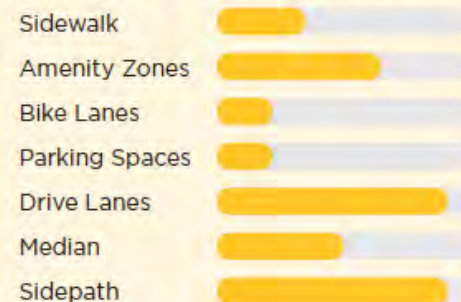
100' RIGHT-OF-WAY



Compatible Street Types:

- Residential Crossroad
- Activity Center Crossroad
- Regional Crossroad

Right-Of-Way Allocation Priorities:



Average Daily Traffic:

20,000+

Design Speed:

30 MPH

Appropriate Functional Classification:

Collector

Arterial

Overlays Supported:

- 🚶 Priority Pedestrian Network
- 🚲 Priority Bicycle Network
- 🚌 Transit Route
- 🚛 Freight Route

Overlays Supported:

Consult Chapter 6 for treatments appropriate to street type and associated overlay if present.

March 17, 2022

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

FROM: John Henley, City Attorney *JH*

SUBJECT: Information regarding gambling

Meeting Type & Date

Work Session
March 22, 2022

Action type

Information

Recommendation

None

Summary

Unlike liquor licensing, Wyoming municipalities do not license gambling establishments.

I. Skill-based games

Authorized/legal gambling has become much more prevalent in Wyoming in the past five years. In 2020, the Governor signed House Enrolled Act 95 into law, reconstituting the Wyoming Pari-Mutuel Commission as the Wyoming Gaming Commission. At that time, the Gaming commission began regulating “skill-based amusement games”. These games are limited to a maximum of three dollars (\$3.00) per play and a payout of no more than three thousand dollars (\$3,000.00) per play. Skill under the state statute, is defined as a “player’s knowledge, dexterity, or any other ability or expertise relevant to game play.”

Wyoming Statutes establish operating rules. No establishment shall have more than four (4) skill-based amusement games operating for play at any one time. W.S. 11-25-303(c). These machines are often found in establishments with liquor licenses.

The operator shall not locate a skill-based amusement game in an area of establishment in which those under twenty-one years of age are permitted to enter. The operator is prohibited to permit a person under twenty-one (21) to play a skill-based amusement game.

Taxes paid are collected weekly. The operator must remit to the Wyoming Gaming Commission twenty percent (20%) of the net proceeds earned during the prior week. Of that twenty percent (20%), forty-five percent (45%) will be distributed to the county and the municipality in which the skill based amusement game is located, in equal shares, or to the county alone if the skill based game is not located within a municipal boundary.

Wyoming Gaming Commission

Skill Based Amusement Game Revenue

2021 Unaudited

County/City	SFPA Revenue	WGC Revenue	County Revenue	City Revenue	Total Revenues
Natrona County					
Alcova	\$ 1,508.85	\$ 335.30	\$ 1,508.85	\$ -	\$ 3,352.99
Bar Nunn	\$ 15,464.70	\$ 3,436.60	\$ 7,732.35	\$ 7,732.35	\$ 34,366.00
Casper	\$ 146,291.70	\$ 32,509.27	\$ 80,276.82	\$ 66,014.88	\$ 325,092.66
Edgerton	\$ 1,495.80	\$ 332.40	\$ 747.90	\$ 747.90	\$ 3,324.00
Evansville	\$ 59,043.09	\$ 13,120.69	\$ 31,009.06	\$ 28,034.02	\$ 131,206.86
Mills	\$ 43,890.81	\$ 9,753.51	\$ 26,001.69	\$ 17,889.12	\$ 97,535.13
Natrona County Total	\$ 267,694.94	\$ 59,487.76	\$ 147,276.67	\$ 120,418.27	\$ 594,877.64
Grand Total	\$ 267,694.94	\$ 59,487.76	\$ 147,276.67	\$ 120,418.27	\$ 594,877.64

List of establishments and location:

Bankshot skill games locations		
Sunset Bar and Grill	22250 W HWY 220 Alcova	Alcova
Ghost Town Truck Stop	6680 W Yellowstone Highway	Mills
Roadway Inn	20 SE Wyoming Blvd, Casper	Casper
Pace-O-Matic Skill Games Locations		
Sky Terrace Skill	8500 Airport Pkwy	Casper
Horseshoe Skill	7515 W Yellowstone Hwy	Casper
PV Golf Skill	70 Magnolia	Casper
Oregon Trail Bar Skill	4618 W Yellowstone	Mills
Staggers Skill	525 SW WY Blvd	Mills
Hideaway Skill	211 Riverview Ave	Mills
Bayou Skill	301 Platte	Casper
TJS Skill	2024 CY Ave	Casper
The Office Skill	520 S Ash	Casper
The Fort Skill	500 West F Street	Casper
Dukes Skill Townhouse Bar and Grill	300 W Front St	Casper
Frosty's Skill	520 S Center	Casper
Elks Skill	108 E 7th St	Casper
Eagles 306 Skill	306 N Durbin	Casper
Cocktails	138 S Kimball Street	Casper
Elk Street VFW	420 N Elk Street	Casper
Alibi Skill	1040 E Yellowstone	Casper
Bryan Stock Skill	1800 Bryanstock Trail	Casper
Moonlight Liquors Skill	2305 E 12th Street	Casper
Butch's Happy Days Skill	1180 Oildale	Evansville
Taylor's Skill	37 Curtis St	Evansville
Flying J Skill	41 SE WY BLVD	Casper

Sanford's Skill	61 SE WY Blvd	Casper
Keg and Cock Skill	5371 Blackmore Rd	Casper
Eastgate Travel Plaza	6985 Nugget	Evansville
Lazy 8 Bar	13720 E US Highway 20-26	Evansville
Prairie Schooner Skill	320 S 2nd	Edgerton WY

II. Pari-mutuel wagering

This type of wagering is a wager on the outcome(s) of a pari-mutuel event; such events in Wyoming are defined to include horseracing, harness racing, chariot racing, chuck wagon racing and professional roping and rodeo events and simulcasting of dog racing and other events approved by the Commission.

Another subcategory of pari-mutuel wagering in Wyoming is wagering on events that have already occurred, e.g., historic horseracing.

State revenue from these events is calculated by a weekly Wednesday report. Every Wednesday following a pari-mutuel event the permittee shall file a report with the Wyoming Gaming Commission showing the total amount of money wagered during the period. The permittee must pay one-quarter percent (1/4%), of the total amount wagered, attributable to historic pari-mutuel events and one and one-half (1.5%) of the total amount wagered, attributable to live pari-mutuel events. These amounts are then credited to the State Treasurer's Office.

The permittee must also pay one percent (1%), of the total amount wagered, attributable to historic pari-mutuel events, to be transferred to the county and the municipality in which the permittee is located, in equal shares, or to the county alone if the permittee is not located with a municipal boundary.

Live horse-racing is also video cast. The off-track betting (OTBs) sites must video cast a certain number of live races per year. Three horse racing tracks are operational in Wyoming; in Sheridan, Gillette and Evanston. Other out of state live races may also be video-cast at OTBs.

Currently the counties approve and license OTB operations. At this point, applicants simply make a written request to Natrona County and engage in answering questions and providing additional information to obtain permission to operate.

City and County revenue information for Pari-mutuel wagering:

Vendor Name	Check Date	Agency Name	Sum of Line Amount
CITY OF CASPER	2/20/2018	Pari Mutuel Commission	55,669.71
	8/22/2018	Pari Mutuel Commission	119,213.50
			174,883.21(2018 Total)
	1/17/2019	Pari Mutuel Commission	138,103.07
	8/8/2019	Pari Mutuel Commission	260,903.71
			399,006.78 (2019 Total)
	2/11/2020	Pari Mutuel Commission	283,768.79
5/5/2020	Pari Mutuel Commission	124,597.83	

7/28/2020	Pari Mutuel Commission	62,257.05
		470,623.67 (2020 Total)
2/16/2021	Pari Mutuel Commission	259,474.12
4/23/2021	Pari Mutuel Commission	21,199.61
9/13/2021	Pari Mutuel Commission	410,175.75
		690,849.48 (2021 Total)

CITY OF CASPER

Total 1,735,363.14

NATRONA COUNTY

TREASURER

2/23/2017	Pari Mutuel Commission	191,618.05
8/3/2017	Pari Mutuel Commission	274,550.53
		466,168.58 (2017 Total)
2/20/2018	Pari Mutuel Commission	273,685.86
8/22/2018	Pari Mutuel Commission	346,760.59
		620,446.45 (2018 Total)
1/17/2019	Pari Mutuel Commission	365,920.93
7/17/2019	Pari Mutuel Commission	457,815.23
		823,736.16 (2019 Total)
2/11/2020	Pari Mutuel Commission	594,894.43
5/5/2020	Pari Mutuel Commission	274,282.74
7/28/2020	Pari Mutuel Commission	136,287.05
		1,005,464.22 (2020 Total)
2/16/2021	Pari Mutuel Commission	548,359.16
4/7/2021	Pari Mutuel Commission	50,432.53
9/7/2021	Pari Mutuel Commission	740,835.87
		1,339,627.56 (2021 Total)

NATRONA COUNTY TREASURER

Total 4,255,442.97

Grand Total 5,990,806.11

Off Track Betting/Live Horse Racing Locations:		
Wyoming Downs	The Hanger	Bar Nunn
Wyoming Downs	Wilkins Circle	Casper
Wyoming Downs	4100 W Yellowstone Hwy	Mills
Wyoming Downs	Sunrise South Poplar	Casper
Wyoming Downs	OTB (Galloways) 2800 CY Ave	Casper
Casper Horse Palace West	300 W F Street Casper, 82601	Casper
Wyoming Downs	Troopers 1801 East E Street	Casper
Wyoming Downs	OTB 359 Miracle St Evansville	Evansville
Casper Horse Palace	71 SE Wyoming Blvd	Casper

III. Wyoming Lottery.

Wyolotto, the Wyoming lottery was established after the 2013 legislative session and the passing of House Bill 77. A portion of Wyoming lottery net revenues are distributed by the state to

Wyoming counties, cities, and towns and deposited into the states Permanent Land Fund's Common School Account.

City and County Wyoming lottery revenue information:

Vendor Name	Check Date	Invoice #	Sum of Line Amount
CITY OF CASPER	1/12/2017	012017 LOTTERY TO CITIES	51,107.61
	4/10/2017	042017 LOTTERY TO CITIES	85,691.47
	7/10/2017	062017 LOTTERY TO CITIES	17,604.96
	10/10/2017	LOTTERY TO CITIES	<u>70,506.17</u>
			(2017 Total) 224,910.21
	1/8/2018	LOTTERY TO CITIES	91,536.38
	4/9/2018	LOTTERY TO CITIES	127,351.58
	7/9/2018	LOTTERY TO CITIES	129,935.76
	10/10/2018	LOTTERY TO CITIES	<u>142,390.88</u>
			(2018 Total) 491,214.60
	1/10/2019	LOTTERY TO CITIES	(2019 Total) 256,595.04
	1/9/2020	QTR2 LOTTERY	76,426.50
	4/8/2020	QTR3 LOTTERY	74,464.59
	7/16/2020	QTR4 LOTTERY	78,334.02
	10/7/2020	QTR1 LOTTERY	<u>150,711.76</u>
			(2020 Total) 379,936.87
	1/6/2021	QTR2 LOTTERY	68,273.04
	4/7/2021	QTR3 LOTTERY	86,917.55
	7/12/2021	QTR4 LOTTERY	87,060.07
	10/11/2021	QTR1 LOTTERY	90,692.82
	1/10/2022	QTR2 LOTTERY	<u>59,313.74</u>
			(2021 Total) 392,257.22
CITY OF CASPER Total			1,744,913.94
Natrona County Treasurer	1/12/2017	012017 LOTTERY TO COUNTIES	10,454.69
	4/10/2017	042017 LOTTERY TO COUNTIES	17,529.24
	7/10/2017	062017 LOTTERY TO COUNTIES	3,601.31
	10/10/2017	LOTTERY TO COUNTIES	14,427.02
			(2017 Total) 46,012.26
	1/8/2018	LOTTERY TO COUNTIES	18,730.23
	4/9/2018	LOTTERY TO COUNTIES	26,058.76
	7/9/2018	LOTTERY TO COUNTIES	26,587.54
	10/10/2018	LOTTERY TO COUNTIES	29,130.96
			(2018 Total) 100,507.49
	1/10/2019	LOTTERY TO COUNTIES	52,495.36
			(2019 Total) 52,495.36
1/9/2020	QTR2 LOTTERY	15,635.68	
4/9/2020	QTR3 LOTTERY	15,234.30	

7/16/2020	QTR4 LOTTERY	16,025.92
10/7/2020	QTR1 LOTTERY	30,847.47
	(2020 Total)	77,743.37
1/6/2021	QTR2 LOTTERY	13,974.03
4/7/2021	QTR3 LOTTERY	17,790.16
7/12/2021	QTR4 LOTTERY	17,819.33
10/11/2021	QTR1 LOTTERY	16,464.74
	(2021 Total)	66,048.26
1/10/2022	QTR2 LOTTERY	(2022 QTR2)10,768.06
NATRONA COUNTY		
TREASURER Total		353,574.80
Grand Total		2,098,488.74

Currently, there are 309 terminals active for Wyoming Downs, LLC, 162 for Wyoming Horse Racing, LLC, and 132 Skill Games terminals in Natrona County. Four locations currently also have liquor licenses at their establishments: Wyoming Downs 1121 Wilkins Circle, Galloways Irish Pub 2800 CY Ave, The Horse Palace 71 SE Wyoming Blvd, and Highend Hotel Group of America (Econo Lodge) 300 W. F St.

Zoning restrictions

There are location dependent restrictions based on zoning requirements. According to the City Planner, most (but not all) zoning districts require a conditional use permit, and there are often separation requirements from schools and churches. There is no differentiation between types of gaming and gambling under the zoning regulations.

Financial Considerations

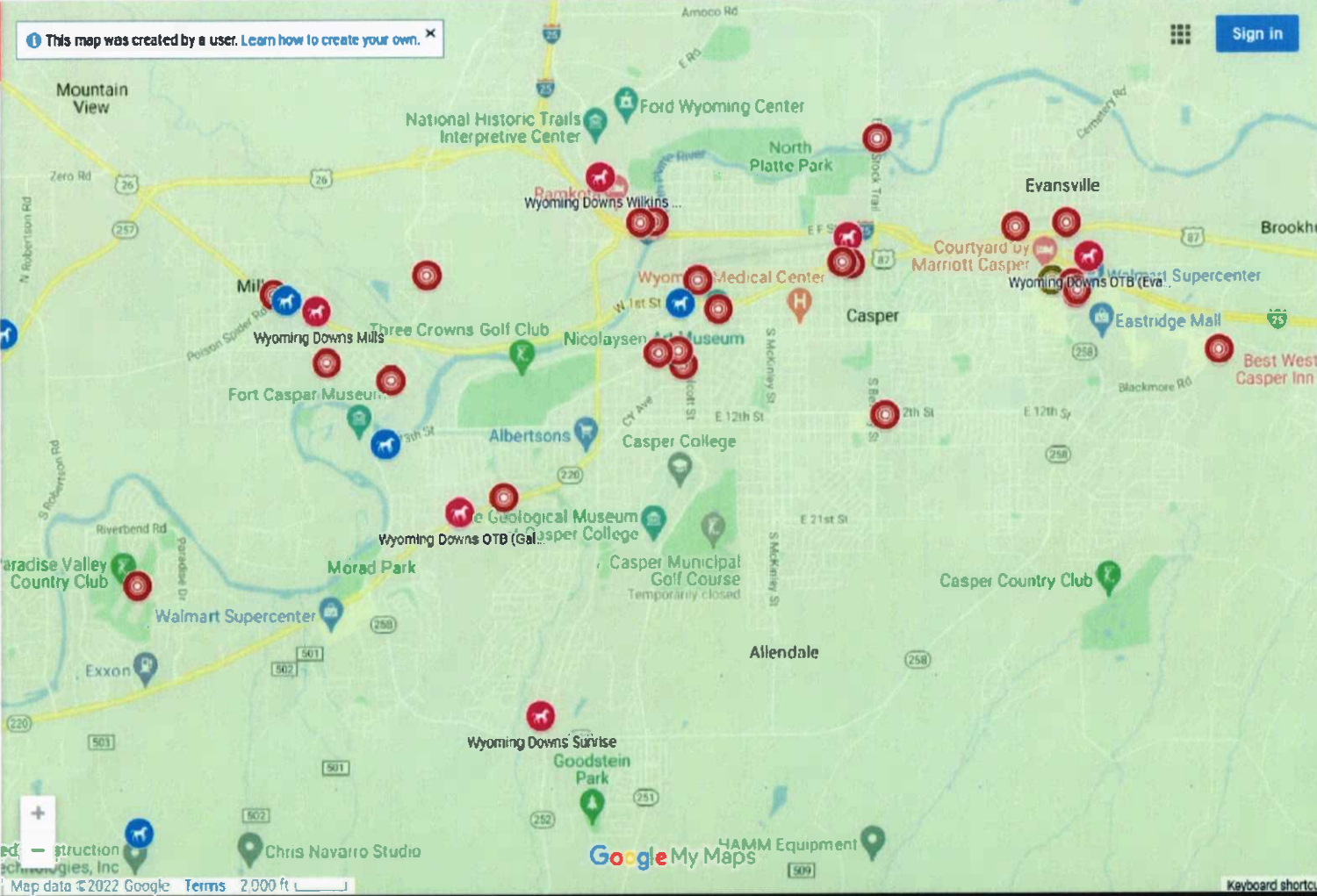
None.

Oversight/Project Responsibility

Attachments

Natrona County location/type map

- Gaming and Horse Racing**
- Off Track Betting/ Live Horse Racing Loc...**
 - All items
- Banilla Skills Games Locations**
 - All items
- Bankshot Skill Games Locations**
 - All items
- Gracie Skill Games Locations**
 - All items
- Pace-O-Matic Skill Games Locations**
 - All items
- 2021 Wyoming Bred Program**
 - All items



March 16, 2022

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

FROM: Jill Johnson, CPA, Financial Services Director *JJ*
Nicholas Gassman, Budget & Accounting Supervisor *NJG*

SUBJECT: Audit RFP Recommendation

Meeting Type & Date

Work Session
March 22, 2022

Action type

Direction Requested

Recommendation

That the City Council approve the selection of Ketel Thorstensen to perform the City's Audit.

Summary

The City of Casper Financial Services department issued an RFP for audit services on January 21, 2022. Proposals were due February 21, 2022 and the City received 2 responses to the RFP.

The responses were weighted for audit approach, similar work performed, experience, cost, responsiveness, and if they have been peer reviewed. The Finance department has reviewed the proposals and after careful consideration, recommend Ketel Thorstensen as the auditor for the City of Casper's annual audit for a 5-year term. Ketel Thorstensen was the lowest bid.

The Finance Committee meet on March 15, 2022 to review the options and agreed with recommending Ketel Thorstensen.

Financial Considerations

Audit services cost for 2021, 2020, and 2019 were \$200,000 (estimated), \$290,000 and \$242,000 respectively. Ketel Thorstensen's proposal included costs of an estimated \$110,000 for an average savings of more than \$100,000.

Oversight/Project Responsibility

Jill Johnson, Financial Services Director
Nicholas Gassman, Budget & Accounting Supervisor

Attachments

Exhibit A: Evaluation Criteria
Ketel Thorstensen Costs
Casey Peterson Costs

Exhibit A

Evaluation Criteria:

Audit Approach/Quality Control Elements (0-15 pts)

Similar work performed by the firm/references (0-15 pts)

Experience/educatino of key personnel (0-25 pts)

Cost (0-30 pts)

Responsiveness to R.F.P. (0-10 pts)

Firm has had peer review in last three years (0-5 pts)

Total pts

Casey Peterson			
Jill	Nicholas	Steve	Average
13	15	15	14.33
7	7	10	8.00
20	25	20	21.67
25	10	15	16.67
10	10	10	10.00
5	5	5	5.00
80	72	75	75.67

Ketel Thorstensen			
Jill	Nicholas	Steve	Average
10	10	12	10.67
10	12	13	11.67
20	25	23	22.67
30	20	22	24.00
10	10	10	10.00
5	5	5	5.00
85	82	85	84.00

Our professional fees are based upon the complexity of the work to be performed, the scope of services, our estimate of our professional time, and the level of professional staff needed. The amount of professional time spent depends on the timely delivery, availability, quality, and completeness of the information you provide to us.

Because we believe in building relationships, we have provided a five-year fee schedule. A five-year fee schedule provides you with the benefit of an ongoing relationship with your CPA firm.

We estimate total hours to complete the June 30, 2022 audit will be approximately 625 hours, including approximately 100 hours for report drafting and production. As requested, the fee schedule below includes options for our audit firm to prepare the financial statements, and an option if the financial statements are prepared internally by your team.

	2021	2022	2023	2024	2025
Audit Fee – Including Report Preparation	\$94,000	\$100,150	\$106,175	\$113,075	\$121,100
Audit Fee – Excluding Report Preparation	\$90,000	\$95,900	\$102,100	\$108,700	\$115,800
Uniform Guidance Audit – One major program	\$6,000	\$6,350	\$6,825	\$7,275	\$7,800
Additional major federal programs per each	\$3,000	\$3,195	\$3,400	\$3,625	\$3,860
Brief phone calls or research	FREE	FREE	FREE	FREE	FREE
Mileage	IRS rates	IRS rates	IRS rates	IRS rates	IRS rates
Meals and Hotels	Actual cost	Actual cost	Actual cost	Actual cost	Actual cost

These fees include time for our team to travel to and from Rapid City, South Dakota to Casper, Wyoming. However, we will bill you additionally for mileage, hotels, and meals. These fees assume all year-end adjustments will be made by your staff and all schedules we request will be provided prior to the commencement of fieldwork. As applicable, we will provide assistance in adjusting and reconciling accounts and preparing audit schedules at our regular hourly rates of \$90 to \$265 per hour.

Our billing for services will be made monthly throughout the engagement. Extensions or changes in the scope of work that may be requested by you or brought about by circumstances that may arise during the course of the engagement will be discussed, and any change in the fee amounts will be mutually decided upon before additional costs are incurred by you. We commit to no fee surprises.

Casey Peterson

Your Investment

Because we're a regional firm, our overhead rates are lower than larger firms. We like to pass these savings on to our clients.

If the scope of the project changes or you encounter unforeseen circumstances, we'll discuss these matters with you before there are additional costs. Through these discussions, we'll arrive at a revised estimated time and fee estimate.

If fees become a concern during your decision-making process, please contact us right away. We understand that fees are important, but we don't want them to be the determining factor.

Estimates	2022	2023	2024	2025	2026
Audit of Financial Statements	\$110,000	\$115,500	\$121,000	\$127,000	\$133,000
Hours	650	400	400	400	400
Audit per Major Federal Program	\$12,000	\$12,600	\$13,000	\$13,500	\$14,000
Hours	60	60	60	60	60
Preparation of Financial Statements	\$40,000	\$42,000	\$44,000	\$46,000	\$48,000
Hours	150	120	120	120	120
Travel expenses*	\$10,400	\$10,400	\$10,400	\$10,400	\$10,400
Total Investment	\$172,400	\$180,500	\$188,400	\$196,900	\$205,400
Travel Time	\$7,200				
Mileage	\$600				
Lodging	\$1,360				
Meals	\$1,200				
Total	\$10,360				

*Estimate of travel expenses for four staff members during two trips.

March 16, 2022

MEMO TO: J. Carter Napier, City Manager *JCN*
FROM: Jill Johnson, CPA, Financial Services Director *JJ*
SUBJECT: RFP Selection/Award

Meeting Type & Date

Council Work Session
March 22, 2022

Action type

Direction Requested

Recommendation

That the City Council approve the selection of First Interstate Bank to be the City's investment advisor and custodian for investments.

Summary

The City of Casper Financial Services department issued an RFP for Investment Advisor services on February 4, 2022. Proposals were due February 25, 2022 and the City received 15 responses to the RFP.

Following the Council's direction, the responses were weighted for experience, resources, local presence and cost. The Investment Advisory Committee reviewed the proposals and after careful consideration, recommend First Interstate Bank as the Investment Advisor/Custodian for the City of Casper's investments for a 5-year term. The cost of these services will be 12 basis points based on the funds invested, or \$120,000 annually based on a \$100,000,000 invested balance. This fee will cover both the investment advisory services and the custodial fees.

The results of the proposals are listed below:

Respondent	Custodial Fee (in Basis Points)	FA (in Basis Points)	Total Cost based on \$100,000,000 invested balance
PFM	0	.08	80,000
First Interstate Bank	0	.12	120,000
DA Davidson	0	.10	100,000
FHN Financial	.01	.05	60,000
Meeder	.0546	.048	102,600
Vaughn Nelson	.0546	.06	114,600
Peaks Management	.0546	0	54,600

Alaska Permanent Fund	.0546	.06	114,600
Lazard	.0546	.06	114,600
Chandler	.0546	.075	129,600
Hilltop Bank	.05	.10	150,000
Buckhead	.0546	.07	124,600
Columbia Management	.0546	.09	144,600
Federated Hermes	.0546	.1	154,600
Western Asset	.0546	.2	254,600

There were two respondents within the City limits; First Interstate Bank and Hilltop Bank. Additionally, PFM, DA Davidson, and Peaks Management are all in the State of Wyoming. If the respondent did not provide custodial services, the cost was determined by using our current custodian's rate of .0546 basis points.

First Interstate Bank was not the lowest cost; however, the Investment Advisory Committee felt that utilizing a local brick and mortar in addition to comprehensive reporting, single broker/dealer/custodian, and the positive longstanding banking relationship made them the best choice.

The City of Casper Finance Committee met March 15, 2022 to review the options and concurred with the recommendation of First Interstate Bank.

Financial Considerations

Investment services fees for 2020 and 2021 were \$150,151 and \$155,227 respectively. Current structure has an investment advisor and a separate custodian which incurs fees for each. With this new contract, First Interstate Bank will provide investment advisor services in addition to being the custodian for our investments. The resulting savings is approximately \$30,000 annually.

The current investment advisory services are provided by DA Davidson. A 30-day notice is required for the contract termination. The expected transition date will be May 1, 2022.

Oversight/Project Responsibility

Jill Johnson, Financial Services Director

Attachments

Bid Tabulation Sheet

City of Casper
Investment Advisory Services
RFP - Award 3/15/2022

	Hilltop	First Interstate	Peaks Investment	Buckhead	PFM	Alaska	Chandler	Davidson	Meeder	FHN Financial	Lazard Asset	Columbia	Western Asset	Federated Hermes	Vaughan Nelson
Brenda	108	142	123	99	138	98	112	134	108	119	112	110	103	110	110
Lynn	63	76	100	55	121	89	88	86	76	73	55	69	54	111	67
Jill	108	139	114	105	141	113	108	138	114	120	110	101	95	100	114
Kermit	115	140	115	95	135	115	105	135	110	110	100	120	95	115	120
	99	124	113	89	134	104	103	123	102	106	94	100	87	109	103
	11	2	4	13	1	7	8	3	9	6	12	10	14	5	8

City COLA Lump Sum Payment History

Sworn Fire-EMS				Sworn Police & General Employees				Notes
	COLA	Market Adjustment	Lump Sum Payment		COLA	Market Adjustment	Lump Sum Payment	
2007	3%		650	2007	4%			Part-Time/Seasonal positions received 5% increase.
2008	6.5%			2008	6.5%			
2009	5.5%			2009			1,000/500	General full-time employees and sworn police: \$1000 lump sum payment or 3 vacation days. General part-time employees: \$500 lump sum payment or 1.5 vacation days. Part-time employees had to have worked at least 1,040 hours in the past 12 consecutive months.
2010				2010				
2011	2.5%			2011	2.5%			
2012	8.2%			2012	2.5%			As a result of MSEC Compensation Study, a market adjustment was made for Fire-EMS of 8.2% and Police Supervisory of 6.3%. All other employees received a 2.5% COLA.
2013	2.5%			2013	2.5%			
2014			1,000	2014			1,000	All full-time employees. Employees had the option to choose the \$1,000 or the vacation leave equivalent.
2015	2.8%			2015	2.8%			
2016				2016				
2017				2017				
2018	2%		1,000	2018	2%		1,000	Lump Sum Payment: Full-time employees only. COLA applied to all employees.
2019			1,000/250	2019			1000/500/250	All full-time employees received \$1,000 lump sum payment and part-time employees received a \$500 lump sum payment.
2020		3%		2020				No market adjustment for general/police employees due to mandatory furloughs.
2021			900	2021		5%	900	Pay was frozen for sworn police and general employees. Eligible Local 904 employees continued to receive annual step increases (5%). All full-time employees received \$900 lump payment (net taxes) in July 2021. A 5% market adjustment was given to sworn police and general full-time employees that had more than 12-months of service and were not maxed on previous pay scale (effective 12/20/2021).