

INFORMATION PACKET

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Friday, September 28, 2018



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A.C.E.S.

Accountable

Communicate

Effective & Efficient

Stewards

The Grid
A working draft of Council Meeting Agendas

October 2, 2018**Councilmembers Absent:**

Regular Council Meeting Agenda Items	Est. Public Hearing	Public Hearing	Ordinances	Resolutions	Minute Action
C = Item is on Consent N = Item is <u>not</u> on Consent					
In Memoriam: A Moment of Silence for Darren & Kim Mizokami					
Establish October 16, 2018 as the Public Hearing Date for Consideration of an Ordinance for the Qwest Corporation, d/b/a Centruy Link Franchise.	C				
Establish October 16, 2018 as the Public Hearing Date for Consideration of New Restaurant Liquor License No. 40 for Yan & Zhang, Inc., d/b/a Lime Leaf Asian Bistro, Located at 845 East 2nd Street.	C				
Amending Casper Municipal Code Section 5.08.320 – Hours of Sale of Alcoholic Liquors or Malt Beverages, Uniform for Each Day of the Week. 1st Reading		N			
New Microbrewery Liquor License No. 5 fo Gruner Brothers Brewing Corp, d/b/a Gruner Brothers Brewing, Located at 1301 Wilkins Circle.		N			
Zone Change of Lots 1-8 Inclusive, Block 1, North Burlington Addition, Located at 143, 145, 159, 169 West K Street, from R-3 (One to Four Unit Residential) to R-5 (Mixed Residential). Third Reading			N		
Hotel Guest Registration Ordinance. Second Reading			N		
One Cent Allocation				C	
Agency Funding Agreements (Health Dept., Youth Crisis Center, Senior Services, Casper Mountain Fire District, Children's Advocacy, Mercer Center, & UW Extension)				C	
Authorizing Change Order No. 1 to the Agreement with Treto Construction, LLC, for a Time Extension				C	
Authorizing Change Order No. 1 with Wyoming Office Deliveries, Inc., for a Time Extension of 124 Days, for the Casper Events Center 2018 Seating Replacement Project.				C	
Authorizing a Contract for Outside-City Water Service with Fullspeed Service, LLC				C	

October 9, 2018**Councilmembers Absent:**

Work Session Meeting Agenda Items	Recommendation	Allotted Time	Beginning Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested			
City App Demo (Michael Szewczyk)	Direction Requested	20 min	4:30
Hogadon & Golf Debrief (Tim Cortez)	Information Only	20 min	4:50
Panhandling Ordinance (John Henley)	Move Forward for Approval	20 min	5:10
Operator Revision (John Henley)	Direction Requested	20 min	5:30
Agenda Review		20 min	5:50
Legislative Update		10 min	6:10
Council Around the Table		20 min	6:20
Approximate Ending Time			6:40

The Grid

A working draft of Council Meeting Agendas

October 16, 2018**Councilmembers Absent:**

Regular Council Meeting Agenda Items	Est. Public Hearing	Public Hearing	Ordinances	Resolutions	Minute Action
C = Item is on Consent N = Item is <u>not</u> on Consent					
Establish November 6, 2018 as Public Hearing Date for Consideration of an Annexation and plat a Portion portion of the S1/2NW1/4, Section 9, Township 33 North, Range 79 West, 6th P.M., Natrona County Wyoming, and a vacation and replat of Lot 2, Block 1 and Lot 1, Block 2, Bailey Addition No. 2 and Lot 1 Stoval Brothers Addition, to create State Office Building Addition, comprising 11.06 acres, more or less, located at 444 West Collins Drive, and consideration of a request to establish the zoning of the subdivision as City zoning classification OYDSPC (Old Yellowstone District and South Poplar Corridor).	C				
Establish December 18, 2018 as Public Hearing Date for Consideration of Annexation Compliance with Title 15, Chapter 1, Article 4 of the Wyoming State Statutes to Determine if the Annexation of the State Office Building Addition Complies with W.S. 15-1-402. 1. Resolution. 2. Third reading Ordinance Approving Annexation, and Zoning of the State Office Building Addition.	C				
Qwest Corporation, d/b/a CenturyLink QC, Franchise		N			
New Restaurant Liquor License No. 40 for Yang & Zhang, Inc., b/d/a Lime Leaf Asian Bistro, Located at 845 East 2nd Street.		N			
Hotel Guest Registration Ordinance. 3rd Reading			N		
Amending Casper Municipal Code Section 5.08.320 – Hours of Sale of Alcoholic Liquors or Malt Beverages, Uniform for Each Day of the Week. 2nd Reading			N		
Authorizing Change Order No. 2 with Caspar Building Systems, Inc., in the Amount of \$161,323.38, for the Baler Building Expansion/MRF Project.				C	
Authorizing an Acceptance Certificate Form LP-3 to the Cooparative Agreement with the Wyoming Department to Transportation for the Interstate 25 & Shoshoni Interchange Landscaping Project.				C	
Authorizing the Final Acceptance Certificate with the Wyoming Department of Transportation for the Rotary Park Pathway – Phase II Project. (tentative?)				C	

October 23, 2018**Councilmembers Absent:**

Work Session Meeting Agenda Items	Recommendation	Allotted Time	Beginning Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested			
Orphaned Agency Funding (Carter Napier)	Direction Requested	20 min	4:30
Vicious Dog Ordinance (John Henley)	Move Forward for Approval	20 min	4:50
Event Guide (Fleur Tremel)	Move Forward for Approval	20 min	5:10
		20 min	5:30
Agenda Review		20 min	5:50
Legislative Update		10 min	6:10
Council Around the Table		20 min	6:20
Approximate Ending Time			6:40

The Grid

A working draft of Council Meeting Agendas

November 6, 2018

Councilmembers Absent:

Regular Council Meeting Agenda Items	Est. Public Hearing	Public Hearing	Ordinances	Resolutions	Minute Action
C = Item is on Consent N = Item is <u>not</u> on Consent					
Ordinance Annexing, Platting, and Zoning as November 6, 2018. (State Office Building Annexation)		N			
Amending Casper Municipal Code Section 5.08.320 – Hours of Sale of Alcoholic Liquors or Malt Beverages, Uniform for Each Day of the Week. 3rd Reading			N		
Qwest Corporation, d/b/a CenturyLink QC, Franchise. 2nd Reading			N		

November 13, 2018

Councilmembers Absent:

Work Session Meeting Agenda Items	Recommendation	Allotted Time	Beginning Time
Recommendations = Information Only, Move Forward for Approval, Direction Requested			
		20 min	4:30
		20 min	4:50
		20 min	5:10
		20 min	5:30
Agenda Review		20 min	5:50
Legislative Update		10 min	6:10
Council Around the Table		20 min	6:20
Approximate Ending Time			6:40

Upcoming Work Session Agenda Items

Bar & Grill License RFP (after November 13, 2018)
Plains Property RFP (after February 14, 2019)
Casper Mountain Biathlon Club-Crushing Operations
Pre-Annexation & Island Annexation
Liquor Ordinance, Part II
Demerit Point Revisions (Chief McPheeters) Alcohol Demerit Structure: What is the public position? Do you want us to be proactive like we are going or are we ok with the current state?
Downtown Parking Study Implementation
Goodstein Lot Lease (Long Term Plan)
6th Cent Funding Study
Wyoming Business Council Grant for Midwest
Property Code Revisions

October

2018

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1 <i>5:00 p.m.</i> - CNFR (Parkway Plaza)	2 <i>6:00p</i> -Council Meeting	3 <i>11:30a</i> -Drug Court	4 <i>7:00p</i> -Youth Empowerment	5 <i>1:00p</i> -Civil Service Commission	6
7	8  Columbus Day <i>City Offices Closed</i>	9 <i>4:30p</i> - Council Work Session	10 <i>11:30a</i> -DDA <i>2:00p</i> -Senior Advocacy Committee <i>6:00p</i> -Amoco Reuse JPB	11 <i>7:00a</i> -CAEDA <i>4:30p</i> -Leisure Services Board <i>7:00p</i> -Youth Empowerment	12 <i>11:30a</i> -Chamber Coordination/ Infoshare	13
14  Opening Day-Elk Season	15 <i>8:30a</i> -Historic Preservation <i>12:30p</i> -Senior Services <i>4:00p</i> -OYD Advisory Committee	16 <i>11:30a</i> -Regional Water JPB <i>4:00p</i> -Chamber of Commerce <i>6:00p</i> -Council Meeting	17 <i>7:00a</i> -Mayor/ Commissioner	18 <i>10:30a</i> -Housing Authority <i>4:00p</i> -Contractors' Licensing Board <i>5:30p</i> - City County Board of Health <i>6:00p</i> - Planning & Zoning <i>7:00p</i> -Youth Empowerment	19	20
21	22 <i>2:00p</i> -CATC	23 <i>11:30a</i> -Travel & Tourism <i>1:00p</i> -NIC <i>4:30p</i> - Council Work Session	24 <i>7:00a</i> -CPU Advisory Board <i>12:00p</i> -Meth Committee <i>5:15p</i> -CAP	25 <i>7:00p</i> -Youth Empowerment	26	27
28	29	30	31  <i>Trick or Treat at the City</i> <i>3:00 p - 5:00 p</i>			



FY 2018 Specific Entity and One Cent Quarterly Report

Please file this form at the conclusion of the quarter. Failure to complete and send in this form could result in a denial of payment for any current or future funding.

Organization: <u>Casper Climb Wyoming</u>	Program/ Event: <u>Training and Placing Low-Income Single Mothers in Careers that Support their Families</u>		
Contact Person: <u>Jenn Whitehead</u>	Phone Number: <u>307-237-2855</u>	Date: <u>September 30, 2018</u>	
Please Select One:			
1 st Quarter <input type="checkbox"/>	2 nd Quarter <input type="checkbox"/>	3 rd Quarter <input checked="" type="checkbox"/>	4 th Quarter <input type="checkbox"/>

1. Mission

Please state the agency's mission/vision:

The Casper Climb mission is for low-income single mothers to discover self-sufficiency through career training and placement. Casper Climb's vision is to initiate self-awareness. Climb believes that all growth -- personal, professional and global -- starts with self-awareness. Being aware of your strengths and weaknesses as an individual allows you to discover your full potential in life and gaining that same awareness as an organization opens the door to make a bigger impact. As we hone this skill, we can engage in more meaningful conversations that ultimately lead us to enduring, systemic change. Together, this is how we make the world a better place. Together, this is how we end generational poverty.

2. Financial Information

Please attach a one (1) page summary of the revenue and expenses for this event. **Please include the amount you were allocated from One Cent funding or General Fund Agency funding.**

The summary of the revenue and expenses through August 31, 2018 is attached. The financials for September 2018 are in the process of being finalized.

3. Program significance

a. Using bullets describe the individuals who are the focus of your work and are influenced by your activities.

- Casper Climb is improving the economic conditions of single mothers and children who live at 185% of poverty and below.
- The average participant age is 28 with an average of 2 children.
- Over half (52%) of participants are unemployed when they come to Climb. Of the 48% who are employed, the average monthly wage income is \$1,083 and they are often working more than one job.
- Casper Climb focuses specifically on the high risk and high need category of families led by single mothers with dependent children. According to the U.S.

- Census Bureau (2015), 45% of single mother families with children under age 18 live below the poverty level in Casper.
- Climb does not discriminate on race or ethnicity and serves a diverse population.
 - Almost a quarter of participants report moving three or more times in the past year, and almost half have changed jobs more than three times in a year, creating significant barriers to success
 - Poverty causes toxic stress for adults significantly limiting their cognitive bandwidth - similar to a decrease in 13 IQ points (Nature, March 2015).

b. What impact did the program have on the specified target population and community?

In June 2018, Casper Climb commenced a Certified Nursing Assistant (CNA) training that held graduation on August 22, 2018. Casper Climb was focused on the healthcare and medical industries that demonstrate continued employer demand, where long-term, self-sufficient placements are available. This training served 10 moms and 17 children. Training included classes such as vital signs, bathing, feeding, lifting, range of motion, special care, infection control and promoting safety on the job. The graduation rate for the CNA training was 100%. Moms are currently being placed at Edgewood Meadow Wind, Bear Country Home Health, Primrose Retirement Communities, Shepherd of the Valley, Poplar Living Center, Intermountain Home Health, and Epsilon Health Solutions earning between \$12.50 - \$16 per hour.

Climb's partner in developing the successful CNA training was Casper College trainer Rashelle Rodrick. The Center also provided Cardiopulmonary Resuscitation (CPR) training. Life skills trainings were provided by Kyree Corbett - Parenting; North Platte Physical Therapy - Back Care/Michael Boulter; Cent\$ible Nutrition; Budgeting; Resources in our Community; Time Management; Communication / Active Listening; and Setting Goals. Volunteer mock interviewers were employed with Wyoming Medical Center, Hilltop National Bank, and Community Health Center of Central Wyoming. Casper Climb staff are currently recruiting for an additional CNA training starting in October.

Along with specialized job training, the Climb program provides all the participants with life skills trainings in topics such as parenting skills, work place professionalism, financial literacy, healthy and safe relationships, child support, food and nutrition and more to ensure success both at home and at work. The Climb program also provides group and individual mental health counseling to address issues and barriers that may interfere with success at home and at work.

In addition, 37 Casper Climb graduates were supported through Climb graduate services during the period July through September which include networking opportunities, advice on updating resumes, and support for pursuing additional education.

c. Have there been significant trends over the past months regarding your target population?

Climb experienced a challenge with recruiting moms for the recent CNA program since many of the moms that were interested do not have their GEDs which has been a requirement with most employers. Climb has noticed an increase in moms without GEDs due to the loss of the Wyoming Family Literacy Program a few years ago. Climb was able to fill the program but had to turn away moms that could be

successful but need GEDs. These moms are some of the most in need because of the minimal resources for them to get GEDs. Due to the recent shortage of CNAs, employers are beginning to loosen these requirements. Because of this, Climb is planning another CNA training for the fall and staff are hoping to accept these moms without GEDs.

4. Results

a. Please describe the outcomes/outputs

- 100% of Casper Climb participants completed the Certified Nursing Assistant (CNA) Career training successfully.
- The placements for the CNA program have an average hourly starting wage at over \$12.50 - \$16 per hour.
- 70% of Casper Climb graduates contacted were employed 24-months post program since 2004.
- 70% of Casper Climb graduates show a decrease in their dependence on food stamps 2 years post program.
- Climb is commencing a Certified Nursing Assistant training in early October. Graduation is expected in December.

b. Please describe the method of measurement

Climb conducts participant follow-ups at 3-month intervals from program completion to 24 months post program. Climb collects employment data such as place of employment, hours per week and hourly wages as well as participant and child health insurance data. From program end to 12 months, Climb collects this data by Climb staff contacting participants via phone, email or text. From 15-24 months, Climb contracts with the Wyoming Survey and Analysis Center (WYSAC) to conduct the follow-ups via phone survey. Climb collects food stamp and childcare data from the Wyoming Department of Family Services. Climb stores this data in its secure participant database.

c. Please describe the performance results

Beyond the statistical performance results listed above, the best impact is often told through the participants.

Marilyn participated in the CNA training that began in June. She had reached out to Climb several times over the past few years expressing interest in the program. However, the timing was just not right for her. There were several issues that she needed to work through before she would be successful in the program. Climb staff continued to work with Marilyn to help her prepare for Climb. Eventually, Marilyn was ready and was accepted into the program. She was dedicated to the program and seeing herself succeed. Marilyn graduated in August. This story is an example of the screening that happens in the application process. It is crucial that a mom is ready for Climb for her to succeed in a job placement and change her life.

Casper Climb is committed to networking within the community and has established an effective public awareness program to provide community contacts with a continuous information source about programs and services. Climb collaborates with organizations and individuals for participant referrals, specialized services to Climb program participants, life-skills instruction, industry research and job placement.

5. Program Results/Impacts (use bullets)

- a. Explain how much (quantity) service the program delivered
 - From June 2018 through August 2018 Casper Climb graduated 10 participants from a Certified Nursing Assistant training program.
 - During this period, Climb continued to serve moms from prior programs.
 - During this 3-month period, 37 Casper Climb graduates were supported through Climb graduate services which include networking opportunities, advice on updating resumes, and support for pursuing additional education.
- b. How well (quality) the services were delivered. For example, describe how individuals were better because of the service the program delivered.
 - In addition to job skills, all participants were provided life skills classes including parenting, communication skills, conflict resolution, nutrition, budgeting, finances and self-care.
 - The participants show gains in executive functioning skills that impact their ability to problem solve, set goals, regulate emotions and engage in long-term planning.
 - Providing therapeutic support and parenting classes to single mothers in poverty may provide a lifetime of benefits for the children, offsetting some of the negative effects on brain anatomy that can be found in poor children.
- c. What does your analysis of the past year's data tell you about what is happening to the impacted target population?
 - The Casper Climb site works hard to determine which type of training it will offer next. After thorough industry research, Climb staff determined a continued need for jobs in nursing positions. Casper Climb is researching a non-traditional training for the spring 2019.
 - The moms are not only finding success right at graduation but more notably are maintaining employment 24-months post program while often no longer needing public assistance like food stamps. These results speak to the comprehensive nature of the program including life skills training and therapeutic support that allow the participants to overcome barriers to success for the long-term.
 - Intentionally working with groups of women during the program to allow participants an opportunity to engage with their peers, practice self-regulation and develop relationships that create support networks outside of the Climb program.

6. Results Analysis

- a. How could the program have worked better?

The CNA program would have worked better if participants received more specifics during the placement process about job opportunities including typical hours, schedule, and environment so they were more prepared.

- b. How will you address this?

This issue is being addressed in Climb's current program by providing more general information about different CNA environments prior to placement as well as gaining more detailed information from employers when opportunities arise.

7. Attendance and Participation

In order to gauge the impact that your event has had on the community, it is important that we know how many people use your program. **Please fill out the information in the box on the opposite side of this page.** If you intend to use a counting method that is not listed, then please contact Fleur Tremel in the City Manager's Office (235-8224) to inquire about pre-approval.



Attendance and Participation

Please fill in the section below as instructed on the opposite side of this page.

I can accurately count the number of people who use our program because:

- We sold tickets
- We took a turnstile count or counted people as they came in
- We conducted an organized head count
- All participants were registered
- We used sign-in sheets
- We used another method that was pre-approved by the City Manager's Office

Climb Wyoming
1001 W. 31st St. Cheyenne, WY 82001

	Total Casper Expenses 7/1/2015 - 8/31/2018	City of Casper 7/1/2015 - 8/31/2018
Climb Revenue		
Government Grants	\$1,715,734.87	\$159,303.00
Fundraising	\$561,060.18	\$0.00
Other Income	\$1.99	\$0.00
Total Climb Revenue	\$2,276,797.04	\$159,303.00
Total Climb Revenue	\$2,276,797.04	\$159,303.00
Climb Expenses		
Personnel	\$956,259.72	\$46,329.62
Tuition	\$81,825.80	\$0.00
Job Placement Phase of Climb	\$185,609.97	\$11,296.25
Facilities	\$203,054.23	\$8,260.22
Incentives	\$70,575.00	\$6,150.00
Staff Development, Training & Recognition	\$47,031.84	\$10,923.31
Mental Health Provider	\$300,375.00	\$7,400.00
Recruitment & Professional Networking	\$72,601.04	\$5,944.59
Office Supplies & Equipment	\$27,497.31	\$2,752.71
Life Skills and Other Training Expenses	\$55,487.51	\$11,609.42
Information Technology Services	\$13,156.73	\$602.34
Fundraising	\$7,788.23	\$191.58
Non-profit Consultants	\$4,115.04	\$1,140.00
Travel (Staff & Participants)	\$17,952.66	\$3,711.01
Accountant, Auditor, and Legal Services	\$48.57	\$0.00
Graduate Services	\$10,645.86	\$3,540.91
Liability Insurance	\$58.26	\$0.29
Total Climb Expenses	\$2,054,082.77	\$119,852.25
Total Climb Expenses	\$2,054,082.77	\$119,852.25



News from the Casper-Natrona County Health Department

For Immediate Release: September 21, 2018

Media Contacts:

Casper-Natrona County Health Department
Dr. Kelly Weidenbach, Executive Director
(307) 262-9320
kelly.weidenbach@cnchd.org

ADVISORY: Harmful Algae blooms identified in Alcova and Pathfinder Reservoirs

Casper – The Casper-Natrona County Health Department, Wyoming Department of Health, and Wyoming Department of Environmental Quality have issued advisories for Alcova and Pathfinder Reservoirs due to higher than normal levels of cyanobacteria – also known as harmful algae blooms.

Harmful algal blooms (HABs) are dense concentrations of cyanobacteria or blue-green algae that pose a risk to human, pet, and livestock health. Under normal conditions, cyanobacteria are present at low levels and play an important role in aquatic ecosystems. When HABs occur, cyanobacteria become visibly abundant and can look like grass clippings, bluish-green scum or spilled paint on the water surface. Highly visible algae blooms are not unusual occurrences in still waters this time of year, especially when water temperatures have been high.

Cyanobacteria blooms can produce poisons called cyanotoxins and may be associated with other irritants that can cause several health effects in humans, pets, and livestock. Health effects include rashes, itching, numbness, nausea, fatigue, disorientation, abdominal pain, vomiting, and diarrhea.

The following is recommended:

- Avoid contact with water in the vicinity of the algae bloom, especially in areas where blue-green algae are dense and form scums.
- Do not drink or consume the water. Boiling, filtration, and/or chlorination will not remove toxins and will not make the water safe for drinking.
- Caution should be taken when eating fish, as health effects remain unknown. Rinse fish with clean water and only eat the fillet portion.
- Do not breathe water spray in areas of the bloom.
- Keep pets and livestock away from the water. Do not allow animals to drink the water, eat dried algae, or groom themselves after contact with the water.
- In people, pets, and/or livestock come into contact with a bloom, rinse off with clean water as soon as possible.

If a person is experiencing adverse health effects after exposure to an algal bloom, seek medical attention. Young children, pregnant women, people with weak immune systems are especially at risk.

CasperPublicHealth.org

Phone: 307.235.9340 **Fax:** 307.237.2036 **Address:** 475 S. Spruce Street, Casper, WY 82601



If pets or livestock experience adverse health effects after exposure to an algal bloom, seek veterinary care. Young animals, pregnant animals, or animals with a weak immune system are especially at risk.

For more information about the health effects of harmful algal blooms, please see the US Centers for Disease Control and Prevention's website at: <https://www.cdc.gov/habs/>.

For more information about harmful algal blooms and what is being done in Wyoming about harmful algal blooms, please visit the Wyoming Department of Environmental Quality's website at: <http://deq.wyoming.gov/wqd/nutrient-pollution/resources/harmful-algal-blooms/>.

If you or your pets get sick after using the water, call your doctor, veterinarian or the Wyoming Poison Control Center at 1-800-222-1222.

Waterbodies under an ADVISORY are not closed. For more information, call the Wyoming Department of Health at 307-777-7656.

From: Casper Area Chamber of Commerce [mailto:information@casperwyoming.org]

Sent: Thursday, September 27, 2018 9:28 AM

To: Renee Jordan-Smith <rjordansmith@casperwy.gov>

Subject: Educate to Elevate: Individuals, Businesses, and Community — How you can be competitive, profitable, and sustainable

Event Invitation

Educate to Elevate: Higher Education Luncheon

The Casper Area Chamber of Commerce presents the Higher Education Luncheon by the University of Wyoming at Casper and Casper College. Educate to Elevate: Individuals, Businesses, and Community — How you can be competitive, profitable, and sustainable. Bring questions and be prepared to interact.

Menu: **TASTE OF ITALY BUFFET**

Chopped Italian Salad

Vinaigrette Dressings

Green Beans, Lemon Zest

Baked Penne Pasta with tomato sauce and Chicken

Garlic Bread

Chocolate Chip Cookies

Coffee, Iced Tea and Water Service

Gluten Free Pasta available upon request with reservation

Date: October 10, 2018

Time: 11:30 AM - 01:00 PM MDT

Location: Casper Event Center Summit Room
1 Events Drive
Casper, WY

Contact: Jereca Lutz

Email: Jlutz@casperwyoming.org

Date/Time Details: 11:30 am-1:00 pm

Fees/Admission: \$25 for chamber members
\$35 for not-yet members
\$250 for a table of 8

☆The Pet Gazette☆

Brought to you by: **Metro Animal Shelter**

October 2018

Who are we?

Metro is proud to serve as the Municipal Animal Shelter for the City of Casper. In this first newsletter, you'll learn the basics about the Shelter. In issues to follow, there will be information about Shelter activity, promotions, information that may be relevant to your furry friend and interesting tidbits.

What's New?...

July 1st, 2018 we had a few changes:

- The enforcement portion of Metro was transferred to the Casper Police Department. Meaning, all Animal Protection Officers are now afforded the resources they need to effectively address animal problems in our community. The Shelter houses all animals Protection Officers bring to us. So, as always, if you're missing your pet – please visit the Shelter!
- The Town of Mills has begun providing their own animal control services for their residents through their Police Department. Mills residents can call 307-266-4796 for animal control or sheltering needs.
- Our new Fee Schedule was adopted by the City Council that included a mandatory \$100 cash deposit from anyone who adopts a pet that's not been neutered yet. The customer is given a due date in the adoption contract and once proof of neuter is provided to the Shelter, the customer is returned the entire \$100 deposit. This program has exceeded expectations and we are thankful citizens are interested in helping community pets.

"Trouble"...our Shelter Cat. He came to us badly injured, but now, 3 years later – he's settled in quite nicely. He's in the front lobby every day to greet customers (pictured below)



Some Services We Offer:

Microchips:

Metro charges only \$20 for a pre-registered nationally recognized ISO microchip. Owners can bring their pet in any time we're open, and we'll microchip their pet and upload contact information into our local database, as well as with DataMars for a national registry. This not only helps reunite lost pets, but helps verify ownership in the event of a dispute. The customer only pays \$20 one time.

PetSafe Harbor:

Sometimes life really throws us a curveball. In the event a pet owner is displaced for an event such as a house fire, natural disaster, or a medical emergency, we offer temporary placement for folks. This service is available upon application process and if they are approved, there is no charge for temporary, emergency housing.

Metro Animal Shelter
2392 E. Metro Road
Casper, WY 82601
(307) 235-8398
www.casperwy.gov

A little about our Shelter...

- The Shelter was built in 1984 with Optional Once Cent Funds
- We have approximately 25,000 square feet and house over 3,000 animals each year
- There are 6 full time employees and we are open to the public 6 days a week
- We are a division of the Community Development Department for the City of Casper
- We are an open admission Shelter serving Casper, Natrona County, Evansville and Bar Nunn; meaning we will always accept any animal from any of those areas, regardless of reason
- The Shelter has partnered with several organizations and volunteers that advocate for animals in our care. Many of these groups organize and facilitate transport to other facilities; while other fund neuters or veterinary care of Shelter animals. They are a valuable asset to our organization.



NATRONA COUNTY TRAVEL & TOURISM COUNCIL
Tuesday, September 25, 2018 ~ 11:30 A.M.
Casper Area Convention & Visitors Bureau ~ Casper, Wyoming

AGENDA

- 11:30 A.M.**
- I. Call to Order – Chair Renee Penton-Jones
 - A. Introductions

 - II. Roll Call (*Meetings: Attended/Excused/Held*)
 - Kevin Hawley, City of Casper (5/2/7)
 - Shawn Johnson, City of Casper (3/3/7)
 - Renee Penton-Jones, Natrona County (7/0/7)
 - Tiffany Gamble, Natrona County (7/0/7)
 - Brad Murphy, Town of Bar Nunn (6/1/7)
 - Ken Thoren, Town of Edgerton (2/3/5)
 - Jim Ruble, Town of Evansville (4/3/7)
 - Debbie Peterson, Town of Midwest (5/1/7)
 - Erik Aune, Town of Mills (5/2/7)

 - III. Consent Agenda:
 - A. Agenda
 - B. Minutes: August 28, 2018

 - IV. Treasurer's Report, *Tiffany Gamble*
 - A. August 31, 2018

 - V. Old Business:
 - A. Visit Casper Perception Scores
 - B. Board Bios/Photos
 - C. Lodging Tax Renewal Campaign/Upcoming Meetings

 - VI. New Business:
 - A. Lodging Market Analysis
 - B. Young Strategies In-Market Presentation
 - a. Board Presentation 9am – 11am
 - b. Stakeholder Presentation 12 – 2pm
 - C. CNFR Economic Impact Study Results
 - D. Grant Sub Committee Meeting

 - VII. Communications Reports:
 - A. Staff Reports
 - B. Community Organization

 - VIII. Council Comments

 - IX. Public Comments

 - X. Upcoming Council Meeting Date: October 23, 2018
Note: Nancy Fuller Event Thursday, Sept 27th 5:30pm – 7:30pm @ the NIC

 - XI. Executive Session

 - XII. Adjournment

Natrona County Travel & Tourism Council

Casper Area Convention & Visitors Bureau

**PUBLIC MEETING MINUTES
TUESDAY, AUGUST 28, 2018 ~ 11:30 AM
CASPER, WYOMING**

I. CALL TO ORDER

Vice-Chair Erik Aune called the public meeting of the Natrona County Travel & Tourism Council to order Tuesday, August 28, 2018, at 11:32 a.m. at the Casper Area Convention and Visitors Bureau. Roll call determined the presence of a quorum.

II. ROLL CALL

Present: Tiffany Gamble, Natrona County
Debbie Peterson, Town of Midwest
Kevin Hawley, City of Casper
Jim Ruble, Town of Evansville
Shawn Johnson, City of Casper
Brad Murphy, Town of Bar Nunn
Erik Aune, Town of Mills
Renee Penton-Jones*, Natrona County

Excused: Ken Thoren, Town of Edgerton

**Late to the meeting*

Also Present: Brook Kaufman, CEO
Mikki Milosevic, Administrative Assistant

III. Moved by Mr. Hawley, seconded by Ms. Peterson and carried without dissent to approve the agenda as presented. (Exhibit 1)

IV. Moved by Mr. Hawley, seconded by Mr. Ruble and carried without dissent to approve the July 2018 minutes as presented. (Exhibit 2)

V. TREASURER'S REPORT -- TIFFANY GAMBLE

Mrs. Gamble reviewed financial reports and checks for the CACVB and CSA ending June 30, 2018.

Moved by Mr. Hawley, seconded by Mr. Johnson and carried without dissent to accept June 2018 financial reports including CACVB checks 15605-15678 for a total of \$443,156.00 and CSA checks 6184-6205 for \$54,936.45. (Exhibit 2) (Exhibit 3)

Mrs. Gamble reviewed financial reports and checks for the CACVB and CSA ending July 31, 2018. Moved by Mr. Hawley, seconded by Mr. Johnson and carried without dissent to accept July 2018 financial reports including CACVB checks 15706, 15679, 15680-15708 for a total of \$85,620.86 and CSA checks 6208-6217 for \$8,634.08. (Exhibit 4) (Exhibit 5)

ADOPT RESOLUTION APPROVING DEPOSITORIES

Moved by Mr. Aune, seconded by Mrs. Gamble and carried without dissent to approve two additional depositories – First Interstate Bank and Hilltop National Bank. Mr. Ruble made a motion to move the Casper Area Convention & Visitors Bureau, the Casper Sports Alliance and 5150 Tourism Development Inc. checking accounts from Bank of the West to First Interstate Bank. The motion was seconded by Ms. Peterson. Motion carried. Ms. Kaufman will be in the process of migrating accounts immediately.

VI. OLD BUSINESS

A. VISIT CASPER PERCEPTION SCORES

Ms. Kaufman shared that perception surveys had been deployed to staff, board members, partners and elected as part of a follow-up from strategic planning. The board was asked to review the scores prior to next meeting.

B. BOARD OF DIRECTOR CONFLICT OF INTEREST AGREEMENT (UPDATE)

Ms. Kaufman informed the board there will be a new Conflict of Interest Agreement for them to sign based on feedback from Grooms & Harkins.

C. PRE-PLANNING FEEDBACK (AUDIT)

Ms. Kaufman informed the board that several action items came out of the pre-planning audit interview with Grooms and Harkins. All recommended action items will be implemented as suggested.

VII. NEW BUSINESS

A. Board Bios/Photos

Arrangements will be made for board bios/photos for the VisitCasper.com website. Information will be sent to the board on the who, what and when in the coming weeks.

B. Lodging Tax Renewal Campaign/Upcoming Meetings

Ms. Kaufman is presenting to Reveille Rotary, Monday and Thursday Rotary, Kiwanis, the Lions Club, the Tourism and Hospitality Committee, Natrona County Republican Womens, the Towns of Mills, Bar Nunn, Edgerton, Midwest, Evansville, the City of Casper and Natrona County Commissioners re: the renewal of the Lodging Tax in September and October. Each board member has been sent a request with the details from their respective appointed areas.

C. Check Signing Process

Based on board member interviews during the pre-audit process, the organization will make improvements to check approvals and signing. The executive committee will be asked to meet with Ms. Kaufman at pre-determined times so questions can be answered.

D. Visitor Center MOU

Ms. Kaufman informed the board that the MOU with the BLM on the Visit Casper Welcome Center and Scenic overlook expires in December of 2018. The National Historic Trails Interpretive Center is interested in renewing the MOU for an

additional 5 years. Trails Center Director Chris Wilkinson has agreed to meet in mid-October to discuss any new or revised terms.

E. Staff/Organizational Update

Ms. Kaufman asked for a motion to approve the crisis communication plan as vetted and approved by attorney Scott Murray, the City of Casper and Natrona County. Moved by Mr. Murphy, seconded by Mr. Hawley and carried without dissent to approve the Crisis Communication Plan as presented.

NOTHING ADDITIONAL

VIII. COMMUNICATIONS REPORTS:

Community Liaison Reports: None

IX. COUNCIL COMMENTS:

Mrs. Penton-Jones suggested that Visit Casper do the active shooter training.

Mrs. Gamble asked if the organization had employment liability practice insurance. Ms. Kaufman said no but that she'd research policy options and costs by the next meeting.

X. PUBLIC COMMENTS:

Ms. Kaufman shared with the board that the Central Wyoming Fairgrounds made a request for \$22,000 for a new digital/mobile sign. They have a donor willing to contribute \$150,000, but they are short the requested amount. After discussion the board decided that funding signage did not contribute to the organization's overall mission to drive economic impact through tourism promotion.

Ms. Kaufman asked if anyone would like to attend the Chamber of Commerce Gubernatorial luncheon September 12th at the Hanger. Mr. Murphy, Mr. Johnson, Mrs. Penton-Jones and Mr. Aune would like to attend. The additional members will let the office know after they check their schedules.

- XI. UPCOMING MEETING DATE:** The next Council meeting is Tuesday, September 25, 2018, and will convene at 11:30 a.m. at the Visit Casper office.

ADJOURNMENT: Ms. Penton-Jones made a motion to adjourn the public meeting at 12:24pm. Moved by Mr. Hawley, seconded by Mr. Johnson and carried without dissent to adjourn.

Renee Penton-Jones, Chair

Kevin Hawley, Secretary

**Natrona County Travel and Tourism Council
Statement of Revenue and Expense**

	August	Y-T-D	Budget	%
INCOME	<u>\$169,517</u>	<u>\$358,258</u>	<u>\$1,548,820</u>	<u>23%</u>
EXPENSE				
ADMINISTRATION				
Office Expense	\$14,011	\$36,135	\$130,186	28%
Staff	\$48,711	\$92,076	\$592,861	16%
Total Administration	<u>\$62,722</u>	<u>\$128,211</u>	<u>\$723,047</u>	<u>18%</u>
MARKETING				
Grants/Sponsorships	\$7,500	\$12,500	\$100,200	12%
Total Grants/Sponsorships	<u>\$7,500</u>	<u>\$12,500</u>	<u>\$100,200</u>	<u>12%</u>
SALES				
Promotional Items	\$831	\$1,331	\$15,000	9%
Printing	\$353	\$353	\$14,500	2%
Tradeshaw Registration	\$3,000	\$2,750	\$17,000	16%
Staff Travel	\$3,125	\$7,437	\$29,000	26%
Board/Partner Travel	\$252	\$609	\$9,000	7%
Business Development	\$147	\$338	\$11,500	3%
Business Retention	\$0	\$0	\$10,000	0%
FAM Tours	\$104	\$859	\$8,000	11%
Research	\$1,452	\$1,452	\$40,000	4%
Public Relations	\$4,978	\$3,478	\$46,500	7%
Event Expense	\$0	\$30	\$5,000	1%
Memberships	\$275	\$300	\$7,500	4%
Sponsorships	\$640	\$640	\$92,000	1%
Legislative/Issue	\$394	\$394	\$15,000	3%
Total Sales	<u>\$15,551</u>	<u>\$19,971</u>	<u>\$320,000</u>	<u>6%</u>
ADVERTISING/MARKETING				
Banners/Displays/Signs	\$5,667	\$8,227	\$23,940	34%
Print Advertisements	\$0	\$0	\$20,000	0%
Billboards/Out of Home	\$0	\$0	\$15,000	0%
Digital/Social Marketing	\$138	\$734	\$94,584	1%
Content Production	\$4,750	\$4,799	\$129,000	4%
Website	\$309	\$322	\$0	0%
2019 Visitors Guide	\$7,500	\$7,500	\$50,000	15%
Total Marketing	<u>\$18,365</u>	<u>\$21,583</u>	<u>\$335,084</u>	<u>6%</u>
Total Expenses	<u>\$104,138</u>	<u>\$182,265</u>	<u>\$1,548,820</u>	<u>7%</u>
INCOME IN EXCESS OF EXPENSES	<u>\$65,379</u>	<u>(\$1,190,562)</u>		

(a)

(b)

(c)

(a) Destinations West (MTG Show) and ORIC -- Outdoor Rec Show

Sports and Events Summary
August 15 – September 14, 2018
Projects

- **Facebook**
 - Work daily on updating Casper Sports Alliance and Cowboy State Games
- **Cowboy State Games**
 - Hosted cornhole tournament
 - Hosted table tennis
 - Secured Fitness and Weightlifting
 - Scheduling shooting competition
 - Working on axe and knife throwing
 - Meeting with Steve Cathey about hosting a CSG Autocross championship
 - Working with Mike Rogers' Memorial baseball tournament to become part of the Games
 - Working on youth ice hockey and pickleball both of which will be held in October
 - Reworking website
- **Power2Play Sports**
 - Secured Kelly Walsh High, CY Middle and Dean Morgan Middle schools to host tournament. Waiting on event organizer's response.
- **Professional Disc Golf Association**
 - State PDGA has agreed to support our bids for World, Women, Amateur and Masters' championships
 - Will be working with the city to host events at Bull Snake course and municipal golf course
- **USA Boxing**
 - Submitted a letter of interest to USA Boxing for two of their 2019 international championships
 - Working with Casper Boxing Club
- **3x3 Basketball**
 - Signing contract with World Events Sports for two-year deal to host 3x3 basketball
 - Rebranding tournament to Oil City Summer Slam
 - Changed dates to July 20 – 21, 2019

Meetings and Functions Attended

- Met with Legion Baseball to gauge interest in hosting any baseball tournament
- Attended Chamber's THAC meeting
- Simpleview webinar
- Proud to Host the Best Committee
- Presented to city council for one-cent funding \$87,250.00
- Met with Daniels Fund
- Attended a Spectra Management/Hogadon business strategy meeting
- Attended gubernatorial luncheon
- Attended Boys & Girls Club breakfast

MARKETING MANAGER REPORT

SEPTEMBER 2018

PROJECTS IN PROGRESS

- We're moving forward with a 3x3 tournament rebrand to reflect the tournament. We are changing the name to be less sponsor dependent, ensuring consistency into the regardless of sponsorships. It will be known as the Oil City Street Slam. Creative and marketing plans are being developed now and we aim to relaunch early this winter.
- With Visit Casper's new video created by West Edge Collective earlier this summer, we are running a highly targeted meeting social campaign throughout the month of September. Ads are running on Facebook, LinkedIn and Twitter driving traffic to the meetings landing page. We also received a generic destination video without the meeting ending, which we recently promoted on Visit Casper's channels.
- Developing the content plan and editorial layout for our 2019 Visitors Guide. I'm working closely with Flood Marketing to create the guide. Our deadline to have the guides printed is mid-December for January 1 distribution.
- The combination of the 5150' Festival, the 5150' Feast and highly relevant timely blogs and takeovers have resulted in a strong brand launch for 5150' Local. We've seen steady growth in our following and website traffic with a combined following of nearly 1,600 on Instagram, Facebook and the Blog. 5150local.com has seen 3,200 unique visitors to date and sentiment has been overwhelmingly positive.

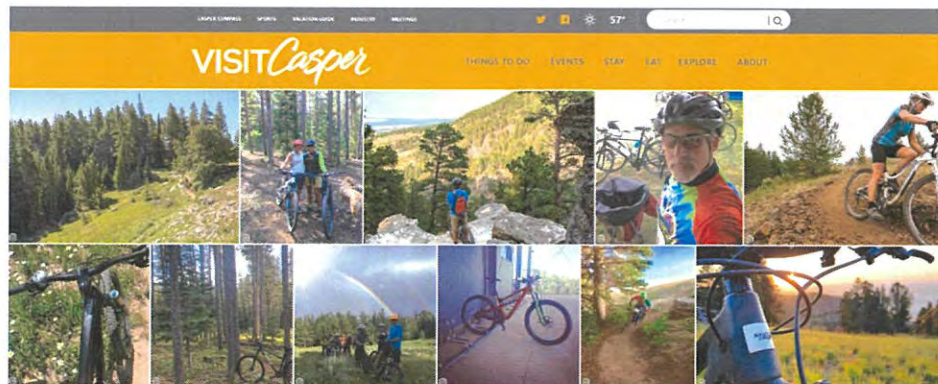
OTHER UPDATES

- 98 tickets were sold and/or claimed for the 5150' Feast.
- We've finished integrating CrowdRiff into VisitCasper.com. The homepage as well as each "things to do" landing page has a unique, content specific gallery that is curated from social media posts. The posts are pulled in based on geographic tags that the user selects and/or hashtags used. These are being sorted on a weekly basis and updated as relevant content comes in. (note: I am continuously working with Adbay to improve on the user experience as we integrate new things into the site.)
- We are running a full-page print ad in the 2019 Wyoming Office of Tourism Travel Guide as well as a half-page ad in the 2019 RMI guide.
- We are participating two Wyoming Office of Tourism programs in 2019: the Search Engine Marketing co-op with Madden Media as well as the lead generation program with Miles Partnership.

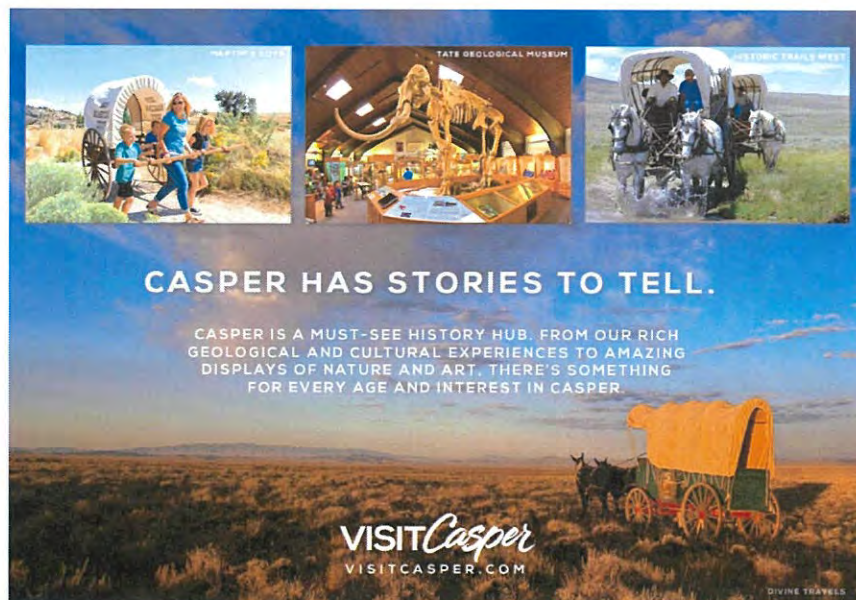




5150' FEAST DINNER AT CITY PARK



VISITCASPER.COM/THINGS-TO-DO/BIKE



RMI 2019 GUIDE HALF-PAGE AD

VISIT *Casper*

Director of Sales & Corporate Sponsorships Board Report

August 14, 2018 – September 14, 2018

New RFPs

- 2020 Wyoming Trauma Conference
- Broadband Advisory Council Board Meeting
- Wyoming Society of CPAs – Continuing Professional Education
- Wyoming Society of CPAs – Social Event
- KW Class of 1974 Reunion

New Business Booked

- 2019 United Federation of Doll Clubs Regional Convention (60 overnights)
 - Ramkota Hotel
- 2019 Wyoming Association of Conservation Districts Annual Conference (230 overnights)
 - Hilton Garden Inn
- WYHIMA Council (30 overnights)
 - Holiday Inn East – Medical Center
- Casper Needle Guild – Regional Meeting (24 overnights)
 - Ramkota Hotel
- Broadband Advisory Council
 - Wolcott Galleria w/ with hotel of choice (20 overnights)
- Nalco Champion Regional Training (52 overnights)
 - Ramkota Hotel

Site Visits Coming Up

- Women of Influence Convention (September 27)
- National Association of State Veterans Homes (October 4)

Show Attended

- MPIRMC Annual Golf Tournament – Morrison, Colorado
 - Sara La Bounty - HelmsBriscoe
 - Reese Lee – Civica Management
 - Terri M. Utecht – Utecht Events

Professional Development

I have started Leadership Casper. We have already had our orientation and our first official meeting based on energy. Next month we will be focusing on tourism, and I have been asked to run the entire day. I have been booking the places for us to go, setting up meetings, and will start to develop the full day presentation.

CNFR

After internal and external meetings, we now have the approval from Roger to move forward with any ideas, events, or marketing we would like to do to help increase the attendance of CNFR. This will be huge considering we have always had to run ideas past the committee and have regularly been

turned down. Two of the main ideas we have are a Parade of Athletes on Monday, and a headliner on Friday night starting at 9pm. We will start to discuss details in the coming months, but the goals of these events are to have more community involvement, excitement about the rodeo to increase more of a following, and to ultimately gain attendance.

Extranet

The extranet has been proving very successful over these last few months. Our response rate from partners has never been better, our partners understand and enjoy using it, and it has provided valuable for Visit Casper to communicate with our industry throughout Natrona County. I have even started adding accounts for restaurants in town such as Gaslight Social, Keg and Cork, JRG Restaurant Group, and Yellowstone Garage.

Social, Paid Search, & Website

Now that we have our finalized video, we are running a paid campaign with it on Facebook, LinkedIn, and Twitter. We have also shifted direction with the paid search to a broader area. All of this has led to the meetings landing page at the 3rd most visited page on visitcasper.com behind our homepage and events calendar. This is huge considering our meetings page in 2017 had a total of 536 views, and now over the last 14 days we are at 506 views. Our paid search campaign has produced half of that 506, and the rest have come from our paid social and organically. This should hopefully start leading to more qualified leads and then conversions.

CEO REPORT

SEPTEMBER 2018

WHY I'M STOKED. (AND WHY YOU SHOULD BE, TOO!)

We've got several FAM tours planned in our market in the next few weeks... Alidays Tours (through WOT) is bringing 10+ international travel agents through Casper October 16th and will tour the National Historic Trails Interpretive Center and Fort Caspar before dining at the Pump Room. We're hosting 3 writers Sept 20 - 23rd who will spend the day in Casper before spending 2 full days fishing on the North Platte. And finally, in conjunction with the Wyoming Office of Tourism we'll be hosting 10 Top-Tier Female Media for two nights (October 7th and 8th) as a prelude to the Women's suffrage movement.

NEED-TO-KNOW PROJECTS/INITIATIVES

CNFR Economic Impact: The results are in... CNFR generated \$1.9M in economic impact to Natrona County and an additional \$500k in indirect impact. There were approximately 6,772 attendees in 2018, most of who traveled from outside of the County. Among overnight visitors, the majority stayed in a hotel or motel.



Brook and Renee will meet with the City/County September 19th to review the report and discuss next steps.

Visitor Center Numbers: Visitation at the Trails Center was down over 50% in August because of the eclipse. (They saw over 5000 people the week of the eclipse last year.) Year to date, they are down 10.2%, if you remove the eclipse #s they are up 4.9% year over year. I'm expecting the new signage to be installed in the next few weeks.

Certified Tourism Ambassadors™: Our next class is October 2nd at the Trails Center – if you know someone who would benefit have them email visitors@visitcasper.com or go to www.CTANetwork.com. Our annual renewal push will begin in the next few weeks.



OTHER PROJECTS/INITIATIVES

Lodging Tax 2018: To date, I've presented to the following groups re: the value of the lodging tax:

- Reveille Rotary
- Town of Edgerton
- Town of Midwest
- Town of Evansville
- Town of Mills
- Kiwanis
- Tourism and Hospitality Committee
- Monday Rotary
- Natrona County Republican Women

Thursday Rotary

I will present to the City of Casper Sept 25th and the County Commissioners October 2nd. Thank you to all the Board members who have been present during these presentations, it matters!

5150 Feast: The first annual 5150 Feast was an incredible success. (Thank you Brad, Erik and Renee for attending!) Look for version 2.0 next year, possibly in conjunction with the 5150 Festival. (Prior to school starting.)



Visitor Profile Study: 75% of our lodging properties have participated. (A fantastic #) Initial data shows that leisure visitors were in market for the eclipse, on their way to Yellowstone, for driving/sightseeing and a festival/event. Visiting friends and family ranks very high as someone's main purpose for their trip. More to come as the survey nears completion!

3x3 Basketball 2019: There wasn't a strong sentiment from survey respondents about moving (or not moving) the tournament in 2019. Look for a mid-July 2019 date.

Mark Your Calendar: We're hosting Food Network Celebrity Chef Nancy Fuller on Thursday, Sept 27, 2018 at the Nicolaysen Art Museum from 5:30pm – 7:30pm. This will be an opportunity to connect with all candidates/elected officials and share the power of tourism in Natrona County. There is no cost to attend and we are partnering with Community Greenhouse and Johnson Restaurant Group.

Visitor Guides: We're working with Flood Marketing to redesign the 2019 Visitor Guide. Look for the books to be in hand in early December.

PR Contract: We are currently entertaining 2 proposals from Lightning Bug Communications. Our goal is to allocate a percentage of our paid advertising budget to earned editorial coverage for Casper. The cost will be between \$40k - \$80k and will come from open staff positions.

Banking: We continue to move through the process of switching banks, we should be up and running at FIB within the next 30 days.

From: Roehr, Mary [mailto:Mary.Roehr@charter.com]
Sent: Friday, September 28, 2018 12:11 PM
Subject: Charter Communications -- Upcoming Changes

Good Afternoon.

At Charter, locally known as Spectrum, we continue to enhance our services, offer more entertainment choices and deliver the best value to our customers. Like every business, Charter faces rising costs that require occasional price adjustments. As a result, customers will be notified of the following price adjustments through a legal notice or bill message before the change takes effect. Effective on or after November 1, 2018, pricing will be adjusted for the following services/products:

Services/Products/Equipment	Current Rate	New Rate
Broadcast Surcharge	\$8.85	\$9.95
Digital Receivers	\$6.99	\$7.50
Latino View	\$7.99	\$8.99

We remain committed to providing an excellent experience for our customers, in your community and in each of the communities we serve. If you have any questions about this change, please feel free to contact me. Thank you.

Sincerely,
Mary Roehr



Mary Roehr | Director, Government Affairs, Colorado, Montana, Wyoming | C: 406-671-7956
951 W. Custer Ave. | Helena, MT 59601

From: Rick Kaysen [mailto:rkaysen@wyomuni.org]
Sent: Sunday, September 23, 2018 3:14 PM
Subject: WAM Fall Workshop--Oct 31-Nov 2--Lander

Good afternoon, previously you received an invite and agenda for the subject topic. I believe we have scheduled some excellent presenters and topics for this year's Work Shop.

On Nov 2, one of our topics is What a Legislator Wants! with presenters Mayor Del McOmie, Lander, and Mark Harris, WAM General Counsel. Both of these gentlemen have legislative and municipal experience.

A request please—what do you want to hear from these presenters, what questions would you like answers to, what insights are you interested in?

Please send topics, questions you have to me no later than Thursday, October 25, and I in turn will combine same/similar questions and forward to our presenters....thanks.

Rick Kaysen, Executive Director
Wyoming Association of Municipalities
315 West 27th Street
Cheyenne, WY 82001
307-632-0398
rkaysen@wyomuni.org
www.wyomuni.org

From: Sarah Lipscomb <sarahl@ncl.org>
Sent: Friday, September 21, 2018 11:51 AM
To: Rick Kaysen <rkaysen@wyomuni.org>
Subject: 2019 All-America City Award to Focus on Healthy Communities

I wanted to share a news release, sample website, e-newsletter, journal post and social media posts relevant for your member cities to apply and become a 2019 All-America City. In June of 2019, the National Civic League will recognize 10 communities as All-America Cities for their inclusive civic engagement work that has fostered healthy communities. To win, each community must demonstrate innovation, impact, equity and inclusiveness, civic engagement, and cross sector collaboration by describing three successful efforts to address pressing local challenges around health.

Over 500 communities have been named an All-America City since the program began in 1949, including 2 from Wyoming.

We know there is great working happening in Wyoming and would like to see even more Wyoming cities and counties join the All-America City ranks. Below is the release to be used for any print or online publications or postings. Please let me know if you need any additional information.

News Release: <http://www.nationalcivicleague.org/wp-content/uploads/2018/09/Wyoming-PR.docx>
Journal Post: <http://www.nationalcivicleague.org/wp-content/uploads/2018/09/Wyoming.docx>
Promotional language: <http://www.nationalcivicleague.org/wp-content/uploads/2018/09/2019-AAC-Promotional-Marketing.docx>

Thank you,

Sarah Lipscomb
Program Director
All-America City Awards &
Community Assistance
National Civic League
www.nationalcivicleague.org
@allamericacity
sarahl@ncl.org

From: Rick Kaysen [mailto:rkaysen@wyomuni.org]

Sent: Tuesday, September 25, 2018 3:17 PM

Subject: FW: State League Executive Directors eNetwork : In Midst of China Recycling Crisis, American Cities Can Benefit

For your review, please share with your applicable team members.

This will also be forwarded to Clerks/Treasurers, sorry for duplicates.

Rick Kaysen, Executive Director
Wyoming Association of Municipalities
315 West 27th Street
Cheyenne, WY 82001
307-632-0398
rkaysen@wyomuni.org
www.wyomuni.org

"Communities that don't matter, don't exist."



From: Lenna Wilson via National League of Cities <Mail@ConnectedCommunity.org>
Sent: Tuesday, September 25, 2018 3:08 PM
To: Rick Kaysen <rkaysen@wyomuni.org>
Subject: State League Executive Directors eNetwork : In Midst of China Recycling Crisis, American Cities Can Benefit

State League Executive Directors eNetwork

In Midst of China Recycling Crisis, American Cities Can Benefit

[Reply to Group](#)

[Reply to Sender](#)

[Reply to Sender via Email](#)

Sep 25, 2018 5:08 PM | [view attached](#)

[Lenna Wilson](#)

Hello State Leagues,

The National League of Cities released a new [report](#) today on a Chinese policy that dramatically changes the U.S. recycling market, requiring many cities to adapt in order to build a sustainable future. This [release](#) was distributed this morning to media.

Please find the press release below and the report attached.

Let me know if you have any questions.

Lenna

[Reply to Group Online](#) [View Thread](#) [Recommend](#) [Forward](#)

You are subscribed to "State League Executive Directors eNetwork" as rkaysen@wyomuni.org. To change your subscriptions, go to [My Subscriptions](#). To unsubscribe from this community discussion, go to [Unsubscribe](#).

In Midst of China Recycling Crisis, American Cities Can Benefit



September 24, 2018

The National League of Cities is launching a municipal recycling campaign

WASHINGTON — September 25, 2018 — Today, the National League of Cities (NLC) released a new report, [“Rethinking Recycling: How Cities Can Adapt to Evolving Markets,”](#) which analyzes how city leaders can develop resilient local waste management systems in response to China’s stringent new regulations. The report, which marks the beginning of a larger effort to examine sustainability in solid waste management, is the first piece of literature to highlight how municipalities can effectively respond to – and benefit from – China’s upcoming ban.

“In the face of adversity, city leaders have historically been our nation’s problem-solvers,” said **Clarence Anthony, CEO and executive director of NLC.** “China’s new policy is a wakeup call that we need to think more critically about waste management, and cities now have the opportunity to strengthen domestic markets and chart a sustainable path forward.”

Historically, Chinese demand for materials to feed its manufacturing led it to purchase recyclables from all over the world, driving healthy commodity markets in paper,

plastics and more. The rest of the industry relied on these sales, not taxes or fees, to fund their collection operations. But China’s new policy, National Sword, is upending this approach. Phase one, which took effect earlier this year, institutes a ban on the two most common U.S. commodity mixes, mixed paper and plastics.

The second phase, which will take effect in 2020, will be a total ban on all solid waste imports. This change could potentially diminish markets, cause market fluctuations and reversals, and lower revenues.

The U.S. exported 16 million tons of recycling commodities to China per year before the ban. In 2016, these shipments were worth \$5.2 billion.

Recycling is seen as a crucial service in many communities. Many Americans recognize its importance to fighting climate change, reducing pollution and limiting municipal landfill costs. The recycling industry also accounts for 757,000 stable jobs, \$36.6 billion in wages and \$6.7 billion in state, local and federal tax revenues. For many cities this is also a question of equity, as poor people and people of color are disproportionately burdened by waste-contaminated soil and water.

In addition, oceanic plastic contamination has come to the fore as a major international crisis. Inefficient waste management practices have led to eight million metric tons of plastic being dumped in the oceans annually. As a result, there is an international dialogue on how cities can work with the recycling industry and other business partners to keep more plastic out of oceans.

Cities like Durango, Fort Collins and Washington, DC are profiled in the report for being proactive, utilizing partnerships and educational campaigns to both increase recycling rates and maintain local control over waste management systems.

Long-term recommendations for city leaders from the report include:

1. Conducting an economic analysis of your current management operations.
2. Working with contractors.
3. Ensuring fees and rates reflect current costs.
4. Evaluating local policies and economic incentives.
5. Exploring local and unconventional markets.
6. Considering streams.
7. Examining asset ownership and considering infrastructure investments.

The National League of Cities is dedicated to equipping city leaders with tools and information to respond to these shifts in the recycling commodities market. The report is available [here](#).

###

The National League of Cities (NLC) is dedicated to helping city leaders build better communities. NLC is a resource and advocate for 19,000 cities, towns and villages, representing more than 218 million Americans. www.nlc.org

Thousands of city leaders will gather November 7-10 in Los Angeles, California, for NLC's annual City Summit conference. City Summit is the only national meeting that offers best practices and networking opportunities for both elected officials and city staff.

From: Rick Kaysen [mailto:rkaysen@wyomuni.org]
Sent: Tuesday, September 25, 2018 4:59 PM
Subject: RE: Website

Good afternoon, with respect to the earlier emails, I offer the following:

Official web sites	78
Developing a website	4
No websites	14*
No response	3**
Total	99

*No websites are all small towns with populations from:

1-99 =	3
100-199 =	6
200-299 -	4
299+ -	1

**No responses have populations of 19, 19, 93.

Thanks to all who responded and your patience with several emails.

This will be shared with Clerks/Treasurers, sorry for potential duplicates.

Enjoy the evening.

Rick Kaysen, Executive Director
Wyoming Association of Municipalities
315 West 27th Street
Cheyenne, WY 82001
307-632-0398
rkaysen@wyomuni.org
www.wyomuni.org

From: Justin [mailto:jschilling@wyomuni.org]
Sent: Wednesday, September 26, 2018 12:05 AM
To: Renee Jordan-Smith <rjordansmith@casperwy.gov>
Subject: Word from WAM - Snowy Mountain Mardi Gras



Wyoming
Association of
Municipalities
Building Strong Communities

Word from WAM!
A Weekly Message

2019 WAM Winter Conference
Early Bird Registration Open Now!

Snowy Mountain -Mardi Gras-



FEBRUARY 20-22, 2019



CHEYENNE, WYOMING

Come join us for the WAM Winter Conference to be held
February 20-22, 2019 at Little America in Cheyenne.

[Click here to see this year's agenda](#)



Gregg Piburn - WAM General Session Speaker
"BIG Leadership in Small Packages"

[Click Here to Register](#)

WOHS Wants to Get Wyoming Two Weeks Ready

September is National Preparedness Month

In continued partnership with The Wyoming Office of Homeland Security, WAM is pleased to spread the word about the new "2 Weeks Ready" initiative. In assessing current and possible future threats, the decision was made to change the advice for individuals and families having supplies on hand for 72 hours, to now recommending having a two week store of food and provisions on hand. In support of this effort to help Wyoming residents successfully plan for and assemble their emergency build kits, WOHS has produced two supporting documents. Click the links below to access printable versions of both resources.

[The 2 Weeks Ready brochure](#)

[Emergency Information Tool](#)



Region Road Trippin' With WAM

Three weeks and nearly 2300 miles brought WAM to five of our six regions for Fall meetings. We've enjoyed the beautiful late Summer weather, the first hints of Fall color, and amazing hospitality from all of our host cities. Thanks again to Laramie, Powell, Lander, Jackson and Rawlins for welcoming in their fellow municipalities.

Region 1

Sept. 5th 2018 Laramie

The WAM Region 1 meeting featured a legislative resolution update from Mayor Andi Summerville of Laramie and spirited discussion between WAM members and State Legislators like Senate Minority Leader Chris Rothfuss and State Treasurer candidate Curt Meier.



Laramie Mayor Andi Summerville



Region 3 Attendees

Region 3

Sept. 6th 2018 Powell

WAM's Region 3 meeting got a legislative update from Cody Mayor Matt Hall, and featured discussion with State Representative Dan Laursen from House District 25 about funding for Wyoming's struggling small towns.

Region 4

Sept. 12th 2018 Lander

The WAM Region 4 meeting in Lander provided an opportunity for members to have the ear of Wyoming Senate President Eli Bebout, Senator Cale Case and State Representative Lloyd Larsen. Discussion focused on alternative sources of funding for Wyoming cities and towns.



L to R Wyoming Senate President Eli Bebout, Senator Cale Case and State Representative Lloyd Larsen



WAM Executive Director Rick Kaysen presents to Region 5

Region 5

Sept. 13th 2018 Jackson Hole

Region 5 got a detailed update on WAM's legislative resolutions from Executive Director Rick Kaysen, as well as discussing issues with hiring and retaining local law enforcement officers.

Region 6

Sept. 24th 2018 Rawlins

The WAM Region 6 meeting in Rawlins provided an opportunity for members to visit with Senate candidate Lee Ann Stephenson. Mayor Peter Rust of Green River won election to the WAM Board of Directors, filling the position left vacant by the resignation of Jim Wells of Rawlins.



Mayor Peter Rust of Green River won unanimous election to the WAM Board of Directors

WAM Brings Municipal Training to Your Desktop

Nearly 500 people have taken the time to learn about the administration of municipal government in Wyoming by watching our new training video series. If you're not one of them, what are you waiting for? They are available on the [WAM website](#) or via the links below. Already watched? Then please give us your feedback [here](#).



The topics are:

- **Fundamentals of Municipal Budgeting [Click here](#)**
- **Guidelines for the Conduct of Elected Officials [Click Here](#)**

- **Basic Responsibilities of the Governing Body** [Click Here](#)
- **Ethics and Conflict of Interest** [Click Here](#)
- **Wyoming Open Meetings Law** [Click Here](#)
- **Legal Framework for Municipal Government** [Click Here](#)
- **Wyoming Public Records Act** [Click Here](#)

FALL REGION MEETINGS



The crisp mornings and cool evenings remind us that the beautiful season of Fall in Wyoming is upon us.

The final Fall Region Meeting is scheduled for the following day and location.

Region 2, Saturday, October 20, Gillette

We look forward to seeing everyone at this final regional meeting.

WAM's Fall Workshop in Lander, WY

Online Registration Now Open



WAM's Fall Workshop for Administrators/Manager and Finance Directors will be held October 31 - November 2, in Lander, WY.

Online Event Registration is [Available Here](#).

WAM has a group rate for lodging accommodations at The Inn at Lander. Rooms rates are ranging from \$93-\$103/night. Please call 307-332-2847 before October 19th to insure the group rate. Ask for the WAM Block.

See you in Lander!

2018 City Summit National League of Cities



The City Summit is for local leaders to convene and collaborate on solutions to the common challenges facing America's cities. Each year, the conference is hosted in a different U.S. city - offering fresh and new best practices for government officials to improve the conditions back home.

Learn more at citysummit.nlc.org.

The beautiful Los Angeles, California will be the 2018 host.

Legislative Interim Committee Meetings

Agriculture, State and Public Lands & Water Resources

9/27/2018 - 9/28/2018 - 8:00 AM

Northwest College, Yellowstone Conference Center, 331 W. 7th Street, Powell, WY

Livestream available on the Legislature's website at www.wyoleg.gov

Education Committee

9/27/2018 - 9/28/2018 - 8:30 AM

UW at Casper College, UU 322, 125 College Drive, Casper, WY

Livestream available on the Legislature's website at www.wyoleg.gov



Rethinking Recycling

HOW CITIES CAN ADAPT TO EVOLVING MARKETS

ABOUT THE NATIONAL LEAGUE OF CITIES

The National League of Cities (NLC) is the nation's oldest and largest organization devoted to strengthening and promoting cities as centers of opportunity, leadership, and governance. NLC is a resource and advocate for more than 1,600 member cities and the 49 state municipal leagues, representing 19,000 cities and towns and more than 218 million Americans.

ABOUT THE AUTHORS

Corinne Rico is a fellow in NLC's Sustainable Cities Institute; and **Cooper Martin** is Program Director of the Sustainable Cities Institute.

ACKNOWLEDGEMENTS

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All images Getty images, 2018 (unless otherwise noted).

Cover Images credit: Justin Sullivan/Getty Images



Rethinking Recycling

HOW CITIES CAN ADAPT TO EVOLVING MARKETS

NLC NATIONAL
LEAGUE
OF CITIES

SUSTAINABLE CITIES INSTITUTE

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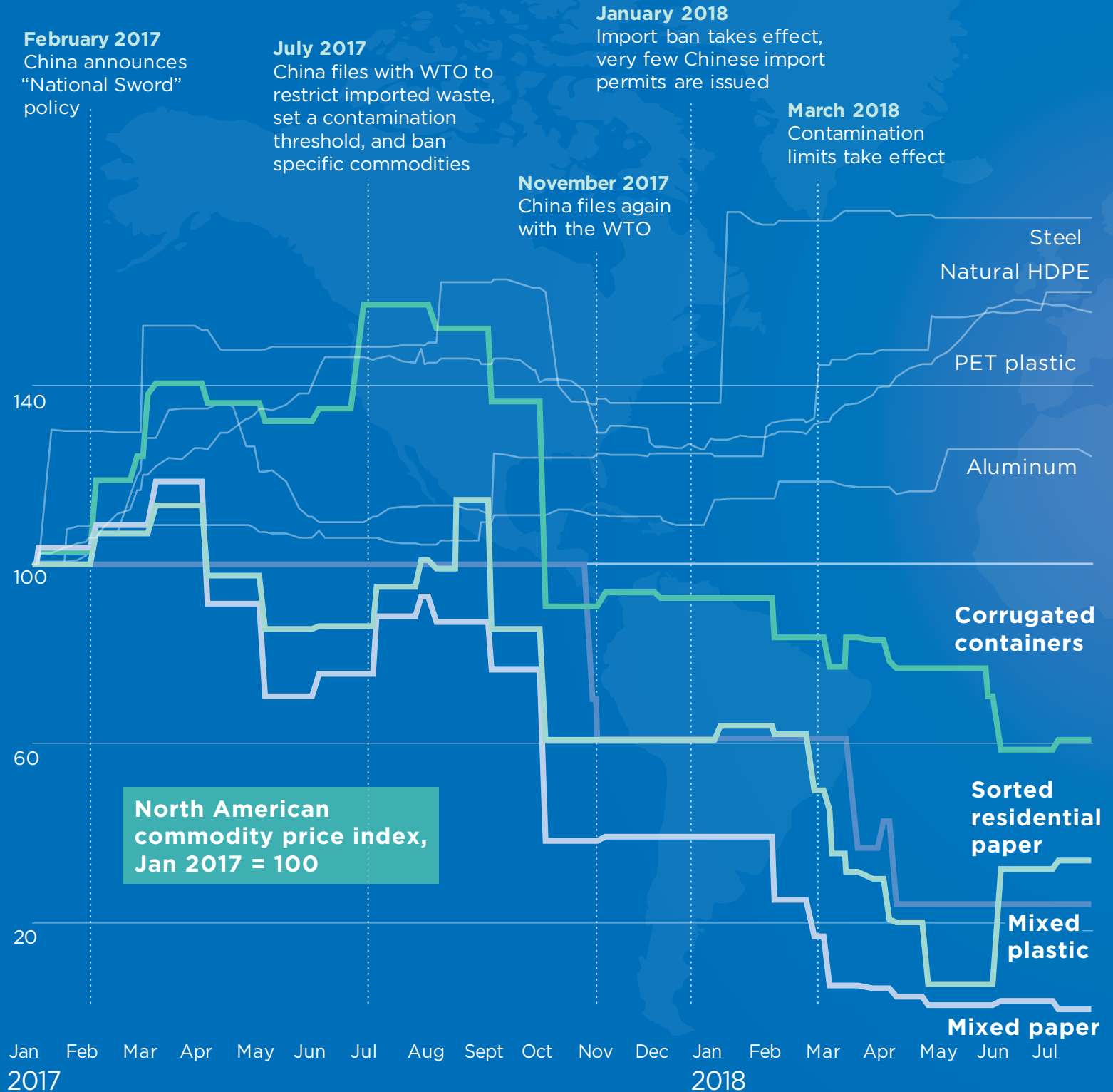
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7	How China's Regulations Affect Cities
11	Short-Term Responses and Strategies
21	City Profiles
25	Recommendations





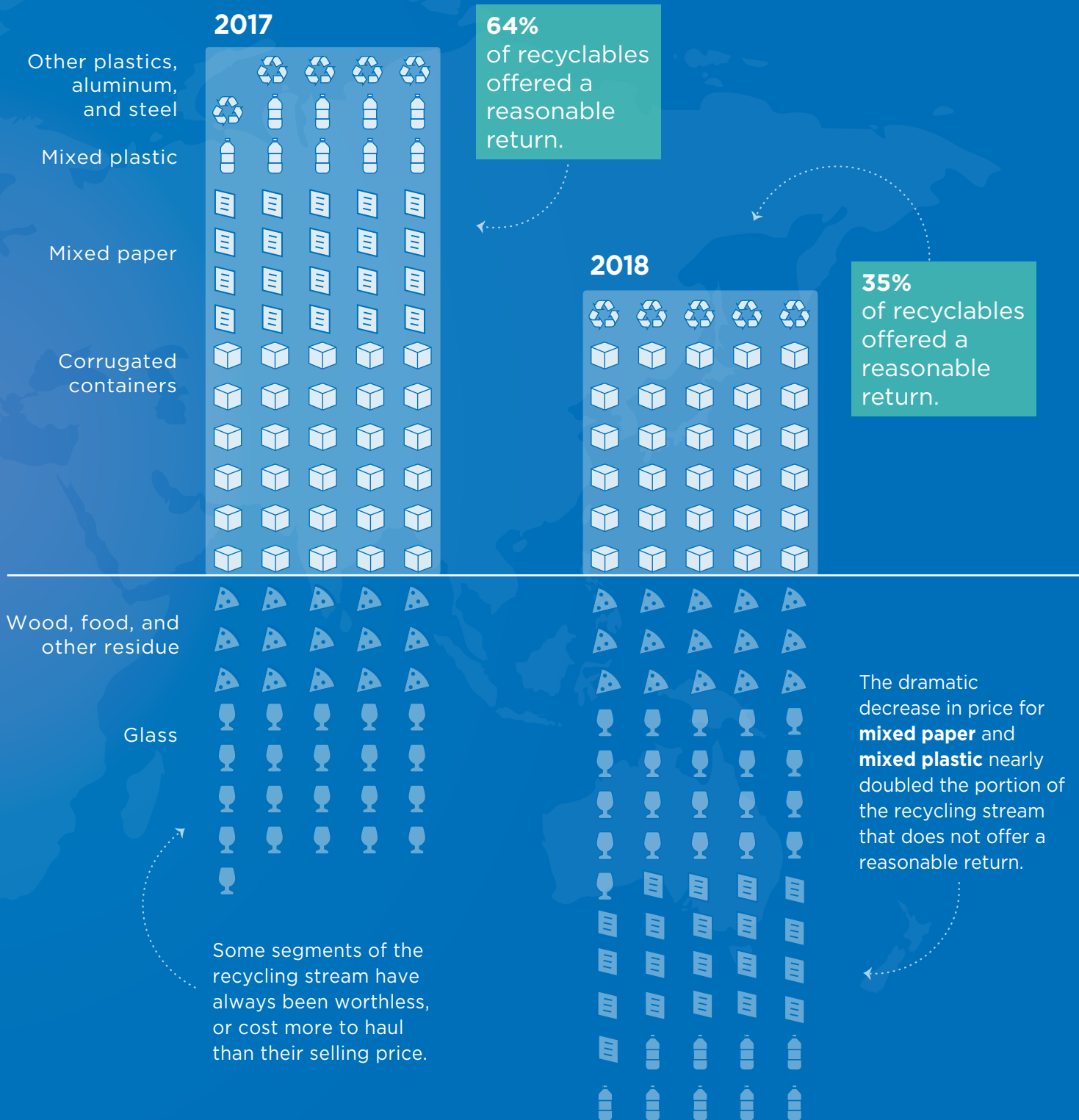
Recycling Markets Hit By China's New Policy

IMPORT RESTRICTIONS MEAN PLUNGING PRICES FOR KEY COMMODITIES



Biggest Losers Are Also Largest Volume

Steep drop in price for mixed paper and plastic cut the price for a typical ton of mixed residential recycling in half.





INTRODUCTION

The United States produces more municipal solid waste than any other country in the world.¹



In 2015, Americans generated more than 262 million tons of waste, or nearly 4.5 pounds per person, per day. To handle this load, nearly every U.S. city has developed a solid waste management program that includes recycling. These initiatives have overall proved successful. The recycling rate has tripled in the last 30 years to approximately 25.8 percent in 2015, or nearly 68 million tons.² The industry is both environmentally beneficial and economically significant. In 2007, the U.S. recycling and reuse industry accounted for 757,000 stable jobs, \$36.6 billion in wages, and \$6.7 billion in state, local and federal tax revenues.³

But today, the recycling industry is in the midst of a global crisis precipitated by China's latest waste import policy, National Sword. In

January 2018, China implemented an import ban on certain commodity mixes, and in March the country began enforcing stricter limits on how much contamination can be present in recyclable materials. The ban specifically targets mixed paper and mixed plastics, the two most common types of materials processed by municipal recycling systems. Since China previously received more than half the world's recyclable commodity exports, the move has unsettled global recycling.

While China's new policy is not an outright ban on all recycling imports, the contamination limits of 0.5 percent are so low that no American processor can realistically meet them. Officially, the Chinese contamination rates have varied between

What is Contamination?

Contamination of recycling can mean a variety of things. For example, food waste, stray plastics and plastic bags, and glass shards stuck in paper fibers can all contaminate paper and cardboard streams.

Perhaps the most significant contamination source, however, is simply trash and "wishful recycling": trying to recycle items that are either not accepted by the local recycling system or are just not recyclable at all. A common example is Styrofoam containers.



Image Credit: Spencer Platt/Getty Images.

Rethinking Recycling: How Cities Can Adapt to Evolving Markets

1.5-10 percent over the last several years.⁴ In actuality, these standards were only enforced for a brief period of time, and importers still accepted highly contaminated loads, sometimes up to 40-50 percent trash.⁵

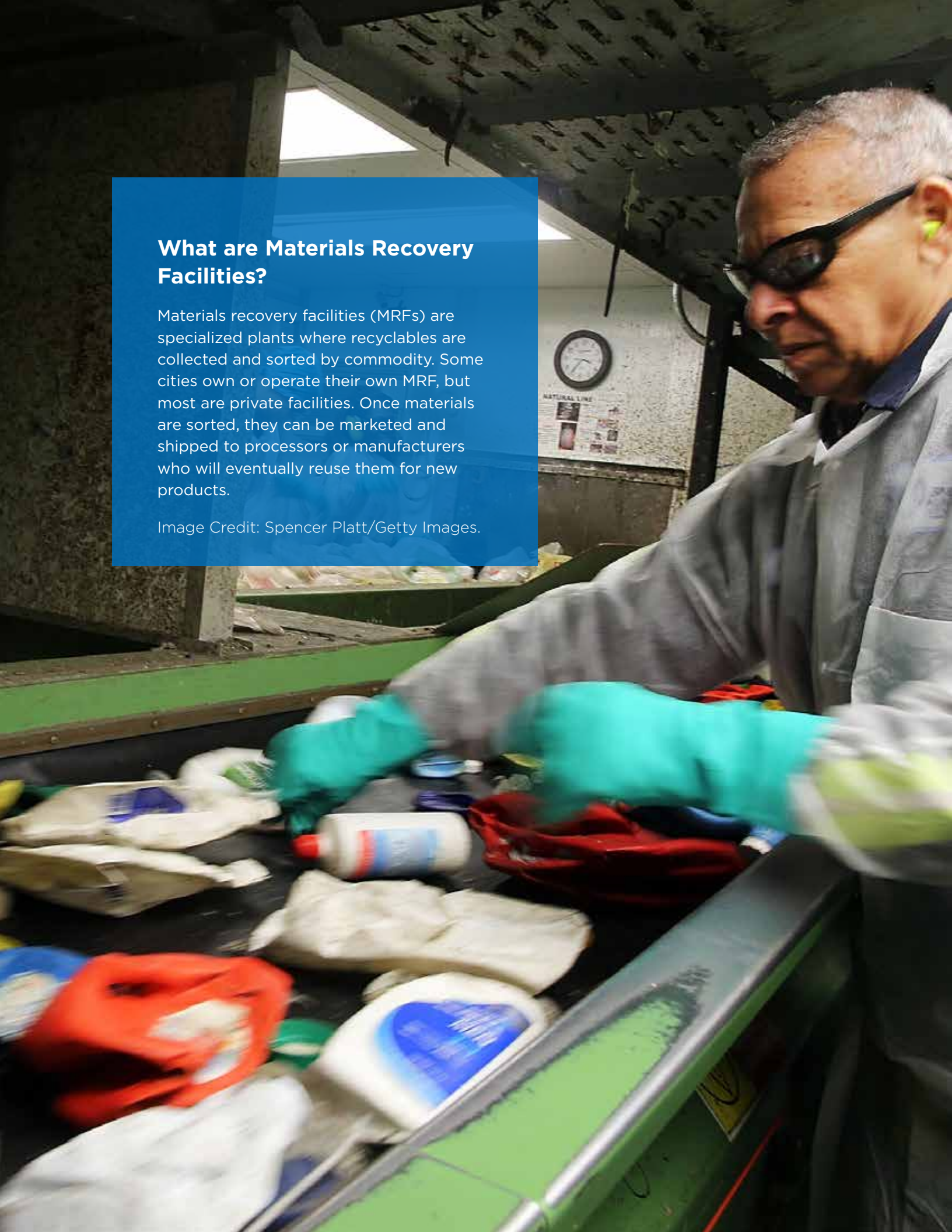
Now though, China is making a serious effort to tackle its own environmental issues. Additional restrictions are scheduled to take effect later in 2018 and in 2019, and China aims to halt all solid waste imports by 2020. As a result, prices have plummeted for many types of recyclable commodities and revenues are dropping for cities, haulers and processors who rely on these sales.

Cities throughout the U.S., as well as private haulers and operators of materials recovery facilities (MRFs), must reevaluate their operations and policies in order to adapt and maintain viable municipal materials management systems.

What are Materials Recovery Facilities?

Materials recovery facilities (MRFs) are specialized plants where recyclables are collected and sorted by commodity. Some cities own or operate their own MRF, but most are private facilities. Once materials are sorted, they can be marketed and shipped to processors or manufacturers who will eventually reuse them for new products.

Image Credit: Spencer Platt/Getty Images.



A woman in a dark jacket and patterned top is seen from a high angle, sorting through a massive pile of discarded plastic bottles. The scene is set in a recycling facility, with the ground covered in a sea of clear and white plastic bottles. The entire image is overlaid with a semi-transparent blue filter. A green rectangular frame surrounds the central text.

HOW CHINA'S REGULATIONS AFFECT CITIES

The new policy has upended recycling markets globally, even for programs that were not previously reliant on export sales.



This market shift has a major impact on cities, since their service revenues are intertwined with their processors' and haulers' ability to sell high-value recycling commodities. Across the country, cities are experiencing multiple related effects:

Diminished Markets: China has effectively taken itself out of the global market for recycling exports. The effect is crippling, since China previously took in more than half of the world's recycling commodity exports for use as feedstock for its manufacturing industry. The United States previously exported one-third of its recyclables, about half of which went to China alone. Sixteen million tons of recyclables need a new market, and other nations can hardly make a dent in absorbing this excess supply.⁶

Market Fluctuations and Reversals: In some places, the economics of recycling have been turned "upside-down." Commodities that once brought in revenue are now a cost liability, with haulers and MRFs paying to offload the materials instead of being paid for them. Some haulers have resorted to paying \$18-20 per ton to take their mixed paper, a commodity that used to bring in \$80-100 per ton in revenue. All of these costs will eventually be passed to cities and their residents. Additionally, virtually all processors have begun to receive drastically lower prices for commodities. This is most problematic for cities whose operations are based on revenue

or enterprise operations. Cities that receive funding through tax revenue or a general fund are more insulated from market fluctuations, as are those who contract out the majority of their operations.

Lower Revenues: With China largely out of the picture, the available supply is overwhelming, but the demand for the supply is relatively low, resulting in depressed markets and lower revenues across the United States, with some areas impacted more severely than others. Although clean commodities are still in high demand, these are not what the markets are currently flooded with. Without China's demand for lower quality feedstock, the remaining buyers have their pick of abundant, albeit not particularly clean, supply at rock-bottom prices. This means lower revenues for all MRF operators, not just the ones previously dependent on China.



A history of waste export to China

Historically, importing waste has been a boon to China's economy, specifically for its manufacturing industry. Beginning with the rise of global consumerism in the 1980s, large cargo ships of manufactured goods would arrive daily to the United States from China. The cargo ships would then head right back to China, practically empty. This arrangement presented an opportunity to sell our waste to China, to be used as feedstock in the manufacture of new consumer goods. It was a low-cost means of disposing of our waste, more cost-effective than processing it domestically. China began to build a large recycling processing industry, as facilities in the United States began to shutter. In the face of increasing environmental and labor standards in the United States, domestic

facilities could not compete with the low-cost Chinese alternative. In 2016, the United States alone exported 16 million tons of material to China, or \$5.2 billion worth of commodities. Prior to the contamination restrictions, the United States was exporting about one-third of its recyclables, about half of which were going to China.⁶ Every day, China accepted 4,000 shipping containers of recyclables.⁷

Although China has cited environmental and human health concerns as the main motivation for the revised material contamination policies, the country's economy will also benefit from building a domestically-based recycling industry. Additionally, China has historically struggled to manage its own waste and is the biggest contributor of ocean pollution in the world. The new policies will allow China to turn its focus inward.



SHORT-TERM RESPONSES AND STRATEGIES

The impact of the new policies is beginning to trickle down to municipalities across the country.



The changes are affecting different cities in different ways, depending on the structure of the existing local or regional waste management and recycling systems; which features of the system are private versus public; the type of contracts cities have with their haulers and processors; and the local or regional opportunities for the processing and sale of commodities. Across the United States, bales of recyclable commodities are piling up because they are too contaminated to meet the new requirements.

Both private processors and publicly-run facilities have been using a variety of new strategies to cope with the depressed markets, ranging from manual cleanup efforts, to landfilling or burning excess recyclables. And while some private processors have been temporarily absorbing costs in the hopes that the market will bounce back, others have begun pushing city staff to address the financial implications of the new Chinese regulations. This pressure from private contractors has had a direct impact on municipalities and has spurred cities to take action. Tactics range from educational outreach campaigns to modification of cities' contracts with their haulers and processors:

Slower processing to clean up

contamination: In an effort to retain as much value for their commodities as possible, processors are trying to comply with China's new quality standards. Processors are

cleaning up their facilities and slowing down sorting lines so personnel can manually remove waste contamination, as well as adding additional personnel to the sorting lines. The unwelcome side effect is added labor costs and less throughput of clean, recyclable commodities.

Some processors, particularly those at the start of new municipal contracts, have elected to invest in capital improvements, amortizing costs over the course of the contract. Common upgrades include new screens that help to sort commodities by type and size, and the latest generation of optical sorters that separate commodities by color and material type or grade. Robotic sorters, the newest technology, effectively replace people on the sorting line, and can sort at least twice as fast. However, the technology is still in its infancy. Only six locations nationwide have made the switch, and there are high cost barriers.

New and unconventional markets:

In the short-term, many local governments and private sector recycling partners are looking to new or unconventional markets to pick up the slack. Several Asian and Southeast Asian countries, such as India, Indonesia, Malaysia, South Korea, Taiwan, Thailand and Vietnam, have absorbed some of the excess supply. According to David Biderman, executive director and CEO of the Solid Waste Association of North America

(SWANA), cities on the West Coast and in the Northeast region are the most focused on these new markets. Critics of this market shift are concerned, however, about the social and environmental implications of exporting to these less well-developed and less well-regulated countries. The pollution and human health impact of this shift could be more detrimental than what currently exists in China. Increased exports to these countries are also likely to be short-lived, as Indonesia, Malaysia, Thailand and Vietnam have all recently adopted similar recycling import restrictions to China's after being inundated with materials earlier this year.

MRFs in the Portland area have started exploring sending more of their plastics to Merlin Plastics just across the border in British Columbia, Canada. Meanwhile, San Antonio's processor has been exploring new markets in Mexico in order to maximize volume and price incentives both domestically and south of the border. Despite this growth in new and unconventional markets, the combined capacity hardly makes a dent in the 45 million ton global recycling import footprint that China has left behind.¹

Stockpiling: In many areas of the country, processors that are unable to offload materials have been stockpiling bales of mixed paper and plastics in the hopes that markets will rebound or new markets will open up. Because recyclable materials are commodities, many processors consider disposal of the stockpiled bales akin to throwing away money. Long-term stockpiling is not always feasible, however, and is nearly always cost-prohibitive. For safety reasons, there are also restrictions on whether waste can be stored outside or inside, requirements for sprinkler and fire suppression systems, and height limits for stacked stockpiled

bales. Tom Padia at StopWaste, the joint powers authority for waste management and recycling in Alameda County, Calif., notes that outside storage can be problematic, particularly for paper commodities which can get "sun burn," begin to degrade or show water damage. Once this kind of damage occurs, the commodities are no longer valuable for sale on the market. Additionally, while California law does not specifically prohibit the landfilling of recyclable materials, it is nonetheless a common element of franchise agreements in the state that operators cannot landfill the recyclables, so stockpiling often becomes the only option. Processors in California are worried because solid waste regulators have the authority to inspect facilities, issue notices and violations, and ultimately shut down facilities for noncompliance.

Landfilling: Landfilling tends to be a last resort, but some facilities have already reached this breaking point. The most public cases of landfilling have occurred in states where landfilling recyclables is prohibited, such as in Massachusetts and Oregon. As of late May 2018, the Massachusetts Department of Environmental Protection had issued 36 waivers for facilities to dispose of recyclable materials because the cost of recycling and processing commodities exceeded the cost to landfill them. In Oregon, the Department of Environmental Quality had issued 26 waivers as of mid-July 2018 for disposal, granted to those facilities that have proved they have exhausted all other options to market the commodities.

In some areas of the country, such as Austin, Texas, and Phoenix, Ariz., fees charged by landfills may be as low as \$15 to \$20 per ton. In other areas, such as Portland, Ore., disposing of materials at the landfill costs \$95



A worker is seen manually separating waste at the Wongpanit Suvarnabhumi recycle collection center on September 1, 2017 in Bangkok, Thailand. Several Asian and Southeast Asian countries, such as India, Indonesia, Malaysia, South Korea, Taiwan, Thailand and Vietnam, have absorbed some of the excess supply that American cities struggle to deal with.

Image Credit: Paula Bronstein/Getty Images.

San Antonio's Diaper Dilemma

In San Antonio, the local processor instituted a surcharge that is, strangely, associated with diaper contamination. Last year, San Antonio's recycling contamination rate was as high as 28 percent, and the recycling facility, which processes around 300 tons of material per day, sometimes found over 100 pounds of dirty diapers every hour. In order to sort contaminated materials and encourage cleaner incoming loads, the processor began to assess a contamination surcharge of \$12.50 per ton. With San Antonio's total amount of annual recycling just over 90,000 tons, that surcharge could add up to about \$1.2 million in annual fees. If the city can get the pounds of diapers down to less than 50 per hour for three consecutive audits, the contamination surcharge will be waived. The city of San Antonio initially charged residents a \$25 penalty for depositing diapers in their recycling cart, and in March 2018 raised the penalty to \$50. As of August 2018, the city's recycling contamination rate has decreased to around 22 percent.



per ton. But when the MRFs around Portland started charging in excess of \$100 per ton to drop off recyclable materials, a \$95 per ton landfill tipping fee suddenly became an attractive alternative, prompting some haulers to seek disposal waivers from the state.

Landfilling is not ideal for a variety of reasons. The loss of valuable reusable materials, as well as the energy embedded in those materials, is viewed as monetarily undesirable. The risk of exhausting landfill capacity, the potential for public backlash and cost are all concerns.

Waste-to-Energy: Other areas of the country have turned to incineration as a last-ditch resort. Much like throwing recyclables in the landfill is akin to throwing away money, burning them is like burning money. But at least with incineration, the heat can be captured to generate electricity or steam heat for buildings. Waste-to-energy also ultimately reduces the volume of materials disposed of in landfills.⁸ The energy can be sold through a utility, ultimately recapturing some of the lost financial value of the commodities.

In instances in which the material is not marketable, can no longer be stored on site at a processing facility and cannot be legally landfilled, incineration can be an attractive and comparatively profitable solution. Willie Puz, director of public affairs and recycling at the Solid Waste Authority of Palm Beach County, Fla., notes that the Authority incinerated and recovered the energy of just over 150 bales of mixed paper and plastics earlier this year at a time when the paper was no longer viable for processing and the plastic could not even be given away for free.

Although the technology today is significantly safer, waste incineration is not publicly popular in the United States due to a history

of environmentally harmful incineration practices. Incineration also produces significant greenhouse gas emissions, so the solution contradicts other local environmental goals.

Education: Cities have doubled down on efforts to educate residents on what is and is not recyclable in their systems. Many have launched education and public outreach campaigns that include monthly bill inserts, social media and website widgets to curb “wishful recycling.” The city of Elgin, Ill., recently rolled out an educational campaign using Waste Management’s [Recycle Often, Recycle Right](#) toolkit to curb contamination and plastic bag usage. And with support from the Recycling Partnership, similar educational maneuvers that encourage residents to recycle and “recycle right” have been implemented in Atlanta, Chicago and Denver. These educational initiatives commonly include strategies such as having trash collectors tag recycling bins and carts to note when items are improperly disposed and refusing pickup if behaviors do not change over the course of several weeks.

Several states have also initiated wider-reaching education campaigns. For instance, Florida’s [Rethink. Reset. Recycle.](#) initiative offers educational resources directly to residents as well as to local recycling coordinators and public information officers. Additionally, Oregon offers a variety of marketing and educational resources to local governments in order to encourage correct recycling and contamination reduction, and the state Department of Environmental Quality formed a Recycling Market Stakeholder Work Group in response to the issues arising from the Chinese policies.

Contamination fees and fines: Many haulers and processors have begun assessing penalties as a way to recuperate lost revenue and help subsidize additional processing and sorting costs. For example, in Fort Collins, MRF operators have begun to inspect incoming loads for contamination. If loads contain more than 10 percent contamination by volume, they will assess the hauler a penalty fee of \$75 per ton for the load. The fee effectively pays for the contaminated load to be hauled to the nearby landfill and disposed as garbage.

At the curbside level, some haulers have begun levying fines or written citations directly to households and property owners for contaminated bins and carts. The severity of the penalties range from a simple tag on the contaminated carts, to fee-based tickets with a three strikes and you're out (of the recycling program) rule.

Rate increases and hauling surcharges:

Whether due to local policies or ordinances, or contracts with private haulers, some municipalities do not have the option to assess customer or subscriber fines. The additional costs must be paid, however, and many private haulers and processors are now turning to their municipal partners to help share the burden. These private entities have asked cities for increased hauling fees or temporary surcharges. Even in cases in which contracts do not expire for some time, municipalities have generally been amenable to these requests.

Bruce Walker, solid waste and recycling program manager in Portland's Bureau of Planning and Sustainability, sympathized with the haulers, saying they, "were hung out to dry for months" as they sought a rate increase. The city's hauling rates had not been

raised since 2012 thanks to realized hauling efficiencies, but the sudden spike in the cost of processing and marketing the recyclables threatened the viability of the entire service. To address the problem, Portland recently pushed an expedited "emergency" rate increase through its city council to help balance system revenues and costs.

Contract modifications to share risk:

Many municipal contracts with haulers and processors are between five and 10 years in length, extending to around 15-20 years if the agreement involves facility construction. Some contracts have been known to run as long as 30 years. In this market, however, some cities have signed contracts as short as one year in order to avoid a long-term commitment to astronomically high rates.

For instance, the Solid Waste Authority of Palm Beach County, Fla., secured a short-term agreement through a broker with a domestic paper mill to purchase their mixed paper commodity. The agreement ensures both a minimum and maximum price for the paper, and "provides the guaranteed movement of this paper product for twelve months, which stabilizes our movement and minimizes our pricing risk," said Director of Public Affairs and Recycling Willie Puz.

San Antonio entered into contract negotiations with its MRF operator in spring 2016. The city now pays a higher fee to drop its materials at the MRF, but in return it receives a higher share of the revenue - when the MRF has it. Brian Halverson, environmental services manager in San Antonio's Solid Waste Management Department, notes that this arrangement, sharing in the highs while being insulated from the lows, has become an industry trend in the past couple of years.



Image Credit: Spencer Platt/Getty Images.

Ultimately, public-private partnerships play an integral role in local government, and as such the success of private entities is critical to government operations, says Kim Hynes, executive director of the Central VA Waste Management Authority. If the business models are not financially sustainable due to the market conditions, then the government cannot provide waste and recycling services to its residents.



Oregon's commodities market crash

In Portland, local area MRFs paid haulers between \$30 and \$40 per ton of commingled recycling back in 2011 and 2012. Today, haulers pay the MRFs in excess of \$100 per ton. Until recently, however, the city and its residents remained relatively insulated from the costs, as minor increases were incorporated in the annual rate review process. Meanwhile, in Eugene, over 100 miles south of Portland, private haulers collect and ship recyclables to Portland area MRFs, and then pay fees in excess of \$100 per ton to drop the loads at the MRFs. These costs have resulted in limitations on the types of plastics collected in Eugene and other parts of Oregon.

Credit: Natalie Behring/Getty Images.

Rethinking streams: So far, very few cities have elected to eliminate materials from recycling programs or transition from single stream to multiple stream recycling systems. However, cities with multiple stream systems have fewer contamination issues. Concord, Mass., has had dual stream recycling for years, meaning plastic, glass and metal containers are deposited in one bin, while paper is deposited in another. "This separation helps keep the paper stream clean so it can maintain its value," notes Rod Robison, the environmental services program administrator for the town of Concord. While Concord's dual stream recycling program has not incurred contamination fees or surcharges to date, some Massachusetts communities with single stream systems are in vastly different situations because it's harder to keep materials from becoming contaminated.

Despite the benefit of multiple stream systems alleviating contamination, infrastructure expense is a key barrier to making the switch. Different types or numbers of trucks and bins are required to revert to multiple streams from single stream, and many cities have only recently made the switch to single stream. While more streams would reduce contamination and associated sorting costs, it is unclear whether the capital expense would outweigh the savings and higher waste diversion rates brought on by single stream.

Cities should also be cautious because it took years of education and outreach to get residents to recycle as much as they currently do. Eliminating materials now would undo years of work and further confuse residents about what can and cannot be recycled.



The image features a teal gradient background with a faint aerial view of a city and mountains. A white rectangular box is centered in the middle, containing the text "CITY PROFILES" in a bold, white, sans-serif font.

CITY PROFILES

Several cities are not only taking a proactive approach to the large-scale changes that are rocking international recycling markets, but are also pursuing ambitious goals like zero waste.



The following cities offer examples of what municipal governments can do to safeguard against the negative impacts of the rapidly changing recycling markets as well as build towards sustainable, equitable systems. These cities represent small, medium and large populations.

Durango, Colo.

Until late 2017, Durango, Colo., was making money from its recycling service. The city of roughly 19,000 hauls its own single stream recycling and bales the commingled recycling locally. Friedman Recycling then collects and transports 30 bales per truckload more than 200 miles to its facility in Albuquerque, N.M., for sorting and sale. The city's agreement with Friedman also includes a rebate for commodity sales. However, when the contamination policies went into effect, that rebate disappeared almost immediately. As of April 2, the company began assessing a \$25 per ton surcharge to sort and remove contaminants in the hopes of making the commodities more marketable.

Factoring in the cost of transportation to the Albuquerque, N.M., facility, the \$25 per ton contamination surcharges and the absence of a commodity sale rebate, the city is now paying around \$1,150 per load of recycling. If this continues, the shortfall over the course of a year is estimated to reach \$172,000. The city funds its service from customer fees and receives no tax revenue for the operation, so

the shortfall could essentially put the service out of business.

In response, Durango's city council recently approved a temporary surcharge for all Durango recycling customers. The city's sustainability coordinator, Imogen Ainsworth, notes that the surcharge of \$2.69 "will appear as a separate line on residential and commercial utility bills starting in June and is designed to offset increased fees charged to the city by Friedman [Recycling] for the processing of recyclable material."

Fort Collins, Colo.

On the other side of the state, Fort Collins, Colo., is in a much more fortuitous situation. The local Larimer County Landfill is the only publicly-owned landfill in Northern Colorado and handles a large portion of the region's waste, but it is projected to close in 2025 due to lack of capacity. Without a new approach and strategic plan for materials management and resource recovery throughout the region, the shortfall in regional waste handling capacity could be nearly half a million tons annually by 2040. Fort Collins, along with other regional governments, saw this predicament as an opportunity to rethink how the region could handle waste in a more sustainable way that can advance the city's waste reduction and recycling goals.

Since 2015, Fort Collins has been working with the Larimer County government, as well as

Rethinking Recycling: How Cities Can Adapt to Evolving Markets

several neighboring towns and cities to study the region's wasteshed.

The study efforts included an initial waste diversion analysis; an examination of the material makeup of waste in the region as well as additional diversion opportunities; an analysis of existing flows of waste throughout the wasteshed; and an assessment of anticipated future waste flows and infrastructure opportunities. The five recommended infrastructure options include a new county landfill, a new central transfer station, a yard waste organics processing facility, a food waste organics compost facility and a construction and demolition waste processing facility.

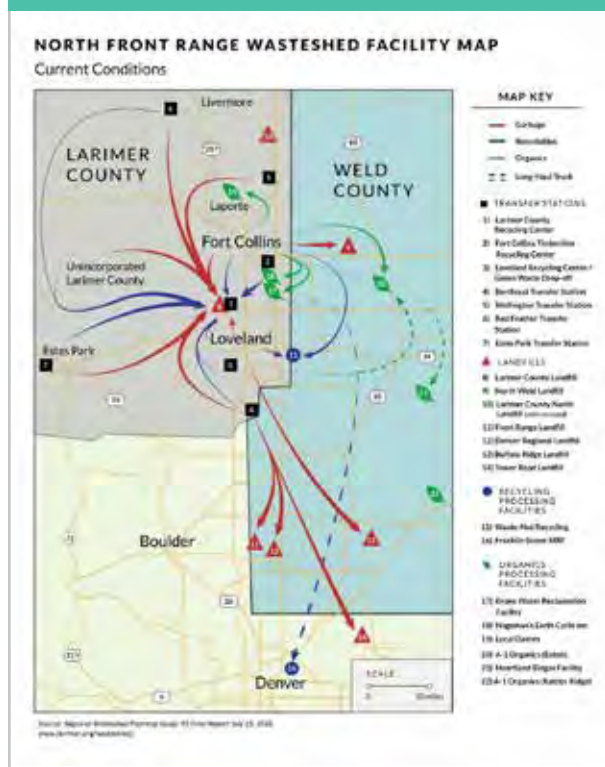
If instituted, the [Regional Wasteshed Plan](#) and proposed infrastructure developments will help the region move from a strategy of waste management to one of resource recovery for a circular economy. Better and more comprehensive waste diversion keeps resources within the cycle of production and utility, enhancing overall sustainability and enabling local industry to use local materials as manufacturing inputs, instead of resorting to virgin or imported materials. As Honore Depew, senior sustainability specialist with the Fort Collins Environmental Services Department, says: "You are not in control of your destiny when you are giving materials over to the landfill - it is a containment facility that is hermetically sealed for all time. Those resources are then lost to businesses that could use them."

The success of the coalition's studies, and the future implementation of the plan, hinge on successful coordination and relationships. The resulting master plan for regional infrastructure recommends that the county commit to financing and building

the five facilities, and that the municipalities commit to supporting process controls that would provide the county facilities with the necessary materials to operate: a yard waste ban and flow control for construction waste and single-stream recycling through hauling licensing requirements. The region will also depend on private industry to operate

What is A Wasteshed?

A wasteshed is analogous to a watershed or foodshed in that the flow of materials transcends the political boundaries of cities, counties and even states. Within the framework of local policies, regulations, and waste and materials processing capabilities, waste and recovered materials will flow according to the most economic path possible, regardless of jurisdictional boundaries.



the facilities and respond to new market opportunities.

Washington, DC

Washington, DC, is relatively unique in that it is entirely dependent on neighboring jurisdictions for waste and recycling processing. However, the District is aiming for a total waste diversion rate of 80 percent by 2032, and has instituted a series of plans to eventually achieve its ultimate goal of zero waste.

In 2014, the city created the Interagency Waste Reduction Working Group to help achieve this goal. This working group is a coalition of the four city departments involved in the various aspects of materials management and waste diversion: the Department of Public Works, the Department of Energy and Environment, the Department of General Services and the Department of Parks and Recreation.

One of the key accomplishments of this coalition was the creation of the [Zero Waste DC](#) website. The website serves as a “one-stop shop” for residents to use as a resource in reducing waste and learning how to handle recycling, composting and special waste streams. The website includes the usual list of acceptable and unacceptable items in each stream, as well as sector-specific information

for residents, businesses, government staff and public schools.

Perhaps the most unique features of the website, however, are the search tool and Waste Sorting Game. The website’s homepage includes a simple and intuitive search function for residents to query where and how a specific item can be safely disposed of or recycled. Searchable items include the basics, such as metal cans and glass bottles, as well as more obscure items, like electric toothbrushes, pumpkins and helium tanks. Meanwhile, the Waste Sorting Game is an interactive game that tests knowledge of proper material handling in the District.

But most strikingly, as China continues to limit the materials it will accept, Washington, DC, has expanded its list of recyclable materials and waste diversion programs. In late 2017, the District announced the expansion of its recyclables list to include food service packaging materials such as pizza boxes, deli and bakery cups and trays, plastic produce containers, and paper and plastic plates, cups, lids and to-go containers. The city partnered with the Foodservice Packaging Institute to help them work with their processors and end markets to gain acceptance of the materials. Such pilot programs are helping cities across the United States address the contamination issues of our current recycling system.



RECOMMENDATIONS

The solid waste and recycling industry is extremely fragmented, and municipal policies vary based on geography, local economic forces and history.



Costs are shifting dramatically within the industry so there are no silver bullets to deal with crashing commodity prices, but some of the approaches described above are proving to be more effective than others. The following recommendations can help city leaders to boost the resilience of local recycling systems and achieve long-term sustainable waste management goals:

Conduct an economic analysis of your current waste management operations.

Costs and revenues have changed significantly over the past year. Before considering any changes to your current operations it is important to know the terms of any contracts, the local costs of hauling and processing, what revenue you are still able to gain from recyclable commodities and where shortfalls may have developed within the system.

Work with contractors

Municipalities, haulers and processors are all in this together. Adjusting or renegotiating the terms of these contracts ahead of schedule will probably be the most common reaction to the new market conditions. Cities should prioritize agreements that are short-term, or that contain risk sharing provisions in anticipation of increasingly uncertain conditions. Palm Beach County's and San

Antonio's modifications were described above, and other cities are taking similar approaches. In almost every city, local governments depend on contractors for the overall success of the system.

Ensure fees and rates reflect current costs.

Even without the recent international import restrictions, the costs of hauling and processing materials are rising due to transportation, wages and capital improvement expenditures. Examine your current subscriber fees and hauling rates to ensure that they have kept pace with inflation, rising costs and market fluctuations. If a process for regular fee and rate evaluation does not currently exist, establish one, but remember that unforeseen circumstances may warrant reevaluation. Ensure that your contractors provide backup information and justification for any rate and fee increase requests.

Evaluate local policies and economic incentives.

Local recycling systems are built around a framework of local policies, regulations and ordinances. Cities should ensure that these frameworks reflect the overall goals for how materials are handled locally and make updates or modifications as necessary. These frameworks can also provide economic, as

well as legal, incentives for recycling. This is particularly important in cases where a city's haulers and processors have business models that are fundamentally misaligned or in conflict with the city's model. Strategic changes to these local policy frameworks can incentivize recycling while making landfilling less attractive.

Explore local and unconventional markets.

Domestic markets are beginning to show signs of growth and expansion to fill the void that China has left in the commodities market. Collaborate with your local economic development office to evaluate your current markets and identify new local and regional opportunities for unconventional or novel uses of your city's recycling commodities. Cities can also use policy, such as tax breaks and recycled materials minimums in procurement, to incentivize and accelerate the creation of these new markets.

Consider your streams.

Study how you can modify your recycling streams to minimize contamination and capitalize on the most valuable commodities within the stream. Many cities have successfully banned certain items from

recycling bins by using fines and citations to encourage proper behavior, as well as prohibiting certain items from trash streams. A waste characterization study like Fort Collins' can help identify the existing composition of both waste and recycling streams as well as inform opportunities for improvement. Commodities that are relatively easy to regulate for the purpose of increasing commodity sales may include cardboard and glass.

Examine asset ownership and consider infrastructure investments.

Although many cities must rely on private facilities and contractors to sort and process their materials, some have the option to develop their own capital assets and infrastructure. Municipal bonds may alleviate construction cost barriers, and facility operation can be contracted out to private companies. Infrastructure investments can also include equipment and technology upgrades that help a facility sort materials and minimize contamination, such as new optical or robotic sorters. This kind of strategy gives municipalities a much greater degree of control over their ability to process and market commodities.

When pursuing any of these recommendations, remember:



Weigh significant changes carefully. Major shifts, such as the outright elimination of previously accepted materials in recycling streams, should not be made hastily. The consumer behavior that contributes to the success of the U.S. recycling system has taken decades to cultivate, and changes can quickly undo years of education and outreach efforts to increase waste diversion. The market continues to rapidly change and evolve, and strategies to manage the issues should be thoughtful, not reactionary.

Educate the public. Education can take many forms and can be used to shape behavior. Outreach campaigns have helped to triple our recycling rate over the past 30 years, and they can make a difference in our mission to combat contamination and recycle properly. Strategies like using bill inserts and social media platforms, and praising residents and businesses for recycling correctly, can be effective. In addition, negative reinforcement has proven to be a successful strategy and can include simple citations and fines.

Use existing toolkits and networks.

Several private, nonprofit and membership association organizations have developed toolkits for municipalities to use to encourage proper recycling. A few examples include:

- Waste Management, the largest materials management company in North America, offers a variety of resources through its *Recycle Often. Recycle Right.* website (www.recycleoftenrecycleright.com).
- The Recycling Partnership (www.recyclingpartnership.org) offers several educational and marketing toolkits, as well

as research and best practices guidance, grant programs and technical assistance.

- The National Recycling Coalition (www.nrcrecycles.org) is a membership and advocacy organization that works to promote and enhance recycling in the United States. It offers its members educational resources such as webinars, articles and events, and advocates for policy that supports sustainable materials management.
- The Solid Waste Association of North America, or SWANA (www.swana.org), is a membership and advocacy organization focused on the responsible use of waste as a resource. SWANA offers certifications and trainings to its members as well as conferences to encourage networking and strategic partnerships.

Work with partners. Government partnerships can take a variety of forms, such as interdepartmental collaboration within municipal governments to examine economic development strategies, working with the private sector to incentivize processing and use of recycled materials, and partnering with other public and private entities such as research institutions and neighboring governments. Notably, partnerships with research institutions – including private think tanks, non-profits and universities – can help cities better understand the larger and longer-term market and development strategies associated with recycling. Meanwhile, regional collaboration with neighboring local governments can be invaluable to the alignment of policies and strategies for the benefit of larger geographic areas and populations.

Endnotes

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- 7** Margolis, J. (2018, January 1). Mountains of US recycling pile up as China restricts imports. Public Radio International. Retrieved from <https://www.pri.org/stories/2018-01-01/mountains-us-recycling-pile-china-restricts-imports>
- 8** U.S. Energy Information Administration. (2018). Waste-to-Energy (Municipal Solid Waste), Basics. Retrieved from https://www.eia.gov/energyexplained/?page=biomass_waste_to_energy#tab1

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FY 2018 Specific Entity and One Cent Quarterly Report

Please file this form at the conclusion of the quarter. Failure to complete and send in this form could result in a denial of payment for any current or future funding.

Organization: <u>Youth Crisis Center, Inc.</u> Program/ Event: <u>Professional Services, Crisis Shelter, & Group Home</u>			
Contact Person: <u>Traci Blevins</u>	Phone Number: <u>307-577-5718</u>	Date: <u>9/26/2018</u>	
Please Select One: July 2018 – August 2018			
1 st Quarter <input checked="" type="checkbox"/>	2 nd Quarter <input type="checkbox"/>	3 rd Quarter <input type="checkbox"/>	4 th Quarter <input type="checkbox"/>

- **Mission**

The Youth Crisis Center, Inc (YCC) provides emergency shelter, crisis intervention, and group home services to youth and their families.

- **Financial Information**

Please attach a one (1) page summary of the revenue and expenses for this event. **Please include the amount you were allocated from One Cent funding or General Fund Agency funding.**

- **Program significance**

- Using bullets describe the individuals who are the focus of your work and are influenced by your activities.
 - Crisis Shelter
 - Children and youth ages 0-17
 - Youth attend the crisis shelter for some of the following reasons: parent (guardian)/child conflict, protective custody, family disturbance, runaway, awaiting permanent placement, permanent placement difficulties
 - Group Home
 - Youth ages 10-17
 - Provides an alternative to jail or more restrictive placements.
 - Youth are in the group home for some of the following reasons: abuse/neglect, CHINS placement, adjudicated
- What impact did the program have on the specified target population and community?
 - Crisis Shelter
 - Meets basic human needs to assist with stabilization of hunger, fear, anxiety, concern, neglect, or other crisis, and improves overall wellness and function of youth
 - Supports education to increase the likelihood of success in school
 - Strengthens family resources and support
 - Improves overall health and wellness
 - Group Home
 - Meets basic human needs and advances life-skills
 - Supports education to increase the likelihood of success in school
 - Strengthens family resources and support
 - Strengthens goal achievement
 - Reduces youth serving time in jail or more restrictive placement

- Have there been significant trends over the past months regarding your target population?
We continue to see a need of more services for youth and families. We consistently modify our services to assist to meet needs more completely for families.

• Results

- Please describe the outcomes/outputs
July 2018 – August 2018

- Outcome Goals

- 100% of families reported satisfaction with services provided by the Youth Crisis Center after care calls
- 40% of families obtained referrals to other community supports.
- 100% of group home residents participated in weekly life-skills groups which focus on 3 areas: career and skill building, healthy relationships and boundaries, and nutrition and cooking.
- 100% of youth in group home program successfully completed the program (successfully transitioned home, to foster care, or to independent living).
- 100% of youth case plans work to improve or sustain passing grades.

- Outputs

- 90 youth served
 - 10 ages 0-12; 80 ages 13-17
 - 44 male; 46 female
- 641 days of service, shelter, food, safety, clothing
- 1,254 meals provided
- 73 family or case plan meetings
- 36 community resources provided/referred to

- Please describe the method of measurement

- Measurement:

- Intake packets and depart procedures track resident stays, crisis wing and group home attendance, homework help, and school attendance
- Case planning meetings and monthly case plan review meetings
- Daily meal tracking

- Please describe the performance results

- Crisis Shelter youth:

- receive emergency food, shelter, clothing, bedding, and safety
- receive nutritious meals
- work with a case manager, who attends court, MDT meetings, or IEP meetings
- receive medication, monitored by crisis workers, as needed, per prescription orders
- placed in protective custody, receive safety from abuse/neglect
- who are homeless, are provided shelter, food, clean clothing,
- who are homeless, are connected with parent, DFS worker, and NCSD homeless liaison
- and their families receive referral, support, and intervention services
- and their families receive a “break” to reduce tension, hostility, or aggression in the home

- Group Home residents:

- are provided home-like environment including shelter, clothing, bedding, safety, allowance, and contributions (chores)
- receive life-skills group/training in cooking/nutrition, career readiness, and building healthy relationships
- set attainable goals and work toward those goals through case plans
- receive nutritious meals
- are provided/taught coping skills for handling difficult situations
- work with a case manager who attends court, MDT meeting, or IEP meetings
- receive medication, monitored by crisis workers, as needed, per prescription orders
- set behavior goals that are individual and unique to each resident
- and their families receive referral, support, and intervention services

- and their families (natural/foster/independent living provider) participate in the “step-down” program that slowly reintroduces the youth back into the home, gradually increases the amount and length of visits, and then returns child to the home fulltime
- their families (natural/foster/independent living provider), case workers, school personnel, and/or probation officers participate in monthly reviews to assess progress of youth
- are provided opportunities to participate in extracurricular activities such as sports, plays, clubs, and/or groups
- participate in activities as a group such as bowling, painting, swimming, picnics, playing at the park, hikes on the mountain, going to movies, etc.

● Program Results/Impacts (use bullets)

- Explain how much (quantity) service the program delivered
 - 90 youth served
 - i. 10 ages 0-12; 80 ages 13-17
 - ii. 44 male; 46 female
 - 641 days of service, shelter, food, safety, clothing
 - 1,254 meals provided
 - 73 family or case plan meetings
 - 36 community resources provided/referred to
- How well (quality) the services were delivered. For example, describe how individuals were better because of the service the program delivered.
 - Crisis Shelter Youth:
 - obtain safety and security in times of crisis. When crisis is over, or when a more permanent option is found, youth depart from the program.
 - obtain a safe place to stay during moments of hostility, tension, anger, aggression, or frustration at home; time is provided to both the youth and the family for negative feelings to abate before returning home. Providing an option for parents to remove youth from the home/school reduces episodes of violence and possible abuse (from parent and from youth).
 - who are homeless or who have runaway receive safety, clean clothing, shelter, a bed, and safe place to be while awaiting further placement/assistance.
 - often avoid juvenile detention or other court/criminal justice-based program; providing a safe place for youth and avoiding jail or criminal justice systems means we keep our community healthy and strong, reduce the number of adults in jail, and increase positive outcomes throughout the community.
 - safety planning provided to residents in need. Residents and staff identify a safety concern and address that concern by planning tools to help reduce the risk. Tools used include reading, journaling, taking 5 minutes in their room, calling their parent/guardian, using the fitness room.
 - after care support calls made to families addressed continued concerns, identified further need, and provided referrals to additional resources
 - Group Home Residents:
 - receive a community-based placement that allows for step-down transition back to home. Step-down transition allows for families to reintegrate at different levels, which increases the possibility of successful reintegration.
 - participate in a program that teaches life-skills, enhances positive social development, improves school attendance, grades, and behaviors, promotes positive coping skills, and improves overall behavior at home and school.
 - are connected to community resources such as: individual and family counseling, medical/dental care, parenting/family classes, behavior enhancing youth groups (such as pro-social youth groups, boxing clubs, etc.)
 - obtain educational support which improves grades, performance, behavior, and success in school
 - obtain behavior, educational, social intervention while avoiding juvenile detention and/or a higher level or restriction/placement.
 - safety planning continues to be provided to residents in need. Residents and staff identify a safety concern and address that concern by planning tools to help reduce

the risk. Tools used include reading, journaling, taking 5 minutes in their room, calling their parent/guardian, using the fitness room.

- What does your analysis of the past year's data tell you about what is happening to the impacted target population?
We continue to witness families in more extensive and concerning levels of crisis; including higher levels of behavior concerns. The needs of individuals and families are greater and the supports available are decreasing.

• Results Analysis

- How could the program have worked better?
 - Crisis Shelter:
 - Strengthening families and providing supports continues to be at the forefront of the work we do; as we have identified the increasing needs of families we are working to build strengths and supports within our program. Such as, improving our case management and family planning and adapting our program to require specific participation from families. Additionally, we have identified areas to improve cohesiveness from the crisis shelter and group home.
 - Group Home:
 - Level System: updating the current level system to support accountability and responsibility focused programming.
- How will you address this?
 - Crisis Shelter:
 - From May 2017 through July 2018 we provided after care calls, completed by youth worker staff. In August, we implemented case management for youth and their families receiving crisis shelter services. This assists us in providing a more individualized level of care which we hope will address family needs as well as reduce the number of times youth need crisis shelter services.
 - Group Home:
 - In June we hired a clinical supervisor to assist us in the development of a trauma informed and strengths-based group home program. Working toward training staff and strengthen current programs as we establish the best direction of our group home program.

• Attendance and Participation

In order to gauge the impact that your event has had on the community, it is important that we know how many people use your program. **Please fill out the information in the box on the opposite side of this page.** If you intend to use a counting method that is not listed, then please contact Fleur Tremel in the City Manager's Office (235-8224) to inquire about pre-approval.

Attendance and Participation



Please fill in the section below as instructed on the opposite side of this page.

I can accurately count the number of people who use our program because:

- We sold tickets
- We took a turnstile count or counted people as they came in
- We conducted an organized head count
- All participants were registered (via intake process)
- We used sign-in sheets
- We used another method that was pre-approved by the City Manager's Office