

# WORK SESSION AGENDA



**Casper City Council**

**The Lyric**

**Tuesday, July 11, 2023 at 4:30 p.m.**

| <b>Work Session Meeting Agenda</b>   |  | Recommendation      | Beginning Time | Allotted Time |
|--|--|---------------------|----------------|---------------|
| Recommendations = Information Only, Move Forward for Approval, Direction Requested |  |                     |                |               |
| 1.   | Meeting Follow-up<br>• Welcome Donor Alliance (Laura Jeffries) |                     | 4:30           | 5 min         |
| 2.   | Code Enforcement – Potential Code Changes (Liz Becher)         | Direction Requested | 4:35           | 60 min        |
| 3.   | Metro TNR & Fees Resolution (Chief McPheeters)                 | Direction Requested | 5:35           | 60 min        |
| 4.   | NCSD MOU for Youth Volleyball & Basketball (Zulima Lopez)      | Direction Requested | 6:35           | 20 min        |
| 5.   | Council Goals (Pete Meyers)                                    | Direction Requested | 6:55           | 30 min        |
| 6.   | Agenda Review  |                     | 7:25           | 10 min        |
| 7.   | Legislative Review   |                     | 7:35           | 10 min        |
| 8.   | Council Around the Table                                       |                     | 7:45           | 20 min        |
| Approximate End Time:  |  |                     |                | 8:05          |

**\* Reminder \***

**Please silence cell phones during the City Council meeting.**

June 29, 2023

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

FROM: Liz Becher, Community Development Director *LB*  
Craig Collins, AICP, City Planner/Code Enforcement Div. Mgr. *CC*  
Amber Jividen, Code Enforcement Supervisor *AJ*

SUBJECT: Potential Text Amendments and Policy Changes Related to Code Enforcement

Meeting Type and Date:

Council Work Session, July 11, 2023

Action Type:

Direction requested

Summary:

The Code Enforcement Division was asked to research potential changes to the Municipal Code and City policies, in an effort to increase the efficiency and timeliness of obtaining compliance with Code violations. The Code Enforcement division currently operates with a staff of two (2) Field Officers and one (1) Supervisor. Given their property/zoning focus, the Division is housed in the Community Development Department, and reports to the City Planner.

Code Enforcement responds to zoning violations, dealing with issues such as illegal/improperly placed signage, illegal home occupations, commercial site plan compliance, junk vehicles, outdoor storage/hoarding, RV dwellings, right-of-way encroachments, sidewalk and street encroachments, trees/shrubs, weeds/long grass, erosion control, stormwater violations, illegal/unpermitted construction, and dangerous buildings. In addition to their enforcement role, Code Enforcement also has administrative/approval oversight of building permits, demolition permits, sign permits, c-can permits, fence permits, garage/shed permits, and floodplain management/development permits. In 2022, Code Enforcement processed 3,673 code violations, reviewed 164 fence permits, 31 sign permits, and 454 building permits. A discussion of potential regulations/policies that could be modified to increase the effectiveness of Code Enforcement follows:

**Due Process/Time Frame:**

Citizens are entitled to due process, which allows for adequate time to address violations before the issue can be escalated by the City to court, or a forced abatement. Once a violation is substantiated, the process begins with the generation of a Notice of Violation letter to the property owner. Every violation is different, but due process time periods can range between ten

(10) days, to several months in time. During this time, the neighbor(s) that initiated the complaint are often incensed, because they perceive that the City is not taking action.

Recommendation:

- In conjunction with the City Attorney, undertake a comprehensive review of the Municipal Code to identify impediments to enforcement, and amend the Code to provide adequate, but shorter timeframes.

### **Administrative Fees**

City staff spends a great deal of time and resources addressing violations. This includes postage costs (both regular and certified), paper, printing, fuel, vehicle maintenance, and staff time. Even a “simple” weed violation generates, at a minimum, two (2) in-person visits, mailings, postage, etc. There is no incentive for property owners to address a violation because they know that the City will eventually hire a contractor to come in and mow their yard, or remove their junk/litter, and the cost to them is the same as if they hired the contractor themselves. Code Enforcement only bills property owners for the actual cost of the abatement, and historically, only recovers about 70-80 percent of the costs from property owners. This year Code Enforcement has paid out over \$27,000 in forced mowing costs, and has only recovered about 75 percent from property owners.

Recommendation:

- Begin assessing administrative fees, on top of actual abatement costs, in order to incentivize property owners to correct their own violations, rather than deferring to the City to do it on their behalf.
- Begin consolidating and billing total costs for multiple, repeat violations, rather than treating each one separately. Once the total unpaid costs for a property reach a certain threshold, enhanced collection methods could be employed, such as placing liens on the property.

### **Vehicle Towing Fees**

The Police Department tows vehicles, and pays the towing companies \$150 per vehicle, which the Police Department then recovers when the vehicle owner recovers the vehicle. Usually, these vehicles are in relatively decent/drivable condition, and have value, which makes it more likely that the owner will want it back.

Code Enforcement; however, tows junk vehicles (*unlicensed and inoperable*) when the vehicle is located off the street, and on private property. Code Enforcement has enjoyed a long-standing “arrangement” with E & F Towing, whereby the towing company tows vehicles at no cost to the City. In turn, E & F attempts to recover their towing costs by obtaining a title, and selling the “junk” vehicles. In contrast to the vehicles towed by the Police Department, the owners of the junk vehicles usually don’t recover the vehicle.

Property owners of commercial and multifamily properties, who would have to pay to have vehicles towed from their properties if they call the towing company, instead rely on Code Enforcement to tow the vehicles for them, in order to sidestep the cost. Since the City does not get invoiced by the towing company, Code Enforcement is unable to pass along any cost to the property owner.

Recommendation:

- Code Enforcement should begin contracting with towing companies in the same manner as the Police Department currently does. Towing companies should be paid for their services, and the costs should be assessed to the property owner.

**Sidewalk, Street and Traffic/Visibility Obstructions**

Code Enforcement addresses trees and other vegetation that physically obstruct sidewalks, streets and alleys, and cause sight obstructions of traffic signals, signs and intersection visibility. Many times, these obstructions are an imminent danger, and must be abated more quickly than the approximate thirty (30) day timeframe it takes to work through the notification and due process timeline. In addition, many property owners are not able to do the necessary work themselves, and must hire a licensed arborist, which can add another 6-8 weeks to the process. Because of the extended amount of time necessary to obtain compliance, an unacceptable amount of time may elapse while the safety issue goes unresolved. In many cases, Code Enforcement, with the assistance of the Parks Department, will alleviate the safety hazard, however, in doing so, the City may be taking on some legal risk/liability in cutting/trimming privately-owned vegetation and trees. The cost of hiring licensed arborists is often in the thousands of dollars, which is also a significant barrier to gaining compliance, as many property owners simply cannot afford to have the work done.

Recommendation:

- Explore the option of entering into an annual contract for tree/vegetation abatements with licensed arborists, similar to how Code Enforcement

currently contracts with lawn mowing/landscaping companies for litter and weed/mowing abatements.

- The Code should be clarified with respect to property owners' responsibilities for trimming and maintaining trees located in the adjacent City-owned landscaped parkways. Cost sharing for parkway tree maintenance may be an option that the City should explore.
- Costs for City performed vegetation removal should be billed to the responsible property owner, along with a justifiable administrative fee. This would encourage property owners to proactively address violations.


### **Demolition Funding**


Dilapidated/dangerous structures are an ongoing issue in Casper, most recently discussed by Council as a part of the Homeless Task Force conversation. In the past, Code Enforcement took a much more active role in the demolition of dangerous structures; however, because of a lack of available funding in recent years, City-initiated demolitions have become rare. The average cost for the demolition of a single-family residential structure is in the range of \$7,000-\$12,000, and larger structures obviously cost significantly more. Demolition always involves mandatory asbestos testing and abatement, which contributes to the high costs.

#### Recommendation:

- In order to do forced demolitions, Code Enforcement would need to have an available funding source. Although the upfront costs for demolitions are significant, they could be recovered over time by placing liens on the properties involved.

June 27, 2023

MEMO TO: J. Carter Napier, City Manager 

FROM: Keith McPheeters, Chief of Police  
Jeremy Tremel, Lieutenant 

SUBJECT: Metro Animal Services Participation in a Community Trap, Neuter, and Return (TNR) Program

Meeting Type & Date:

Work Session  
July 11, 2023

Action Type:

Move Forward for Approval

Recommendation

That Council considers a proposed resolution authorizing Metro Animal Services' participation in a trial community trap, neuter, and return (TNR) program.

Summary

In January of 2023, City Manager Napier organized the Metro Animal Services Task Force, consisting of leadership from governing bodies of the City of Casper, City of Mills, Town of Bar Nunn, Town of Evansville, and Natrona County; community members; and representation from the veterinarian community. The Task Force's mission is to evaluate the laws, policies, and practices within partnering communities to better serve the needs of each community related to the proper management and welfare of animals.

Each one of the above-listed entities is a user agency of the Metro Animal Services Shelter facility. Specifically, membership from each governing body has been working collaboratively in an attempt to identify efficiencies, improvements, and alignments to better serve our citizens with the goal of developing stronger partnerships that reduce the overall long-term costs for each community while being in line with industry best practices.

TNR programs have been widely adopted as industry best practices related to controlling feral cat populations within communities, reducing the number of sheltered cats, and reducing the number of cats that need to be euthanized by municipal shelters each year. The long-term success of such programs has shown a decrease in funding requirements to support the management of cat populations and sheltering requirements. Metro Animal Services has not changed its practices related to the management of feral cats with the City of Casper, and year after year Metro Animal Services has continually had to euthanize cats. In a recent shelter review conducted by Best Friends Animal Society, Metro Animal Services had a live return rate of 76.9%, which is below the recommended 90% to be considered a no-kill shelter. This rating in large part is due to euthanasia rates related to our community's feral cat population.

Best Friends Animal Society recommends Metro Animal Services utilized a trap-neuter-return program to increase the live return rate of cats entering the shelter.

Financial Considerations

No revenue increases are forecasted.

Oversight/Project Responsibility

Scott Schell, Superintendent

Attachments

Approved Draft Resolution

RESOLUTION NO. \_\_\_\_\_

A RESOLUTION AUTHORIZING METROPOLITAN ANIMAL SERVICES PARTICIPATION IN A COMMUNITY TRAP NEUTER AND RETURN (TNR) PROGRAM

WHEREAS, the City of Casper wants to improve the quality of life and bring positive changes for the community cats in our city by humanely reducing the number of feral cats and nuisance complaints associated with unsterilized cats; and

WHEREAS, the City of Casper seeks to decrease the impact feral cats have on wildlife and to increase the number of cats vaccinated for rabies; and

WHEREAS, the Casper City Council finds it is in the best interest of residents to participate in a TNR program that aligns with industry best practices, operating in cooperation with community organizations and Metropolitan Animal Services; and

WHEREAS, TNR programs are recognized by The Humane Society of the United States and Best Friends Animal Society, as a humane way to manage the overpopulation of feral cats within communities; and

WHEREAS, the City of Casper will participate in this program on a trial basis, which will allow both the City and Metropolitan Animal Services the opportunity to assess the program's data and effectiveness; and

WHEREAS, if after a trial period data indicates the TNR Program is not effective in reducing the overall feral cat population; is not effective in reducing nuisance complaints; is not effective in reducing non-live outcomes of cats from the shelter; is negatively impacting our residents' health, property, or fiscal resources; is negatively impacting our wildlife populations; the City and Metropolitan Animal Services will work to modify the program as necessary or opt out of the program.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE CITY OF CASPER, WYOMING:

SECTION 1: INCORPORATION OF RECITALS. The City Council finds that the statements outlined in the Recitals of this Resolution are true and correct and the City Council hereby incorporates such Recitals as part of this Resolution.

SECTION 2: The City Council of the City of Casper, Wyoming, authorizes the participation in a TNR Program that aligns with industry best practices and is administered by Metropolitan Animal Services.



SECTION 3: SEVERABILITY. If any section, part, or provision of this Resolution is declared unconstitutional or invalid, by a court of competent jurisdiction, then in that event, it is expressly provided and it is the intention of the City Council, in passing this Resolution, that its

parts shall be severable, and all other parts of this Resolution shall not be affected thereby, and they shall remain in full force and effect.

SECTION 4: EFFECTIVE DATE. This Resolution shall be and remain in full force and effect from and after the date of its passage.

PASSED, APPROVED, AND ADOPTED this \_\_\_\_ day of \_\_\_\_\_, 2023.

APPROVED AS TO FORM:

\_\_\_\_\_

ATTEST:

CITY OF CASPER, WYOMING  
A Municipal Corporation

\_\_\_\_\_  
Fleur D. Tremel  
City Clerk

\_\_\_\_\_  
Bruce Knell  
Mayor

June 27, 2023

MEMO TO: J. Carter Napier, City Manager *JCN*  
FROM: Keith McPheeters, Chief of Police *MP 307*  
Jeremy Tremel, Lieutenant *JT*  
SUBJECT: Resolution Authorizing the Adoption of Metro Animal Services Fee Changes

Meeting Type & Date:

Council Work Session  
July 11, 2023

Action Type:

Move Forward for Approval

Recommendation

That Council consider a draft resolution to adopt the proposed Fee Resolution, rescinding Resolution No. 18-144, which was adopted in 2018.

Summary

In January of 2023, City Manager Napier organized the Metro Animal Services Task Force, consisting of leadership from governing bodies of the City of Casper, City of Mills, Town of Bar Nunn, Town of Evansville, and Natrona County; community members; and representation from the veterinarian community. The Task Force's mission is to evaluate the laws, policies, and practices within partnering communities to better serve the needs of each community related to the proper management and welfare of animals.

Each one of the above-listed entities is a user agency of the Metro Animal Services Shelter facility. Specifically, membership from each governing body has been working collaboratively in an attempt to identify efficiencies, improvements, and alignments to better serve our citizens with the goal of developing stronger partnerships that reduce the overall long-term costs for each community while being in line with industry best practices.

In order to better support the proper management of domestic animals, the Task Force has recommended adopting a new fee structure that encourages responsible pet ownership by incentivizing animals that have been spayed/neutered and microchipped. Additionally, the Task Force has recommended changing fees related to animal surrenders as this group of animals consistently makes up 50% of the Metro Animal Services Shelter Population.

Financial Considerations

No revenue increases are forecasted.

Oversight/Project Responsibility  
Scott Schell, Superintendent

Attachments  
Approved Resolution

RESOLUTION NO. \_\_\_\_\_

A RESOLUTION ESTABLISHING FEES FOR THE METROPOLITAN ANIMAL SERVICES AND RESCINDING RESOLUTION NO. 18-114

WHEREAS, it is appropriate to review and change the established fees for Metropolitan Animal Services from time to time, to ensure their timeliness with current economic conditions;

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE CITY OF CASPER, WYOMING: That Resolution No. 18-114 is hereby rescinded, and the following fee schedule is hereby established for use of the Metropolitan Animal Services Facility.

All Fees described herein are on a per-animal basis and exclude livestock, except where noted below.

**Annual License Fees\***

|  |          |
|--|----------|
| Unaltered Dogs and Cats                  | \$ 35.00 |
| Unaltered Dogs and Cats if microchipped  | \$ 25.00 |
| Sterilized Dogs and Cats                 | \$ 20.00 |
| Sterilized Dogs and Cats if microchipped | \$ 00.00 |

**Other License Fees:**

|                              |           |
|------------------------------|-----------|
| Kennel, Cattery, or Pet Shop | \$ 100.00 |
|------------------------------|-----------|

\*License fees shall cover a one-year period from the date of issue. Every owner shall obtain a new license each year, and a new fee paid. Upon a change in ownership of an animal or facility, the new owner must obtain a new license. Licenses are non-transferable and not refundable. A reasonable license processing fee may be charged to facilitate the cost of issuance (online fees, credit card processing, postage).

**Adoption Fees**

|               |          |
|---------------|----------|
| Dogs          | \$ 50.00 |
| Cats          | \$ 35.00 |
| Other Animals | \$ 25.00 |

**Adoption Fee Discounts**

Senior Citizens (age 55 and older), and Military Personnel (regardless of military status), shall receive 50% off all animal adoption fees. Any and all adopted dogs and cats, shall be sterilized prior to release to their new owners, If a future owner desires to have the animal spayed, or neutered outside of the City of Casper, they shall deposit a bond of

\$100.00 to be returned upon proof of the procedure being completed within 30 days, or the bond is forfeited and the animal shall be impounded and/or returned to Metropolitan Animal Services if said animals are old enough to be neutered or spayed. If an adopted animal is too young to be neutered or spayed, the adopter shall also deposit a bond of \$100.00 and agree to have the procedure done within a reasonable period, as designated by Metropolitan Animal Services Staff. If the animal is not sterilized within the time set by Metropolitan Animal Services, the bond shall be forfeited and the animal shall become the property of Metropolitan Animal Control.

|   |                 |
|---|-----------------|
| <b>Daily Boarding Fees, if impounded longer than 2 hours</b>      |                 |
| Chicken hens and domestic pets (per day)                          | \$ 15.00        |
| Livestock (per day)   | *actual charges |
| <b>Judicial Impound Fees (Per day)</b>                            |                 |
| All Dogs and Cats   | \$ 40.00        |
| All Other Animals   | \$ 60.00        |
| <b>Quarantine Fees, in addition to impoundment fees</b>           |                 |
| All animals (Per Day)   | \$ 20.00        |
| <b>Veterinarian Costs and Fees</b>                                | *actual charges |
| <b>Owner Release Fee, in addition to all other fees and costs</b> |                 |
| (Owner Surrenders Animal to Metropolitan Animal Services)         |                 |
| All Animals   | \$ 60.00        |

**General Provisions**

Greater boarding and impound fees for “all other animals” are due to generally higher feed costs, special enclosures, and additional handling requirements for animals that are livestock or farm animals, exotic, reptile, avian, livestock, and wild animals, as defined under Wyoming Statute.

The Metropolitan Animal Services Superintendent has no authority to increase fees without prior approval of the Casper City Council.

Metropolitan Animal Services may reduce daily boarding or judicial impoundment fees by no more than 20% if there is a showing of lower than standard costs of care for an animal by Metropolitan Animal Services or financial inability on the part of an owner to reclaim an animal. A signed receipt by the animal owner, noting the reason for the deduction is required.

If an individual has an animal microchipped upon picking the animal up from Metropolitan Animal Services, the fees shall be reduced 20%.

Metropolitan Animal Services Superintendent has the authority to reduce adoption fees for all animals, but may not increase adoption fees without prior approval from Casper City Council. A signed receipt by the individual adopting the animal, noting the reason for the deduction is required.

**Pet Safe Program**

Metropolitan Animal Services does have a PetSafe Program for individuals who suffer from loss of residence due to documented fire, domestic violence/abuse, or medical crisis and who are unable to house their animals. Such individuals shall be permitted to house their animals with Metropolitan Animal Control for up to 30 days without charge. PetSafe is available on a case-by-case basis and shall be approved by the Metro Animal Services Superintendent or his/her designee.

PASSED, APPROVED AND ADOPTED this \_\_\_\_ day of \_\_\_\_\_, 2023.

APPROVED AS TO FORM:

  
\_\_\_\_\_

ATTEST:

CITY OF CASPER, WYOMING  
A Municipal Corporation

\_\_\_\_\_  
Fleur D. Tremel  
City Clerk

\_\_\_\_\_  
Bruce Knell  
Mayor

June 16, 2023

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

FROM: Zulima Lopez, Parks, Recreation and Public Facilities Director  
Phil Moya, Recreation Manager

SUBJECT: Authorizing a Memorandum of Understanding Between Natrona County School District and the City of Casper for the Operations of the Casper After School Program for Education and Recreation

**Meeting Type & Date**

Work Session  
July 11, 2023

**Action type**

Direction Requested

**Recommendation**

That Council considers a Memorandum of Understanding between Natrona County School District and the City of Casper for the operations of the Casper After School Program for Education and Recreation (CASPER).

**Summary**

Prior to 2006, Natrona County School District (NCS D) provided after school sports programs for 5th and 6th graders at elementary schools. In 2006, the City of Casper was approached to provide support and assist the School District in operating elementary school sports through the Casper After School Program for Education and Recreation (CASPER). Since that time, the elementary age volleyball and basketball program has been offered jointly through the City of Casper Recreation Division, Casper Recreational Leagues Association (CRLA) and the Natrona County School District for all 4th and 5th graders.

Under the existing structure, a majority of the coordination, scheduling, and finances for the CASPER league are overseen by the City of Casper, and the Casper Recreation Center hosts Saturday league games. CRLA provides officials for the league games. NCS D provides practice facilities at each team's home school twice per week and subsidizes the league by paying the balance of the program expenses not covered by player fees. However, these reimbursements do not currently consider the cost for the City of Casper Recreation Supervisor or Coordinator that manage the program.

Though the CASPER partnership has existed for nearly two decades, the groups do not have an agreement outlining the terms and responsibilities of each entity for the program. On the heels of a restructure to the roles and responsibilities of the Casper Recreation Leagues Association, this new MOU intends to memorialize the continued partnership between the City of Casper and

NCSD for the program.

The majority of the program components will remain unchanged, including facility use for practices and games. The program will continue to be organized and administered by the Recreation Supervisor and Recreation Coordinator. An Assistant Recreation Coordinator will provide supervision and coordination on game days. The City will hire, train, and schedule referees and time/scorekeepers for the program. Coaches will be background checked prior to the season by the City of Casper. The term of this MOU is from July 2023 to June 2028.

**Financial Considerations**

At the request of NCSD, in an effort to keep the program affordable for all students, the price for the CASPER league will be \$15 per player per sport. This is a reduction from the \$20 per player fee that was charged in 2022/2023. NCSD will subsidize the league costs, including the cost of City staff to coordinate and manage the program. The anticipated reimbursement for the 2023/2024 program is \$35,000 compared to \$14,011.62 in 21/22 and \$6,747.54 in 22/23.

The Community Recreation Foundation (CRF) provides scholarships to cover the registration fee for students who qualify for financial assistance.

**Oversight/Project Responsibility**


Paul Zowada, Recreation Supervisor  
Phil Moya, Recreation Manager

**Attachments**

None



July 3, 2023

MEMO TO: J. Carter Napier, City Manager   
FROM: Pete Meyers, Management Analyst  
SUBJECT: City of Casper Council Goals – July 2023 through June 2025

Meeting Type & Date:

Council Work Session, July 11, 2023

Action Type:

Resolution

Recommendation:

That Council, by resolution, adopt the attached set of Council Goals for the two-year time period of July 1, 2023 through June 30, 2025.

Summary:

Every organization has to deal with an endless list of demands that are urgent, but not always important. Goal setting is a way for an organization to declare what it wants to achieve over a longer period of time, and in this manner, goal setting allows the organization to see beyond those day to day demands. If done correctly, goal setting can allow an organization to make long term progress that will address its fundamental challenges.

The Casper City Council meets once every two years to establish long term goals. This year, Council held its goal setting session on February 6, 2023. At the end of that four-hour session, Council had outlined three primary goals:

1. Livability: Create a more livable place for all Casper citizens through maintenance and improvement of environment, infrastructure, public safety, and recreation.
2. Sustainability: Create long-term financial, infrastructure, and resource sustainability for the City to provide high quality services to its citizens.
3. Citizen Engagement: Create opportunities and experiences for citizens to be informed about and involved in Casper as a City and a community.

Those goals were summarized in a five page document that was presented to Council on February 21. Since that time, City staff have been meeting internally to work out a plan that will make those goals tangible. The result is the Summary of Council Goals document, which breaks the three goals into seventeen specific tasks. Each of those tasks is meant to be attainable within the two-year timeframe.

Council is now asked to review the Summary of Council Goals to ensure that it accurately reflects their intentions. With Council's approval, the goals will be submitted for adoption by resolution on July 18, 2023.

Financial Considerations:

A number of the tasks feature the execution of major projects. Many of those projects will have a financial cost, but in general, those tasks will also require the project manager to find funding so that those project costs can be covered.

Oversight/Project Responsibility:

Executive Team

Attachments:

Summary of Council Goals, 2023-2025

# SUMMARY OF COUNCIL GOALS 2023-2025

## **Goal #1: Livability**

**Create a more livable place for all Casper citizens through maintenance and improvement of the environment, infrastructure, public safety, and recreation.**

- **Objective:** Building on existing partnerships, the capital improvement plan and existing resources, create plans for implementing critical public safety projects that focus on remedies for homelessness, police support and facility improvement, and support for the Metro Animal Shelter.
- **Objective:** Work with partners and leverage current resources to improve community amenities and recreational opportunities.
- **Objective:** Using the initial Critical Path Analysis and other plans, develop implementation and funding timelines for capital improvements for public safety capital construction.

### **Livability Tasks:**

|  |
|--|
| 1. Focus on remedies for homelessness.                               |
| 2. Focus on police support and facility improvement.                 |
| 3. Focus on support for the Metro Animal Shelter.                    |
| 4. Improve community amenities and recreational opportunities.       |
| 5. Develop a plan for Fire Department capital construction projects. |

### **Task 1: Focus on remedies for homelessness.**

The City's response to homelessness should seek to understand and to mitigate the suffering of the homeless people in our City, and at the same time, it should seek to minimize the negative impacts that homelessness can have on public spaces, commerce, and the City as a whole.

Our response to homelessness will include the following:

1. Measure the scope of homelessness in Casper, which will include keeping an ongoing count of the homeless population.
2. Develop a system for tracking the services provided to each homeless individual.
3. For negative incidents, track the number and type of incident, by individual.
4. Receive a Continuum of Care certification from HUD. This will require the City to enact improvements to how it provides services to the homeless, and it will also require the City to

partner more effectively with area non-profits. The Continuum of Care certification will serve as a confirmation that the City is following best practices on this issue, and it should also help the City to better access federal financial support.

5. Enact amendments to City ordinances that affect our response to homelessness.
6. Increase our access to Federal funding for programs that address homelessness and associated service gaps. This access will include support received by the City directly, and support received by the government entities that it partners with.

### **Task 2: Focus on Police facility improvement.**

The City is in the midst of a plan to convert the Casper Business Center into a new headquarters for the Police Department. We will achieve this task by completing that conversion.

### **Task 3: Focus on support for the Metro Animal Shelter.**

In order to better address the needs of the local animal population, the Metro Animal Shelter will need to be replaced or extensively renovated. Some funding from One Cent 17 has been set aside for this task, but additional funds will be needed.

The Metro Animal Division will also enact operational changes to promote animal welfare.

### **Task 4: Improve community amenities and recreational opportunities.**

The City will adopt an annual Capital Plan that will be geared toward making Casper more livable. The plan will seek to improve community appearance, improve City infrastructure, and improve the quality of the City's recreational offerings.

### **Task 5: Develop a plan for Fire Department capital construction projects.**

Fire Station #1 is outdated and needs to be replaced. The City will develop a plan to replace Fire Station #1. The plan will include a means to finance the project.

The City will also take steps toward the development of a firefighter training facility. This might involve repurposing the existing Fire Station #1 after it has been replaced.

## **Goal #2: Sustainability**

**Create long-term financial, infrastructure, and resource sustainability for the City to provide high quality services to its citizens.**

- *Objective:* Identify plans and potential resources for implementing solutions to environmental needs, including stormwater pollution, water rates, and recycling.
- *Objective:* Develop implementation and funding timelines for capital improvements for general city facilities.
- *Objective:* Establish revenue strategies that consider a range of possibilities, including: general purpose sales tax, specific purpose sales tax, municipal option sales tax, economic development sales tax, other assessments and fees, utility rates, federal and state investments and earmarks, grants, sponsorships, or donations.
- *Objective:* Facilitate development through reviews of the City’s comprehensive plans and through stronger development of public/private partnerships with local partners.

### **Sustainability Tasks:**

|   |
|---|
| 6. Remain engaged with wastewater environmental regulations and develop a plan for possible wastewater capital improvements.                        |
| 7. Consider a funded stormwater program to support stormwater system maintenance and stormwater capital improvements.                               |
| 8. Reduce water waste and promote financial equity by instituting tiered water rates.   |
| 9. Present options that will encourage additional recycling.  |
| 10. Maintain City buildings.  |
| 11. Develop sources of revenue that are generated externally through grants, donations, sponsorships, and other sources of federal funding.         |
| 12. Develop sustainable sources of revenue that are generated locally through taxes, rates, and fees.   |
| 13. Facilitate smart decision making by re-engaging with the City’s primary planning documents and with the primary plans of other nearby entities. |
| 14. Facilitate development through reimagined public/private partnerships.  |

### **Task 6: Remain engaged with Wastewater environmental regulations, and develop a plan for possible Wastewater capital improvements.**

It is possible that NPDES regulations will eventually require the City to install major new systems at the Wastewater Treatment Plant. It is unlikely that such regulations will be instituted within the next ten years, but in the meantime, the City must remain engaged with WDEQ and the EPA so that we can

be involved in the regulatory conversation. This will help us to share information, and it will help us to accurately anticipate upcoming changes.

The City will also explore alternative means to treat its wastewater. Projects that reduce the wastewater load at the Wastewater Treatment Plant will reduce the City's current environmental impact, and this might have some influence on whether additional regulations are enacted.

### **Task 7: Consider a funded stormwater program to address the needs of the stormwater system.**

The City's stormwater system is in dire need of improvement and maintenance. A 2017 study identified more than forty projects that should be done to repair or upsize various parts of the stormwater system, including undersized storm sewers, inlets, culverts, and retention basins.

Improvements to the stormwater system will reduce the number of flooding events, and regular maintenance of the system will reduce the amount of stormwater contamination. To fund those improvements and to pay for that maintenance, the City could consider a rate-funded stormwater program.

### **Task 8: Reduce water waste, and promote financial equity, through tiered water rates.**

The City will enact tiered water rates in order to create more equity among rate payers and to discourage water waste. Tiered water rates charge a lower per-gallon cost for the water that a typical household consumes for in-home use, but the per-gallon cost for additional water is charged at a higher rate. This kind of rate structure tends to make in-home use more affordable, so that low income families that only use water for cooking and washing will tend to have cost savings. Families and businesses that consume larger amounts of water will be charged more per gallon consumed. This creates a financial incentive for them to review (and perhaps reduce) the amount of water that they are using.

### **Task 9: Present options to encourage additional recycling.**

The City already has a self-serve, depot-based recycling program, but more could be done to encourage recycling and waste diversion. The City will present options for expanding the waste diversion and recycling system. Those options might include enhancements to the material recovery facility (MRF), the recruitment of private sector consumers that purchase and use recyclables, or the institution of a curbside recycling program.

### **Task 10: Maintain City buildings.**

Many of the City's buildings were constructed in the late 1970's or the early 1980s. Given their age, many buildings have roofs, HVAC systems, and electrical systems that are due for repair or replacement. The City Council has set aside \$5,445,000 of One Cent #17 so that it can begin to address those concerns. This task will involve implementing a construction plan that allocates those funds to where they are most needed, completing those projects before major failures occur, and seeking to find grant opportunities to leverage City funds with additional funding from state and federal sources.

### **Task 11: Develop sources of revenue that are generated externally through grants, donations, sponsorships, federal funding, and other types of funding.**

The City has always received a certain amount of grant revenue, but recent federal laws like the Infrastructure and Jobs Act have radically increased the availability of funds. Some of those funds are being distributed through traditional programs, and some are being allocated through programs that are entirely new. The City will take steps to leverage those opportunities.

Other external funding sources should also be explored. Sponsorship agreements are a common means to fund recreational facilities, especially when they are paired with naming rights. Private donors will often support non-profit agencies, but the City could reach out to those donors for direct support, or alternatively, the City could found a non-profit that might be better able to receive and spend those donations. Last but not least, the City could work with the elected officials at the state and federal level with an eye toward receiving more direct distribution funds from the state and federal governments.

### **Task 12: Develop sustainable sources of revenue that are generated locally through taxes, rates, and fees.**

Though external sources of funding are preferable, the City should also look at funds that could be locally generated. At this time, the City relies heavily on the state to provide it with capital and operational funding. State funding is desirable, but local sources of funding tend to be more reliable. Moreover, the City's arguments for enhanced state level funding will be more persuasive if the City can demonstrate that it is already doing all that it can to generate funds on its own.

The City can generate funds locally by setting recreation and utility rates that are high enough to make those operations financially self-sustaining. The City can also start a dialog with the public regarding special taxes, such as the Optional One Cent, specific purpose taxes, and similar types of special revenue.

### **Task 13: Facilitate smart decision making by re-engaging with the City's primary planning documents and with the primary plans of other nearby entities.**

The City government, ultimately, is an intricate network of interconnected systems – transportation, public safety, utility, recreation, waste control, housing, commerce, finance, land use, and others. Those systems grow and evolve. Planning exercises allow the managers of those systems to think through the current strengths and weaknesses of their systems, and it helps those managers to foresee how their systems will need to adapt to upcoming changes in Casper's operating environment.

Every City department goes through periodic master planning exercises, and in general, those exercises result in thoughtful plans and recommendations for the future. Unfortunately, those plans can be ignored or underutilized. Exigent decision making that doesn't refer back to the plan might work in the short term, but if those decisions ignore the big picture and the long term goals that were spelled out in the plan, then the City might miss opportunities to better position itself for future challenges.

Familiarity with these plans can also promote harmony. Familiarizing ourselves with our own plans is a good place to start, but we can also take steps toward familiarizing ourselves with the plans of other departments, and even other external entities. A more focused approach to learning other's plans, policies, and goals could help all of the local organizations realize new efficiencies. While City employees and officials have tried to attend meetings, serve on boards, and take a general interest in other organizations, these actions have not always succeeded at preventing conflict, miscommunication, and missed opportunities.

Implementing this task will involve establishing a process of cataloging the comprehensive plan of each City department, as well as community organizations such as Advance Casper, Natrona County, the DDA, the MPO, the surrounding towns, certain State and Federal agencies, NGO's, and local charitable organizations. Those plans will have to be reviewed because some may be outdated, and in some cases, that review, all by itself, might help to spark valid conversations about cooperation and a re-evaluation of future goals. If the re-evaluation determines that those plans are fundamentally valid, then a process will need to be put into place so that the plans are consulted regularly so that better decisions are made on a day to day basis.

### **Task 14: Facilitate development through reimagined public-private partnerships.**

The City has ongoing partnerships with area non-profits. Some of those partnerships take the form of leases, whereby the City leases property to a non-profit entity for a nominal fee. Other partnerships are funding relationships, wherein the City provides the non-profit with grant funding, usually through the Community Promotions program or through One Cent non-profit contracting.



For those non-profits that are lessees, we will need to review that leasing arrangement. We will need to evaluate how well the leased property is being used to extend City services. Poorly aligned leases should probably be adjusted or allowed to expire. We also need to evaluate the lease language to ensure that the legal agreement is well crafted, with appropriate terms for rent, duration, cost sharing, and so on.

For those non-profits that receive grant funding, the grantee agreements will need to be evaluated to ensure that the supported activity is truly an extension of City services. As with the leases, poorly aligned funding agreements should be adjusted, or allowed to expire.

## **Goal #3: Citizen Engagement**

**Create opportunities and experiences for citizens to be informed about and involved in Casper as a City and a community.**

- *Objective:* Establish guidelines, formats, and schedules for formal and conversational information distribution that is consistent, dynamic, professional, friendly, and positive.
- *Objective:* Utilize citizen input and feedback loops to provide guidance on citizen priorities.
- *Objective:* Utilize technology to gather information and to communicate with citizens, voters, customers, and service users.

### **Citizen Engagement tasks:**

|  |
|--|
| 15. Implement a communications plan that strives for effective information distribution to all citizens, and strives to consolidate and coordinate messaging across all City social media sites and platforms. |
| 16. Develop a plan to gather citizen input and provide feedback loops that provide guidance on citizen priorities.   |
| 17. Research and assess technology solutions for customizing communication with citizens, voters, customers, and service users.  |

### **Task 15: Implement a communications plan that strives for effective information distribution to all citizens, and strives to consolidate and coordinate messaging across all City social media sites and platforms.**

Over the past year, the City has added three full-time positions to the communication and citizen engagement team in the City Manager’s Office. This team has sought to improve the amount and the quality of the communication and experiences that are being produced for the public.

Social media has a unique set of challenges. These tools multiply, and they are ever-evolving. Getting one message out through a manifold of social media platforms requires each media release to be processed and uploaded so that it works with each platform on a technological level. Beyond that, each platform has its own styles, customs, and functionality features, so each media release will need to be repackaged in order to be well received. And beyond that, social media is a two-way street, so getting messages out is only half of the battle: broadcasting across multiple platforms also means listening across multiple platforms, and then (hopefully) having a productive dialog across multiple platforms.

This task will involve expanding the work of the communication and citizen engagement team so that it can further integrate its activities, methods, and standards into all of the City’s outreach efforts. This task will also involve developing tools and methods for getting one message out across multiple social media platforms. The intent will be to make sure that the message, and the response, are heard and understood by all parties, regardless of how they received it.

**Task 16: Develop a plan to gather citizen input and provide feedback loops that provide guidance on citizen priorities.**

The City needs to listen to the public. Unfortunately, truly understanding the public can be difficult. A public dialog can be monopolized by people who are not trying to have a productive conversation.

This task will involve trying to regularly discern the will of the public on a variety of everyday issues. The City will also need to parse that input into useful feedback. Once that has been done, the City will need to start incorporating that input into its decision making. It is likely that multiple methods of public input will need to be developed, including greater use of portals and citizen engagement apps.

**Task 17: Research and assess technology solutions for customizing communication with citizens, voters, customers, and service users.**

Technology can offer solutions for communicating individualized messages to selected people. It is traditional for large organizations to broadcast (to “cast broadly”) the same message to anyone and everyone. Technology now exists that can make our communications more customized. A message that takes an individual’s specific situation into account will make that communication more relevant, interesting, and practical. This technology can be especially useful for utility customers, but it might have other applications as well.

This task will involve researching tools and methods for getting one message out across multiple platforms, but done in a way that will maximize its impact through automatic customization. Once again, the intent will be to make sure that the message, and the response, are heard and understood by all parties, regardless of how they received it.