



CITY OF GILLETTE

Administration
P.O. Box 3003 • Gillette, Wyoming 82717-3003
Phone (307) 686-5203
www.gillettewy.gov

MEMORANDUM

TO: Mayor and Members of the City Council

FROM: J. Carter Napier, City Administrator *JCN*

RE: General Information

DATE: April 29, 2016

The following meetings are scheduled for the week of **April 30 – May 6:**

Tuesday, May 3rd

5:30 p.m. City Pre-Meeting, Agenda Attached

- College Operational Support Memorandum of Understanding
- NEWY Growth Alliance Budget Discussion – Phil Christopherson
- Proposed City and Fire Department Vehicle Depreciation and Replacement Plan Changes
- Administrative Services Proposed Cost Reduction
- Review May 3rd Agenda
- Executive Session
- City Hall – 3rd Floor Conference Room
- **Dinner Served at 5:00 p.m.**

7:00 p.m. City Council Meeting

- City Hall-Council Chambers

Wednesday, May 4th

5:30 p.m. City/County/Town Dinner, Agenda Attached

- Capital and Fleet Depreciation for Fire and Land
- Consolidated Dispatch
- Joint Powers Board Fire Agreement
- City Hall – 2nd Floor Community Room

Thursday, May 5th

5:30 p.m. Keep Gillette Beautiful Committee Trash Pick Up

- Meet at New McDonald's at I-90 Interchange

1. Attached please find the **Current Monthly Calendar** for **May 2016**.
2. Attached please find **follow-up information** requested by **City Council** regarding **Recycling** dated **April 29, 2016** provided by **Utilities Director Glover**.
3. Attached please find **follow-up information** requested by **Councilman Kuntz** regarding **Street Reconstruction Utilizing Cement-Treated Subgrade Processing** dated **April 29, 2016** provided by **Development Services Director Hamilton**.
4. Attached please find a **letter** regarding a **Request for Proposals For Residential Reentry Center** dated **April 20, 2016** provided by the **U.S. Department of Justice Federal Bureau of Prisons**.

5. Attached please find a **Memorandum of Understanding** regarding **Gillette College Funding** dated **February 24, 2014** provided by **City Attorney Anderson**.
6. Attached please find an **e-mail** regarding the **Council of Community Services Board** dated **April 28, 2016** provided by **Jerry Tystad**.
7. Attached please find a **letter** regarding **Mount Pisgah Cemetery/Leash Law** dated **April 21, 2016** provided by **Greg L. Goddard**.
8. Attached please find a **letter** regarding **Constructing A Wireless Telecommunication Facility** provided by **Technology Associates**.
9. Attached please find the **Snow Event Report #18** for **March 26-28, 2016** provided by **Public Works Director Wilde**.
10. Attached please find a **memorandum** regarding the **Rabies Program** dated **April 22, 2016** and **Trappers Reports** dated **January, February and March, 2016** provided by **The Campbell County Predatory Animal Control Board**.
11. Attached please find a **progress report** dated **April 24, 2016** provided by **Council of Community Services Executive Director Staci Bungard**.
12. Attached please a **report** regarding **Leading The Charge** provided by **Governor Mead**.
13. Attached please find an **article** regarding **Alcohol Deliveries** provided by **Councilman Montgomery**.
14. Attached please find **information** regarding the **BLM Seeking Public Input** dated **April 26, 2016** provided by **Energy Capital Economic Development**.
15. Attached please find an **invitation** for **Sunrise Wellness Open House and Wellbreity Talking Circle** on **Saturday, April 30, 2016 at 3:00 p.m.**
16. Attached please find a **thank you card** from **Michael Von Flatern**.
17. Attached please find **thank you cards** from **Adult Drug Court**.



CITY OF GILLETTE

Pre-Meeting – 5:30 p.m.
City Hall – 3rd Floor Conference Room
Tuesday, May 3, 2016
Dinner Served at 5:00 p.m.

Pre-Meeting Topic(s):

- College Operational Support Memorandum of Understanding
- NEWY Growth Alliance Budget Discussion – Phil Christopherson
- Proposed City and Fire Department Vehicle Depreciation and Replacement Plan Changes
- Administrative Services Proposed Cost Reduction
- Review May 3rd Agenda
- Executive Session



CITY OF GILLETTE
P.O. Box 3003
201 E. 5th Street
307-686-5200
Gillette, WY 82717-3003

**Gillette City Council
Campbell County Board of Commissioners
Wright Town Council**

**Dinner Meeting
Wednesday, May 4, 2016
5:30 p.m.**

**Location: City Hall 2nd Floor Community Room
(Hosted by the City of Gillette)**

Topics for Discussion:

- Capital and Fleet Depreciation for Fire and Land
- Consolidated Dispatch
- Joint Powers Board Fire Agreement

Service with P.R.I.D.E.
Productivity / Responsibility / Integrity / Dedication / Enthusiasm

May 2016

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2 Councilman Kuntz' Birthday	3 City Council Pre-Meeting College Operational Support MOU NEWY Growth Alliance Budget Discussion Proposed City and Fire Department Vehicle Depreciation & Replacement Plan Changes Admin Svs Proposed Budget Reductions Executive Session 5:30 PM - 3rd Floor City Council Meeting 7PM - Chambers	4 City/County/Town Dinner Capital & Fleet Depreciation for Fire and Land Consolidated Dispatch Joint Powers Board 5:30PM - City Hall 2nd Floor	5 National Day of Prayer 11:30AM In Front of City Hall	6	7 Community Drive & Drop College Drive, Dalbey Park, Sage Valley Junior High Coal Country Trash A Thon Dalbey Park 9AM - 12PM Volunteer Lunch at 2PM
8 Mothers Day	9	10 Council Budget Workshop #2 Verizon Tower Request 6PM - 3rd Floor	11	12	13	14
		Councilman Carsrud's Birthday				
15	16	17 City Council Pre-Meeting Cam-Plex Energy Hall Remodel Discussion Remodel Discussion Reception for CCHS Champions 6:30PM 6PM - 3rd Floor City Council Meeting 7PM - Chambers	18 Law Enforcement Memorial 12PM Council Chambers Council Budget Workshop #3 6PM - 3rd Floor	19 John Hardy Memorial 3PM Kendrick Ave & 4th Street	20	21 NEWY Meeting 8AM 3rd Floor Conference Room
22	23 Years of Service Luncheon Danny Kluver, Fleet Technician, 25 Years Jeff Bowman, Electrical Eng, 10 Years Carter Napier, City Administrator, 5 Years Travis Cruse, Electrician, 5 Years Matthew Jacobs, Plant Operator, 5 Years 12PM - 3rd Floor	24 City Council Work Session Honor & Remember Flag Presentation Third Street Plaza MOU Snow Debrief Drive and Drop Debrief 6PM - 2nd Floor	25	26 Senior Center Luncheon 12PM	27	28
29	30 Memorial Day City Offices Closed	31	1	2	3	4

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ADDITIONAL INFORMATION:



CITY OF GILLETTE

Utilities

P.O. Box 3003 • Gillette, Wyoming 82717-3003

Phone (307) 686-5262

www.gillettewy.gov

DEPARTMENT OF UTILITIES

TO: Carter Napier, City Administrator *JCN*
FROM: Kendall Glover, Utilities Director
DATE: April 29th, 2016
RE: Council Request for Additional Information

At the Council Workshop on April 26th, the Council members requested the following information regarding recycling:

- Annual Totals for Municipal Solid Waste (MSW) in 2015: 13,311 tons totaling \$995,879
- City Investment in Electronics Recycling FY14 through FY16: \$15,765
- 2015 total curbside collection of blue bag recycling: 303 tons
- Fee for recycling: Rapid City - \$4.60/month, Cheyenne - \$5.00/month, Sheridan - \$3.00/month. Note: all residential customers have this fee included in their regular Solid Waste rate
- Current COG registered recycling customers total 2,978
- Average weekly pick-up is 1100 residential customers (registered and non-registered)
- Of the residents that set out blue bags, approximately 80% are registered customers
- Radio Frequency Identification (RFID) pilot project totaled \$15,000 (3 receivers + software, tags and misc. equipment)
- Out of the 3,000 registered blue bag customers, approximately 1/3 also use curbside collection of yard waste

KRG/16-004



CITY OF GILLETTE

Development Services Department
Engineering Division
P.O. Box 3003 • Gillette, Wyoming 82717-3003
Phone 307.686.5265
www.gillettewy.gov

Memo

DATE: April 29, 2016

TO: Mayor and City Council, City Administrator – Carter Napier

FROM: Development Services Director – Dustin Hamilton, P.E. (via City Engineer VonEye) HU

RE: City Council Follow-up – street reconstruction utilizing cement-treated subgrade processing

Background:

This memo is being provided by the Development Services Department, Engineering Division, as follow-up to Councilman Kuntz's inquiry regarding the history and monitoring of our street reconstruction projects that have utilized a cement-treated subgrade processing treatment.

This process incorporates portland cement into the soil subgrade material to help mitigate the undesirable characteristics of that particular soil. This helps to create a stiffer base section with uniform support, reducing deflections in the pavement due to heavy loading. It also helps to reduce moisture intrusion and to mitigate the damaging impacts of saturated subgrade soils.

The pavement in our recent projects have performed well, but they are very early in their post-construction analysis. We intend to continue monitoring their future performance for ongoing consideration of this form of subgrade processing treatment. To further help mitigate the volatile soils we tend to see in Gillette, in 2013 we implemented our new composite section design standards for streets, requiring a layer of aggregate base course beneath the pavement when native subgrade is left in place. This, in part, allows for the sub-surface portion of the street section to drain properly, also helping to mitigate the impacts of high moisture content directly beneath the pavement that can lead to premature street failure due to freeze-thaw cycles and excessive subgrade expansion and movement.

Summary of Requested Information:

Please see Kurt's summary below regarding cement-treated subgrade processing in our recent street projects.

- 2012 - Wilderness Drive from Rose Creek Drive north and north-east approximately 900 L.F. There was 12" to 15" of subgrade treatment, then an average of 4" of aggregate base (this varied due to using the base as a "leveling course" and for building a crown in the center of the roadway) and then a 5" asphalt section was placed for the surfacing.

- 2013 - Clarion Drive from about 100' south of Links Lane northerly approximately 950 L.F. There was 12" of subgrade treatment, then 5" of aggregate base and then 4.5" of AC paving installed.
- 2014 - 9th Street from 4J Road to Gillette Avenue, a distance of approximately 1,400 L.F. There was 12" of subgrade treatment, no base and then 4.5" of AC pavement installed.
- Interstate Industrial Park - We are proposing to use the cement-treated subgrade process on 2nd Street from Conestoga to Garner Lake Road when this project is constructed.

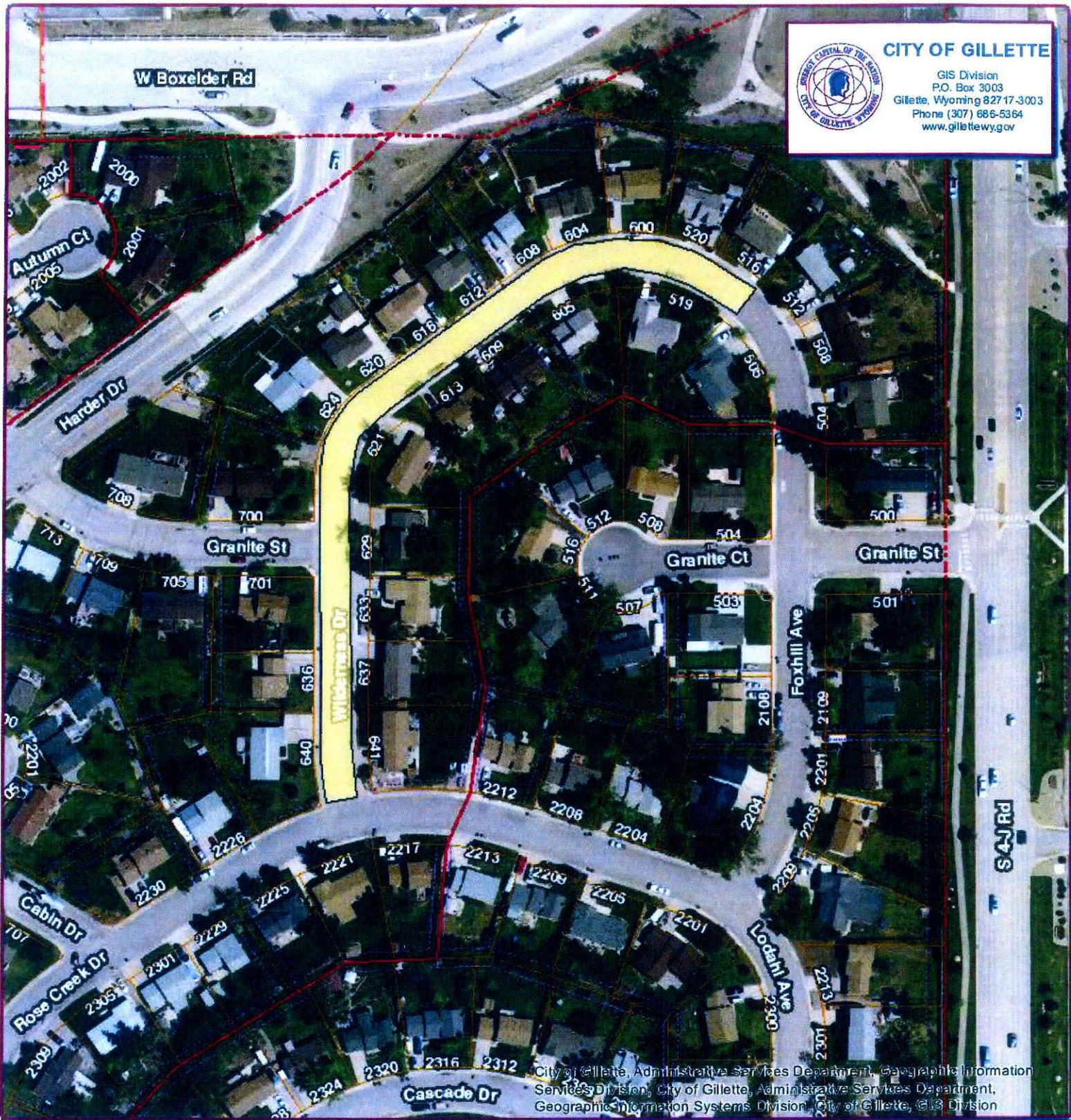
Please also see the attached exhibits that outline the locations and extents of these projects.

Thank you.



CITY OF GILLETTE

GIS Division
P.O. Box 3003
Gillette, Wyoming 82717-3003
Phone (307) 686-5364
www.gillettewy.gov



City of Gillette, Administrative Services Department, Geographic Information Services Division, City of Gillette, Administrative Services Department, Geographic Information Systems Division, City of Gillette, GIS Division

- Legend**
- Subdivisions
 - Parcels
 - Easements
 - City Limits

12" to 15" subgrade treatment
4" avg. aggregate base
5" AC pavement

THE INFORMATION ON THIS DRAWING WAS OBTAINED FROM RECORD AND DESIGN DRAWINGS. THE CITY OF GILLETTE MAKES NO GUARANTEE REGARDING THE ACCURACY OF THE DRAWING OR THE INFORMATION CONTAINED HEREIN.



Cement Treated Sub-Grade

2012

April 29, 2016
Service With P.R.I.D.E.
Productivity Responsibility Integrity Dedication Enthusiasm



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P.O. Box 3003
Gillette, Wyoming 82717-3003
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City of Gillette, Administrative Services Department, Geographic Information Services Division, City of Gillette, Administrative Services Department, Geographic Information Systems Division, City of Gillette, GIS Division

- Legend**
- Subdivisions
 - Parcels
 - Easements
 - City Limits

12" subgrade treatment
5" aggregate base
4 1/2" AC pavement

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Cement Treated Sub-Grade

2013

April 29, 2016
Service With P.R.I.D.E.
Productivity Responsibility Integrity Dedication Enthusiasm



CITY OF GILLETTE

GIS Division
 P.O. Box 3003
 Gillette, Wyoming 82717-3003
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Legend

-  Subdivisions
-  Parcels
-  Easements
-  City Limits

12" subgrade
 treatment
 4 1/2" AC Pavement

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Cement Treated Sub-Grade

2014

April 29, 2016

Productivity Service With P.R.I.D.E. Enthusiasm
 Responsibility Integrity Dedication

City of Gillette, Administrative Services Department, Geographic Information Services Division, City of Gillette, Administrative Services Department, Geographic Information Systems Division, City of Gillette, GIS Division



U.S. Department of Justice

Federal Bureau of Prisons

Washington, DC 20534

April 20, 2016

The Honorable Louise Carter-King, Mayor
201 E. 5th Street
Gillette, WY 82717-3003

Dear Mayor Carter-King:

The Bureau of Prisons (Bureau) has issued a Request for Proposals (RFP) for Residential Reentry Center (RRC), previously referred to as "halfway house" services, within five miles of the Gillette City Limits in Campbell County. The announcement, RFP 200-1316-WS, was advertised April 19, 2016, on the Internet at www.fbo.gov. Offerors will be given until June 20, 2016, to submit their proposals to the Bureau.

These RRC services will replace an expiring contract currently performed by Volunteers of America Northern Rockies, located at 1299 Raymond Street, Gillette, WY 82716. Expiration of the current contract is scheduled for December 31, 2016. Therefore, we are initiating the procurement process at this time to ensure these needed services are replaced without interruption. The proposed contract is for a term of five years and will provide services for an estimated 25 offenders.

Our RRCs provide services to male and female offenders who are transferred from correctional institutions to the community for release programming and offenders under the supervision of the U.S. Probation Office who are required to reside at a RRC. Nationwide, our inmates average three to four months in a RRC, although longer placements sometimes occur.

The Bureau has a long history of transferring inmates who are within a few months of release to contractor operated RRCs for transitional programming. Many of these inmates have been separated from their communities for extended periods of time. Our experience shows that RRCs enhance public safety by offering offenders the opportunity to find employment, establish a

residence, and reenter the community through a structured, supportive environment.

We take our responsibility for overseeing contract RRCs very seriously. Bureau staff routinely inspect the facilities and provide training to contract staff to ensure a high level of program performance. Additionally, our contracts include stringent requirements for inmate accountability, life safety, drug and alcohol testing, and other program areas.

Agencies responding to our RFP must notify local elected officials, the local law enforcement authority, and the respective Congressional delegate, of their proposal to operate a RRC. This ensures communities are fully aware of the proposed RRC and have the opportunity to provide their comments or concerns. We acknowledge that communities and neighborhoods may be concerned about a RRC operating in their midst. However, we have found that RRCs are good neighbors and are able to integrate themselves into the communities where they are located.

Should you or your staff wish to discuss the procurement of RRC services in your area, I can be contacted at (202)307-2526 or via email at pbrustman@bop.gov.

Sincerely,

APC 

Peter Brustman
Assistant Administrator
Residential Reentry Management Branch

MEMORANDUM OF UNDERSTANDING

This agreement is entered into this _____ day of _____, 2013, between **NORTHERN WYOMING COMMUNITY COLLEGE DISTRICT/GILLETTE CAMPUS** (hereinafter referred to as COLLEGE), the **BOARD OF COOPERATIVE HIGHER EDUCATIONAL SERVICES**, a Wyoming Board of Cooperative Educational Services (hereinafter BOCHES), **CAMPBELL COUNTY MEMORIAL HOSPITAL** (hereinafter referred to as HOSPITAL), **CAMPBELL COUNTY** (hereinafter referred to as COUNTY) and the **CITY OF GILLETTE** (hereinafter referred to as CITY). The COLLEGE, BOCHES, the HOSPITAL, COUNTY and the CITY may be referred to hereinafter collectively as the Parties.

I. PURPOSE

This Memorandum of Understanding (MOU) shall outline the terms of understanding between the Parties with respect to the operation and support of the Gillette College both through the specific support of particular facilities and through general support of overall operations and maintenance expenses. The Parties recognize that funding the Gillette College solely through the resources available to the COLLEGE is unrealistic and that the terms of this MOU are intended to present an interim solution for at least the next 2 years. The Parties are committed to joint action to develop a sustainable funding package during this 2 year period, and provide a fiscally sound long term plan for the maintenance of the Gillette College. The Parties all recognize that the degree of ongoing support furnished by them is directly related to the revenues that are available to them in any given year. For that reason the Parties acknowledge that if revenues dramatically decline from their current level they may not be able to meet the support levels listed in this agreement and at the same time they recognize that increasing revenues may give them the opportunity to fund at a level that exceeds the levels referenced in this agreement.

II. PROJECT

The Parties acknowledge that they work cooperatively with each other, as outlined in this MOU, to support the operations of the Gillette College. The Gillette College is located in the Gillette Tech Center subdivision within the City of Gillette upon property originally owned by the City of Gillette. The construction of the facilities comprising the Gillette College has been financed by various combinations of the Parties and similarly is maintained by the actions of the Parties. Those facilities are as follows:

A. Old Main

- B. Technical Education Center
- C. Herb and Dorothy Carter Nursing facility
- D. Student Housing Project

III. FINANCING OF CONSTRUCTION THE FACILITIES

The Parties recognize that the following contributions have been provided for the construction and furnishing of the particular facilities:

A. Old Main

(1) COUNTY voters approved a Special Purpose Excise tax to fund the construction of the main campus building and other site improvements, in the amount of \$10,879,000.00. COUNTY contracted for the construction of the facility.

Building is owned by COUNTY and leased to COLLEGE under a long term lease for one dollar (\$1.00) per year. In addition, COUNTY maintains and administers a long term maintenance fund for this building as required by the State of Wyoming Legislature, Session Laws 2000; current balance of this account is \$4,024,139.00. There is no debt on this building.

(2) CITY deeded the 14.213 acres of land appraised at \$350,000, to COUNTY.

(3) BOCHES contributed \$1,112,000 to provide equipment for the new facility.

B. Technical Education Center

(1) CITY deeded the 23.96 acres site of the facility, appraised at \$2,850,000, to COUNTY.

(2) COUNTY and COLLEGE each contributed to fund the \$36,800,000 construction cost of the facility. COUNTY, with the support of local industry, dedicated 1 mill of assessed valuation for two (2) years for a total of \$18,394,000 and the COLLEGE received a grant from the State of Wyoming, total of \$18,394,000. COUNTY contracted for the construction of the facility. COUNTY has the majority ownership of this building and leases to the COLLEGE for one dollar a year. COUNTY maintains and administers a long term maintenance fund for this building, current balance of this account is \$2,389,151.00. There is no debt on this building.

C. Herb and Dorothy Carter Nursing facility

(1) COLLEGE paid \$312,000 for construction of the facility and additional amounts for furnishings for the facility.

(2) HOSPITAL paid \$1.5 million for the design, construction and furnishing of the HOSPITAL owned portion of the facility and associated site improvements.

(3) CITY paid \$2,096,043 for the design and construction of the CITY-owned portion of the facility and associated site improvements, plant investment fees for the facility, the preparation of all condominium agreements and plat, and the site itself (Lot 2, Block 5 of the Gillette Tech Center subdivision; approximately 2.6 acres), which was appraised at \$115,100. CITY contracted for the construction of the facility.

(4) COUNTY paid \$200,000 for the construction of the facility.

D. Student Housing Project.

(1) The CITY was responsible for \$7.1 million, for the design and construction of the Student Housing project and associated site improvements, as well as plant investment fees and the site itself (Tract B of the Gillette Tech Center subdivision; approximately 17.32 acres). CITY contracted for the construction of the facility. The CITY is making annual debt service of \$ 1,244,750 to retire the bonds. The remaining debt is \$2,489,500 for the outstanding bonds. The next payment of \$ 1,244,750 is due in September of 2013.

(2) The COLLEGE, through the District Building Authority, supplied the capital to finance the Student Housing project through the issuance of bonds. The COLLEGE paid the portion of the debt over and above the principal amount of \$7.1 million committed to by the CITY.

IV. OWNERSHIP OF FACILITY

A. Old Main

(1) The property is owned by COUNTY.

B. Technical Education Center

(1) COUNTY owns 78% of the facility and the COLLEGE owns 22%.

C. Herb and Dorothy Carter Nursing facility

(1) The property is a condominium divided into two condominium units and common area. CITY owns one unit and the HOSPITAL owns the other unit.

D. Student Housing Project.

(1) The property is owned by CITY subject to a lease for the duration of the bond issue that funded the construction. Upon the retirement of the debt, one of the housing units will be conveyed to the COLLEGE and the remaining units will be owned by CITY.

V. OPERATION AND MAINTENANCE OF FACILITIES

A. Old Main

(1) COLLEGE operates the facility by virtue of a twenty (20) lease from the COUNTY at a lease rate of \$1 per year.

B. Technical Education Center

(1) COLLEGE operates the facility by virtue of a 99 year lease from the COUNTY at a lease rate of \$1 per year.

C. Herb and Dorothy Carter Nursing facility

(1) The facility is leased to the COLLEGE for a term of 5 years with an option to renew for an additional 5 years. The annual rental for the first 5 years was \$78,000. The annual rental for a second 5 year term is \$1.00. The HOSPITAL contributes annually to support a nursing instructor and ½ the support for the nursing director.

D. Student Housing Project.

(1) COLLEGE operates the facility and pays all costs associated with regular operations of the buildings including, heat/ AC, lights, cleaning, and general maintenance, as well as exterior maintenance of the parking lot and landscaping.

VI. GENERAL FINANCIAL SUPPORT OF COLLEGE

In addition to the specific support of the main College facilities listed earlier in this MOU, the PARTIES also contribute unrestricted general support as follows:

A. CITY and COUNTY have contributed \$200,000 each annually. In the 2012/2013 fiscal year, CITY contributed \$335,000 and COUNTY contributed \$200,000.

B. In fiscal 2013/2014 the CITY budgeted \$335,000, and COUNTY budgeted \$335,000.

C. Since fiscal year 2007, BOCHES has contributed to Gillette College a "Base Funding Level" of \$925,550 and has totally funded all annual costs of the "Camel Advantage" program. In addition, BOCHES has contributed additional supplemental funding over that same period of time averaging \$766,167 annually. Going forward, BOCHES will continue to support the "Base Funding Level" and costs of the Camel Advantage Program for Gillette College. Additionally, BOCHES will consider and fund as appropriate, additional funding requests delivered on an annual basis during development of the BOCHES annual budget.

D. The HOSPITAL will continue to contribute costs for one (1) FTE faculty and one-half (1/2) FTE nursing Director.

E. NWCCD makes these commitments:

1. Even though we are in a situation where we are receiving less money for each FTE, NWCCD will maintain the current level of state funding to GC and will not reduce this funding in response to the addition of local support revenue.

2. At such time as the relationship between funding and enrollment is restored, NWCCD will allocate state funding to the campuses equitably according to funding factors contained in the Appendix.

3. While it is unlikely, it is possible to imagine that state funding could be significantly reduced. This contingency would require possible reduction of state funds allocated to both GC and SC.

NWCCD proposes an annual budget accountability measure that provides for a budget summary by March 31st of each year presented to the parties included in this MOU that articulates:

1. Total state subsidy received for the current fiscal year by NWCCD.
2. Latest annualized FTE (by weighted credit hour) breakdown by college campus (SC/GC).
3. Percentage of total subsidy directly spent in Campbell County in current fiscal year.
4. Comparison of current year subsidy dedicated to GC in prior years.
5. In years in which the legislature approves a new budget, a summary of the District's expectation of funding from the new budget and how this may be allocated by campus (SC/GC).

VII. CONTINUING FINANCIAL SUPPORT

The Parties agree to continue their annual contributions listed above, subject to appropriation and in compliance with the provisions of the Wyoming Municipal Budget Act.

At such time as a new funding source is available for the COLLEGE, such as a change to the Wyoming Statutes concerning funding of Community Colleges in general or the formation of a new community college district for the Gillette College in particular, the Parties will meet and reassess the need for their contributions.

VIII SIGNATURES

In witness whereof, the Parties, through their authorized representatives, have executed this MOU on the dates set out below and certify that they have read, understood and agree to the terms and conditions of this MOU as set forth herein.

Northern WY Community College District/Gillette College

Katie Stover
by:

Board of Cooperative Higher Educational Services

[Signature]
by:

Campbell County Memorial Hospital

[Signature]
by:

Campbell County, WY

[Signature]
by: Dan Coolidge, Chairman

City of Gillette, Wyoming

[Signature]
by: _____, Mayor

Dated this 24 day of February, 2013.

The current funding formula for community colleges provides an opportunity to request enrollment growth funding based on weighted credit hours: credit hours based on enrollment in all credit courses are weighted based on level of instruction – level 1 are classes like English, level 2 are classes like Science labs and level 3 are classes like Tech and Health Science. The following factors would be considered in allocating additional state funding to the respective campuses at such time that enrollment growth is funded:

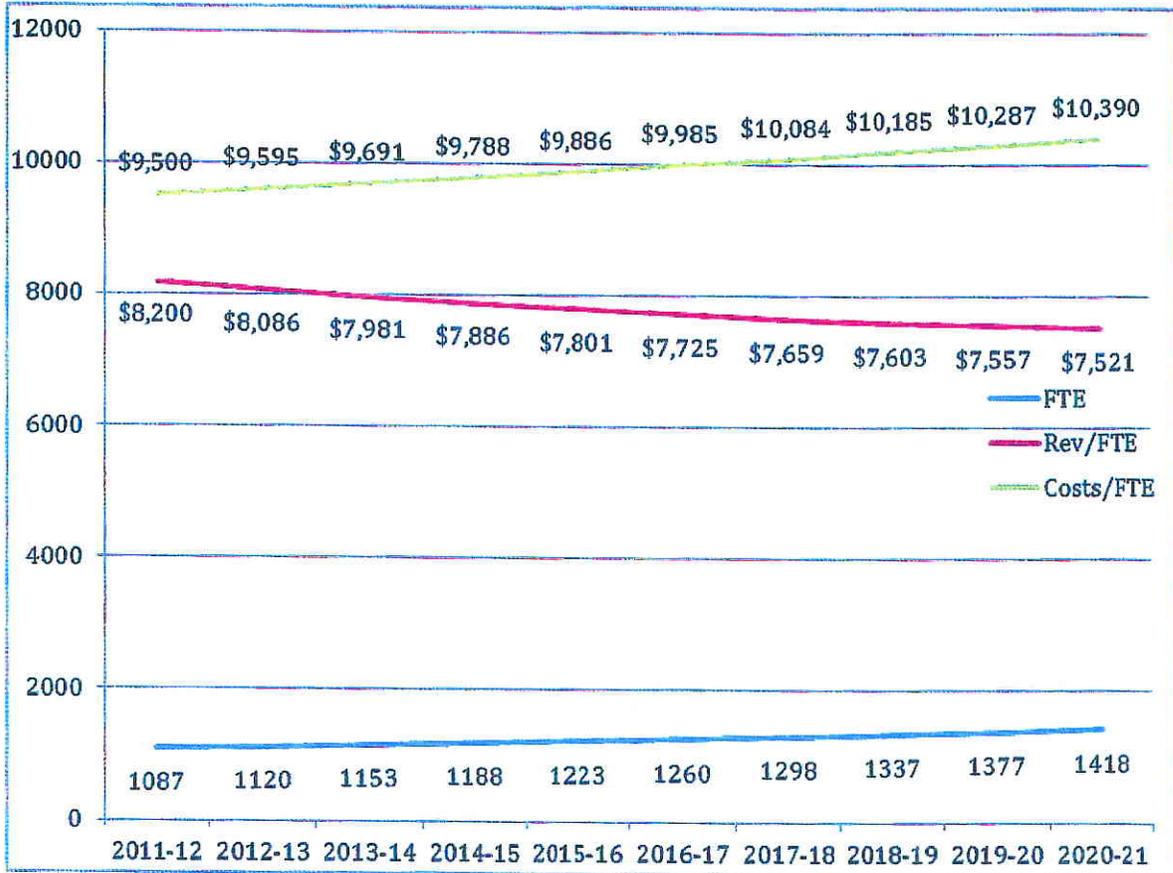
- State appropriation (block grant)
 - Campus Allocated Costs –Based on weighted credit hours
 - District Wide Costs – Based on variable and fixed costs components
- Supplemental state appropriation (reimbursement for health insurance)
 - Based on benefitted employee count

District Wide Costs:

- Allocate district wide costs in Sheridan to other counties in service area
- Review district wide costs compared to allocation of state funds to Campbell County – possible allocation bases:
 - General administrative departments allocated 50/50
 - Student Services departments allocated based on FTE
 - Employee related departments allocated based on employee count

GC Enrollment/Fiscal Impact

<u>Year</u>	<u>FTE</u>	<u>Tuition/FTE</u>	<u>Local cont/FTE</u>	<u>State app/FTE</u>	<u>Rev/FTE</u>	<u>Costs/FTE</u>
2011-12	1087	\$1,576	\$2,484	\$4,140	\$8,200	\$9,500
2012-13	1120	\$1,655	\$2,412	\$4,019	\$8,086	\$9,595
2013-14	1153	\$1,738	\$2,341	\$3,902	\$7,981	\$9,691
2014-15	1188	\$1,824	\$2,273	\$3,789	\$7,886	\$9,788
2015-16	1223	\$1,916	\$2,207	\$3,678	\$7,801	\$9,886
2016-17	1260	\$2,011	\$2,143	\$3,571	\$7,725	\$9,985
2017-18	1298	\$2,112	\$2,080	\$3,467	\$7,659	\$10,084
2018-19	1337	\$2,218	\$2,020	\$3,366	\$7,603	\$10,085
2019-20	1377	\$2,328	\$1,961	\$3,268	\$7,557	\$10,287
2020-21	1418	\$2,445	\$1,904	\$3,173	\$7,521	\$10,390



Assumptions:

1. FTE will increase by 3% annually.
2. Tuition increase will be 5% annually (set by the Wyoming Community College Commission).
3. Local contribution (includes BOCHES, City, County, Campbell County Memorial Hospital) will remain constant at \$2.7million.
4. State appropriation will remain flat.
5. Revenue/FTE will remain a function of tuition revenues, local revenues, and State appropriations.
6. The cost/FTE will increase by 1% per year over the next several years.

----- Forwarded message -----

From: **Jerry Tystad** <jtystad@vcn.com>

Date: Thu, Apr 28, 2016 at 3:34 PM

Subject:

To: Robert Palmer <rpp01@ccgov.net>, cartern@gillettewy.gov

Mr. Palmer and Mr. Napier,

During our meeting on March 30, you asked me to submit a letter to you regarding my continued membership on the Council of Community Services Board. I am interested in staying on the at least for another year ending April 2017. My interest is in continuing to help the Council to improve and run better. There are no Term limit restrictions that come into play since the Board only passed them into the By-Laws in 2016.

Thank you,
Jerry Tystad

GODDARD and VOGEL, P.C.

*Attorneys at Law
412 North Main Street
Buffalo, Wyoming 82834*

GREG L. GODDARD*

*Telephone (307) 684-9595
Fax (307) 684-9285*

*RICHARD M. VOGEL
OF COUNSEL*

**Also admitted in Colorado*

April 21, 2016

Carter Napier, City Administrator
City of Gillette
P.O. Box 3003
Gillette, WY 82717

Re: *Mount Pisgah Cemetery/Leash Law*

Dear Mr. Napier:

I have been asked to contact you by the Campbell County Cemetery District regarding dogs at the Mount Pisgah Cemetery. As you know, Campbell County is blessed with the beauty and serenity of the Mount Pisgah Cemetery in Gillette. The Campbell County Cemetery District board members believe the cemetery to be a sacred place. Unfortunately, there are some people who take their animals to the cemetery and let them off-leash, which often results in them befouling graves. Although the district has posted signs requiring that animals be on a leash in the cemetery, city ordinances do not provide such a requirement.

The district is asking that the city enlarge Ordinance 4-9, Animals at Large in McManamen Park, to include Mount Pisgah Cemetery or to enact a new ordinance with the same requirements for Mount Pisgah Cemetery as is in effect for McManamen Park. We are asking that the language include:

Animals must be kept on a leash at all times by their owners when the animals are within the Mount Pisgah Cemetery. Animals may only be taken by their owners onto the established paths within Mount Pisgah Cemetery. An animal not on a leash or not on an established path within the Mount Pisgah Cemetery will be an animal at large and its owner will be subject to the provisions of §4-2 of the Gillette City Code. (C.O. 1948, Ord. No. 773, 3-17-15; Ord. No. 824, 6-7-76; Ord. 1744, 1/2/90; Ord. No. 1842, 5/4/92; Ord. 3132, 9-18-2000).

Carter Napier, City Administrator
City of Gillette
April 21 2016
Page Two

The district has had complaints regarding this issue and is most anxious to try to resolve it. We appreciate your assistance in this matter. Please feel free to contact myself, Darin Edmonds, or any of the board members to discuss this matter further.

Sincerely,

GODDARD and VOGEL, P.C.



Greg L. Goddard

GLG/mkt

cc: Campbell County Cemetery District
Charlie Anderson, Gillette City Attorney

Mr. Carter Napier
City Administrator
City of Gillette, WY

RE: Proposed Cell Tower Facility – Lakeway/Sage Valley Dr.

Mr. Napier,

Verizon Wireless is interested in leasing space on city property for the purpose of constructing an unmanned wireless telecommunication facility. This facility is needed to help expand the Verizon Wireless network in this part of the city. Due to an exponential increase in cellular traffic and data usage we are looking for additional areas throughout the city to construct new facilities.

After speaking with Mike Cole and other city staff, I believe that the city property next to the weather siren to the west of Sage Valley Jr. High would be a good fit for our facility. Verizon Wireless is interested in leasing ground space of about 30'x40' (1,200 sq.ft.) for a duration of 25 years. A standard Verizon Wireless lease agreement is included with this letter for the city to review and have a better understanding of the type of agreement Verizon would like to execute with the city. If the city has their own template that they would like to use feel free to send it to me and I can have Verizon's legal team review it.

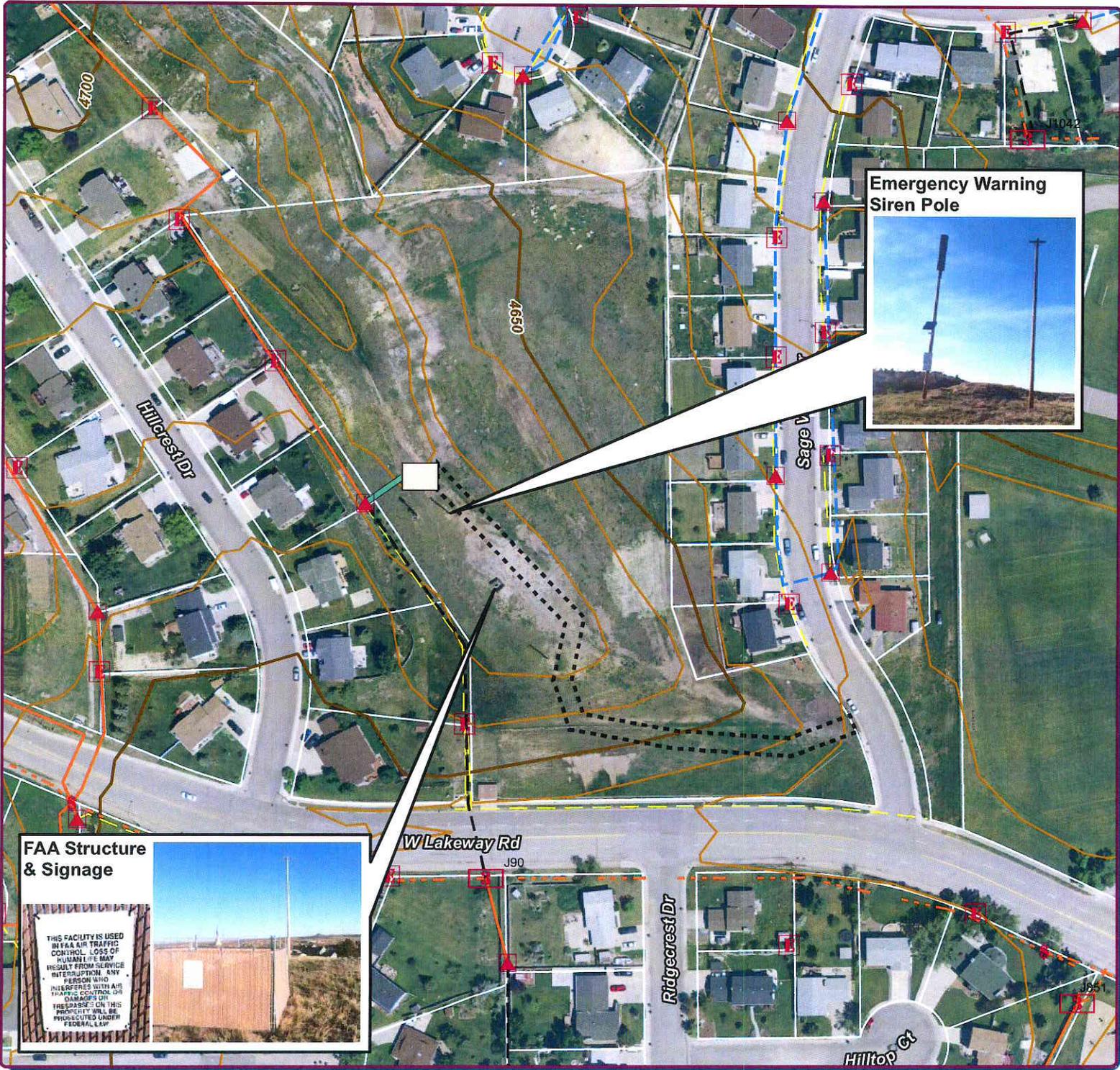
The proposed communication facility would be constructed in a way to accommodate additional cell carriers in the future if any are interested in placing their equipment on the tower. These cell carriers would need to acquire additional ground space through the city to expand the proposed Verizon compound. This would allow the city to generate additional revenue from the city by entering into multiple land lease agreements.

Verizon's standard lease rate for its facilities in this market is \$1,200 per month with a 2% per year increase. This would bring over \$450,000 to the city during the 25 year life of the lease. If you wouldn't mind running this proposal past the city council to see if there is any interest in leasing Verizon this ground space on the Lakeway property I'd greatly appreciate it. If the city does decide to receive a formal proposal please let me know and I will begin working on site plan details and a draft lease agreement for the city to review.

Sincerely,

Daniel Thurgood
Real Estate Specialist II
801-875-7789
Daniel.Thurgood@taec.net

Copy: Mike Cole, Planning Manager, City of Gillette



Legend

Proposed Verizon Cell Tower location


Proposed Verizon Cell Tower access


Proposed Electrical Connection


Parcels


10' Contour Lines
 Index
 Intermediate

Underground Upline Feeder, Number Of Phases, Is Dead
 Single Phase - Open
 FEEDER 24, Single Phase
 FEEDER 24, Three Phase
 FEEDER 74, Single Phase

Underground Secondary


Transformer
 Number Of Phases, Is Pad Mount
 Single Phase, true

Pedestal
 Secondary Pedestal

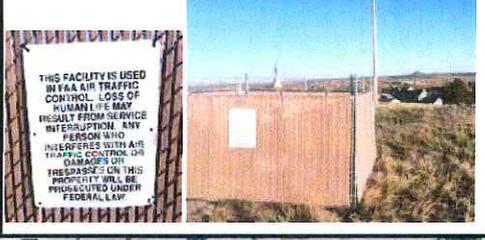
JunctionBox
 Three Phase

Device
 EL-FUSE

Emergency Warning Siren Pole

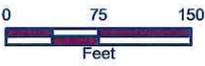


FAA Structure & Signage



THE INFORMATION ON THIS DRAWING WAS OBTAINED FROM RECORD AND DESIGN DRAWINGS. THE CITY OF GILLETTE MAKES NO GUARANTEE REGARDING THE ACCURACY OF THIS DRAWING OR THE INFORMATION CONTAINED THEREIN.

Y:\GIS Work\EDS\Planning\Cell Towers\ Proposed Verizon Cell Tower

Proposed Verizon Cell Tower (West of SVJH)
 April 26, 2016
 Service With P.R.I.D.E.
 Productivity Responsibility Integrity Dedication

Snow Event Report #18

Event Start Date: 4/26/2016 Event Start Time: 1:00 p.m.
Event End Date: 4/28/2016 Event End Time: 7:00 a.m.
Duration of Event: 42 Hours Streets First Responder: Day Crew

Storm Event Overview:

The day crew began plowing on 4/26/16 at 1:00 p.m. due to snow and slick conditions. The snow fell rapidly but cleaned easily off the roads due to warm pavement temperatures. Ice slice application was only needed on the hills of the downtown route and parts of the central route. Plowing efforts were suspended about 4:00 p.m. as roads began melting off.

Since weather forecasts continued to predict more snowfall this snow event was left open. The night time forecast predicted more snow, however there was no significant snowfall and only the streets on-call operator was called in at 8:50 p.m. due to slick spots.

Due to predictions of snow in the forecast we continued with this event. As of 4/28/2016 we had only been called to address some ice on bridges and some intersections. We then decided to end the event at the end of our last actual snow plowing 4/28/2016.

Number of Pieces of Equipment Used:

Amount of Material Used:

Snow Plows:	<u>6</u>	Blades:	<u>0</u>	Ice Slicer lbs:	<u>5981</u>
1-Tons:	<u>0</u>	Snow Blowers:	<u>0</u>	Scoria lbs:	<u>0</u>
Loaders:	<u>1</u>	Liquid Truck:	<u>0</u>	Liquid Gallons:	<u>0</u>

Number of Miles Plowed During Event: 384

Personnel:

Night Crew – Leo Rodell, Nick Scherry, Billy Little, Jeremy Hagen, Leonard Taylor, Dale Harter, Mike McFarlane.

Contractor Work Effort:

Handicap ramps on Gillette Avenue were cleaned off one time during this event.

Subdivision Activities:

None needed as the snow was melting before priority areas were finished.

Parks Division Activities:

Sidewalk shoveling at City facilities.

Environmental Conditions Present:

Snow: 3" Drifting: No Rain: No Low Temp: 29 Wind: N 8-13

Incidents:

None

Complaints / Concerns:

None

Items of Interest:

During this weather event the Gillette Police Department investigated 7 vehicle crashes. None of those crashes occurred on a City of Gillette maintained roadway and were influenced by weather conditions.

One ton trucks and tractors were not used during this event.

2015-2016 POUNDS PER LANE MILE SPREADSHEET

Date of Event	Duration of Event	Temperature	# of Miles Plowed	Pounds Per Lane Mile
11/20/2015	13.5 Hours	Low Temp 11	1,321	89.35
11/25-26/2015	32 Hours	Low Temp -4	2,891	131.38
11/28/2015	17.5 Hours	Low Temp -2	1,714	145.98
12/15-17/2015	59.75 Hours	Low Temp 8	5,904	103.1
12/22/2015	6.5 Hours	Low Temp 11	836	88.39
12/25-26/2015	22 Hours	Low Temp -3	2,494	74.35
1/9/2016	6 Hours	Low Temp 7	354	123.42
1/16-19/2016	71.5 Hours	Low Temp 9	3,690	75.58
1/20-21/2016	16.5 Hours	Low Temp 13	1,542	105.95
1/25/2016	9.5 Hours	Low Temp 3	664	68.56
1/30/2016	4.5 Hours	Low Temp 31	406	68.56
2/1-3/2016	35.5 Hours	Low Temp 12	3,379	71.74
2/15-16/2016	12.5	Low Temp 27	916	85.38
3/15/2016	8	25	654	44.44
3/22-23/2016	21.25	24	1,951	51.1
3/25-26-2016	25	Low Temp 22	1,397	98.8
3/29-30/2016	9.75	28	384	27.57
4/26-28/2016	42 Hours	Low Temp 29	318	18.8
			30,815	81.80

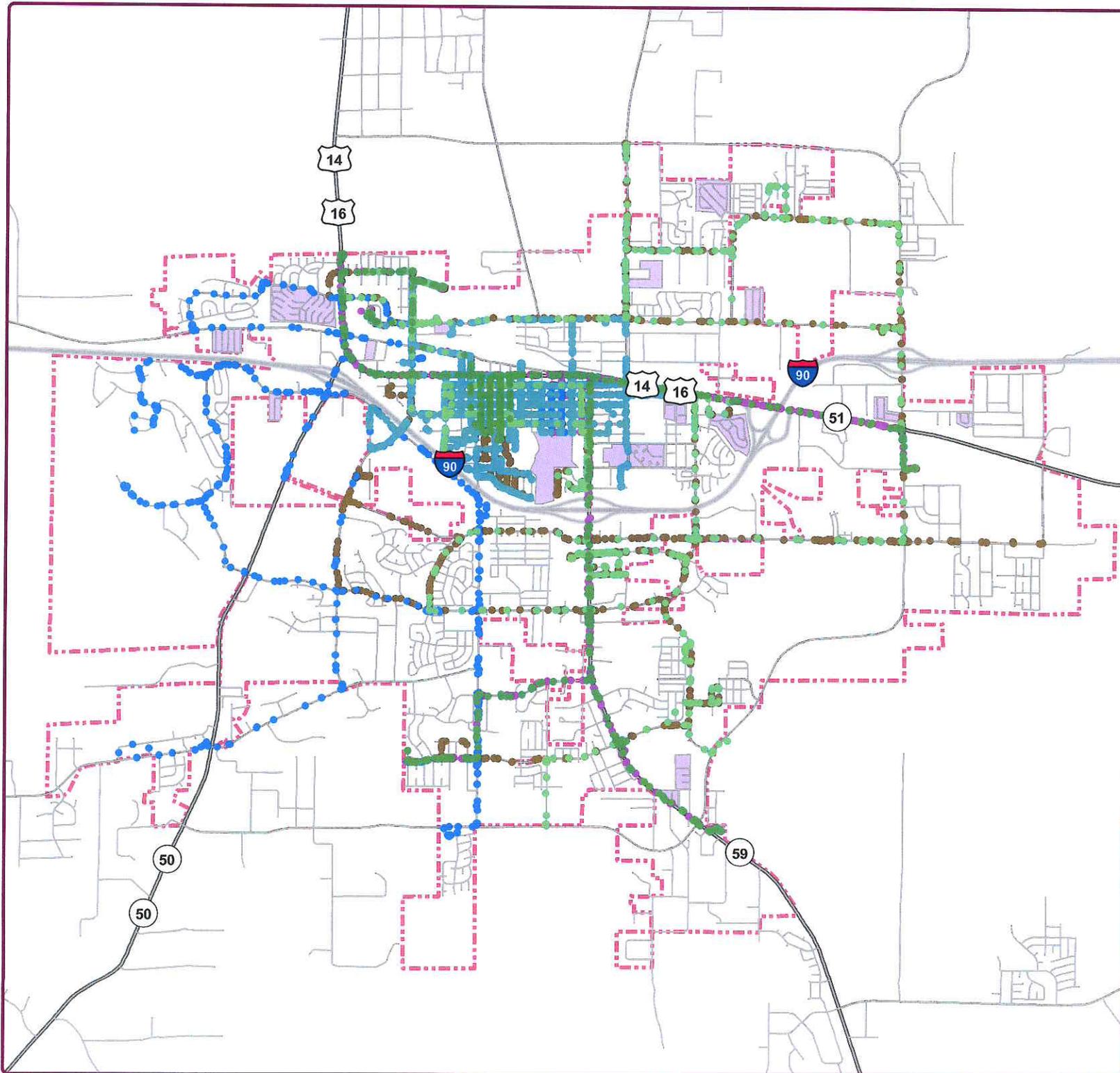
Gillette Police Department
2015/2016 Weather Event Crash Report XVIII

IR#	Date/Time	Location	Injury	Property Damage	Citation	Cause
April 26th, 2016 1:00 p.m. to April 28th, 2016 7:00 a.m.						
During this weather event the Gillette Police Department investigated 7 vehicle crashes. None of those crashes occurred on a City of Gillette maintained roadway and were influenced by weather conditions.						
..... 7						



CITY OF GILLETTE

GIS Division
P.O. Box 3003
Gillette, Wyoming 82717-3003
Phone (307) 686-5364
www.gillettewy.gov



Legend

Large Snow Plows

Unit # & Description

- Unit 28 Snow Plow
- Unit 40 Snow Plow
- Unit 44 Snow Plow
- Unit 99 Snow Plow
- Unit 100 Snow Plow
- Unit 157 Snow Plow

According to the AVL system,
Our snowplows drove a total
of 318 miles during this event.

THE INFORMATION ON THIS DRAWING WAS OBTAINED FROM RECORD AND DESIGN DRAWINGS. THE CITY OF GILLETTE MAKES NO GUARANTEE REGARDING THE ACCURACY OF THIS DRAWING OR THE INFORMATION CONTAINED THEREIN.

Y:\GIS Work\PublicWorks\Public Works\Admin\SnowFollowup\2015-16\Streets\WorkFolder\SnowPlows.mxd



Snowplow AVL
Snow Event Eightteen
4/26/2016 1:00 pm to
4/26/2016 5:00 pm
April 28, 2016

Service With P.R.I.D.E.
Productivity Responsibility Integrity Dedication Enthusiasm



Campbell County Predatory Animal Control Board

GILLETTE, WYOMING 82716



DATE: April 22, 2016

TO: City of Gillette
Campbell County Commissioners

FROM: Campbell County Predatory Board

RE: Rabies Program

The following is the amounts that the Predatory Board has paid for the Rabies program.

It also includes the amount of the Rabies grant money put toward the expenses.

Month	Type of payment		Amount CCPB Paid	
EXPENSES				
January 2016	Trapping/Control		\$ 5,320.08	
February 2016			\$ 4,849.68	
March 2016			\$ 4,843.64	
		Total Expenses	\$ 15,013.40	\$ 15,013.40
INCOME				
Rabies Grant	\$1,870.83 Monthly	X 3 months	\$ 5,612.49	
Total minus Grant				\$ 9,400.91

The \$ 10,847.50 is to be split between the City and the County.

Total Due County Commissioners \$ 4,700.45

Total Due City Commissioners \$ 4,700.45

For Questions, Please call Kenda at 680-6251 or email at kkford@bresnan.net

Thank you.
Campbell County Predatory Board

Campbell County Predatory Management District

Trapper Duke Campbell Monthly Summary Report for Jan. Year 2016

Method	Coyote	Fox	Bobcat	Mtn. Lion	Beaver Pigeons	Skunk	Raccoon
Trapped	7	2			82	1	4
Snared	1						
Shot						4	
M-44							
Aerial							
Denned							
Male/Female							
Monthly Totals	8	2			82	5	4

Miles Driven Pickup 1,811

Miles Driven ATV -0-

Traps in Use 31

M-44's in Use -0-

Snares in Use 12

Dens Taken -0-

Trap-line Days Spent 24.75

Total Hours/Days Worked 198/24.75

Traps or Snares Stolen or Damaged -0-

Number of Trouble Calls _____ Who? _____

Days and Hours of Aircraft Use _____

Cooperators who accompanied trapper this month (if any) _____

Remarks or Comments:

Signature Duke Campbell

Date: 1/31/2016

Board Approval: _____

Date: _____

TRAPPERS REPORT JAN. 2016

Sunday, January 31, 2016 7:44 AM

Jan 1. Check traps.

Jan 2. Check traps.

Jan 3. OFF

Jan 4. Check traps. Sharon Cambell 1 red fox.

Jan 5. Check traps.

Jan 6. Check traps.

Jan 7. Check traps.

Jan 8. Check traps. Rita Waylon 1 raccoon.

Jan 9. Check traps, set 5 traps Rita Waylon.

Jan 10. Check traps. 2 raccoons Bryon. set snares Bryon Oedekoven.

Jan 11. Check and set traps and snares Rita Waylon and Bryon Oedekoven.

Jan 12. Check traps. 1 coyote Bryon Oedekoven.

Jan 13. Ground crew for Kory, check traps. 1 coyote Rita Waylon.

Jan 14. Check traps. Picked up new coyote dog.

Jan 15. Check traps.

Jan 16. OFF

Jan 17. Check traps, scout trapping area Tom Barbour. Bryon Oedekoven 1 red fox. Call out city 2500 Maple Ave Sue Howard 660-7980. Squirrel in house.

Jan 18. Check traps, Bryon Oedekoven 1 coyote snared. 1 raccoon trapped.

Jan 19. Check traps.

Jan 20. Check traps.

Jan 21. Call shoot 2 coyotes Rich Lyndie. check traps.

Jan 22. Check traps.

Jan 23. Set traps Swartz ranch.

Jan 24. OFF

Jan 25. Check and set traps Swartz ranch.

Jan 26. Check traps, 1 covote Troy Swartz.

Jan 27. Check trap. Call out city, Melena Craig 6 Lou court 660-7803, skunk under barn trap set.

Jan 28. OFF

Jan 29. Check traps, 1 skunk melena Craig 6 lou court.

Jan 30. Check traps and set snares, 1 covote Swartz ranch.

Jan 31. Call covotes Rita wavion, Brvon Oedekoven. Set 2 traps Sharron Cambell for covote.

Campbell County Predatory Management District

Trapper Duke Campbell

Monthly Summary Report for Feb Year 2016

Method	Coyote	Fox	Bobcat	Mtn. Lion	Bear	Skunk	Raccoon
Trapped	4					11	
Snared			1				
Shot						2	
M-44							
Aerial	3						
Denned							
Male/Female							
Monthly Totals	7		1			13	

Miles Driven Pickup 1,705

Miles Driven ATV -0-

Traps in Use 25

M-44's in Use -0-

Snares in Use 18

Dens Taken -0-

Trap-line Days Spent _____

Total Hours/Days Worked 176/22

Traps or Snares Stolen or Damaged -0-

Number of Trouble Calls 5 Who? City & County, Skunk calls.

Days and Hours of Aircraft Use _____

Cooperators who accompanied trapper this month (if any) _____

Remarks or Comments:

Signature Duke Campbell

Date: 2/29/2016

Board Approval: _____

Date: _____

TRAPPERS REPORT FEBRUARY 2016

Monday, February 29, 2016 7:17 PM

February has been an interesting month as far as weather is concerned, rain and mud one day and freezing with snow the next. This has made trapping a lot more difficult. The mud has been the most troublesome, gaining access to traps and snares without making ruts or just trying to keep sets working very time consuming little lone making new sets. I walked into a lot of my trap sets and snare lines. I have been doing some concentrated predator control on Byron Oedekoven's ranch for the last few years and we are starting to see the results, as the Hungarian partridge, sharptailed grouse and sage grouse are making a good come back. I targeted all predators such as skunks and raccoons {nest robbers} also coyotes, fox and bobcat. I have also been trapping on Rich Lynde, Troy Swartz, and Sharron Campbell. Buckskin mine borders some of these ranches and as there is not any hunting allowed on this mine it has created a coyote breeding ground same with the 20 mile ranch. This keeps a steady supply of coyotes in the area. I bought a cement mixer to make waxed dirt and i am confident this will eliminate most of the trap freezing problems I will encounter. The weather warmed up considerably half way thru the month and the skunks are taking full advantage of the nice weather. I have been getting more call outs from the city and county dealing with skunks and my leg hold traps in the field have been producing more skunks. Taking skunks this time of year will help immensely with populations this summer, as skunks breed in the months of February and march and have their kits 60 to 70 days later. I have been talking with Calvin Taylor about the beaver on the little powder river and the problems they are causing and he said he could get me on several ranches that want the beaver gone. I plan on trapping the little powder river in March. I did do some ground crew work for Scott and Kory this month. All in all I was disappointed with the amount of productive time I spent in the field this month, the main set back was the weather and being able to operate in the mud, I have plans to purchase a side by side or four wheeler to alleviate this problem.

Campbell County Predatory Management District

Trapper Duke Campbell

Monthly Summary Report for March Year 2016

Method	Coyote	Fox	Bobcat	Mtn. Lion	^{Porky Pine} Bear	Skunk	Raccoon
Trapped		2			2	5	
Snared							
Shot							
M-44							
Aerial							
Denned							
Male/Female							
Monthly Totals		2			2	5	

Miles Driven Pickup 1,432

Miles Driven ATV -0-

Traps in Use 40

M-44's in Use -0-

Snares in Use 25

Dens Taken -0-

Trap-line Days Spent 22.5

Total Hours/Days Worked 178/22.5

Traps or Snares Stolen or Damaged -0-

Number of Trouble Calls 3 Who? Nancy Hayward Rebecca Painter, Eva

Days and Hours of Aircraft Use _____

Cooperators who accompanied trapper this month (if any) _____

Remarks or Comments:

Signature Duke Campbell

Date: 3-31-2016

Board Approval: _____

Date: _____

TRAPPERS REPORT MARCH 2016

Thompson Trappers Trapping 4200 Riv

March proved to be slow as most of the predators are breeding. The skunks shut off their movement the first few days of march, just picking up one or two the rest of the month. I continued running snares and leg hold traps for coyotes the better part of March. I also ran some beaver traps on the little powder river for Larry Shippy, but Andy had cleaned most of the beaver up. I just made sure there was not any more as Larry seemed concerned about the amount of trees that were being cut down. I did have a few problems calls for skunks and fox and got those taken care of. I took some time off the end of the month to get some things done around my home and repairs on my vehicle.

Council of Community Services



"helping people help themselves"

TDD/TTY: 800-377-3529

114 4J Road * Gillette, WY 82716 * Bus: (307) 686-2730 * Fax: (307) 682-4018 *

April 24, 2016

Bi-Weekly Progress Report for the week ending 4/22/2016
Prepared by Staci Bungard, Executive Director

Grant Activities

- **Emergency Solution Grant (ESG) request submitted**
- **Submitted County 1% Request and Report for 2015-2016 monies**
- **EFSP Phase 32 Final Report and paperwork approved by United Way for final payment**
- **Contacted Judy Koski with WDCA about Phase II (Left message will get with her next week) No new information yet.**
- **Walmart State Grant Request Completed (Decision in June 2016)**
- **Started application for Wells Fargo online grant (Will change focus of grant)**
- **Completed United Way Grant Application on April 21, 2016**
- **Completed and submitted response letter to questions from County 1% Presentation for Commissioners and CARE Board**

Board Activities/Decisions

- **Set Goal with Board to complete Strategic Plan/Business Plan by June 2016**
- **Board Meeting moved to May 2, 2016**
- **Draft Budget is completed and sent to Finance Committee, Board, and Paula**
- **Weekly coordination meetings with the Board for the upcoming Empty Bowl Fundraiser on April 16, 2016**
- **Lots of work and coordination preparing for Empty Bowl- took majority of time the past two weeks.**
- **Empty Bowl 2016 was a success and raised about \$10,000 more than last year for a profit of approximately \$33,627.**
- **Met with Blue Cross Blue Shield Representative to Discuss other Medical Insurance Options. Provided information for a Board Decision at the May 2, 2016 meeting. Need to sign new contract by May 15, 2016.**

Community Outreach and Networking

- **Attended Career Fair & Resource Center event on April 5, 2016**
- **Successful Food Drive at Smith's Grocery Saturday, April 2, 2016**
- **Coordinated with Pinnacle Bank and Basin Radio for Canatopia Food Drive at Cam-plex on June 4, 2016**
- **Presentation to Women's Group on April 22, 2016**
- **Budgeting Courses held for clients/public on April 6th and 13th (Classes were successful and we will schedule more)**

Bookkeeping Activities

- **2016 Draft Budget Complete and sent to Finance Committee and Board**
- **Started process of submitting to City and County for approved emergency 1% monies (Met with City Finance staff twice and Mary is providing additional information at their request)**

Program Progress

- **Completed shopping for better credit card rates for the store**
- **Progress on website re-design (Goal to complete Summer 2016)**
- **Working on completing/spending DOE and State Weatherization Contracts**
- **There will be no new State Weatherization Contact due to budget cuts**
- **Preparing for HUD Monitoring visit for Phase I and III on April 27, 2016**
- **Weatherization Monitoring May 16-20, 2016**
- **Completed Process Mapping and evaluation for store with Jerry**
- **Staff training scheduled on April 26, 2016 on Workplace Violence for safety**
- **Gearing up Food Pantry re-qualifications in July 2016**
- **Mikel and Tracy went to WHC Meeting and WyoNaro Conference April 20-22, 2016**
- **Interested in Vista volunteers and/or Experience Works candidates to assist with office/administrative duties**
- **Increase in number of clients at Food Pantry and Soup Kitchen**



Leading *the* Charge

WYOMING'S ACTION PLAN FOR ENERGY, ENVIRONMENT AND ECONOMY



Governor Matthew H. Mead

2016

GOVERNOR MATTHEW H. MEAD

2323 CAREY AVENUE, CHEYENNE, WY 82002

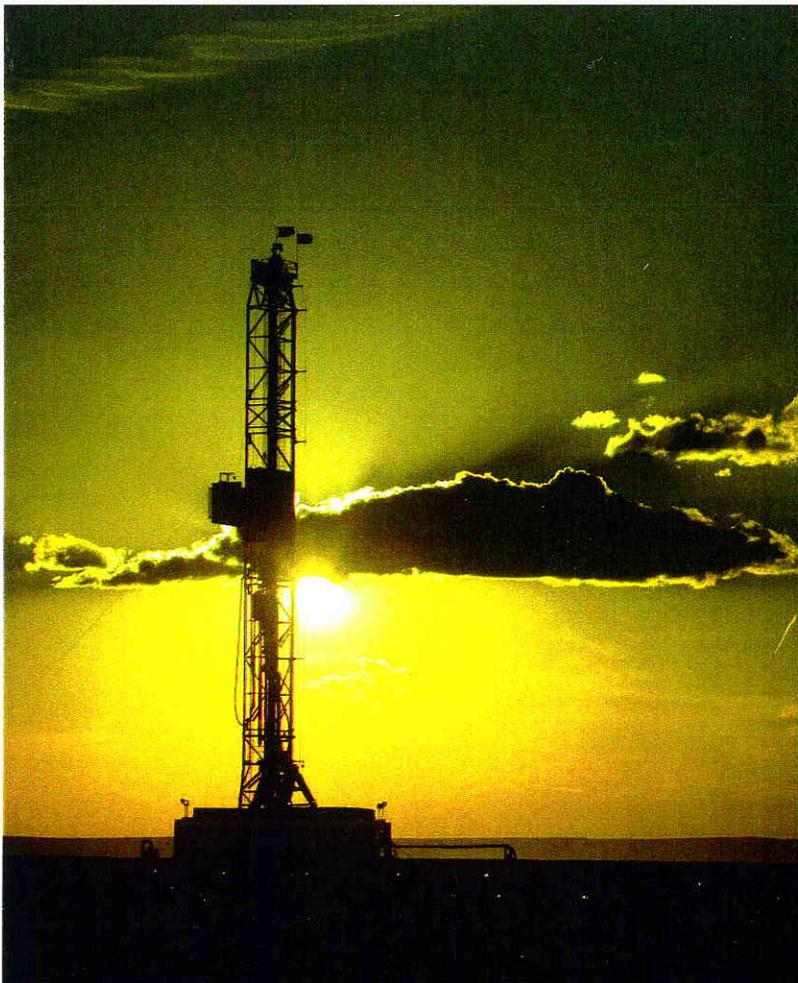
PHONE: (307) 777-7434

WEBSITE: GOVERNOR.WYO.GOV

EMAIL: GOVERNOR@WYO.GOV

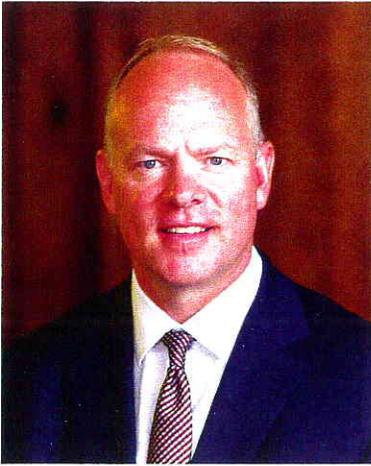
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A Message From

GOVERNOR MATTHEW H. MEAD



In 2010, I pledged to create an energy policy for Wyoming. It was important for Wyoming, as a leading energy state, to lead on energy policy. In this state, we have long recognized that we can act on opportunities and maintain our unparalleled natural resources. With this balanced approach in mind, I reached out to the public gaining ideas and perspective. Something more than a simple policy document was needed, rather, a comprehensive strategy was necessary – one that changed the way energy and environmental policy is developed, coordinated, implemented and reported.

The result was the 2013 Energy Strategy, *Leading the Charge: Wyoming's Action Plan for Energy, Environment and Economy*. The strategy used a private sector business model, aligning operations within state government to work towards common goals. The goals were guided by a vision that "Wyoming will achieve excellence in energy development, production and stewardship of its natural resources." The goals would be accomplished through action initiatives. State agencies were brought together to find the best means to complete the initiatives. The strategy has been a successful one, and we have been able to track the progress made.

It was always intended that the strategy would be continually updated. We would go back, revisit, and renew efforts where needed. Over time, we would work through initiatives and new priorities would present themselves. With most of the original initiatives completed or nearly completed, now is the time to update and issue a second edition of the Energy Strategy with new initiatives.

The initiatives in the 2016 Energy Strategy encompass an important segment of the energy and environmental work going on in the state. The initiatives represent consensus energy and environmental policies, identified through a public process. This process should continue. It is through periodic revision and renewal that we will secure our energy future in Wyoming.

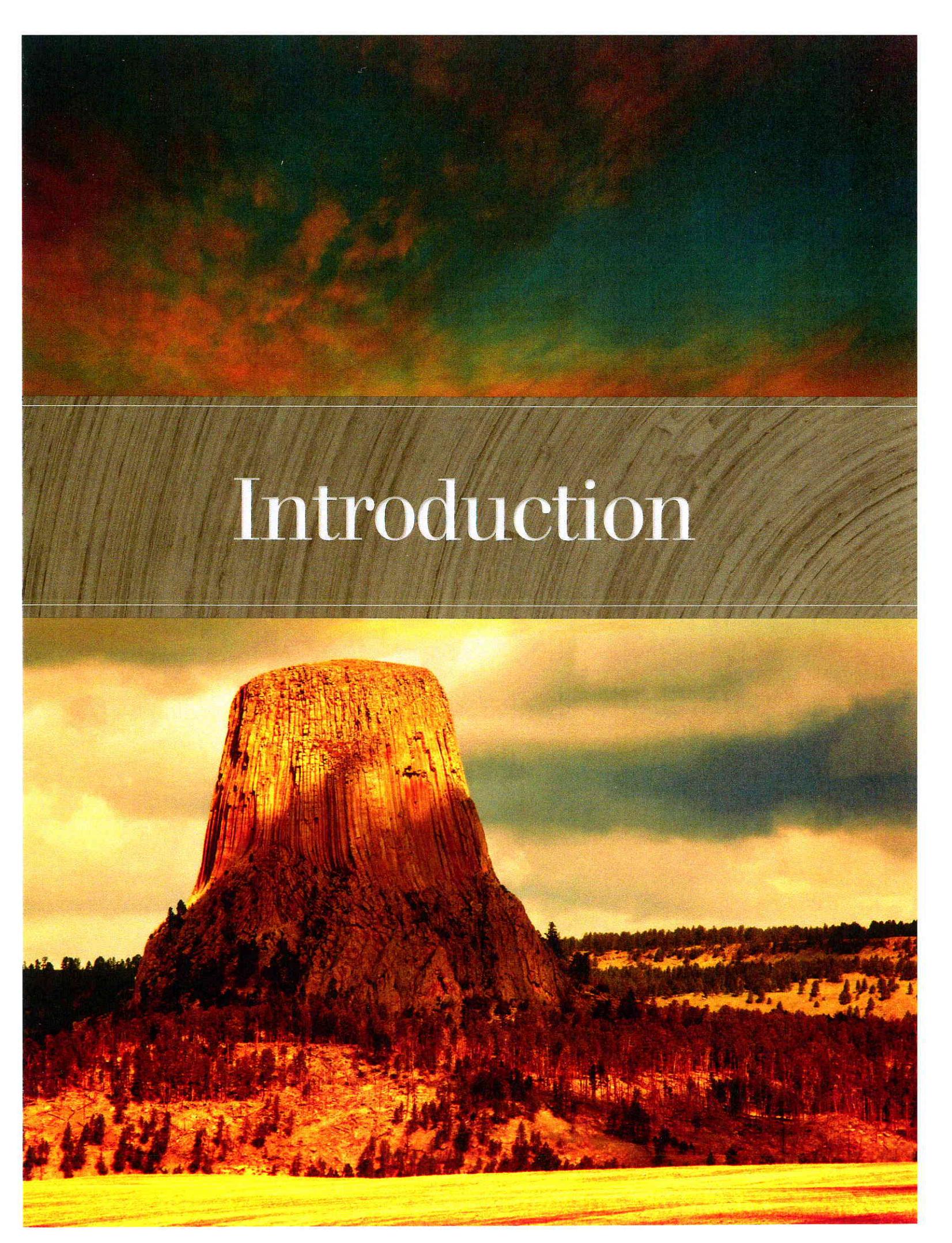
Sincerely,

A handwritten signature in black ink, appearing to read "Matthew H. Mead". The signature is fluid and cursive, written over a light-colored background.

Matthew H. Mead
Governor

“The development of Wyoming’s mineral resources supports the workforce, promotes economic well-being, and provides the raw materials for products that Americans use every day. Just as development is important, so is our commitment to stewardship, reclamation and a clean environment. We ensure responsible production and reclamation. A sustainable natural ecosystem is always the goal, and the industry always strives to leave the land in a better state once the work is done. Our employees don’t just work here, they live here. Being good neighbors and stewards of the land is a core value of the Wyoming mining industry.”

WYOMING MINING ASSOCIATION



Introduction



Introduction



The 2013 Energy Strategy was developed through a collaborative effort. The effort was led by the Governor to address complex energy, environment, and economic relationships and challenges in the absence of federal leadership. It is more important than ever that states lead in developing solutions to move the nation forward.

Opportunities in advancing technologies make our energy resources more environmentally secure while adding value to those resources. Strengthening the state's position as a leader in the energy economy ensures that we chart our own course into the future. Conservation of our environment, air, land, water, wildlife and way of life continue to be crucial. Wyoming has demonstrated time and again that balancing can be done and balance is the way forward. To that end, this second edition of *Leading the Charge, Wyoming's Action Plan for Energy, Environment, and the Economy* has been developed.

New initiatives advance the work begun, setting goals that will work for Wyoming. The initiatives will build on the strong foundation laid in the 2013 Energy Strategy.

Since the introduction of the 2013 Energy Strategy, we have further refined the process of identifying, setting and accomplishing goals. The process will continue to evolve over time. In the pages that follow, priorities for the upcoming years are set forth. Wyoming will continue to lead, positioning our state well for the future.

Where We Have Been —

COMPLETED INITIATIVES OF THE 2013 ENERGY STRATEGY

Of the 45 initiatives present in the 2013 Energy Strategy, 28 are 100% complete based on identified milestones. This work is ongoing. These initiatives address opportunities for Wyoming, develop strong protections for our environment and create collaboration across disciplines to move our economy forward. As they were numbered in the 2013 Energy Strategy, the completed initiatives are:

KEY:

-  **THEME 1:**
ECONOMIC COMPETITIVENESS, EXPANSION AND DIVERSIFICATION
-  **THEME 2:**
EFFICIENT, EFFECTIVE REGULATION
-  **THEME 3:**
NATURAL RESOURCE CONSERVATION, RECLAMATION AND MITIGATION
-  **THEME 4:**
EDUCATION, INNOVATION AND NEW TECHNOLOGIES

1A

Development: New and Expanded Marketing Opportunities

3C

Utilizing Forest Waste to Produce Energy and Products

4H

Agreement Status to Give Wyoming Regulatory Authority over Radioactive Materials

6B

Surface Water Resource Analysis

9A

Compilation of Statewide Soil Survey and Ecological Site Description Maps

13A

Energy Literacy Program

14C

Workplace Safety Training Programs

COMPLETED INITIATIVES

2A

Energy Atlas Decision Support Tool

3A

Liquefied Natural Gas

3B

Increasing Supply and Demand for Compressed Natural Gas

4B

Federal Agency Cooperation and Coordination with the State of Wyoming and Local Governments in the NEPA Process

4E

Exerting State Influence on Endangered Species Issues

4G

Multi-State Cooperation

5A

State Historic Preservation Office Programmatic Agreement

5D

Uranium Reporting Guidelines

6A

Baseline Pre-development Water Quality Testing

7A

Mineral and Mineral Related Taxation

8A

Mediation Program

8B

Rapid Response Protocols for Emergency Situations

9B

Sage-Grouse Data Reporting

9D

Wyoming State Water Strategy

10B

Develop a State of Wyoming Reclamation Standard

13B

STEM Task Force

14A

Centers of Energy Excellence

14B

Annual Workplace Safety Report

14D

Career Readiness Initiative

14E

Refinery Safety Program

16A

Hybrid Energy Systems

Where We Are —

ONGOING INITIATIVES OF THE 2013 ENERGY STRATEGY

Thirteen of the 2013 initiatives are not yet completed and will continue. Their final milestones are noted here:

KEY:



THEME 1:
ECONOMIC COMPETITIVENESS, EXPANSION AND DIVERSIFICATION



THEME 2:
EFFICIENT, EFFECTIVE REGULATION



THEME 3:
NATURAL RESOURCE CONSERVATION, RECLAMATION AND MITIGATION



THEME 4:
EDUCATION, INNOVATION AND NEW TECHNOLOGIES

2B

Statewide CO₂ Pipeline Network

Corridors: This initiative will create contiguous corridors across federal lands that will be used for pipelines to transport CO₂ and other products. Wyoming is working on streamlined environmental analysis and permitting for more efficient and more environmentally sound development.

4A

Inventory of State and Federal Cooperative Agreements:

Over a century, many agreements have been struck to formalize state and federal responsibilities. These agreements need to be reviewed and updated. Each state regulatory agency is reviewing key MOUs and MOAs on a given schedule and on an ongoing basis.

4C

Review of State Oil and Gas

Environmental Regulation: This initiative directed a review of multiple oil and gas standards looking for improvements. Those reviews which are completed have strengthened protocols for industry to better serve citizens and the environment. Additional reviews are required to complete this initiative and are ongoing.

4D

Air Quality Management Strategy:

Wyoming has clean air across the state. However, Wyoming continues to work to identify, monitor and bring a couple exceptions into compliance.

INITIATIVES IN PROGRESS

4F

Regulatory Review and Recommendations for Flaring of Natural Gas: A necessary process in oil and gas development is flaring, where a small portion of natural gas is burned during extraction. Wyoming is in the process of reviewing standards for flaring, finding a balance between economic development and preserving state and private interests. The full review will be complete in the near term.

5B

Wyoming Agency Permitting Process and Timeliness Mapping Project: A function of state government is ensuring development occurs in a responsible manner. Agencies grant permits that allow for development within specified parameters. To improve efficiency of permit issuance, agencies will map out the permitting process, making it easier for individuals to navigate.

5C

Certified Oil and Gas Operator Initiative: The oil and gas industry contributes to a strong Wyoming economy. Companies that routinely do good work should be rewarded. This initiative will find ways to reward those that do well.

6C

Unified Groundwater Database: To ensure effective environmental protection, the state collects data on air, land and water. Making this more easily available and less duplicative is important. The Department of Environmental Quality is developing a database to share groundwater information across the agency, making its processes more efficient.

7B

Wind Tax: Wyoming has great resources for creating electricity from wind. To encourage economic activity, reviewing state requirements is good to do. At the encouragement of interested companies, Wyoming will review its tax policies for wind development. All industries must pay their fair share, while still finding motivation to expand.

11A

Off-site Mitigation Framework: There are many opportunities to mitigate or offset the impacts that inherently come with development. One effective tool is off-site mitigation, projects that offset negative impacts to natural resources. Developing protocols to ensure that this type of mitigation is meeting its intended purpose will complete this initiative.

11B

Incentives for Development in Non-core Sage-Grouse Habitat: Wyoming has implemented many measures for conservation of the Greater sage-grouse. For example, we continue to work, finding ways to incentivize development outside of this species' core habitat.

13B

Engineering Task Force: Career fields in science, technology, engineering and math are growing in demand. This initiative sets the stage for Wyoming to play a role in preparing the future workforce. The opening of the High Bay Research facility at the University of Wyoming, expected in August 2016, will complete this initiative.

15A

State Agency Energy Audit Program: The state continually looks for opportunities for saving money through energy efficiency. Improving buildings represent a key part of this effort. Additional renovation and efficiency findings will complete the defined milestones, though the work is always ongoing.

KEY:

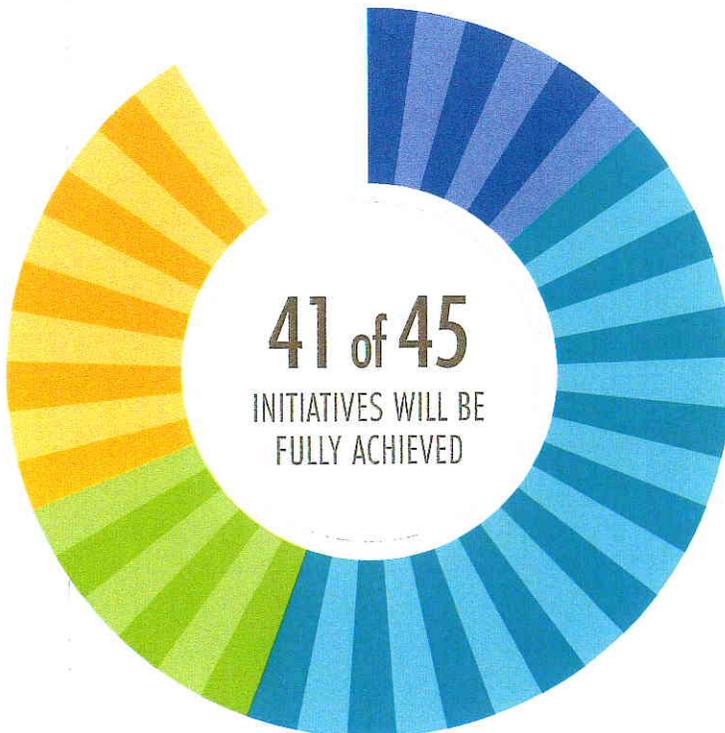
- THEME 1: ECONOMIC COMPETITIVENESS, EXPANSION AND DIVERSIFICATION
- THEME 2: EFFICIENT, EFFECTIVE REGULATION
- THEME 3: NATURAL RESOURCE CONSERVATION, RECLAMATION AND MITIGATION
- THEME 4: EDUCATION, INNOVATION AND NEW TECHNOLOGIES

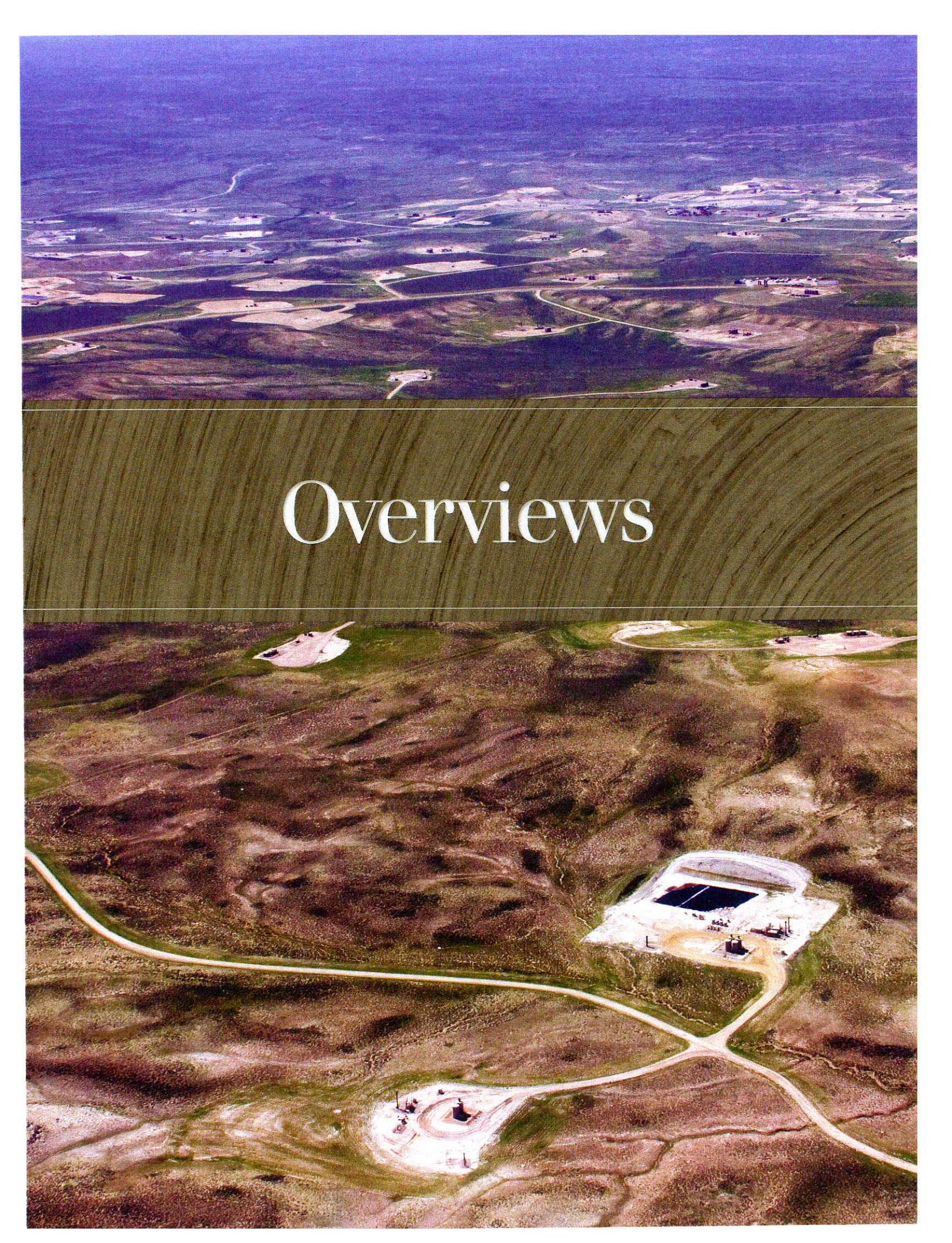
OUTSTANDING INITIATIVES

Four initiatives, not done, may be revisited at a future time.

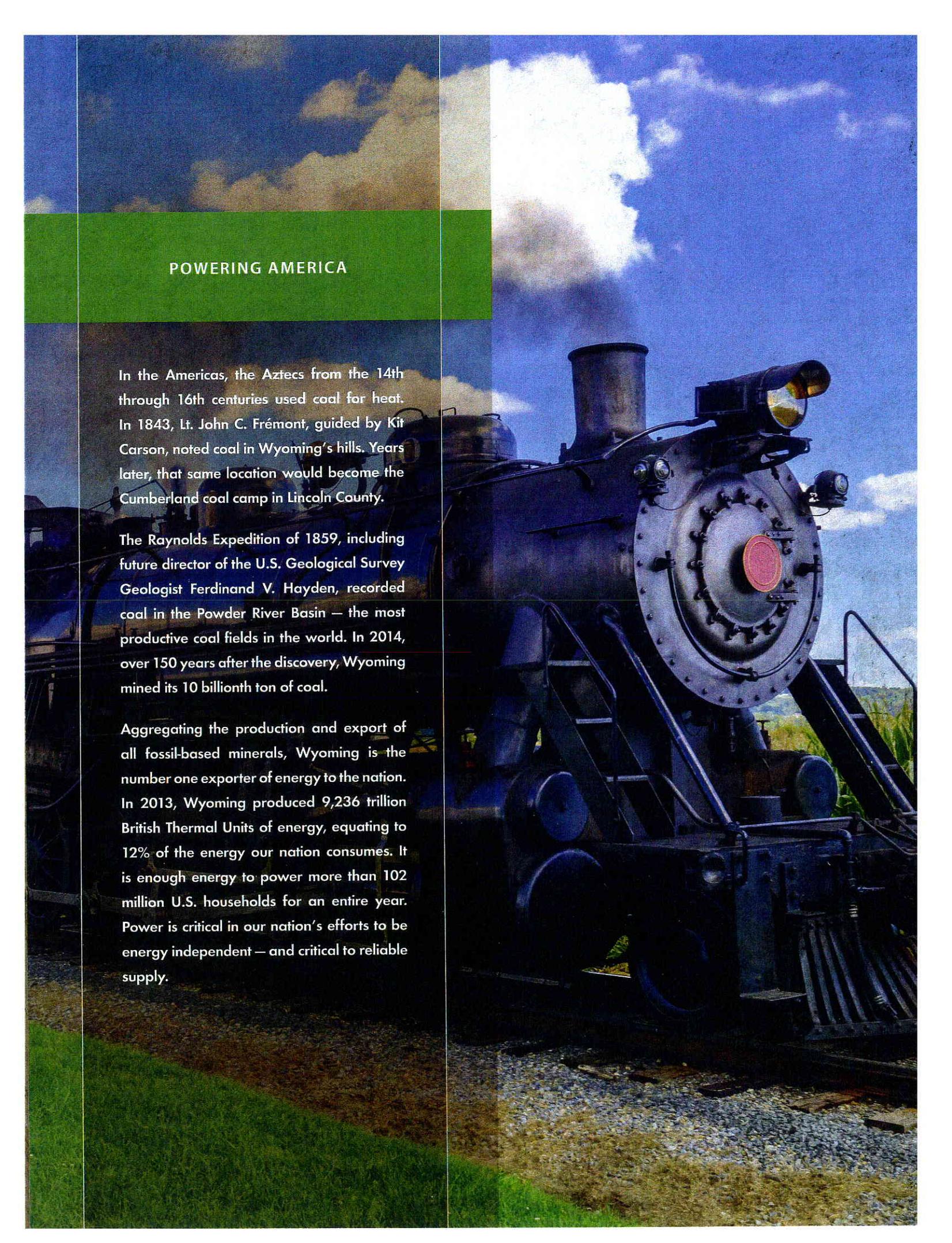
- 9C Innovative Water Treatment and Management Incentives
- 10A Prioritizing Reclamation
- 12A State Bonding Review
- 15B Study Barriers to Energy Efficiency in School Facilities

Forty-one of the 2013 Energy Strategy initiatives will be fully achieved. Of the goals set, over 80% have been accomplished to date.



An aerial photograph of a golf course under construction. The central part of the image is a large, vibrant green field, likely a fairway or green, with the word "Overviews" written in white serif font across it. Surrounding this central area are several brownish, excavated areas, some of which are being prepared for sand traps or bunkers. A network of light-colored dirt roads or paths winds through the landscape, connecting different sections of the course. The overall scene depicts the early stages of a golf course's development.

Overviews



POWERING AMERICA

In the Americas, the Aztecs from the 14th through 16th centuries used coal for heat. In 1843, Lt. John C. Frémont, guided by Kit Carson, noted coal in Wyoming's hills. Years later, that same location would become the Cumberland coal camp in Lincoln County.

The Reynolds Expedition of 1859, including future director of the U.S. Geological Survey Geologist Ferdinand V. Hayden, recorded coal in the Powder River Basin — the most productive coal fields in the world. In 2014, over 150 years after the discovery, Wyoming mined its 10 billionth ton of coal.

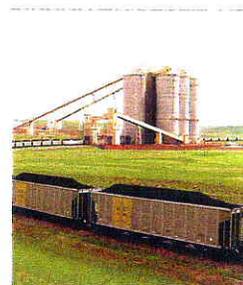
Aggregating the production and export of all fossil-based minerals, Wyoming is the number one exporter of energy to the nation. In 2013, Wyoming produced 9,236 trillion British Thermal Units of energy, equating to 12% of the energy our nation consumes. It is enough energy to power more than 102 million U.S. households for an entire year. Power is critical in our nation's efforts to be energy independent — and critical to reliable supply.

Energy



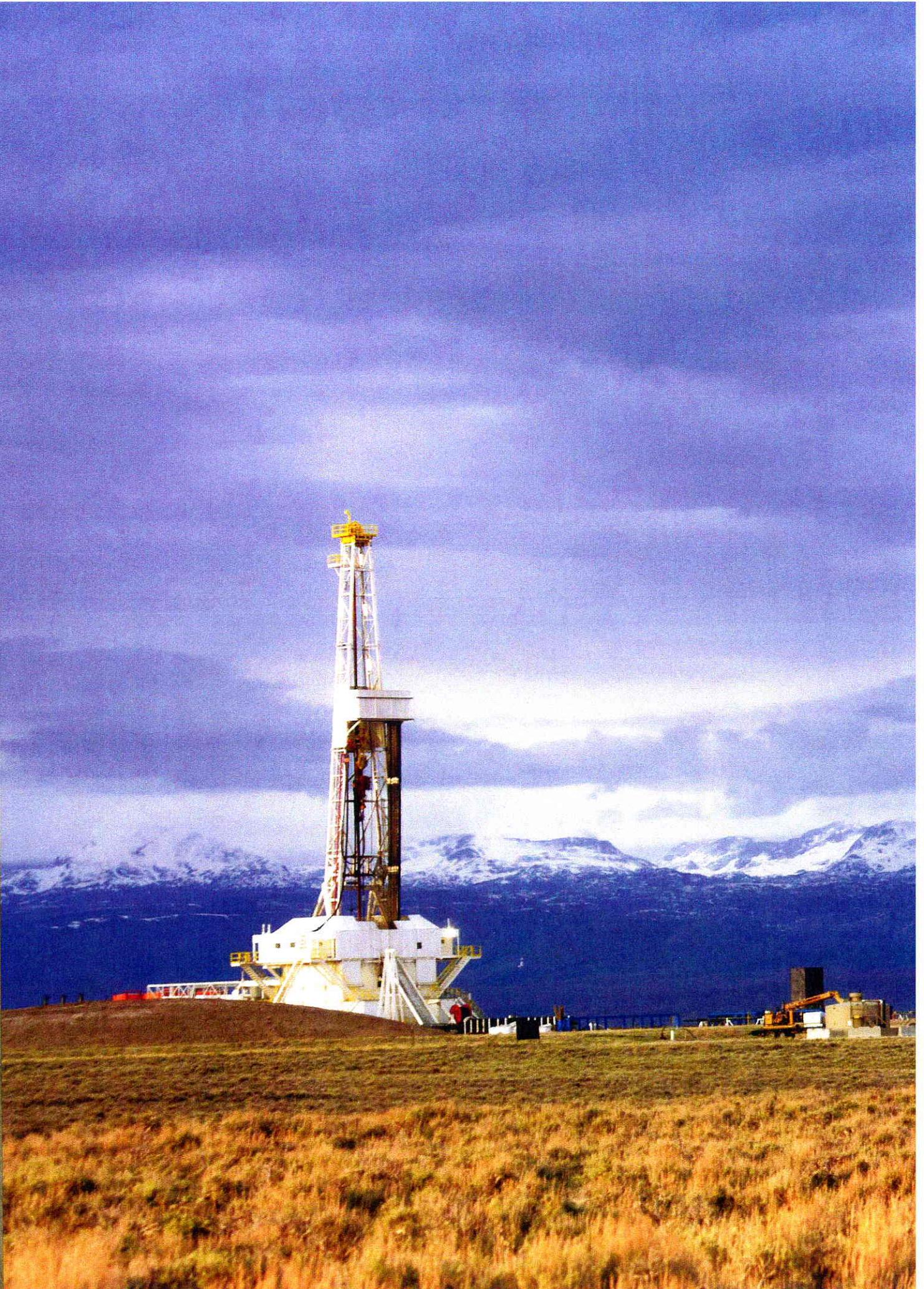
In 1803, the United States purchased a vast section of land from France in what is known as the Louisiana Purchase. Part of this land would become a portion of Wyoming. Wyoming was formed from territories of Washington, Oregon, Idaho, Nebraska, Dakota and Utah. As states joined the Union, borders continued to be added to and changed. On July 10, 1890, Wyoming as we know it was admitted to the Union as the 44th state.

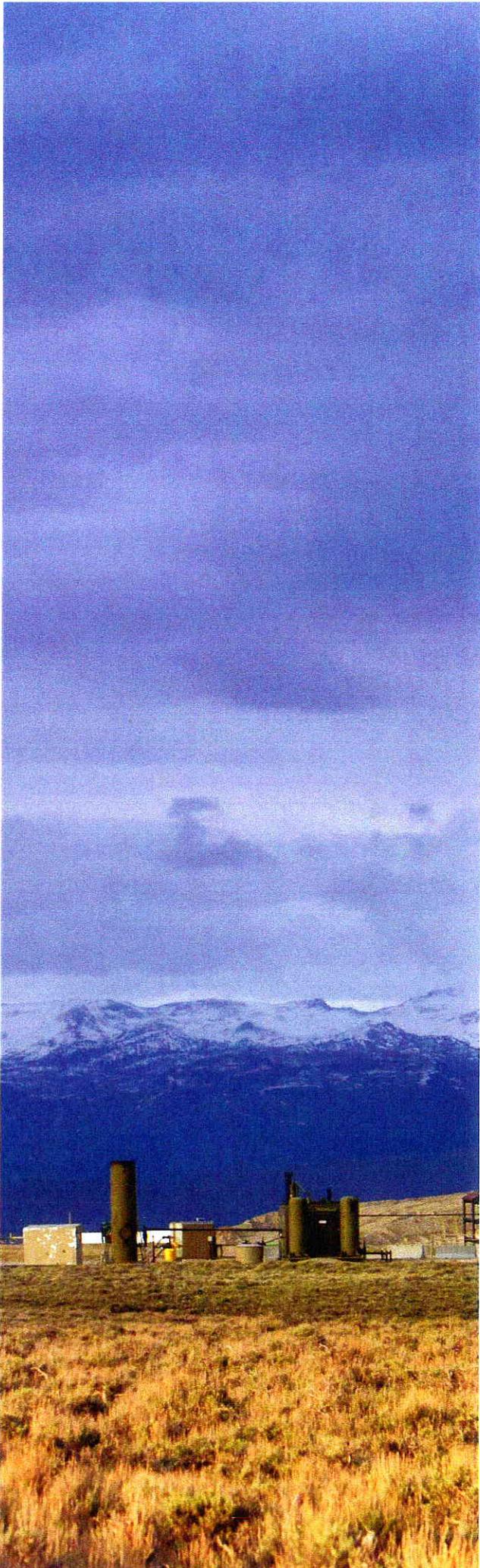
Wyoming's boundaries were fortuitous. Within these boundaries are some of the greatest fossil fuel reserves in the world. These abundant resources were only partially known in the late 1800s. In 1884, the first oil well was drilled in Wyoming. The Union Pacific Railroad was sited along the southern border of Wyoming precisely because of available coal resources needed to fuel locomotives. Later the enormity of the coal reserves in the Powder River Basin were identified.



After more than a century of energy production, Wyoming tops the nation as an energy exporter. In 2014, Wyoming was the largest producer of coal, mining 388 million tons. That same year, Wyoming ranked 5th in natural gas production and 8th in oil production. A leader in traditional energy fuels, Wyoming also has other natural resource wealth. The state ranks 1st in uranium production; 1st in iron; 1st in bentonite; and 2nd in helium. In terms of renewable energy, Wyoming has the most Class 5-7 wind energy resources in the continental United States.

The energy Wyoming produces is indispensable to the nation. Coal from Wyoming is shipped to over 30 states, providing low-cost, reliable electricity for families and businesses. Wyoming gets 90% of its electricity from coal, consistently providing some of the cheapest electricity in the country.

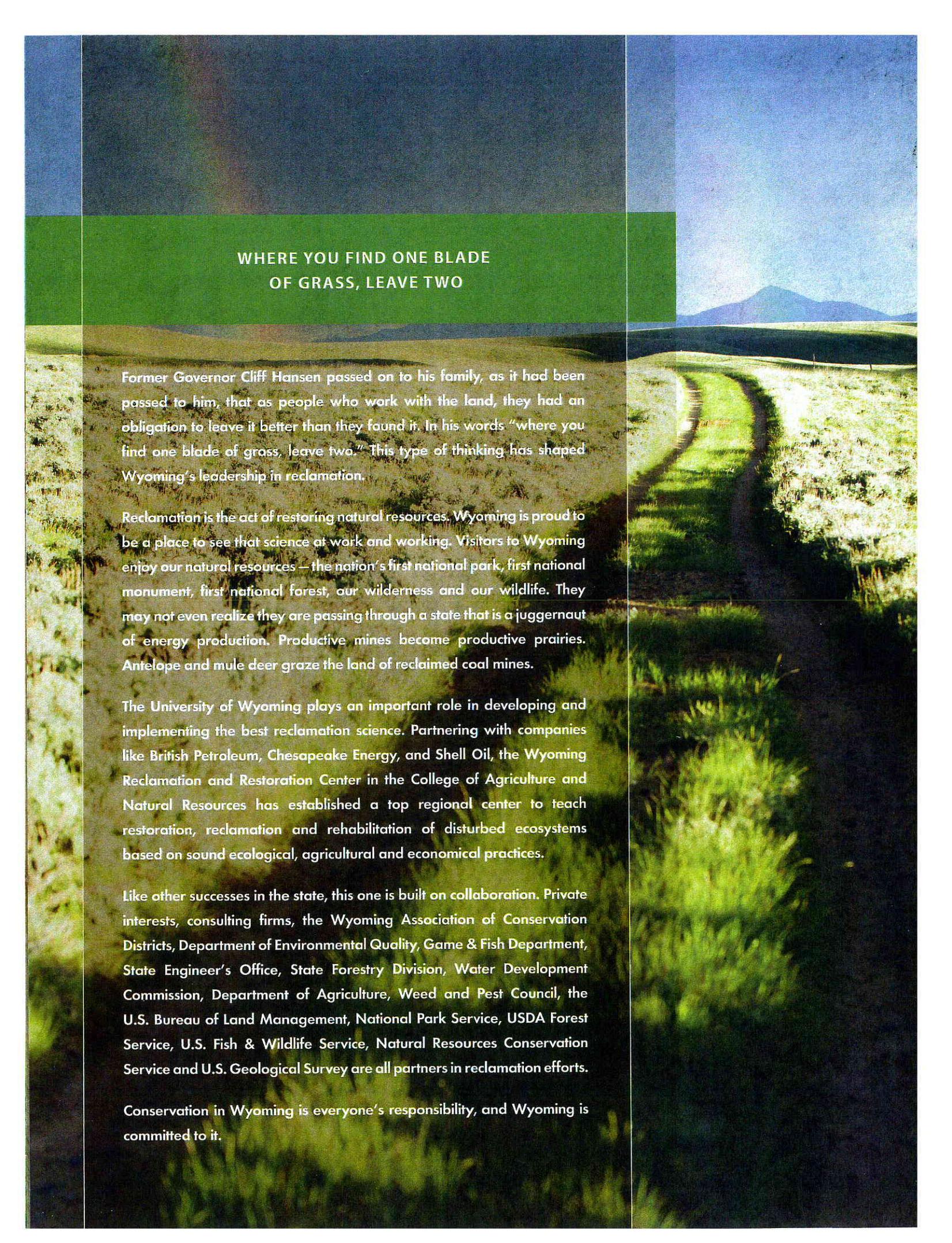




Affordable energy is the backbone of a strong economy. Low electric bills mean more money in family pockets. It makes a difference in quality of life from heat to groceries, from the light switch to the refrigerator. It is integral to our daily life.

The oil and natural gas produced in Wyoming moves across the country, heating homes and running vehicles. Wyoming energy is domestic energy — created in America, used in America. It employs Americans in energy, manufacturing, retail and technology. Wyoming resources support our national strength and security in a fundamental way.

Global events and national policies have challenged the energy industry. Coal, in particular, has been a target of federal administrative actions. Oil and natural gas prices are low. These circumstances create hurdles for industries and decision makers. Wyoming has not rested in the face of these obstacles. The state and its industries continue their work to remain on the leading edge, keeping these important resources a key part of future national prosperity.



WHERE YOU FIND ONE BLADE OF GRASS, LEAVE TWO

Former Governor Cliff Hansen passed on to his family, as it had been passed to him, that as people who work with the land, they had an obligation to leave it better than they found it. In his words "where you find one blade of grass, leave two." This type of thinking has shaped Wyoming's leadership in reclamation.

Reclamation is the act of restoring natural resources. Wyoming is proud to be a place to see that science at work and working. Visitors to Wyoming enjoy our natural resources — the nation's first national park, first national monument, first national forest, our wilderness and our wildlife. They may not even realize they are passing through a state that is a juggernaut of energy production. Productive mines become productive prairies. Antelope and mule deer graze the land of reclaimed coal mines.

The University of Wyoming plays an important role in developing and implementing the best reclamation science. Partnering with companies like British Petroleum, Chesapeake Energy, and Shell Oil, the Wyoming Reclamation and Restoration Center in the College of Agriculture and Natural Resources has established a top regional center to teach restoration, reclamation and rehabilitation of disturbed ecosystems based on sound ecological, agricultural and economical practices.

Like other successes in the state, this one is built on collaboration. Private interests, consulting firms, the Wyoming Association of Conservation Districts, Department of Environmental Quality, Game & Fish Department, State Engineer's Office, State Forestry Division, Water Development Commission, Department of Agriculture, Weed and Pest Council, the U.S. Bureau of Land Management, National Park Service, USDA Forest Service, U.S. Fish & Wildlife Service, Natural Resources Conservation Service and U.S. Geological Survey are all partners in reclamation efforts.

Conservation in Wyoming is everyone's responsibility, and Wyoming is committed to it.

Environment



Wyoming is the least populated state in the nation with about 584,000 inhabitants. Wyoming covers over 62 million acres making it the 10th largest in area. The state has an average of 6 inhabitants per square mile. Half of Wyoming is public land managed for multiple uses. Our access to open spaces and the everyday interactions with nature shape the way Wyomingites see and treat the natural world.

It is easy to see why Wyoming's citizens and visitors take advantage of the outdoors. Wyoming is a world-class destination with good public access. Opportunities to "venture off" abound: for example, camping in the Wyoming range; hiking the Medicine Bow Peak; or fishing the Tongue River. Options are plentiful. Conservation and access go hand in hand with enjoyment of the great outdoors.



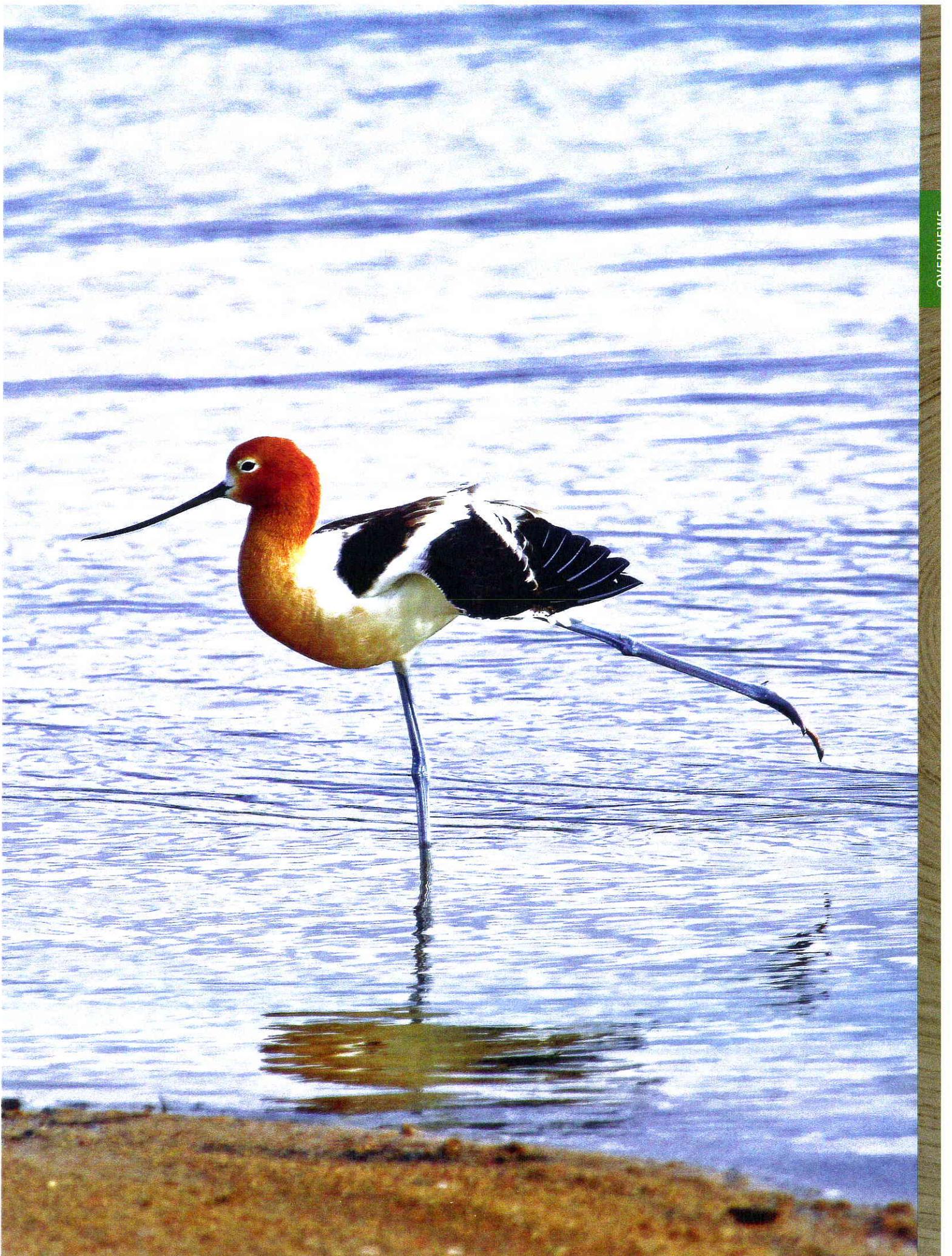
Wyoming's citizens make the most of their outdoor opportunities. Accolades and analytics verify the great majority of Wyomingites hike, camp, and enjoy outdoor recreation on a regular basis. Wyoming ranks as the fifth highest state in well-being. (Gallup-Healthways Well-Being Index, 2015). In wildlife based recreation, activities like hunting and fishing, nearly 1 million residents and non-residents spend over \$1 billion dollars each year.

Wyoming is recognized for its leadership in conserving not only the great landscapes of the West but its wildlife as well. The United States Department of the Interior and Fish and Wildlife Service recently recognized the leadership of Wyoming in conservation efforts of species like the Greater sage-grouse. Wyoming has also been recognized for its efforts on black-footed ferrets, grizzly bears and wolves. State successes with challenged species should not overshadow the work Wyoming has done managing elk, mule deer, trout, antelope, black bears, cougars and countless other species.



Wyoming farms and ranches conserve more than 30 million acres of habitat statewide. Agriculture is the state's 3rd largest industry and benefits the ecology of the state as much as it does the economy. While agriculture keeps Wyoming's customs and culture intact, it also allows for open landscapes – protecting migration routes and habitat critical to Wyoming wildlife.

Part of Wyoming's culture is a willingness to share our experiences. In 2015, Wyoming hosted over 10.5 million visitors. They came to relax, see wildlife, take pictures and build memories. Protecting our natural assets is a first priority – so future generations can share in the experience that is uniquely Wyoming.



A PLACE FOR BUSINESS,
AN ENVIRONMENT FOR PEOPLE

Wyoming is recognized for its pro-business environment and high quality of life. The Tax Foundation ranked Wyoming as having the most business friendly tax climate in 2014, 2015 and 2016. The Kauffman Foundation ranked Wyoming second for new business startup activity in 2015. In 2015, MoneyRates.com ranked Wyoming the Third Best State to Make a Living. Actions taken to create opportunity for businesses to flourish continue to solidify these rankings.

Wyoming's allure includes our commitment to conserving the natural features that make it a sheer joy to live here. The creation of the Wyoming Wildlife & Natural Resource Trust exemplifies our commitment to wide open spaces, wildlife and conservation. In 2005, the state established this dedicated fund to maintain Wyoming's unique natural heritage.

Since its inception, the Wildlife & Natural Resource Trust has funded 538 projects, investing \$343 million across Wyoming. These projects conserve and enhance wildlife habitat and natural resources.

We love the outdoors and value our mineral wealth. We strike the right balance, making Wyoming a great place to live and work.

BREAKIN' THROUGH

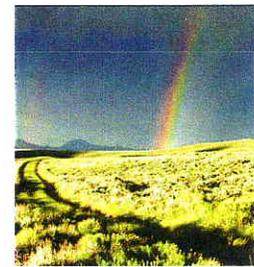


Economy



In 2014, Wyoming's gross domestic product (the cost of all goods and services purchased) was \$44 billion. The top three industries are energy, tourism and agriculture.

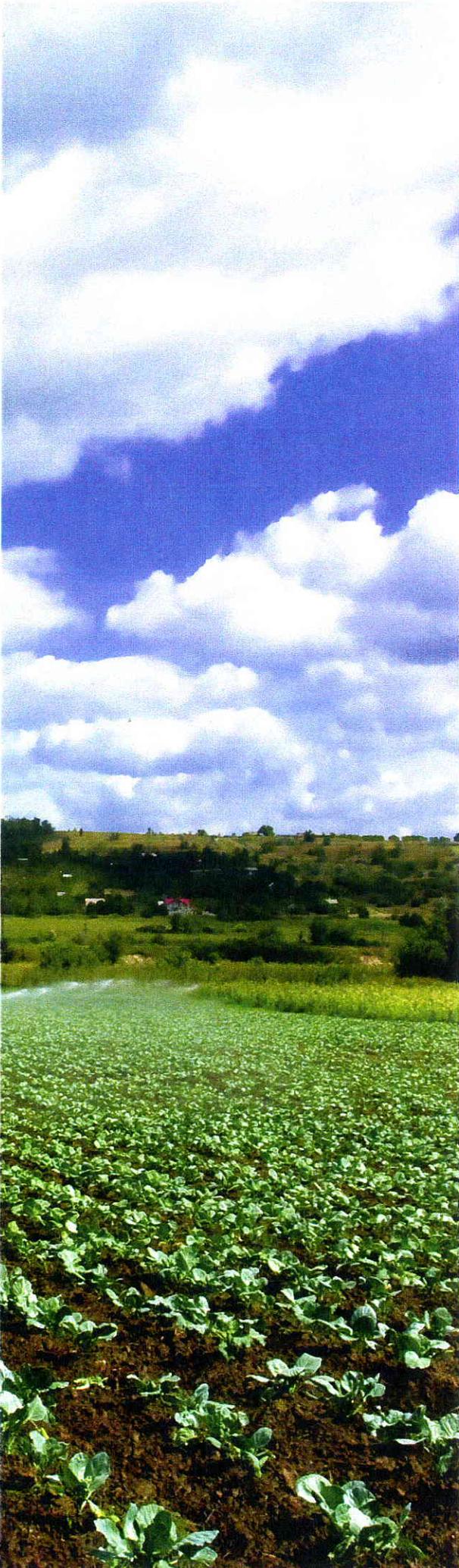
Wyoming's energy industry is the largest contributor to the state's economy. In 2014, this sector generated almost \$16 billion dollars in total revenues. That same year, the oil and gas industries employed about 25,000 people and the mining industry another 6,500. The effects of these industries are felt across the state, directly and indirectly. Schools are built from revenues generated by coal production. Water pipelines, business parks and community centers are built from funds generated by the energy industry. These are but a few examples of energy's benefits.



While the energy industry is the largest contributor to Wyoming's economy, it has recently faced difficult times due to both market and non-market factors. National and global economics have played a role as have onerous federal regulations. Some factors will correct themselves through time. Others require action and Wyoming continues to work on solutions.

Tourism plays a large role in our economy. It is our second largest industry. In 2014, Wyoming saw the largest year-over-year increase in visitors since data collection began. Over 10 million overnight travelers visited, an 11 percent increase from the prior year. In 2015, tourism increased again to 10.5 million visitors – up 4.2% from the prior record-setting year. Direct spending from visitors in 2015 contributed \$3.4 billion to the state. Tourism generated \$175 million in state and local tax revenues.





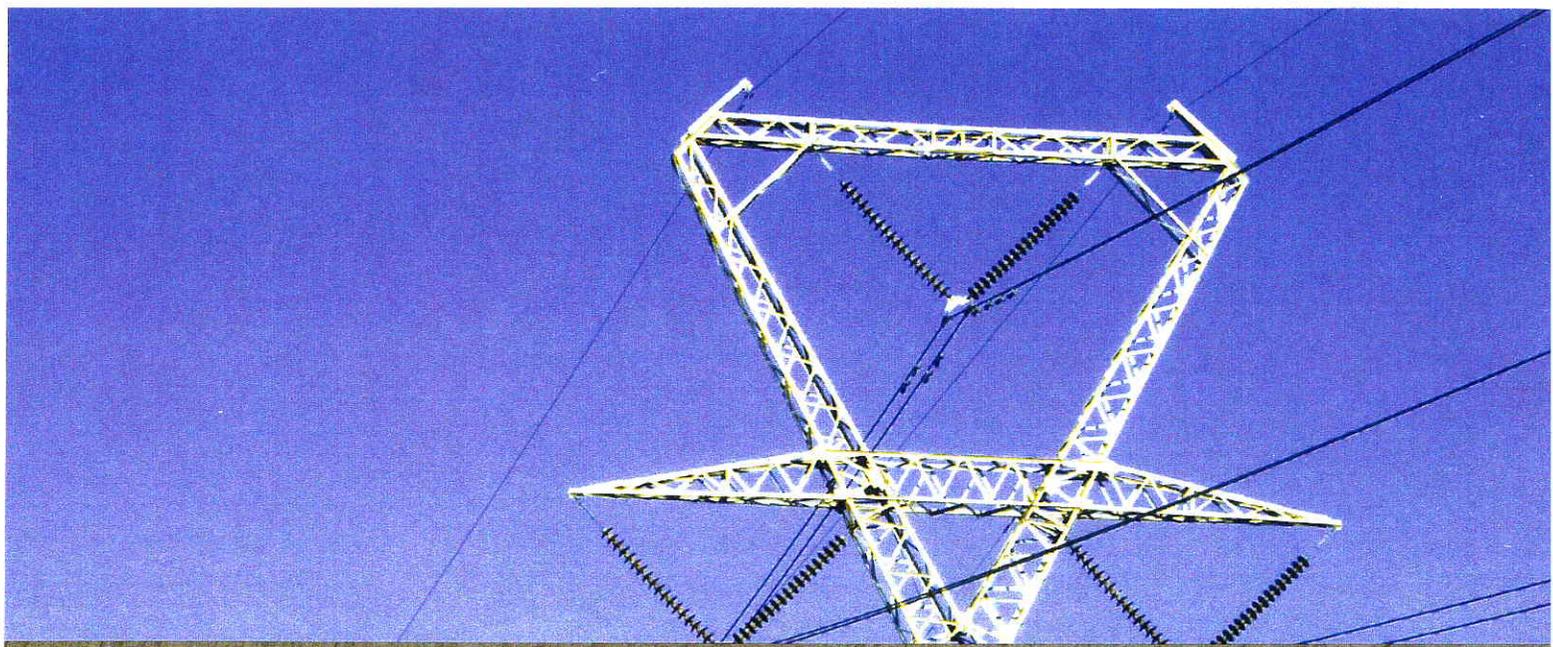
Agriculture, Wyoming's 3rd largest industry, is vital to the economy, bound to our heritage and a foundation that other industries build upon. Large ranches and farms keep wide open spaces available. In fact, Wyoming ranks 1st in the country in the average size of its farms and ranches. In terms of dollar value, agricultural commodities sold in 2014 accounted for \$1.4 billion in revenues.

New industries are emerging as well. The state is seeing diversification within traditional energy and agriculture sectors, where private enterprises are developing and deploying new tools that add value to our products. Outside of energy, tourism, and ag, the technology sector is gaining ground. Wyoming, with its high quality of life and low cost of living, is becoming more attractive for technology and other businesses seeking to expand. And, with the addition of the Unified Network, people and companies have more and better access to technology than ever before.

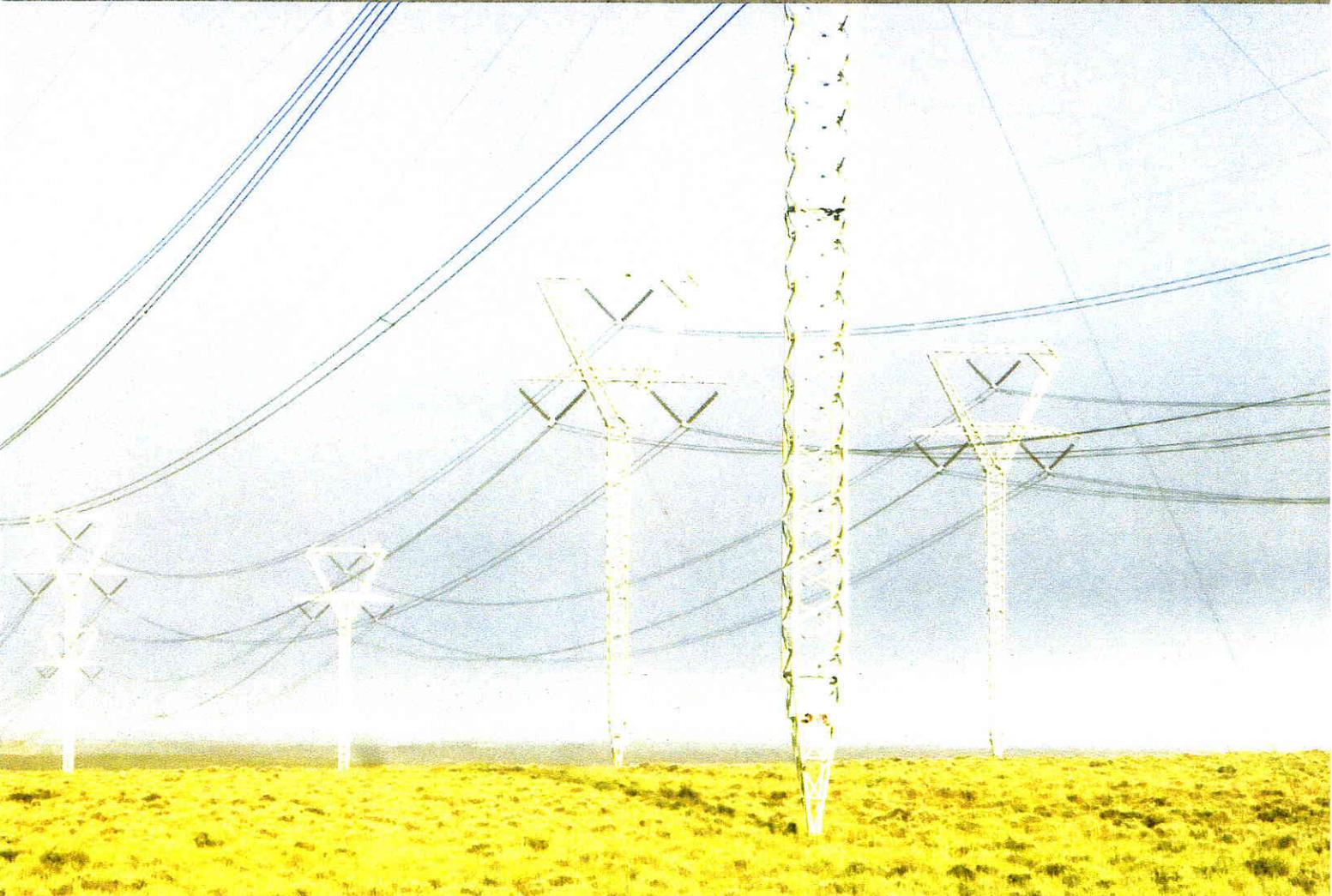
“Our members believe that there is a middle ground when it comes to Wyoming energy development. This middle ground allows our economy to thrive and provides reliable jobs for our residents. It also fulfills our nation’s energy demands with sustainable energy sources and ensures that future generations will be able to enjoy the same clean and safe natural environment that we do today.”

WYOMING OUTDOOR COUNCIL

SEPTEMBER 1, 2015



Strategic Themes





Where We Are Going—

THE NEW INITIATIVES FOR THE 2016 ENERGY STRATEGY



THEMES

THE STRATEGIC FRAMEWORK

The diagram on the following page represents the strategic framework for the Energy Strategy. This model allows state efforts to have a direct link towards the ultimate goal. The vision statement sits atop, representing the goal for balancing energy and environmental policies. The principles of achieving excellence and highest benefit guide our work. Four themes below the guiding principles broadly represent common policy areas. Initiatives comprise the base foundation under the themes. The initiatives feed up the ladder, working towards the vision.

Descriptions of the four themes are in the pages that follow, as are the initiatives. Together, they move Wyoming forward.

VISION

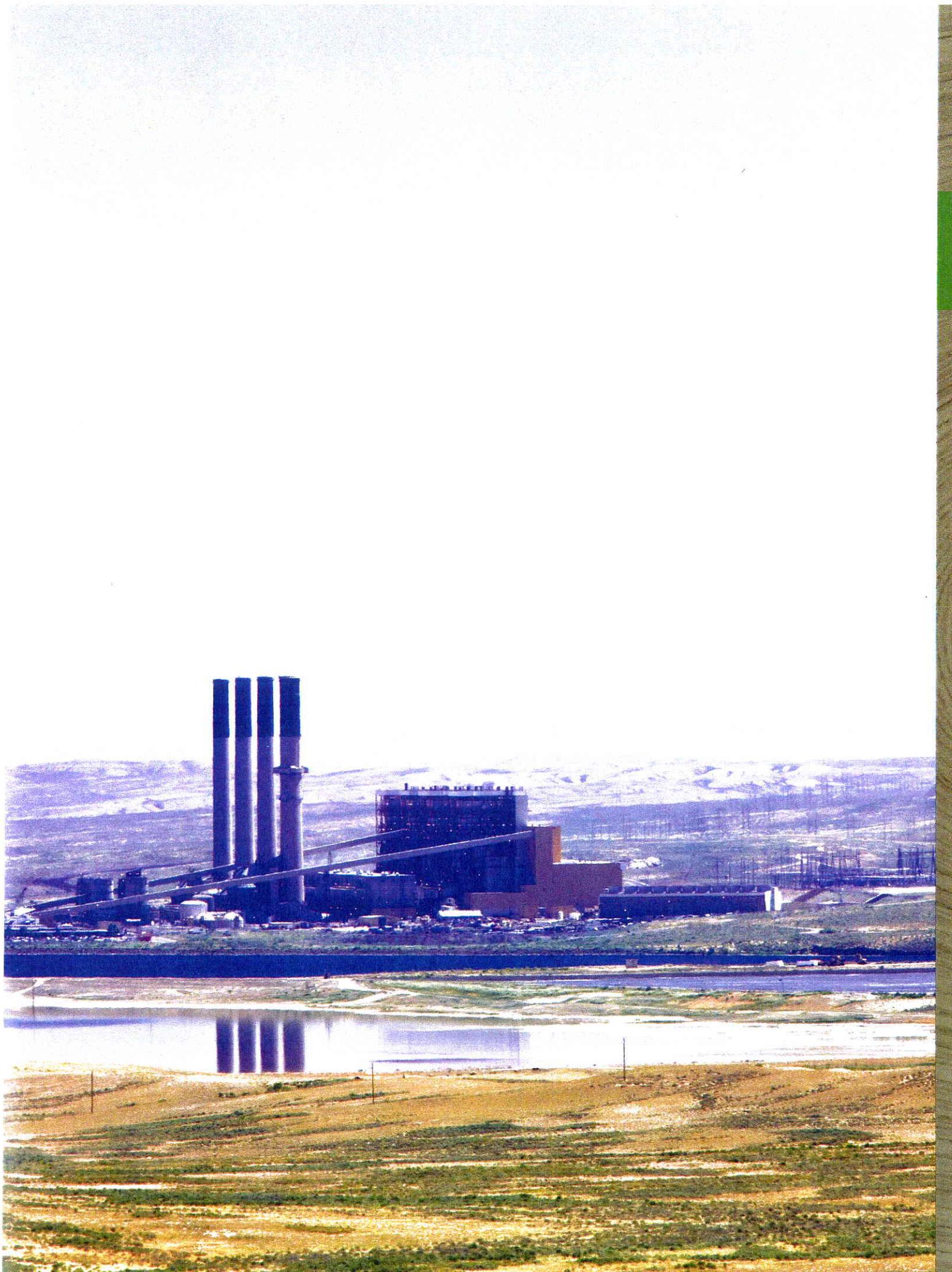
Wyoming will achieve excellence in energy development, production, and stewardship of its natural resources for the highest benefit of its citizens.

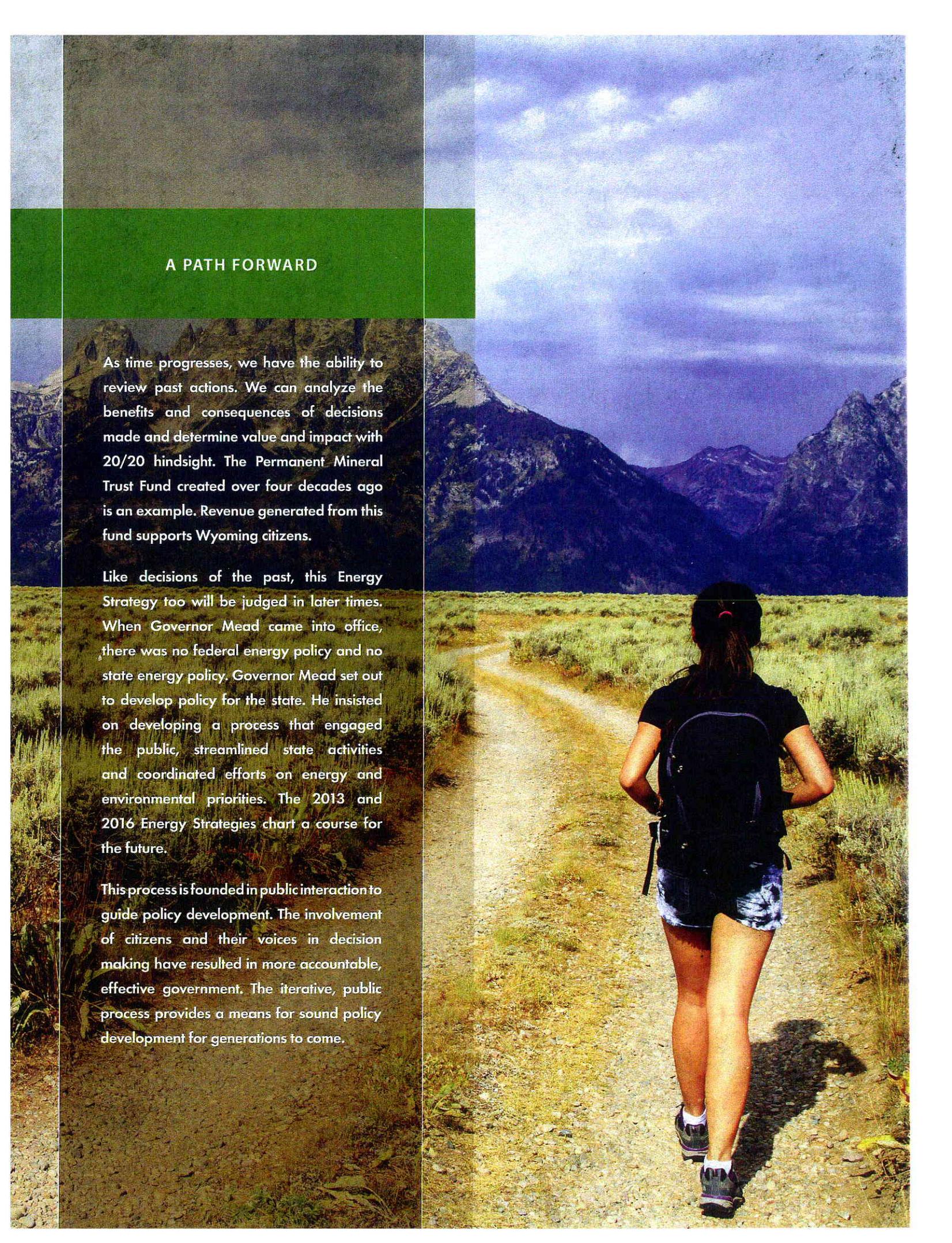
GUIDING PRINCIPLES

ACHIEVING EXCELLENCE	HIGHEST BENEFIT
Lead in Energy Development, Production, Generation and Export	Maintain and Grow Energy Market Share, Good Jobs and a Strong Economy
Innovate in Adding Value to Resources	Create Affordable, Abundant, Reliable Power and Fuel Production
Be the Standard Bearers in Responsible Development	Conserve Natural Resources and Heritage

STRATEGIC THEMES

ECONOMIC COMPETITIVENESS, EXPANSION AND DIVERSIFICATION	EFFICIENT, EFFECTIVE REGULATION	NATURAL RESOURCE CONSERVATION, RECLAMATION AND MITIGATION	EDUCATION, INNOVATION AND NEW TECHNOLOGIES
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A woman with a backpack is hiking away from the camera on a dirt path. The path leads through a grassy field towards a range of rugged, rocky mountains under a blue sky with scattered clouds. The woman is wearing a black t-shirt, dark shorts, and a black backpack. Her shadow is cast on the path behind her.

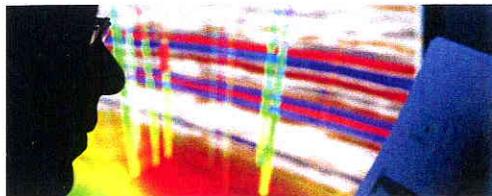
A PATH FORWARD

As time progresses, we have the ability to review past actions. We can analyze the benefits and consequences of decisions made and determine value and impact with 20/20 hindsight. The Permanent Mineral Trust Fund created over four decades ago is an example. Revenue generated from this fund supports Wyoming citizens.

Like decisions of the past, this Energy Strategy too will be judged in later times. When Governor Mead came into office, there was no federal energy policy and no state energy policy. Governor Mead set out to develop policy for the state. He insisted on developing a process that engaged the public, streamlined state activities and coordinated efforts on energy and environmental priorities. The 2013 and 2016 Energy Strategies chart a course for the future.

This process is founded in public interaction to guide policy development. The involvement of citizens and their voices in decision making have resulted in more accountable, effective government. The iterative, public process provides a means for sound policy development for generations to come.

Economic Competitiveness, Expansion and Diversification

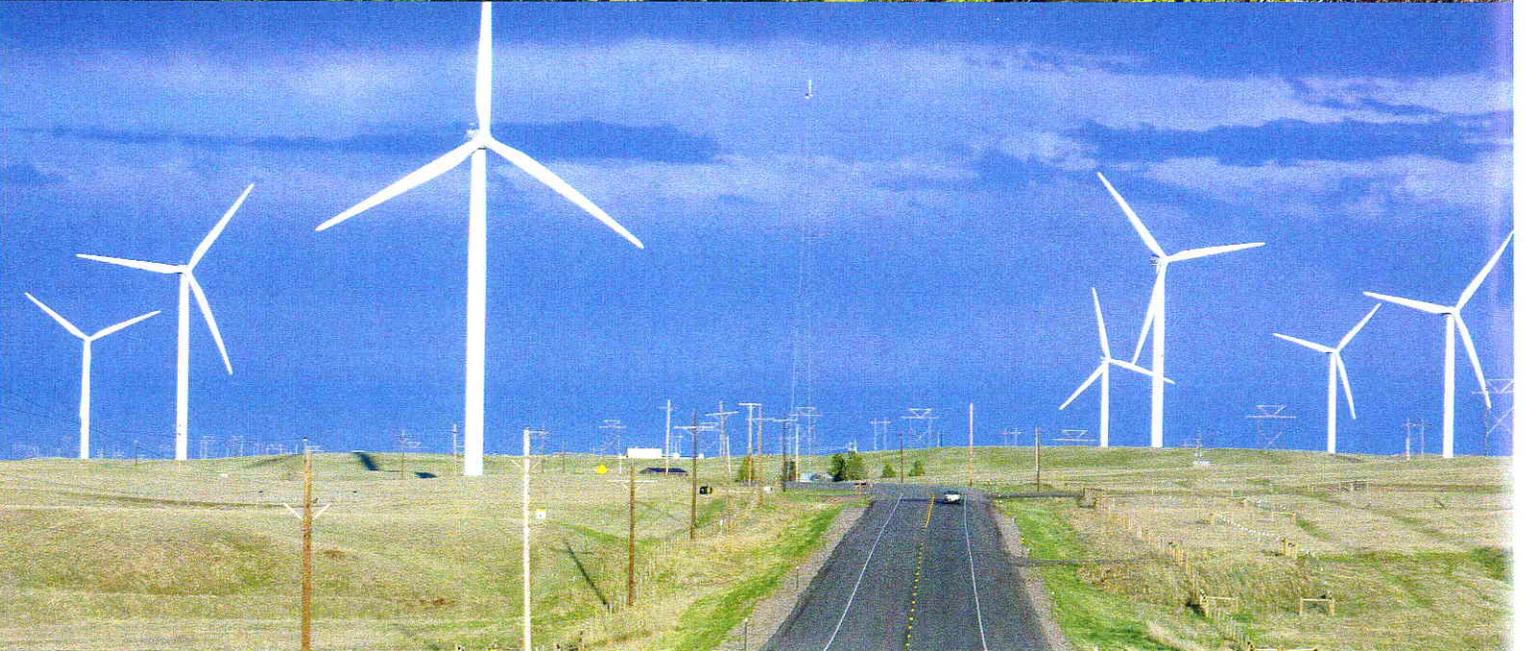


Initiatives within this strategic theme are intended to facilitate growth, broaden opportunities and add value to Wyoming's resources. The actions under this theme cover a wide range of possibilities. They are intended to expand the foundation for businesses in the state focusing on challenges within the state, at a national level, or even internationally.

Maintaining our position as a world-class energy producer entails competitively producing, adding value to, selling and transporting our energy resources. Infrastructure maintenance and expansion must occur in order to sustain production levels and move our resources to market. The infrastructure that supports our existing energy industry has the potential to draw new businesses and create new opportunities.

State government can help align private industries and interests in different sectors – resulting in opportunities for a diversified energy economy. But it is important for government to know its role. The state should play a role of streamlining and leveraging for greater opportunity – so that diverse interests can succeed or fail on their own merits. It should not be in the position of choosing winners and losers.

The following pages outline the initiatives suggested by the public for this theme.



BACKDROP

Wyoming prioritizes infrastructure and resources for responsible energy development. Strong communities support Wyoming's energy industries. From 2012 to 2015, the state allocated \$338 million to local communities for infrastructure and operating needs. The Wyoming Business Council awards grants and loans across the state for business parks, natural gas fueling stations, fuel cell technology and the list goes on. Funding available through the Office of State Lands and Investments supports water systems, natural gas distribution systems, safety equipment, hospital improvements and more. These infrastructure components attract technical energy service companies, businesses like data centers and medical equipment providers, industrial machining and more. Local government's ability to provide basic services for businesses and individuals rests on funding and strong economic growth.

BACKDROP

Pine Beetles are an epidemic, killing pine trees in forests across the West. Communities looked for opportunities to minimize beetle damage and revitalize forestry industries – industries in communities like Saratoga, Encampment, Hulett and elsewhere. More can be accomplished and a wider perspective is needed. Governor Mead created the Governor's Task Force on Forests, which stemmed from an initiative in the 2013 Energy Strategy. The Task Force developed recommendations covering areas such as fire and other disturbance, resource management and economic opportunities. Innovations allow forest waste products to be part of the energy mix.

BACKDROP

Wyoming's business friendly environment and working culture cultivate business growth. A key to success is attracting industries that are complimentary to Wyoming resources and also help diversify the economy. Over the last four years, Wyoming has been building up its technology and manufacturing sectors. The state received a Top Five Award of Excellence for data center recruiting from *Expansion Solutions* in 2014. From December 2010 to December 2014, manufacturing jobs increased 11%. Firearms companies and other manufacturers are choosing Wyoming. The growth in these sectors and others occurs when opportunity is met by action and there is more room for growth. For example, interest in renewable energy is growing nationwide. Wyoming has some of the best wind resources in the nation, good transportation infrastructure, open space, affordable electricity and a dedicated workforce. These factors, in combination, provide Wyoming with great potential in manufacturing for wind and other industries.

INFRASTRUCTURE INVESTMENT INITIATIVE

Communities are the backbone of a strong energy economy and require good infrastructure to provide services. Wyoming needs to anticipate growth and continue investment in community infrastructure – preparing for the future. Communities must have good roads, bridges, hospitals and more to support a vibrant energy economy. They must also have the ability to integrate energy infrastructure that supports local economies, such as natural gas distribution systems, biomass generation, energy efficiency and others. Knowing what infrastructure is needed, as well as available financing options, is necessary. This initiative will explore an infrastructure priority list, analyzing basic needs and energy utilization options. Financing opportunities that facilitate development of sound infrastructure will be incorporated.

BIOMASS UTILIZATION INITIATIVE

Biomass industries have been identified as an area where Wyoming can do more. To further this initiative, a biomass symposium will be held in 2016. The symposium will focus on increasing development for an array of forest products and facilities and to make recommendations for ongoing progress. The state will work with private and federal partners to implement recommendations from this symposium.

**WIND ENERGY
MANUFACTURING INITIATIVE**

Building on success in attracting manufacturers, Wyoming will explore efforts to grow a strong renewable energy manufacturing sector. The Wyoming Business Council will lead the effort – meeting with government, community members, and businesses to analyze the existing opportunities, inventory current incentives and infrastructure and develop specific recommendations to grow this industry.

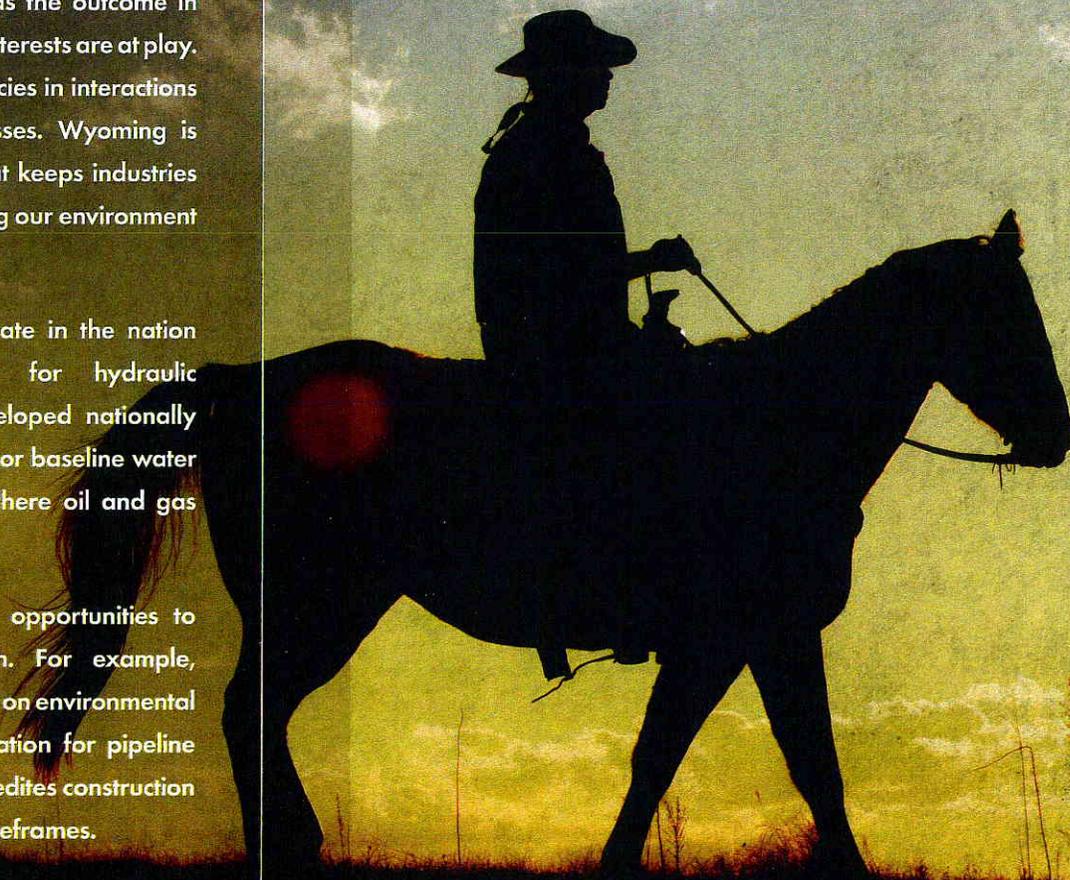
BE TOUGH, BUT FAIR

The Code of the West was officially adopted by Wyoming in 2010. The ten principles come from the book *Cowboy Ethics*, by James P. Owen. The fifth principle is "Be tough, but fair." It demands equity as the outcome in situations where multiple interests are at play. It guides Wyoming's agencies in interactions with citizens and businesses. Wyoming is committed to a system that keeps industries vibrant, while safeguarding our environment and western heritage.

Wyoming was the first state in the nation to establish standards for hydraulic fracturing. Wyoming developed nationally recognized best practices for baseline water quality testing in areas where oil and gas development occur.

The state also looks for opportunities to facilitate industry growth. For example, Wyoming is taking the lead on environmental analysis to lay the foundation for pipeline corridors. This process expedites construction under standard federal timeframes.

The ethics of "Being tough, but fair" keeps the balance of economic prosperity and environmental stewardship in line.



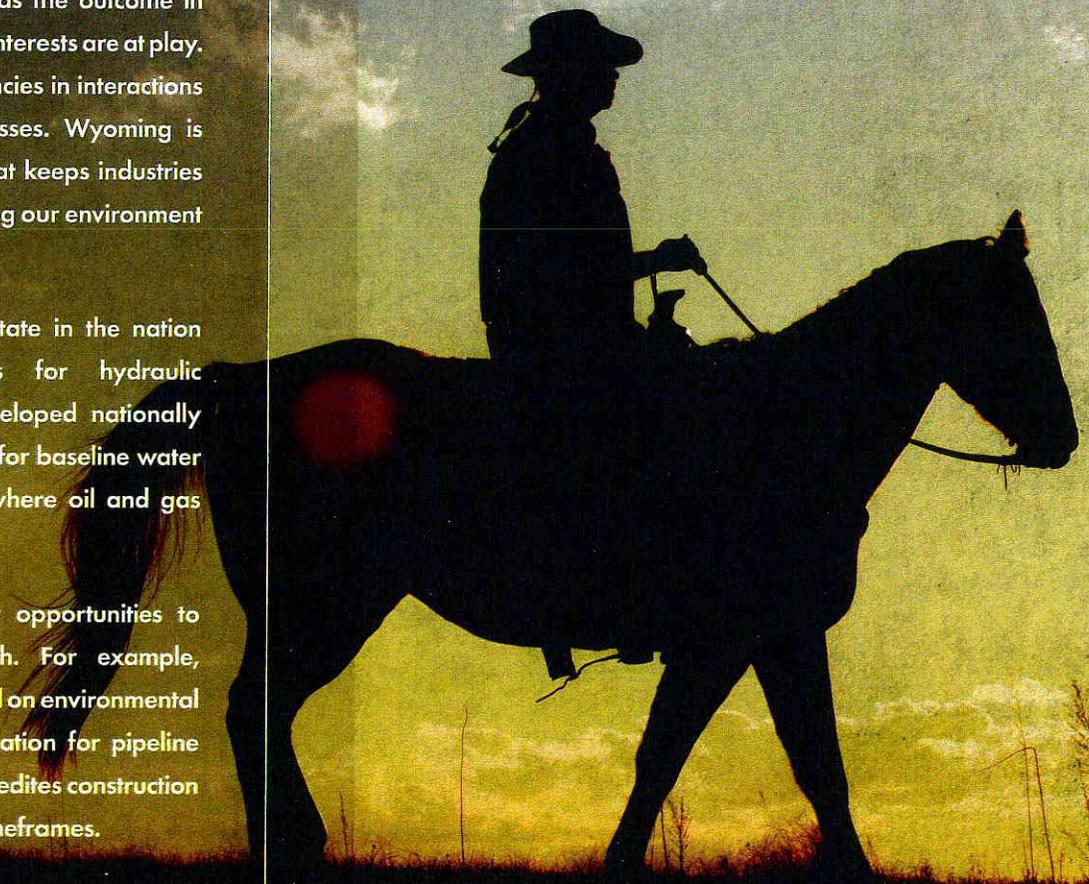
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Efficient, Effective Regulation



In his first inaugural address, Thomas Jefferson outlined the role of good government, noting it should be “wise and frugal government, which shall restrain men from injuring one another, which shall leave them otherwise free to regulate their own pursuits of industry and improvement...” Government’s role is to protect the rights and interests of the citizens. Those interests include preserving natural environments and also a fair and stable business and legal environment – allowing individuals the rights to “life, liberty, and the pursuit of happiness.”

Good governmental regulation provides certainty, equitable opportunity and reasonable oversight. The right balance allows industries to be successful while protecting natural resources. The results benefit people of Wyoming – today and in the future. Initiatives in this theme are designed to maintain balance for our state.

In addition to keeping our own regulations clear, succinct, and fair, the state can influence or challenge federal actions where regulatory balance is lost. From the establishment of our nation, federal powers were only those expressly delegated.

“The powers not delegated to the United States by the Constitution, nor prohibited by it to the States, are reserved to the States respectively, or to the people.” U.S. Constitution, Article 10.

Federal agencies have certain authority to develop regulations for air, land and water quality. This authority is limited and defined. States have authority to develop laws and regulations for the protection of their natural resources and citizens. States have responsibilities to guard against federal overreach and challenge it when it occurs.

The State of Wyoming is the primary regulator of natural resources within its boundaries. The federal government is a landowner – nearly 50 percent of the state is owned by the United States and managed by a number of federal agencies. Almost two-thirds of the mineral estate is federal. Decisions by our federal partners have long-lasting implications for the state. Wyoming must continue to make sure that our state’s interests and rights are respected in decisions by federal land managers.



BACKDROP

Wyoming is a leader in developing sound environmental regulations. For example, Wyoming led in requiring disclosure of chemicals used in the hydraulic fracturing process. Wyoming led in efforts to regulate fracking, establish pre-development groundwater testing, conserve species and set reclamation practices and surface water protections. The 2013 Energy Strategy focused efforts in this area and on developing and implementing state solutions. Local governments are likewise proactive on natural resource issues. In areas of state primacy and elsewhere, the federal government sometimes intrudes — stepping in to try to regulate again or overreach. It is important to regulate effectively, but duplicative, burdensome or unreasonable regulations fail both industry and the environment. Wyoming has taken up the fight against arbitrary federal regulation. In February 2016, in a federal case that Wyoming has joined with other states, the United States Supreme Court decided to stay the implementation of the “Clean Power Plan”. In many instances, Wyoming and local entities can partner with federal agencies — working together to find solutions that maintain a strong economy and move our industries forward. The state and local governments must be able to participate fully in the process from planning, permitting, to any litigation and beyond.

BACKDROP

States are “laboratories of democracy” because they have the flexibility to experiment. Issues and opportunities can be quickly identified and solutions developed. As a result of the 2013 Energy Strategy, Wyoming reviewed and updated its regulations on setbacks, bonding, flaring and groundwater testing. These updates allow economic opportunities to continue to be pursued while providing additional protections and assurances to our citizens. It is important to update rules to reflect current needs. It is equally important to review rules to ensure they are understandable and relevant. Governor Mead tasked Wyoming state agencies with reducing their rules by thirty percent — they have done a great job, some reducing even more. It has become a part of agency culture to continue looking for efficiencies. Agencies continue to look for greater effectiveness in their service to industries and the public.

PRIMACY INITIATIVE

There are a number of oil and gas projects working their way through federal permitting. Permitting for energy development on federal lands can be time-consuming and expensive. This delay negatively affects economic prosperity. Projects must be permitted and ready for development. Under this initiative, Wyoming will build a National Environmental Policy Act (NEPA) team. Individuals with special skills and expertise will be identified across agencies and charged to work with federal agencies to expedite the NEPA process — with the objective of completing at least three Environmental Impact Statements for large energy projects within the next three calendar years. To allow local governments to effectively participate in the expedited effort, augmented funding from the Legislature will be sought for the Federal Natural Resource Policy Account — which helps fund local government participation in the review process.

RECLAMATION AND REGULATORY REVIEW INITIATIVE

Wyoming has high reclamation standards. Reclamation must be effective and equitable. Efficiencies can be created while protections are enforced. This initiative will result in a review of three key factors in reclamation. First, the state will examine the adequacy of formulas for determining reclamation costs and obligations. The second will be a review of reclamation goals and definitions. Finally, Wyoming will complete an analysis of the self-bonding program, at the state and federal level, and update regulations for the benefit of the state, its businesses and citizens.

A CULTURE OF CONSERVATION

As one would expect from a state with an ethic of “talk less, say more”, Wyoming has embraced that leadership is not about talking, it is about doing. That “can-do” attitude shapes the way Wyoming deals with all challenges.

Most people have heard of the federal Endangered Species Act (ESA), but few understand how it really works, or if it really does work. The majority of ESA actions in the last 20 years have ended as legal arguments in courtrooms. Most listed species stay on the list — not recovered or not removed. Wyoming has set a strong example of how to do conservation better, for the benefit of species and the public.

Wyoming has led an unprecedented, landscape-scale effort to reduce threats to the Greater sage-grouse, enabling the U.S. Fish and Wildlife Service to conclude in September 2015 that the bird did not need to be listed as threatened or endangered. The collaborative, science-based strategy has been called “the largest conservation effort in U.S. history.”

Of the decision not to list the bird, Governor Mead said, “I am pleased that the U.S. Fish and Wildlife Service made the right decision. This is the result of Wyoming and other Western states taking a proactive approach to the Greater sage-grouse — working with industry, agriculture, conservation groups and the federal government.” Governor Mead continued, “Today’s decision recognizes Wyoming and other Western states were successful. We can continue to create jobs and share our natural resources with the rest of the nation while the Greater sage-grouse thrives.”



Natural Resource Conservation, Reclamation and Mitigation

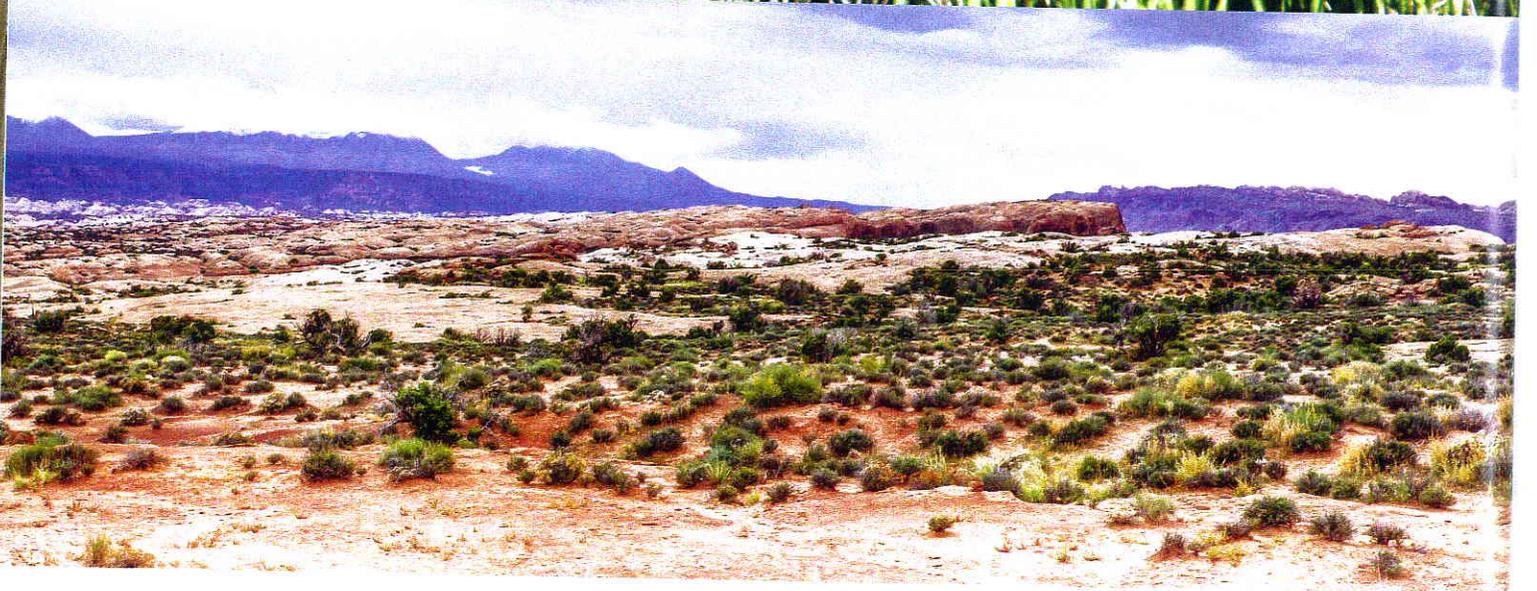


Stewardship of natural resources is a fundamental principle for the people of Wyoming. It is easy to see why – we treasure the outdoor opportunities available throughout the state. Those pursuits require clean air, water, and intact landscapes. Our economy and well-being are connected to the health of the land as well. Each of the three leading industries – energy, tourism and ag – is intricately tied to the land and relies on it.

This theme is founded on finding beneficial ways to conserve and improve Wyoming's natural resources. Growth and development are integral parts of our economy – allowing access and development of coal, oil, natural gas, uranium, and community and business growth for a strong economy. This is balanced with a commitment for conservation, not just for today but for the future. Innovative and effective solutions for conservation are best developed and implemented by those close to what is happening on the ground. Wyoming's people are best positioned to identify solutions that preserve our landscapes, wildlife and way of life.

This theme has wide application. In the 2013 Energy Strategy, it was represented by a variety of initiatives: for example, increasing state agencies data sharing; breaking down silos and providing better information for conservation efforts; developing reclamation standards tailored for specific needs across the state based on vegetation, geology, and climate; and encouraging mitigation of lost habitat for critical species.

The following pages highlight the initiatives identified through the public process conducted in 2015. These are priorities for Wyoming, suggested by citizens for conservation, reclamation and mitigation efforts that ensure our natural resources are maintained and improved.



BACKDROP

Wildlife have been managed and conserved by Wyoming for over a century. When Endangered Species Act (ESA) protections were given to wolves and grizzly bears, the state responded with actions that led to recovered populations of both species – though legal challenges have kept both from formal “delisting” to this point. When presented with a declining population of Greater sage-grouse and a possible ESA listing, Wyoming began an unparalleled effort to conserve the species. Through the work of interested groups and individuals, Wyoming developed strategies that improved habitat and prospects for the Greater sage-grouse. Wyoming’s solutions were so effective that in 2015, the U.S. Bureau of Land Management and U.S. Forest Service incorporated them into their Management Plans across the state. The actions protect the species and allow economic development to continue on private, state and federal lands. Wyoming’s proactive and innovative conservation efforts serve as a framework for species conservation going forward.

BACKDROP

Wyoming has a history of working with federal partners. It has, to the maximum extent possible under the law, led in natural resource management in land, water and air. There are numerous examples. Wyoming established a program to be the primary regulator of injected carbon dioxide. It manages programs under the Clean Water Act. Following direction from the 2013 Energy Strategy, it started the process to take over responsibility for uranium development. In many situations, state agencies can better manage resource issues – they are more nimble, more in touch and have access to local knowledge and tools that federal agencies may lack.

BACKDROP

Federal land management agencies develop long-term plans for public land – allowing for multiple activities. During the last few years, many federal plans have gone through major revisions. State and local governments have played – and continue to play – an important role in the development of those plans. The collaborative planning process allows local expertise to shape actions that affect local industries, communities and areas for decades. State and local government involvement in federal land planning is critical. Wyoming has taken the responsibility seriously. Local governments receive support from the Federal Natural Resources Policy Account to increase their participation in the process. Many Wyomingites participate in planning processes on their “own dime” and own time. The state has an inherent interest in ensuring that the management of public lands remains reflective of Wyoming’s custom, culture and economy. The relationship with public land is important to everyone in the state.

ENDANGERED SPECIES ACT INITIATIVE

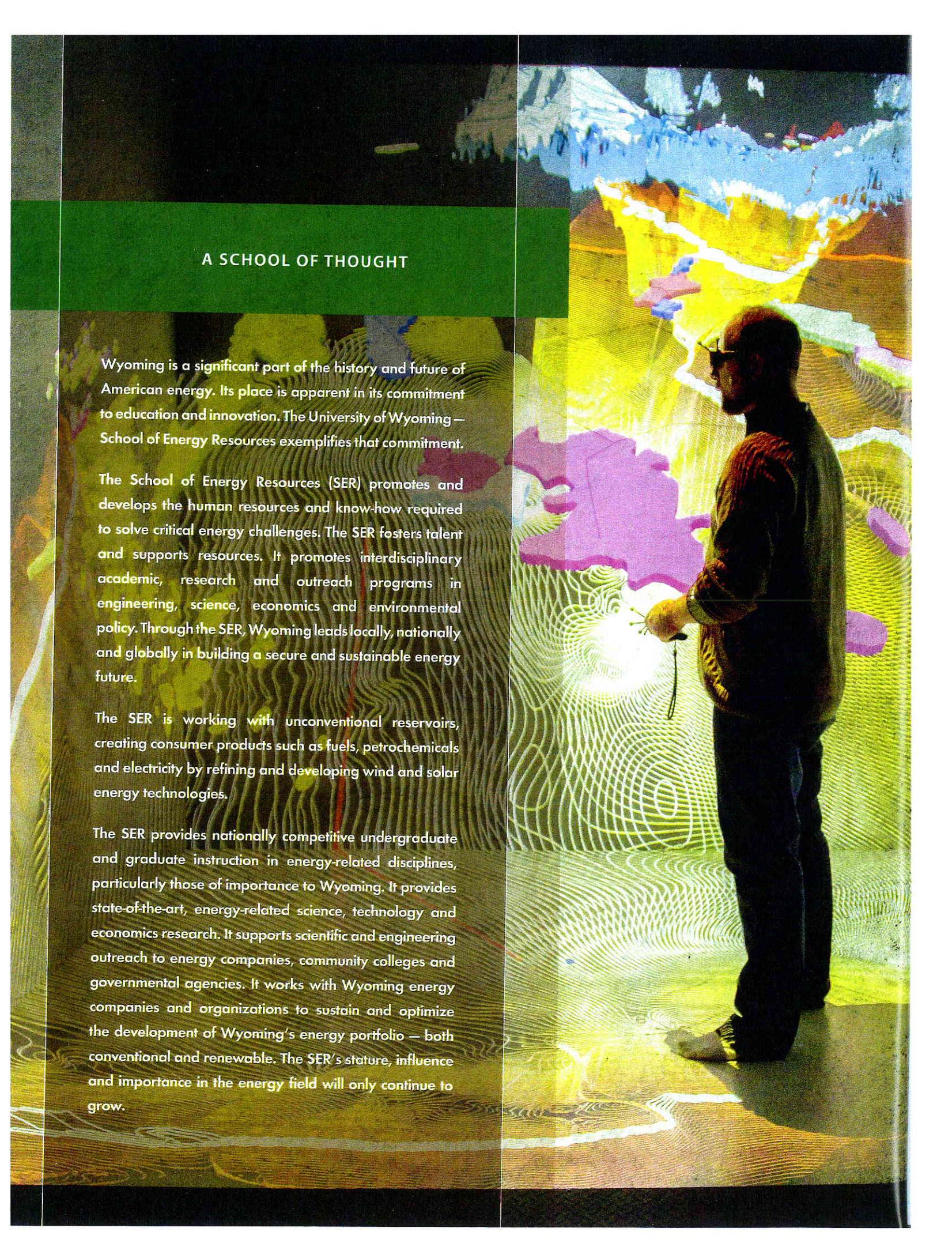
The Endangered Species Act is broken. Over 2,300 species have been placed on the ESA list since its inception in 1973, but few – 1.4% – have been delisted due to recovery. Too often, ESA decisions end in the courts. We must do better. If improved, the ESA can be an effective tool to protect and recover species. Wyoming’s agencies will work to implement changes within the ESA. One component of this effort, Governor Mead’s Species Conservation and ESA Initiative through the Western Governors’ Association, will help identify pragmatic and innovative recommendations for the future of the ESA. The Governor will carry these recommendations forward through actions in Wyoming, collaboration with other states and work with federal agencies and Congress. This effort will benefit Wyoming’s wildlife and economy.

COLLABORATIVE STATE MANAGEMENT OF INVASIVE SPECIES ON FEDERAL LANDS

Wyoming is over fifty percent federal land. Decisions about the management of these public lands are important to Wyoming. Actions taken on federal land have implications larger than any one agency, level of government or single use. To demonstrate how a cooperative management approach benefits the land, this initiative will create a pilot project – Wyoming will enter into an agreement with a federal agency to manage an area for the control of invasive cheatgrass. The project will allow the Wyoming Department of Agriculture to work with federal partners while leveraging public-private partnerships and the flexible tools available. If the project is effective, as anticipated, this framework can be used for other collaborative efforts in the future.

PUBLIC LAND AND ACCESS INITIATIVE

A number of federal lands in Wyoming have been designated as Wilderness Study Areas (WSAs). WSAs were instituted so Congress could collect information and determine if multiple use should be barred from these lands. Sufficient information is now available for determinations to be made. A path forward should be developed. The state will work with local governments, federal agencies and Congress to reach final determination on the 45 WSAs within the state – releasing those areas that do not merit wilderness protections and recommending designations for the others. Recommendations will also be developed and made on other federal land designations, transfers and management actions that balance multiple uses and stewardship where needed.



A SCHOOL OF THOUGHT

Wyoming is a significant part of the history and future of American energy. Its place is apparent in its commitment to education and innovation. The University of Wyoming — School of Energy Resources exemplifies that commitment.

The School of Energy Resources (SER) promotes and develops the human resources and know-how required to solve critical energy challenges. The SER fosters talent and supports resources. It promotes interdisciplinary academic, research and outreach programs in engineering, science, economics and environmental policy. Through the SER, Wyoming leads locally, nationally and globally in building a secure and sustainable energy future.

The SER is working with unconventional reservoirs, creating consumer products such as fuels, petrochemicals and electricity by refining and developing wind and solar energy technologies.

The SER provides nationally competitive undergraduate and graduate instruction in energy-related disciplines, particularly those of importance to Wyoming. It provides state-of-the-art, energy-related science, technology and economics research. It supports scientific and engineering outreach to energy companies, community colleges and governmental agencies. It works with Wyoming energy companies and organizations to sustain and optimize the development of Wyoming's energy portfolio — both conventional and renewable. The SER's stature, influence and importance in the energy field will only continue to grow.

Education, Innovation and New Technologies



Wyoming places value on the importance of education. The state invests heavily in education through pre-school to graduate work. People prepared for the workforce are a key component of a strong economy. The theme, Education, Innovation and New Technologies focuses on workforce development and innovation for a better tomorrow.

This relies on the leadership and guidance of academia and the private sector. Demands for the workforce will be different in the future than they are today. It is important for educators and policymakers to recognize evolving needs and adapt to meet them.

Industries are continually advancing, becoming more efficient through use of new technologies. Providing resources and avenues for collaboration to research, develop and deploy these new technologies is essential. Wyoming's size and the interconnections of our industries, educators, elected officials and institutions position us to move technologies forward and keep our industries vibrant into the future. The Integrated Test Center, announced in fall 2015, exemplifies this theme.

The following pages set forth the initiatives for Education, Innovation and New Technologies developed through the public process in 2015.



BACKDROP

Energy is our leading industry, with tourism and agriculture second and third. In recent years we have seen growth in the manufacturing sector and technology industry. Companies have moved to Wyoming for our favorable tax climate, resources and business environment. With the completion of the Unified Network, communities across the state are connected more now than ever. Entrepreneurs can start businesses in parts of the state where, just a few years ago, that prospect was slim. The state must continue to work to attract and train a workforce to fill the needs. In 2015, the “Wyoming Grown” program launched – to find individuals with prior ties to Wyoming and link them to employment opportunities available in-state. It attracts individuals like doctors, engineers, sales reps and others. Building on this program, we can continue bringing Wyoming people back home. The state has also successfully built refinery safety training programs and technical training programs for the energy sector. As Wyoming continues to grow, so must the workforce and programs like these.

BACKDROP

Wyoming is the largest coal producer in the United States. The state also receives the majority, around 90%, of its electricity from the 6,800 megawatts of coal generation within its borders. The EPA has issued multiple regulations aimed at curtailing coal power. This objective hurts the nation, raising the cost and lowering the supply of electricity, jeopardizing our energy independence. Fossil fuels are key. Innovation, not regulation, is the best way to move forward. Wyoming is investing in fossil fuel research and encouraging others to get on board. The development of the Integrated Test Center is a prime example. Partnering with private businesses, this opportunity will advance technologies that capture carbon dioxide from power plants and create value added products. Additionally, nearly \$80 million dollars has been allocated to further fossil fuel technologies through the Advanced Conversion Task Force. FEI, a technical instrument manufacturer, recently announced a partnership with UW, infusing \$24 million of state and private funds to provide state-of-the-art equipment for cutting edge research that will benefit Wyoming’s oil and gas industry. Wyoming is taking action. Technologies and prospects for their advancement at the state and federal level must continue to broaden.

CAREER READINESS INITIATIVE

Employment prospects for Wyoming citizens are increasingly diverse. As a result of the 2013 Energy Strategy, new efforts to match employees and career opportunities were developed. This initiative will build on the Wyoming Grown program. Working closely with the state’s institutions of higher education, the Department of Workforce Services will develop a gap analysis of current and future workforce trends; further efforts to address gaps through opportunity networks; and complete an assessment of priority career technical training needs for Wyoming – sharing that information with the state’s institutions of higher learning.

CARBON INNOVATION INITIATIVE

Wyoming supports an all-inclusive energy portfolio. Federal funding for energy research and development has been focused on renewable technologies, shorting conventional resources. As a counterweight, Wyoming has focused additional efforts on advancing carbon-based energy technology. The Integrated Test Center is a public/private partnership with the XPRIZE, building a laboratory onto an existing coal-fired power plant to test new technologies on a pilot scale. It challenges the world to reimagine what can be done with CO₂ emissions – incentivizing the development of technologies that convert carbon emissions into value added products. As they are developed, successful technologies must be transferred from research to production scale. This initiative will create planning and policies for Wyoming to lead in developing commercial scale technologies – building an industry around carbon. State agencies will identify regulatory impediments and solutions. Additional technologies in development at the University of Wyoming – School of Energy Resources will be integrated into planning.



BACKDROP

Affordable energy brings economic prosperity. It is a key factor for businesses and also key in the lives of individuals. It allows for more money to stay in people's pockets. With low prices and high availability, many take electricity for granted. Through the 2013 Energy Strategy, Wyoming established a task force that looked at the best ways to integrate energy literacy into K-12 education programs. Additionally, Wyoming has made a concerted effort to have premier programs of study in energy-related fields at our University. Education is important, and it goes beyond the classroom. All energy consumers should know where their power comes from – including the benefits and challenges of different sources. Providing people the opportunity to arrive at informed conclusions in regards to energy will benefit Wyoming's industries.

ENERGY INFORMATION INITIATIVE

An understanding of energy sources and their role in economy is needed. This initiative will showcase how energy resources are produced and used, as well as the reclamation that occurs in lockstep. Two efforts will be sought through this initiative. First, the creation of an interactive energy center at the University of Wyoming will be examined. This will be a place for individuals to come and get hands-on experience relative to energy. The other component will be a public outreach effort. Led by a diverse team from Wyoming, a series of tour agendas will be created. With assistance from private industries and others, tours will be laid out that examine different forms of energy development and generation, reclamation practices, wildlife observation and more. These tours can be tailored to meet diverse needs – for school classes, business interests, local, state and national policymakers or Wyoming citizens. This program positions Wyoming to educate and promote the energy industry, environmental stewardship and the balance between the two.

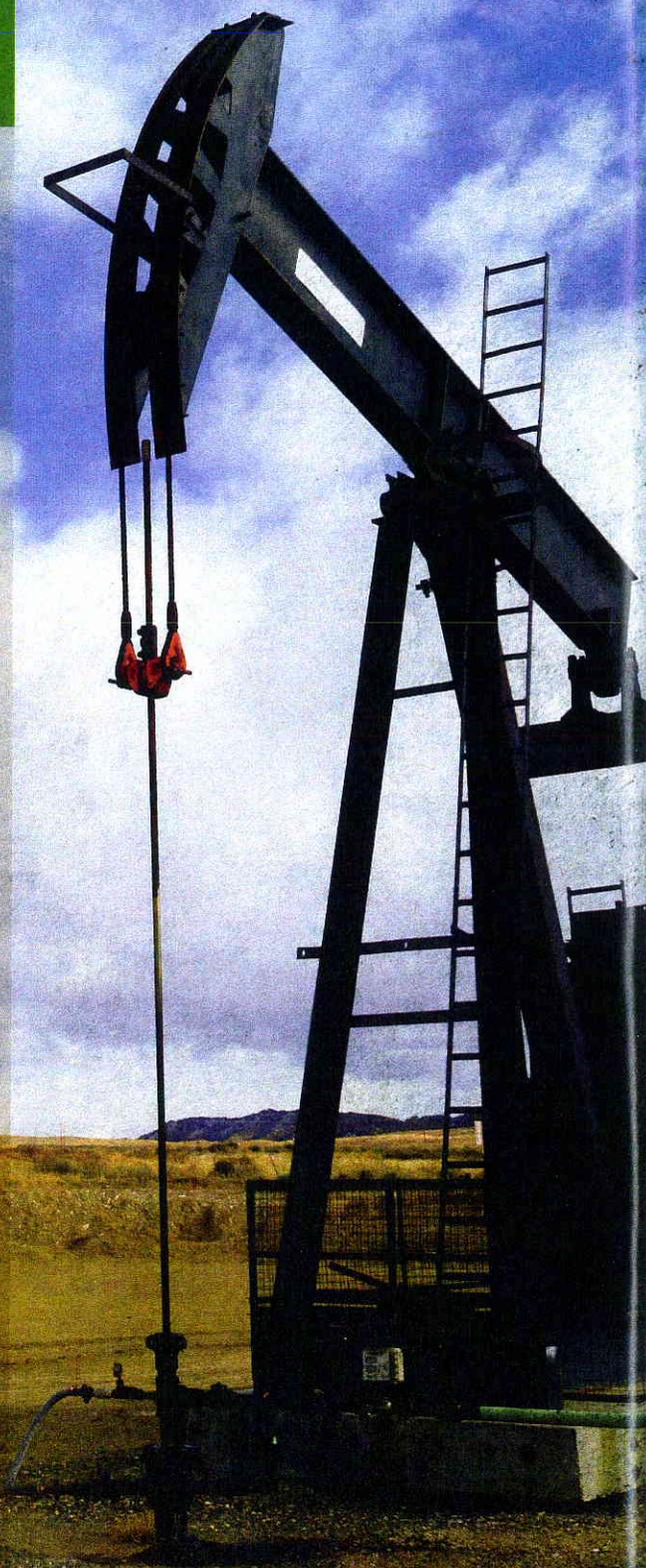
BEGINNING AS IDEAS, ENDING IN ACTION

Every great undertaking or action begins with an idea. The process of sharing ideas, finding their commonality and moving them to action has driven the development of *Leading the Charge*. This strategy is based on a vision and a belief. The vision: Wyoming should lead in energy development and environmental stewardship. The belief: the best ideas for Wyoming and the ability to move them forward came from the citizens of Wyoming.

This 2016 Energy Strategy captures public input, and through feedback, puts forth initiatives for executive action. The public process is advisory, but through it, decision-makers in state government can implement top priorities.

The Energy Strategy initiatives are assigned to state agencies to build implementation plans that are Specific, Measurable, Attainable, Relevant, and Timely (SMART). If an initiative requires multiple agencies, all must collaborate to get it done.

The result: a process that is balanced, guided by public input, accountable to the people and drives responsible actions.



Our Collective Charge



NATURAL RESOURCE SUB-CABINETS

must aggressively pursue efficiencies, coordinate efforts and implement the plan in a transparent fashion.

INDIVIDUAL AGENCIES

must incorporate this framework and these initiatives into their strategic plans, budgets and performance goals. Each agency should align itself such that every employee understands that his or her job is related to a vision of balanced energy production and environmental stewardship.

THE LEGISLATURE

and the Executive Branch must have a partnership, integrating this action plan into its work – for example, by identifying legislation, focusing on particular topics or advancing initiatives.

EDUCATORS

must incorporate the importance of energy, the environment and the economy into their teaching of our future workforce, engineers, scientists and mathematicians.

INDUSTRY AND NATURAL RESOURCE STAKEHOLDERS

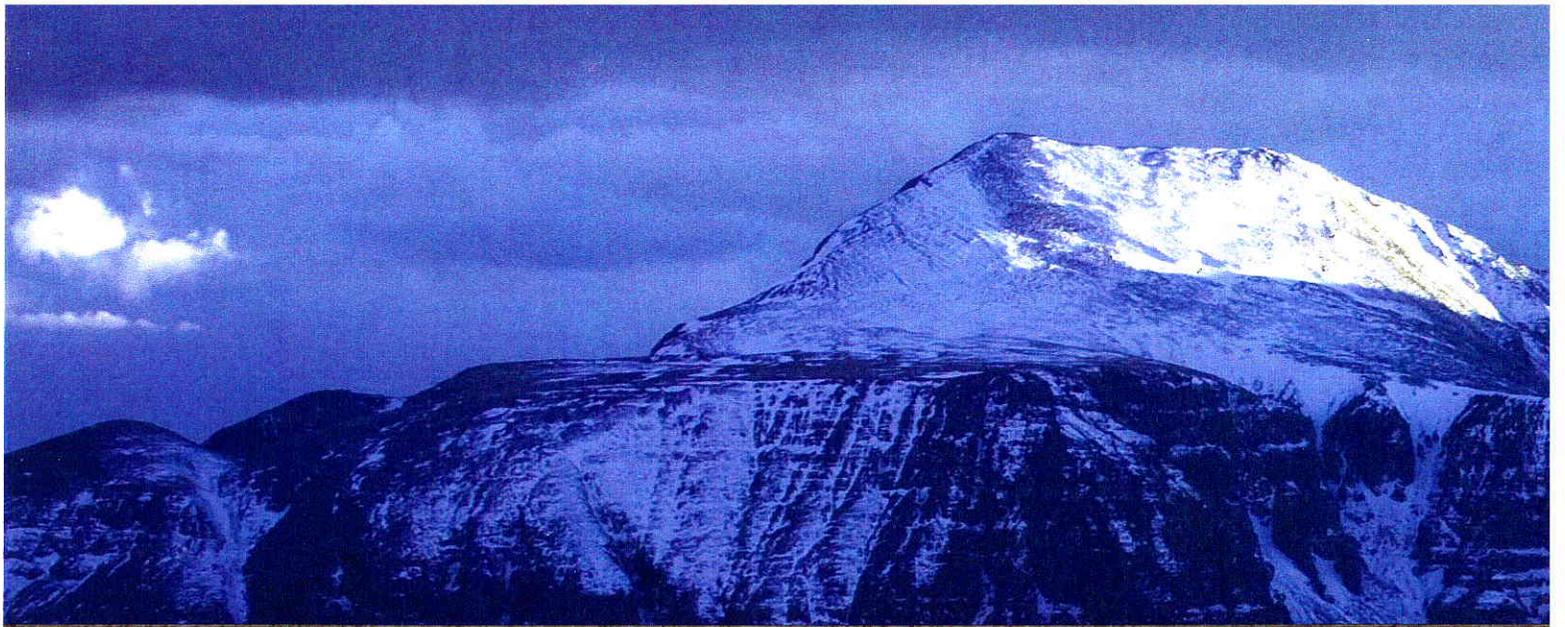
must collectively focus on achieving excellence in energy development, production and stewardship. As markets evolve, technologies change – Wyoming must be on the cutting edge and be prepared through an ongoing commitment to this strategic framework.

THE PUBLIC

must stay involved, share ideas and provide feedback.

*“We speak in this country of the American dream.
But in the West we also speak of the frontier spirit.
It is that spirit that leaves us not trying to predict
our future, but instead building our future.”*

GOVERNOR MATTHEW H. MEAD
STATE OF THE WEST SYMPOSIUM, STANFORD UNIVERSITY
NOVEMBER 12, 2015



Conclusion





Conclusion



Wyoming is recognized as a leader that continues to achieve excellence in energy development, production and stewardship of natural resources for the highest benefit of its citizens. Our history and vision for the future guide Wyoming in planning for energy, the environment and the economy. A strong energy industry and conservation ethic are compatible. Wyoming has shown how the two balance for a strong economy and quality of life.

Wyoming's energy industry faces challenges. My hope is this strategy and the process by which these initiatives are developed and implemented will become an integral part of state planning. I hope that future Governors' letters will speak of vibrant industries and talk about how initiatives identified in the past have laid the path for a stronger energy and economic future. By listening to the public, state government is able to do its job — being active where necessary and showing restraint where appropriate.

I thank the many citizens, groups and organizations who contributed to the development of this strategy. This work sets a solid foundation. The public needs to stay engaged. Building and implementing initiatives starts now. The world does not stand still, and this process cannot sit still — it must continually build on the progress made. We must work together, focusing on solutions and actions that advance Wyoming as a leader in energy and the environment.

Appendix

SOURCES

Wyoming State Engineer's Office, Wyoming Water Development Commission, Wyoming Department of Environmental Quality, Wyoming Game and Fish Department, United States Geological Survey, the Aldo Leopold Foundation, the Wyoming State Historical Society, the Library of Congress, the Wyoming State Archives

PHOTO INFORMATION

COVER:

Rainbow over Dry Fork Power Plant, Campbell County

PAGE 2:

Top left: Oil rig. Top right: Wildflowers on mountain lake. Bottom left: Jubilee Days, Laramie. Bottom right: Studying geology map.

PAGE 3:

Governor Matthew H. Mead.

PAGE 5:

Devil's Tower National Monument, Wyoming.

PAGE 6:

Devon Energy's Big Sand Draw CO₂ Facility, Fremont County.

PAGE 7:

Left to right: Irrigation pivot, mallard drake, mule deer in Sublette County.

PAGE 13:

Overhead view of Jonah Field, Sublette County.

PAGE 14:

Steam locomotives.

PAGE 15:

Left to right: Uranium yellow cake, hydroelectric dam in Teton County, pumpjack oil rig. Off-center right: Coal-loading facility, Campbell County

PAGE 16:

Oil and natural gas drilling platform, Sublette County.

PAGE 18:

The Oregon Trail.

PAGE 19:

Left to right: County road, kayak on mountain lake in Teton County, Golden Eagle. Off-center right: Mountain bike race in Curt Gowdy State Park, Laramie County.

PAGE 20:

Grizzly Bear.

PAGE 21:

American Avocet.

PAGE 22:

"Breakin' Through" bronze statue at University of Wyoming.

PAGE 23:

Left to right: Outdoor family on Medicine Bow Peak, main street Pinedale, Wyoming cattle operation. Off-center right: Rainbow over prairie.

PAGE 24:

Irrigated agriculture.

PAGE 27:

Power transmission corridor, Sweetwater County.

PAGE 28:

Students tour Wyoming industrial plant.

PAGE 29:

Left to right: Sportsmen hunting, historic Wyoming oil field, timber harvesting operation.

PAGE 31:

Jim Bridger Power Plant, Sweetwater County.

PAGE 32:

Girl hiking on two-track.

PAGE 33:

Left to right: Seismic three-dimensional image of oil and gas reservoirs, irrigation pivot sprinkler head, pumpjack style oil rigs.

PAGE 34:

Top to bottom: Welders constructing oil and gas pipeline, beetle-kill forest, wind turbines.

PAGE 36:

Horse and rider.

PAGE 37:

Left to right: Gavel and U.S. Flag, historic refinery, solar panels on oil pad.

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Top to bottom: Wyoming State Capitol, coal mining operation in Campbell County.

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Greater sage-grouse.

PAGE 41:

Left to right: Bentonite beds in Big Horn County, wildflowers, Bighorn sheep.

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Top to bottom: Black-footed ferret, arid landscape in southwest Wyoming, bird hunters in agricultural field.

PAGE 44:

University of Wyoming School of Energy Resources three dimensional visualization room.

PAGE 45:

Left to right: Solar panels, power plant computer control facility, researcher studies graphene sample.

PAGE 46:

Top to bottom: Governor Mead tours Magpul Industries, Professor at University of Wyoming School of Energy Resources.

PAGE 48:

Inside hydroelectric generation facility.

PAGE 50:

Pumpjack oil rig.

PAGE 51:

Left to right: Indian paintbrush, Governor Matthew H. Mead tours Uranium One, Sweetwater River.

PAGE 53:

Big game hunter in the Absorka Range

PAGE 54:

Governor Matthew H. Mead holds press conference.

PAGE 55:

Left to right: Wyoming landscape, historic fire lookout tower, family with horse.



This document provides a general overview of Governor Matthew H. Mead's action plan and objectives regarding energy, the environment, and the economy. It does not create legally binding requirements, authorizations, benefits, or rights for any state agency, local governments, companies, or individuals. This action plan is dynamic and may be revised at any time.

Is Alcohol Delivery Contributing to the Growth of an Alcohol Abuse Problem?

You can order a pizza, get flowers delivered, and have someone deliver water, groceries, and pretty much anything else that you could want right to your door, but alcohol has always been something that businesses have been leery of providing via delivery – until recently.

Grocery stores, online deliveries and apps that facilitate almost instant gratification can all supply drinkers with the alcohol they want and need. But is this ease of access contributing to America's alcohol problem?

WANT A DRINK? THERE'S AN APP FOR THAT

and other apps are standing by, ready to connect drinkers who live within the delivery area with their beverage of choice. Though these apps can provide a convenient service if you run out of wine in the middle of a dinner party or order too little beer to get through a cookout or company event, they can also be used by those who have an alcohol abuse problem – or contribute to drinking too much in a given evening.

For example, if someone is at home and drinking alone, if they run out of alcohol, they are too inebriated to drive and get more even if the inclination strikes. If they are not within walking distance of a purveyor of alcohol – or if they did not want to be seen walking to the store while drunk in order to buy more alcohol – they would be done drinking for the evening. With a delivery app, they can get more in the moment and potentially drink far more than is healthy.

AVOIDING THE STIGMA

due to the availability of alcohol delivery services, according to the . Fearful of the stigma associated with heavy drinking, some women may have curbed the urge to drink in large amounts in the past because they were unwilling to buy in bulk or repeatedly patronize locations that sell alcohol. Delivery services help men and women alike to bypass this potential stigma. They can order a case of wine or beer, have alcohol delivered regularly through subscription services, or order alcohol as needed along with their groceries – and no one will be the wiser. Additionally, rather than going out to a bar or club to drink, they can drink in the privacy of their own home without having to worry about being drunk in front of others or getting behind the wheel – all of which may translate into an increased comfort level with drinking more than they would otherwise.

Alcohol Home Delivery Services: A Source of Alcohol for Underage Drinkers*

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ABSTRACT. *Objective:* This study describes the use of alcohol home delivery services by underage drinkers, and characteristics of grocery and liquor stores that deliver alcohol. The availability of alcohol home delivery services across the United States is also described. *Method:* Individuals surveyed were from 15 small- and medium-sized midwestern communities. Of all enrolled 12th graders, 83.5% ($N = 4,487$) responded, and of a randomly selected cohort of 18- to 20-year-olds, 93.9% ($N = 1,721$) responded. All grocery stores that sold alcohol and liquor stores in the corresponding communities were invited to participate in the study and 124 (92.5%) of those businesses completed surveys regarding outlet characteristics and practices. Data for the surveys were based on a nested cross-sectional design with individual respondents nested within the 15 communities. *Results:* Purchases of delivered alcohol were made by 10% of 12th graders and 7.3% of 18- to 20-year-olds

within the past year; 20.2% of outlets delivered alcohol. Using bivariate analyses, purchasing delivered alcohol was associated with male gender, high-risk drinking (drinking five or more drinks on an occasion), more recent and more frequent drinking. Providing delivery services was more common among outlets selling keg beer and/or single servings. Multivariate analyses revealed positive associations between purchasing delivered alcohol and male gender for the 12th graders, and high risk and more recent drinking for both the 12th graders and 18- to 20-year-olds. For outlets, selling keg beer was positively associated with providing delivery services. A separate survey indicated that home delivery services appear to be available in many areas of the country. *Conclusions:* Home delivery is a previously unidentified source of alcohol for underage drinkers that could be curtailed with effective alcohol policies. (*J. Stud. Alcohol* 61: 81-84, 2000)

DESPITE THE MINIMUM legal drinking age of 21, young people who are under age 21 can easily obtain alcohol (Jones-Webb et al., 1997; Wagenaar et al., 1996). Throughout the United States, alcohol is readily available to young people who attempt to buy it through commercial sources. Sales rates to underage youth vary by community. Estimates of rates of sale range from 33% to 97% (Forster et al., 1994, 1995; Grube, 1997; O'Leary et al., 1994; Preusser and Williams, 1992; Preusser et al., 1994). As young people age, they increasingly obtain alcohol from commercial sources; 3% of 9th graders, 9% of 12th graders and 14% of 18- to 20-year-olds obtained alcohol directly from a commercial establishment on their most recent drinking occasion (Wagenaar et al., 1996).

Noncommercial sources, e.g., older friends, siblings and coworkers, are also important sources of alcohol (Goldsmith, 1988; Smart et al., 1996; Wagenaar et al., 1993, 1996). One study found that adults 21 years of age or older are the most common source of alcohol for individuals in the 9th and 12th grades and for those 18 to 20 years of age. Individuals under age 21 are the second most common source of alcohol for 9th and 12th graders (Wagenaar et al., 1996).

Young people's access to alcohol through commercial and noncommercial sources may be increased by means of alcohol home delivery services; however, this has not been previously studied. Alcohol home delivery services are a unique form of alcohol availability in that the sale occurs privately, away from commercial outlets, making it less likely to be observed by other customers, outlet management, surveillance cameras or enforcement agents. Outlet employees may perceive less risk of being observed and incurring consequences, such as fines or firing, for selling to an underage person. Outlets that have systems in place to monitor employee sales are less likely to sell to individuals who appear to be underage (Wolfson et al., 1996a). Young people may feel more comfortable attempting to buy alcohol in unmonitored home-delivery settings, believing they are less likely to be caught making an illegal alcohol purchase. Young people's perceptions about the level of risk involved in obtaining alcohol may affect their use of certain sources for alcohol (Wagenaar et al., 1996).

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Through sales to older teens, alcohol home delivery services may also serve as an important noncommercial, secondary source of alcohol for underage drinkers. Delivery services are convenient when large orders are placed for parties or events involving drinking, and parties are an important source of alcohol for young people in their early- to mid-teen years (Wagenaar et al., 1993). A single (legal or illegal) sale of alcohol through delivery may therefore lead to illegal underage drinking and unintended consequences on a larger scale.

This article assesses use of alcohol delivery services by underage individuals, business practices and characteristics of off-sale retail alcohol outlets that provide delivery, and the number of states that allow delivery services.

Method

Data presented here are from follow-up surveys of the Communities Mobilizing for Change on Alcohol (CMCA) project, which included 15 communities with populations ranging from 8,029 to 64,797 (average of 20,836) in Minnesota and Wisconsin (see Wagenaar et al., 1994). CMCA communities were: (1) within a 5-hour drive of the University of Minnesota, (2) at least 25 miles from other eligible communities, (3) had at least 200 students in the 9th grade and (4) primarily drew their students from no more than three municipalities.

Three surveys were conducted as part of CMCA: a student survey of 12th graders, a young adult survey of 18- to 20-year-olds and a survey of commercial alcohol outlets. All subjects surveyed gave informed consent. Parents of 12th graders under age 18 provided passive consent. The student survey was conducted during class sessions by trained researchers and consisted of a self-report questionnaire. Surveys were completed by 83.5% (4,487) of the 5,374 enrolled 12th graders. Respondents were 94% white and 51.1% female, with a mean age of 17.3 years.

For the young adult survey, we selected a random group of 18- to 20-year-olds from a list derived from driver's license records and college directories. From this group, sequential subsets of 50 names stratified by community were selected at random and confirmed to be residents of the participating communities and eligible for the study. Of these young adults, 93.9% (1,721) provided data for the analyses reported in this article; 112 refused to participate. Respondents were 95.7% white and 51.7% male, with a mean age of 19.1 years. The student and young adult surveys took, on average, 25 minutes to complete. All subjects were included in the analyses even if they had not drunk alcohol in the last year.

Data for both the student and young adult surveys were based on a nested cross-sectional design with individual respondents nested within the 15 communities. For the student and young adult analyses, the dependent variable was whether, in the past year, they had purchased alcohol that was

delivered by a store to a home or an individual. This would include alcohol purchases delivered directly from an outlet, as well as alcohol purchases delivered to someone else who then resold the alcohol (such as at a party). Independent variables included: gender, time of the respondent's last drinking occasion, number of drinking occasions in the previous month and whether the respondent had five or more drinks on one occasion in the last 2 weeks (high-risk drinkers).

For the commercial outlet survey, managers and owners of all grocery stores licensed to sell alcohol and all off-sale liquor stores in the 15 communities were surveyed. Surveys were obtained from 92.5% (124) of the total 134 grocery and liquor stores. For outlet analyses, the dependent variable was whether the outlet provided alcohol home delivery services. Independent measures were: whether alcohol is sold by the single serving, average length of staff employment, whether the business is part of a chain or franchise, length of ownership of current license, whether kegs or party balls are sold and whether the business has a system to monitor employees' compliance with age-of-sale laws.

We also conducted a mail survey of U.S. state alcohol beverage control (ABC) agencies and legislative research bureaus, inquiring about state alcohol policies, including whether the state allows retailers to provide home deliveries of alcohol. Response rates were 84% for ABC agencies and 58% for legislative research bureaus. We received at least one of the two surveys from 94% of the states.

We conducted a series of mixed-model logistic regressions using SAS/Glimmix, a mixed-model logistic regression program especially suited to the analysis of data from a complex survey design (Murray and Wolfinger, 1994; SAS Institute Inc., 1992). We completed bivariate and multivariate analyses for the student, young adult and outlet surveys. Backward selection techniques were used to derive the final multivariate models. We reported *F* tests with denominator degrees of freedom greater than 100 as chi-square tests based on numerator degrees of freedom.

Results

Bivariate results from CMCA surveys

Of 12th graders, 10% (447/4,469) indicated purchasing alcohol delivered by a store to a home or an individual in the past year, compared to 7.3% (125/1,720) of 18- to 20-year-olds ($\chi^2 = 10.73$, 1 df, $p = .001$). Within both age strata, those who purchased delivered alcohol were more likely to be male, to have engaged in high-risk drinking in the last 2 weeks, and to have engaged in more recent and more frequent drinking in the previous month (see Table 1).

Of the 124 grocery stores and liquor outlets, 20.2% reported providing alcohol home delivery services. Providing delivery services is associated with selling alcohol by the single serving (odds ratio [OR] = 2.77; $\chi^2 = 4.53$, 1 df,

TABLE 1. Characteristics of 12th graders and 18- to 20-year-olds: Comparisons as a function of having purchased home-delivered alcohol in the past year (bivariate analyses)

	Relationship to purchasing home-delivered alcohol in the past year	
	12th graders (N = 4,469)	18- to 20-year-olds (N = 1,720)
Males (compared to females)	OR = 1.36 $\chi^2 = 9.39, 1 \text{ df}$ $p = .0022$	OR = 1.74 $\chi^2 = 8.46, 1 \text{ df}$ $p = .0037$
High-risk drinking ^a last 2 weeks (vs no high-risk drinking last 2 weeks)	OR = 4.26 $\chi^2 = 192.86, 1 \text{ df}$ $p = .0001$	OR = 3.26 $\chi^2 = 39.34, 1 \text{ df}$ $p = .0001$
Time since last drinking occasion (vs no drinking in last year)		
Last week	OR = 14.23	OR = 44.12
Last month	OR = 7.69	OR = 20.61
Last year	OR = 4.53 $\chi^2 = 53.18, 3 \text{ df}$ $p = .0001$	OR = 15.75 $\chi^2 = 10.54, 3 \text{ df}$ $p = .0001$
Number of drinking occasions last month (compared with 6+)		
0	OR = 0.14	OR = 0.15
1-2	OR = 0.32	OR = 0.35
3-5	OR = 0.47 $\chi^2 = 75.20, 3 \text{ df}$ $p = .0001$	OR = 0.71 $\chi^2 = 16.27, 3 \text{ df}$ $p = .0001$

Note: OR = odds ratio. Discrepancies in sample size are due to missing data.
^aFive or more drinks on a single occasion.

$p = .04$) and selling kegs (OR = 5.53; $\chi^2 = 4.90, 1 \text{ df}$, $p = .03$). None of the other outlet policies or characteristics were significantly related to home delivery services.

Multivariate results from CMCA surveys

For 12th-grade students, gender, high-risk drinking in the last 2 weeks and more recent drinking were significantly associated with having purchased home-delivered alcohol in the past year. High-risk drinking and more recent drinking were related to having purchased delivered alcohol for 18- to 20-year-olds (see Table 2). For outlets, only selling alcohol by the keg was positively related to providing alcohol sales through delivery (OR = 5.5; $\chi^2 = 4.90, 1 \text{ df}$, $p = .03$).

Survey results from ABC agencies and legislative research bureaus

Regarding legal restrictions on home delivery, 52% (22 of 42) of the responding ABC agencies and 59% (17 of 29) of the responding legislative research bureaus indicated that home delivery of alcohol was allowed in their state (with varying degrees of restrictions on delivery). We observed discrepancies in seven states where one survey indicated delivery was allowed in the state and the other survey indicated it was not.

TABLE 2. Adjusted multivariate analyses: Factors related to purchasing alcohol that was delivered to a home or individual in the last year

	OR	χ^2	p
12th graders (n = 4,454)			
Males (compared to females)	1.23	4.01, 1 df	.0453
High-risk drinking ^a last 2 weeks (vs no high-risk drinking last 2 weeks)	2.15	27.53, 1 df	.0001
Time since last drinking occasion (vs no drinking in last year)			
Last week	7.80	18.75, 3 df	.0001
Last month	6.29		
Last year	4.71		
18- to 20-year olds (n = 1,720)			
High-risk drinking ^a last 2 weeks (vs no high-risk drinking last 2 weeks)	1.73	5.31, 1 df	.0213
Time since last drinking occasion (vs no drinking in last year)			
Last week	31.77	5.08, 3 df	.0017
Last month	18.05		
Last year	16.05		

Note: OR = odds ratio. Discrepancies in sample size are due to missing data.
^aFive or more drinks on a single occasion.

Discussion

Home delivery provides a source of alcohol for underage drinkers. An unexpected finding was that 12th graders were significantly more likely than 18- to 20-year-olds to have purchased delivered alcohol, possibly because older drinkers may be able to more easily make direct alcohol purchases at an outlet and have less need for unmonitored delivery services. The results of the study raise the possibility that, through delivery services, young drinkers are able to access alcohol more regularly at an earlier age. The implications of this are serious, as drinking at an earlier age has been linked with a higher risk of future alcohol-related problems (Gonzalez, 1989; Grant and Dawson, 1997; Robins, 1978). For both age groups, multivariate results indicate that more recent drinking and high-risk drinking were associated with purchasing delivered alcohol; for these individuals, alcohol consumption may more often take place in the context of events involving heavier or problem drinking.

Outlet policies may be related to an outlet's propensity to sell alcohol to underage drinkers (Forster et al., 1995; Wolfson et al., 1996a, 1996b). Outlets providing delivery services were more likely to sell keg beer; this finding has implications for the prevention of underage drinking since beer kegs are common at parties attended by high school students and by episodic heavy-drinking teenagers (Wagenaar et al., 1993). Kegs delivered to homes are not only a source of alcohol for the purchaser but also for the potentially large numbers of young people who drink at parties. In the absence of

restrictions on home delivery, other policies such as keg registration may be necessary to identify the keg purchaser who supplies alcohol to underage drinkers.

There are several limitations to this study. First, the findings are from small and mid-sized midwestern communities, and alcohol delivery services may be more common in urban areas. We analyzed yellow-page telephone directories from 248 U.S. cities with populations over 100,000. Overall, 104 (41.9%) of the city directories contained one or more outlet advertisements for alcohol delivery. Similar to results from the ABC and legislative research bureau surveys, we found alcohol delivery advertisements in at least one city yellow pages for 26 of the 50 states. For the 50 largest U.S. cities by population, 36 (72%) of the corresponding telephone directories contained one or more delivery advertisements (Fletcher et al., 1996). Major metropolitan areas may, therefore, have a higher prevalence of delivery service availability and use. In addition, data presented here do not reveal the frequency of delivery use or whether delivery purchases served as a primary source of alcohol (respondent bought alcohol directly from deliverer) versus a secondary source (respondent bought from someone else who obtained alcohol from a home delivery).

Alcohol home delivery services appear to be one of a number of sources of alcohol for underage drinkers. Approximately half of the U.S. states allow home delivery of alcohol (although, given the complexity of state laws, in-depth legal research would be required to accurately identify legal availability of alcohol home delivery services). Knowledge of the sources of alcohol to underage drinkers is an important step in developing policies that help reduce youth alcohol access and resulting injuries, violence and social problems. Placing restrictions on or more closely monitoring home deliveries of alcohol may be part of a larger set of policies that need to be implemented. Policy measures that target alcohol sales via delivery may particularly affect younger drinkers and those at greater risk for alcohol-related problems.

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Our Mission: To stimulate and facilitate a diverse economy through business retention, expansion and recruitment



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BLM recently issued a press release seeking public input on issues and policies that should be outlined in the Programmatic Environmental Impact Statement. The Wyoming public meeting is scheduled for May 17th at the Casper Events Center.

Please see below for the full press release and can also be found [here](#).

News Release
Washington, D.C.

For Immediate Release, April 26, 2016

Contact: Matt Spangler (202) 912-7035

Interior Department Takes Next Step in Comprehensive Review of Federal Coal Program

<https://mail.google.com/mail/?ui=2&ik=d5ac8d25cb&view=pt&search=inbox&th=154583801981b85a&siml=154583801981b85a>

BLM To Gather Public Input at Scoping Meetings Across Nation

WASHINGTON - As the next step in the Department of the Interior's comprehensive review of the federal coal program, the Bureau of Land Management (BLM) today announced the dates and locations for a series of public meetings in May and June to solicit public input. These meetings will provide the public with opportunities to help the BLM identify and evaluate potential reforms to the federal coal program. Today's announcement follows last month's publication of a [Notice of Intent](#) to conduct a Programmatic Environmental Impact Statement (PEIS) that began a formal, comprehensive review of the federal coal program.

"As we begin this review, we are looking forward to hearing from the public about a wide range of issues about the federal coal program," said BLM Director Neil Kornze. "The information we gather will help shape future decisions about this public resource."

The BLM is particularly interested in gathering public input on the issues and policies that should be outlined in the PEIS, including topics such as whether Americans are receiving a fair return for federal coal, how market conditions affect coal, how federal coal affects the environment, and how these and other factors impact coal-dependent communities. Public feedback obtained during these meetings will help inform the size and scope of the review conducted in the PEIS.

In January, Secretary of the Interior Sally Jewell announced a comprehensive review that will examine a broad array of concerns about the federal coal program following critical reports issued by the Government Accountability Office and Interior's Office of the Inspector General; concerns raised by members of Congress and other interested stakeholders; and feedback received from a series of public listening sessions last year in Montana, Wyoming, Colorado, New Mexico and Washington, D.C.

Each public scoping meeting is scheduled from 10:00 a.m. - 4:00 p.m. local time in the following six locations:

May 17, 2016	Casper Events Center 1 Events Center Drive Casper, WY 82601
May 19, 2016	Salt Palace Convention Center 100 West Temple Salt Lake City, UT 84101
May 26, 2016	Tennessee Theatre 604 S. Gay St. Knoxville, TN 37902
June 16, 2016	Pittsburgh Convention Center 1000 Fort Duquesne Blvd. Pittsburgh, PA 15222
June, 2016	Seattle To be announced
June 23, 2016	Two Rivers Convention Center's Avalon Theatre 645 Main St. Grand Junction, CO 81501

The meetings in Casper, Seattle and Pittsburgh will be live-streamed

at www.blm.gov/live, and all six meetings will have a listen-only audio link via telephone. Those who attend the meetings in person and who wish to speak will be asked to sign-in. Speakers will be called upon on a first-come, first-served basis and will be accommodated to the fullest extent possible given the space and time available. Those interested in attending should check the BLM Coal PEIS website prior to the meeting for additional information.

Written comments may be submitted until July 23, 2016, using one of the following methods:

Email: BLM_WO_Coal_Program_PEIS_Comments@blm.gov

Mail: Coal Programmatic EIS Scoping
Bureau of Land Management
20 M St. SE, Room 2134 LM
Washington, D.C. 20003

The Interior Department will release an interim report on the PEIS by the end of 2016. The interim report will contain a summary of substantive comments received during the public scoping period and conclusions from the scoping process about potential planning alternatives results. The comprehensive review is expected to take approximately three years to complete.

Additional information on the PEIS can be found [here](#), and additional information on the federal coal program can be found [here](#).

The BLM manages more than 245 million acres of public land, the most of any Federal agency. This land, known as the National System of Public Lands, is primarily located in 12 Western states, including Alaska. The BLM also administers 700 million acres of sub-surface mineral estate throughout the nation. The BLM's mission is to manage and conserve the public lands for the use and enjoyment of present and future generations under our mandate of multiple-use and sustained yield. In Fiscal Year 2015, the BLM generated \$4.1 billion in receipts from activities occurring on public lands.

-BLM-

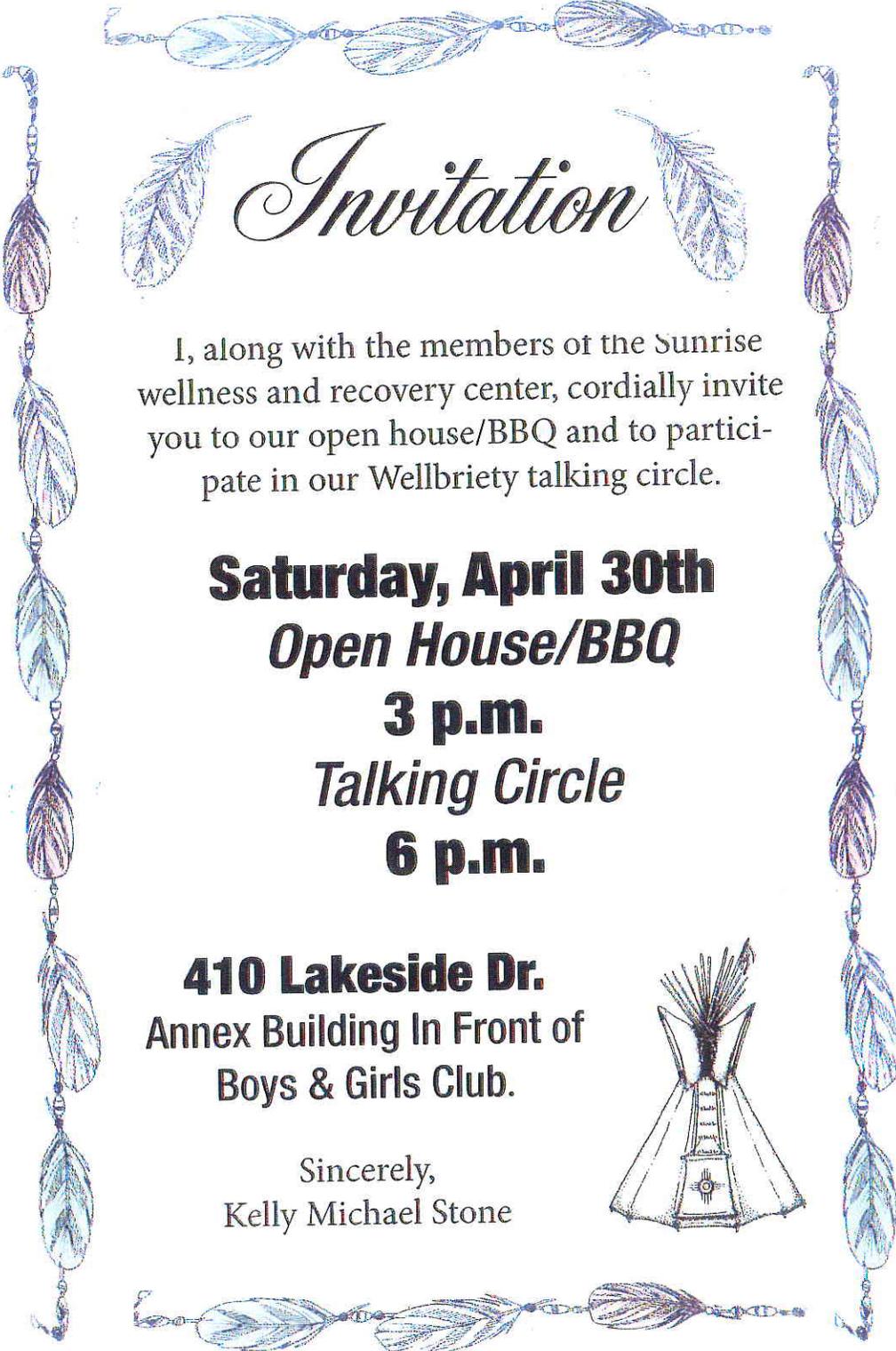
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Invitation

I, along with the members of the Sunrise wellness and recovery center, cordially invite you to our open house/BBQ and to participate in our Wellbriety talking circle.

Saturday, April 30th
Open House/BBQ

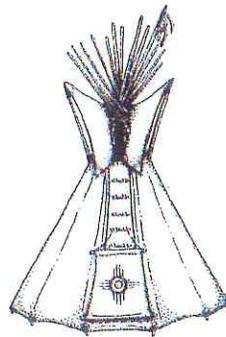
3 p.m.

Talking Circle

6 p.m.

410 Lakeside Dr.
Annex Building In Front of
Boys & Girls Club.

Sincerely,
Kelly Michael Stone





Patti + Louise;
Thank you two for checking
on me.

Thanks to The Council +
Staff for The Flowers.
I am on my way back to
full strength

Michael ✓

Thank
You

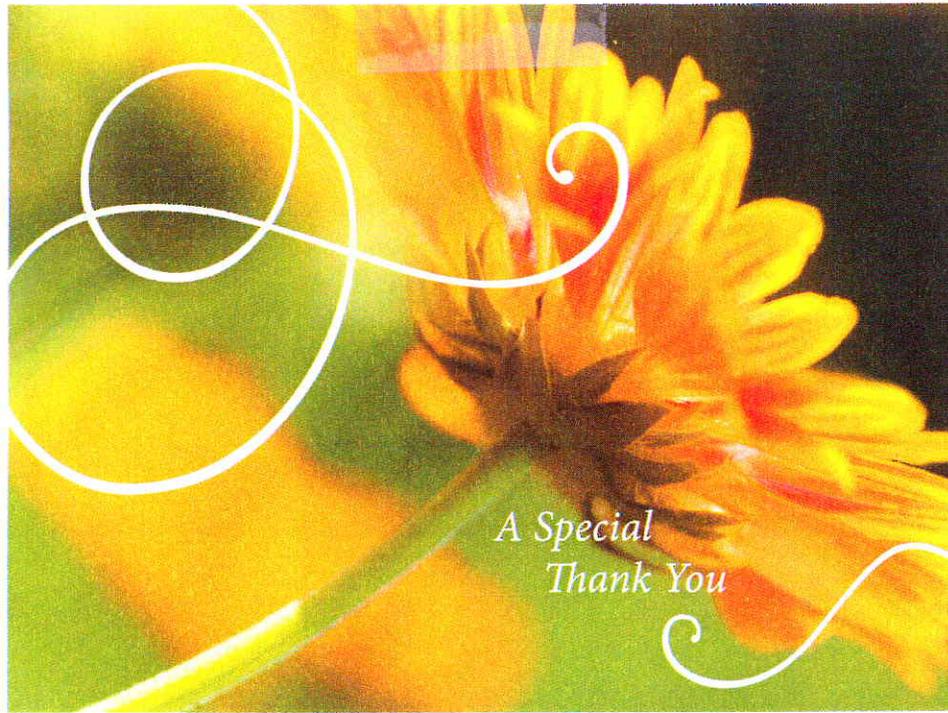
THANK YOU FOR YOUR TIME,
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PROGRAM THAT CREATES OPPORTUNITY
AND SECOND CHANCES, ET ES
GREATLY APPRECIATED

MATT WANNER

Thank
You

I Appreciate all the
support and the
chance to change my life

Thank You
Tim Cruise
JH



Thank you for the opportunity
to change my life. Its people
like you that make a difference
In the world today... ☺
*For the kindness
you've shown.*

Sincerely
Martin Louke