



# 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: Patrick G. Davidson, City Administrator  
RE: General Information  
DATE: November 2, 2018

M. COLE (ACTING)  
MCOLE

The following meetings are scheduled for the week of **November 3 – November 9, 2018**

### Saturday, November 3<sup>rd</sup>

- 6:00 p.m. Chamber of Commerce Annual Awards Banquet
- Cam-Plex Energy Hall

### Sunday, November 4<sup>th</sup>

Daylight Savings Time – Set Clocks Back One Hour

### Tuesday, November 6<sup>th</sup>

General Election Day

### Tuesday, November 6<sup>th</sup>

6:00 p.m. City Council Regular Meeting, Agenda Attached

- 1% Survey Resolution Discussion
- Chapter 14 Revision Discussion (Smoking Regulations Concerning People Below the Age of 18)
- Review November 6<sup>th</sup> Council Agenda
- Executive Session
- City Hall – 3<sup>rd</sup> Floor Conference Room
- Dinner Served at 5:30 p.m.

7:00 p.m. City Council Meeting

- City Hall – Council Chambers

1. Attached please find a **news release** regarding **Sales and Use Tax Collections** dated **October 29, 2018** provided by the **Wyoming Administration & Information Economic Analysis Division**.
2. Attached please find a **report** regarding the **Campbell County Convention & Visitors Bureau Sports Tourism Strategic Planning Project** dated **October 22, 2018** provided by the **Campbell County Convention & Visitors Bureau**.
3. Attached please find an **e-mail** and **information** regarding **Wyoming's Move Over Law** dated **November 1, 2018** provided by **Col. Kebin Haller** with the **Wyoming Highway Patrol**.
4. Attached please find the **agenda** for the **Campbell County Public Land Board Meeting** dated **November 8, 2018** and **meeting minutes** dated **October 11, 2018** provided by **Cam-Plex**.
5. Attached please find the **Campbell County Conservation District Quarterly Newsletter** dated **November 2018** provided by the **Campbell County Conservation District**.
6. Attached please find **information** regarding **Christmas Crafts Family Day** dated **November 1, 2018** provided by the **Campbell County Rockpile Museum Association**.
7. Attached please find **thank you cards** from the **Senior Center**.

PGD/adw



# CITY OF GILLETTE

Finance Department - City Clerk Division  
Karlene Abelseth, City Clerk  
201 E. 5th Street • Gillette, Wyoming 82716  
Phone 307.686.5210 • Fax 307.686.4810  
[www.gillettewy.gov](http://www.gillettewy.gov)

**Pre-Meeting – 6:30 p.m.  
City Hall – 3rd Floor Conference Room  
Tuesday, November 6, 2018  
Dinner Served at 5:30 p.m.**

## Pre-Meeting Topic(s):

- 1% Survey Resolution Discussion
- Chapter 14 Revision Discussion (Smoking Regulations Concerning People Below the Age of 18)
- Review November 6th Council Agenda
- Executive Session



## ECONOMIC ANALYSIS DIVISION

Matthew H. Mead, Governor | Dean Fausset, Director | Wenlin Liu, Interim Administrator

### FOR IMMEDIATE RELEASE

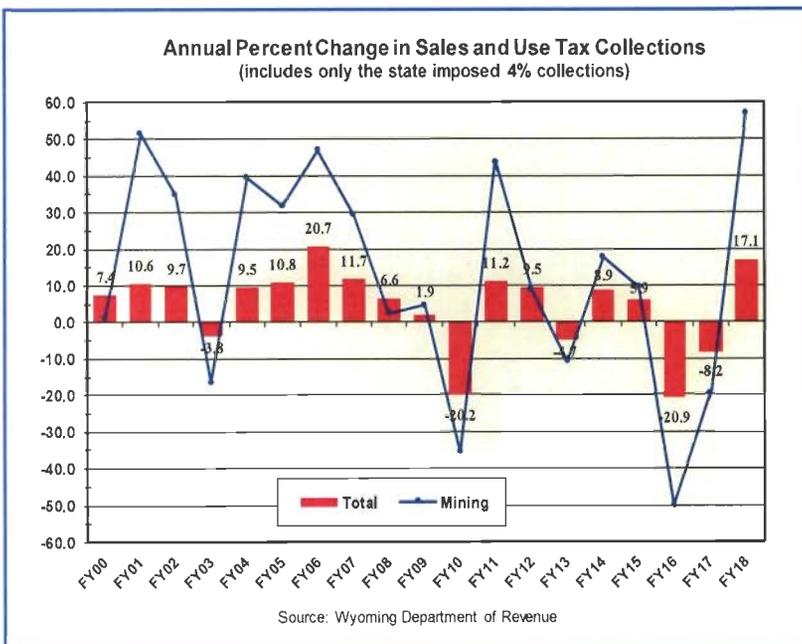
Monday, October 29, 2018

Contact: Dr. Wenlin Liu, Chief Economist

### SALES AND USE TAX COLLECTIONS INCREASED 17.1 PERCENT IN FY 2018

**CHEYENNE** -- Total sales and use tax collections in fiscal year (FY) 2018 had a strong rebound, according to an annual report released by the Economic Analysis Division. The report, entitled “Wyoming Sales, Use, and Lodging Tax Revenue Report,” is produced annually and contains sales and use tax collection information categorized by the North American Industry Classification System (NAICS) super sector. In addition, sales tax collections for the retail trade sub-sector components, and for the accommodation and food services sector are provided in the report. Also included in this publication are yearly lodging tax collections by local entity.

Total sales and use tax collections for FY 2018, reached \$910.7 million, an increase of 15.3 percent from the previous year level. The year over year growth rate for the state-imposed 4% tax collections was 17.1 percent, in contrast to a decline of 8.2 percent in the previous year. “Because of two consecutive declines in fiscal years 2016



and 2017, the amount of total sales and use taxes for fiscal year 2018 was still 15.0 percent lower than that of fiscal year 2015, before the economic downturn in the state,” said Dr. Wenlin Liu, Chief Economist with the Economic Analysis Division. Because locally imposed optional taxes often change during a fiscal year, an accurate comparison should only include the state-imposed 4% taxes to reflect changes in taxable sales over time.

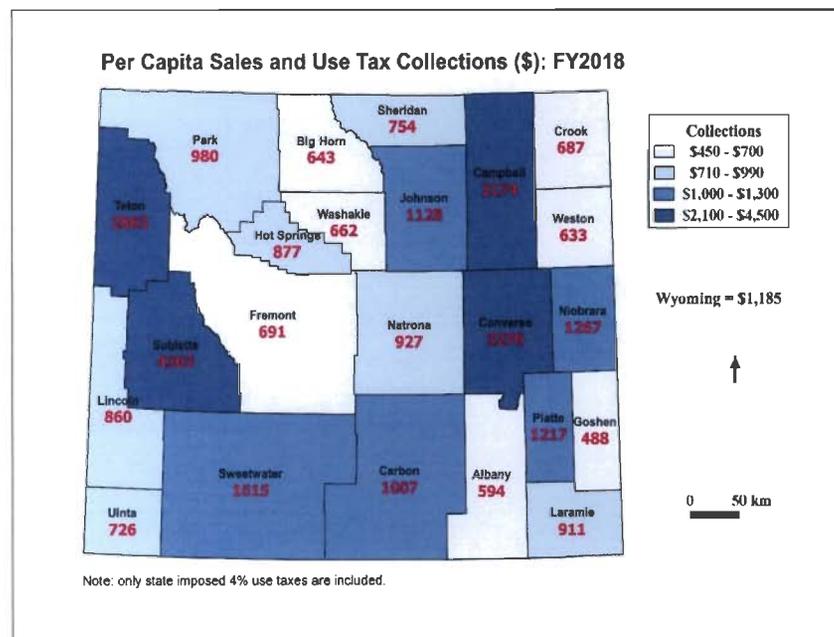
As supply and demand rebalance, both oil and natural gas prices, particularly oil prices, have rebounded considerably since early 2016. Consequently, activities in mineral exploration gradually picked up, as evidenced by the increase of active drilling rigs in the state from twenty in early 2017 to nearly thirty in 2018. Collections in sales and taxes experienced year-over-year increases in every month for fiscal year

2018. Nearly all industrial super sectors experienced growth. Only information and agricultural services showed declines. The state’s pivotal industry, mining (including oil & gas extraction), demonstrated the largest increase, at 57.2 percent, during the year. “Around 20% of collections are from the mining industry, therefore the changes in total sales and use tax collections in Wyoming have been greatly affected by the dramatic swing in mineral activities,” Liu commented. Other industries that are closely associated with the mining sector, such as manufacturing, transportation & warehousing, and other services including repair & maintenance services also experienced sizable increases of around 30.0 percent, each. The State does not impose a sales tax on the production of minerals, but rather on supplies and equipment used in mineral extraction. Additionally, certain services rendered within an oil or gas well site are subject to sales and use taxation, as are services performed under contract for mining and crushing minerals. Collections from the retail trade industry, the largest in terms of sales tax contribution, also experienced a significant increase of 11.1 percent from a year earlier. The public administration sector, where tax collections primarily reflect automobile purchases, grew 11.7 percent.

Annual sales tax collections in twenty of Wyoming’s twenty-three counties expanded from previous year levels. Converse County recorded the fastest increase of 85.1 percent, followed by Sublette County’s 61.8 percent and Niobrara County’s 44.2 percent from the fiscal year 2017 level. Platte, Sweetwater, and Campbell counties also showed boosts of at least 20.0 percent, respectively. The strong sales tax expansions in these counties were mainly driven by increased oil and/or natural gas drilling activities.

Total lodging tax collections, at \$20.2 million for fiscal year 2018, were up significantly from the \$17.8 million collected in the previous year, or 13.6 percent. However, part of the increase was attributed to changes in lodging tax rate. Due to the lodging tax rate change from 3 percent to 4 percent in the Town of Pinedale on April 1, 2017, the collections in Sublette County for fiscal year 2018 was 79.8 percent higher than the prior year. In addition, the Town of Lusk increased their tax rates by 1 percentage point on October 1, 2016. As a result, the lodging tax collections increased 23.9 percent in Niobrara County from fiscal year 2017 to 2018. For all other counties, Converse experienced the fastest growth, at 46.5 percent, followed by Lincoln’s 38.0 percent. Seven other counties also

demonstrated robust double-digit growth rates, respectively, including Teton and Park. Together, lodging taxes in these two tourism oriented counties cover over half of all lodging tax collections for the state. Hot Springs was the only county that experienced decline (-0.7%) during the period.



The complete report is available online: [http://eadiv.state.wy.us/s&utax/Report\\_FY18.pdf](http://eadiv.state.wy.us/s&utax/Report_FY18.pdf)

TOTAL SALES AND USE TAX COLLECTIONS (\$)	FY 2016		FY 2017		FY 2018		% Ch FY17-18
	Total Taxes	4% Taxes	Total Taxes	4% Taxes	Total Taxes	4% Taxes	4% Taxes
ALBANY	32,232,345	21,427,574	32,407,383	21,542,255	34,231,883	22,753,481	5.6%
BIG HORN	8,896,201	7,105,730	8,266,198	6,601,749	9,585,377	7,655,681	16.0%
CAMPBELL	129,833,714	103,642,850	105,008,401	83,829,047	125,810,496	100,528,571	19.9%
CARBON	24,221,225	16,108,028	22,158,903	14,734,797	23,185,313	15,417,621	4.6%
CONVERSE	40,484,639	29,466,083	30,657,471	24,438,162	56,601,643	45,235,103	85.1%
CROOK	8,082,135	5,355,484	8,381,740	5,575,663	7,659,664	5,091,134	-8.7%
FREMONT	33,584,870	26,836,925	31,257,908	24,923,956	34,439,095	27,518,881	10.4%
GOSHEN	8,867,102	6,740,937	8,625,990	6,556,915	8,580,261	6,522,658	-0.5%
HOT SPRINGS	5,020,597	4,010,670	4,608,121	3,566,642	6,192,544	4,118,696	15.5%
JOHNSON	14,090,776	9,410,707	12,214,032	8,659,699	11,989,014	9,558,287	10.4%
LARAMIE	123,923,394	82,395,751	117,424,493	80,214,213	126,032,406	89,563,933	11.7%
LINCOLN	19,918,709	15,913,328	19,335,586	15,445,341	20,742,638	16,568,618	7.3%
NATRONA	97,859,504	78,176,752	88,943,680	71,047,982	92,303,717	73,732,106	3.8%
NIOBRARA	3,279,663	2,179,508	3,171,709	2,106,687	3,963,560	3,037,921	44.2%
PARK	28,680,325	28,680,304	28,564,460	27,635,794	36,227,002	28,975,195	4.8%
PLATTE	13,013,766	8,653,173	12,497,091	8,308,818	15,667,671	10,421,186	25.4%
SHERIDAN	33,896,057	22,534,999	31,869,781	21,182,033	34,254,075	22,767,730	7.5%
SUBLETTE	30,723,113	30,723,113	26,426,778	26,426,778	42,755,372	42,755,372	61.8%
SWEETWATER	93,523,282	62,118,735	84,879,974	56,481,598	103,252,859	70,296,751	24.5%
TETON	79,059,976	50,699,813	82,240,913	53,515,918	85,354,668	59,638,099	11.4%
UINTA	18,458,983	14,746,424	17,474,317	13,960,551	18,624,958	14,880,380	6.6%
WASHAKIE	6,657,268	5,318,170	6,747,783	5,391,947	6,689,277	5,342,266	-0.9%
WESTON	9,578,369	6,823,549	6,777,841	4,508,503	6,598,665	4,386,555	-2.7%
<b>WYOMING</b>	<b>\$863,886,012</b>	<b>\$639,068,607</b>	<b>\$789,940,552</b>	<b>\$586,655,046</b>	<b>\$910,742,157</b>	<b>\$686,766,223</b>	<b>17.1%</b>

SALES AND USE TAX COLLECTIONS (\$) BY INDUSTRY	FY 2016		FY 2017		FY 2018		% Ch FY16-17
	Total Taxes	4% Taxes	Total Taxes	4% Taxes	Total Taxes	4% Taxes	4% Taxes
Agr, Fores., Fish., & Hunting	347,289	258,016	306,645	228,018	290,588	219,661	-3.7%
Mining	115,472,295	90,668,105	92,959,355	72,939,467	144,208,090	114,641,573	57.2%
Utilities	48,240,758	35,002,853	49,114,719	36,249,565	50,784,423	37,284,615	2.9%
Construction	26,788,490	19,363,002	18,242,846	13,297,019	18,661,128	13,601,124	2.3%
Manufacturing	26,517,289	19,600,014	23,100,959	17,365,880	28,660,592	21,682,562	24.9%
Wholesale Trade	67,348,212	50,961,084	57,097,507	43,504,314	66,128,605	51,175,561	17.6%
Retail Trade	279,144,792	204,923,822	269,229,999	198,663,500	296,337,962	220,787,834	11.1%
Transp. & Warehousing	4,591,493	3,262,111	3,574,750	2,566,233	4,835,971	3,534,109	37.7%
Information	19,592,945	14,351,361	17,759,700	13,141,899	16,476,986	12,216,759	-7.0%
Financial Activities*	39,497,841	29,065,546	28,848,548	21,300,723	32,608,964	24,556,240	15.3%
Professional & Busi. Services	6,223,355	4,546,714	6,239,560	4,541,620	6,136,788	4,549,823	0.2%
Edu. & Health Services	689,054	477,254	694,323	481,210	712,539	495,804	3.0%
Leisure & Hospitality	103,927,617	73,108,429	102,851,206	72,604,837	107,357,091	77,726,082	7.1%
Other Services	36,465,014	27,254,114	32,583,850	24,569,373	41,349,358	31,466,708	28.1%
Public Administration**	89,039,570	66,226,183	87,336,585	65,201,387	96,193,073	72,827,768	11.7%
<b>TOTAL</b>	<b>\$863,886,012</b>	<b>\$639,068,607</b>	<b>\$789,940,552</b>	<b>\$586,655,046</b>	<b>\$910,742,157</b>	<b>\$686,766,223</b>	<b>17.1%</b>

Note: **Total Taxes** include 4% state imposed sales taxes and all local optional (up to 2%) taxes, while **4% Taxes** include only the 4% state imposed sales taxes.

\* taxes are mostly from automotive, machinery and equipment leasing and rental.

\*\* reflects taxes from automobiles sales.

Source: Wyoming Department of Revenue

<b>LODGING TAX COLLECTIONS</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>% Ch FY17-18</b>
ALBANY	717,006	744,284	876,409	\$862,053	\$865,009	\$941,833	8.9%
BIG HORN	26,543	25,198	32,833	\$41,492	\$39,257	\$44,081	12.3%
CAMPBELL	431,762	505,759	735,708	\$533,130	\$384,580	\$422,140	9.8%
CARBON	471,047	519,755	517,003	\$611,546	\$579,091	\$670,657	15.8%
CONVERSE	293,143	328,774	371,647	\$234,819	\$176,759	\$259,007	46.5%
CROOK	57,633	63,491	75,492	\$88,848	\$81,115	\$86,530	6.7%
FREMONT	624,311	640,400	771,447	\$707,691	\$699,363	\$734,955	5.1%
GOSHEN	114,908	125,171	120,004	\$113,293	\$94,223	\$96,845	2.8%
HOT SPRINGS	164,931	159,008	174,827	\$178,576	\$182,218	\$180,918	-0.7%
JOHNSON	162,599	174,398	228,446	\$205,694	\$194,192	\$204,579	5.3%
LARAMIE	1,425,438	1,669,352	1,966,864	\$1,718,011	\$1,774,587	\$1,954,655	10.1%
LINCOLN	80,582	109,786	98,989	\$109,123	\$115,757	\$159,702	38.0%
NATRONA	1,288,626	1,349,272	1,693,494	\$1,650,893	\$1,492,867	\$1,642,983	10.1%
NIOBRARA	39,585	45,606	47,060	\$40,895	\$44,081	\$54,602	23.9%
PARK	1,794,207	1,925,815	2,052,294	\$2,275,144	\$2,511,746	\$2,823,628	12.4%
PLATTE	9,075	10,556	64,188	\$146,283	\$133,217	\$176,767	32.7%
SHERIDAN	540,502	577,191	676,771	\$635,747	\$576,592	\$638,757	10.8%
SUBLETTE	143,377	169,394	168,867	\$153,793	\$170,609	\$306,765	79.8%
SWEETWATER	626,502	626,472	701,393	\$961,007	\$851,169	\$891,296	4.7%
TETON	4,227,899	4,612,088	5,377,737	\$5,935,040	\$6,395,594	\$7,488,866	17.1%
UINTA	248,731	254,171	280,010	\$287,462	\$255,529	\$259,738	1.6%
WASHAKIE	92,809	106,928	118,937	\$103,787	\$102,218	\$102,354	0.1%
WESTON	68,368	67,700	75,419	\$78,503	\$62,594	\$66,229	5.8%
<b>WYOMING</b>	<b>\$13,649,585</b>	<b>\$14,810,570</b>	<b>\$17,225,839</b>	<b>\$17,672,829</b>	<b>\$17,782,368</b>	<b>\$20,207,888</b>	<b>13.6%</b>

Town of Lusk in Niobrara County changed lodging tax rate from 2% to 3% on October 1, 2016.

Town of Pinedale in Sublette County changed lodging tax rate from 3% to 4% on April 1, 2017.

**For the following counties, lodging tax is imposed only in certain cities or towns, i.e. not on a county-wide basis:**

Big Horn County: Lovell and Greybull only.

Lincoln County: Afton, Cokeville, Diamondville, and Kemmerer only.

Niobrara County: Lusk only.

Sheridan County: Sheridan only.

Sublette County: Pinedale only.

Uinta County: Evanston only.

Source: Wyoming Department of Revenue



**Campbell County  
Convention & Visitors Bureau**

**Sports Tourism Strategic Planning Project**

**Submitted: October 22, 2018**



October 22, 2018

Mary Silvernell  
Executive Director  
Campbell County Convention & Visitors Bureau  
P.O. Box 1393  
Gillette, Wyoming 82717

Dear Mary,

Thank you for your efforts on our recent work in Campbell County. You, your team, and your community stakeholders have been quite helpful throughout this process. The groundwork we have set with your local leadership will serve as a strong foundation for future sports tourism, venue, and event development efforts in the Gillette area.

Enclosed is the report detailing our findings. The report includes a SWOT analysis of the venue inventory in the Gillette area and the current sports tourism efforts of the Campbell County Convention & Visitors Bureau (“CVB”). The report includes recommendations for facility, event, and organizational development enhancements that would likely drive additional overnight stays and economic impact to the Gillette area. Both the SWOT analysis and the recommendations are built on a “Powers of Three” foundation (three main points, and in most cases, no more than three action items for each).

Please let me know if you have questions about the enclosed recommendations leading up to our final presentations. We are looking forward to our next visit and our follow-up discussions.

Thank you again for all your support throughout this process!

Yours in Sport,

Jon Schmieder  
Founder + CEO  
Huddle Up Group, LLC



## **Campbell County Convention & Visitors Bureau Sports Tourism Strategic Planning Project SWOT Analysis**

It is the opinion of the Huddle Up Group (“Consultant” or “Consultant Team”) that there is an opportunity to grow sports tourism in Gillette. Through our extensive phone interviews, review of numerous historical documents, conversations with your local event promoters and venue managers, and our knowledge of the national marketplace, we believe there is room for Campbell County Convention & Visitors Bureau (“CVB”) to deliver additional overnight stays to the destination through sports and events. An expanded sports tourism effort will lead to increased economic development and will positively impact the community over time.

In a market the size of Gillette, with its numerous positive attributes along with several market challenges, it is critical that grass roots sports tourism and special events serve as tourism drivers for the local economy. Keeping grass roots sports tourism at the forefront of CVB’s objectives, below is a SWOT analysis of the current sports tourism efforts of the CVB. Each SWOT item features three key issues with no more than three action items for each (“Powers of Three”).

### Strengths

1. Leadership – Campbell County has a solid mix of community leadership and a CVB staff that is well respected locally. Several survey respondents shared that they believed the CVB staff was collaborative and trying to do a lot with relatively limited resources. The CVB’s stakeholders unilaterally support an increased emphasis on sports tourism and events marketing in the future. Any new development of the sports tourism market will require the CVB to find ways to continue to partner with the community’s top organizations and enhance its position as the go to sports tourism organization in the Gillette region.
2. Destination Offering – Gillette offers event rights holders and visiting teams a hospitable and inviting family friendly community that is well situated to host state, regional, and select national level tournaments. There are several National monuments within driving distance (examples: Devils Tower, Mount Rushmore) that can add value to the visitor experience. The recent addition of new hotels in the market offer teams more choices when participating in a tournament or event and Gillette has an adequate level of team friendly restaurants in the area. Gillette’s location is convenient to the northern part of the country via car along the I-90 corridor. All of these factors make Gillette a viable host site for tournaments and special events.
3. Facilities I – While lacking a large inventory of what would be called “anchor” facilities, the overall venue inventory in Campbell County is very good compared to markets of similar size. Several venues in the area could serve as tournament sites for local, regional, and some national level events. These include the CAM-PLEX, Thunder Basin High School’s Track & Field facility, Campbell County Recreation Center, and Gillette College’s Pronghorn Arena. In addition, with some enhancements and/or further



development, both Bicentennial Park and the Energy Capital Sports Complex could add to the area’s venue “tool kit” used to attract more national level tournaments to the area. In the case of the Energy Capital Sports Complex, subsequent enhancements should focus on developing the facility to meet the “anchor” benchmarks laid out by the national event rights holders surveyed by the Consultant Team (example: an “anchor” diamond facility has 12 or more fields in one location, while a tournament “friendly” facility has 8-11 fields in one location).

### Weaknesses

1. Facilities II – While the area does possess a select number of facilities that can be used to attract larger regional and some national level events, the Gillette area has very few facilities that can be used to attract high-level tournament play and their related tourism dollars, as most of the area’s venues are not tournament ready. Many of the facilities toured by the Consultant Team are adequate for community use but are not equipped to host regional or national level tournaments. The venue challenges in Gillette include, but are not limited to, the following:
  - a. Limited Inventory of Significant Outdoor “Anchor” Facilities – Gillette and the surrounding area has a limited inventory of venues that would be considered “anchor facilities,” meaning a facility that has enough fields/courts on its own to host major regional or national events. This is especially true in the area of flat multi-sport fields, as the area doesn’t have a complex with eight (8) or more fields in one location (8 fields is a nationally accepted benchmark as a minimum number of fields to host the top tier state and regional level tournaments). These multi-field complexes are often the driving force of a sustainable sports tourism program in small and mid-sized markets (competitive examples: Elizabethtown, KY and Grand Park, IN). Add to this that Dick’s Sporting Goods Park in the metro Denver area has 24 fields and a Major League Soccer Stadium all on one site, the battle for facility relevance in the region is surely a challenge. In today’s sports tourism landscape, event rights holders are seeking out communities that have these anchor venues to host their events. Without a solid inventory of these types of venues, Gillette will be fighting an uphill battle against communities with better facility options.
  - b. Accessibility – The area has a number of high schools and colleges that possess facilities that could be part of the sports tourism game plan in Gillette. However, as is the case with most scholastic settings, these facilities are often unavailable to the CVB due to use by their own internal user groups. A strategic discussion with each of the schools in the area should be had to find spots in the calendar where both the schools and the hospitality community could benefit. That is, where both sports tourism and the local schools can meet to mutually benefit Gillette. Examples of this would include expanding the relationship with the National Junior College Athletic Association (NJCAA) and the Wyoming High School Activities Association (WHSAA). The local schools have hosted championships



from both of these organizations in the past and would benefit from hosting even more NJCAA and/or WHSAA events in the future.

- c. **Event Staffing** – Supporting national level tournaments requires the host have an experienced event staff and a solid volunteer base that can be deployed at any time of year for whatever event has a need (versus recruiting a large group of volunteers for an event that happens sporadically such as High School Rodeo). At this time, the CVB has a limited sports staff available and has not had the bandwidth to develop a large pool of volunteers to support their partners’ events. While a volunteer base can be built over time, the current CVB staff is taxed to cover multiple markets in addition to sports. In addition, the current staff has limited experience in the sports events market, specifically in game day execution, which is an area many event owners seek local help when producing their championships. The best host communities in the country are expert at handling all non-competition aspects of their client’s events. With today’s resources and staffing structure, the CVB cannot support its partners at the highest levels expected by national event rights holders.
  - d. **Calendars** – Currently CVB does not have the same level of access to all area venue calendars. The CVB staff is tasked with booking events that drive increased tourism revenues to the area (preferably in off-peak and shoulder seasons). In order to achieve maximum impact, the CVB staff needs to be able to consistently review where the community’s venues have open dates and then attempt to book new events in those open windows. In addition, the CVB would ideally have a “favored nation status” at all area venues, where the CVB would have priority for booking the facilities. This would include venues with relatively short booking windows such as the various parks and recreation departments. Some form of a regularly shared venue calendar/process would be advantageous for the CVB staff going forward.
2. **Funding and Resources** – At this time, the CVB’s operational funding model for sports is limited, and a sustainable venue enhancement funding source has not been identified. Gillette’s regional competitors (most notably Rapid City and Casper) have dedicated significant resources to the sports tourism market, including financial capital, human capital, and physical capital (venues). Successful destination marketing organizations have a dedicated and sustainable funding source to promote across multiple tourism channels, including sports. This would include funding for local promoters to create new events that deliver upon the CVB’s tourism mission. As a point of reference, below are the incentive/deal closing budgets (not the total operating budgets) for some of the top sports organizations in the country that would be considered competitors to Campbell County. Also noted in parentheses is the number of full-time equivalent for each organization’s dedicated sports staff. Similarly to Campbell County, each of these communities has a strong collegiate presence. While some of these destinations are larger than the Gillette area, the below examples are offered as a guide to what resources may be needed to successfully compete in the sports travel market:



- a. Tuscaloosa – \$250,000 budget (sports staff of 2)
- b. Denver – \$150,000 to \$375,000 (2.5)
- c. Bryan – College Station – \$141,000 (3.5)
- d. Fargo/Moorhead – \$139,000 (2)
- e. Appleton – \$100,000 (2.5)
- f. Rapid City – \$55,000 (2)
- g. Bryan – College Station – \$141,000 (3.5)
- h. Kalamazoo – \$75,000 budget (1)
- i. Campbell County/Gillette – Approximately \$29,500 (sports staff of < 1)

As you can see above, some of Gillette’s peers have significantly more resources with which to market their destinations through hosting sporting events. With this high level of competition in mind, the CVB should consider the potential need for further investment to support a growing emphasis on sports tourism.

\*Note – Watertown (SD), Grand Junction (CO), and Sioux falls (SD) were also surveyed. In each case, these destinations have an undefined but significant funding source to back their business development efforts.

3. Messaging – The value and potential impact that sports tourism can offer Campbell County isn’t well understood by area stakeholders. A concerted effort should be made to quantify and communicate the impact sports can have on the community from one year to the next. This communication should be shared with CVB stakeholders, elected officials, and the community at large. The better the CVB can convey these success stories, the more support Gillette’s tourism efforts will garner in the future. In addition, the branding of the CVB is fragmented. There are places where the CVB markets as Campbell County, or Gillette, or the “Monumental” tagline takes center stage. Further, the CVB’s web domain ([www.visitgillettewright.com](http://www.visitgillettewright.com)) brings another brand to the table (Wright) that further dilutes the brand message and may confuse potential visitors on the exact geographic location of the destination. Realizing there are multiple stakeholder communities that support the CVB, the Consultant Team believes that the CVB should rebrand under one understandable umbrella. National best practices in this area would suggest that the use of the largest city in the destination (Gillette) be used in the context of a regional brand name for the CVB (examples: Gillette Regional Convention & Visitors Bureau, Gillette Metro CVB, or Visit Gillette).

### Opportunities

1. Community Engagement – Through an enhanced sports tourism program, the CVB will have a great opportunity to significantly grow its connection to the community. Specifically, the CVB can use this enhanced sports tourism initiative within Campbell County to galvanize area leaders in the following ways:



- a. Education – Sports tourism has the potential to make a significant positive impact on the Campbell County marketplace. The Consultant Team believes there is a great need for both internal and external education on the historical and future potential value of sports tourism to the area. In the minds of the Consultants, the hospitality community, and Campbell County area leaders could all benefit from a summary on the overall positive impact sports related business brings to the area today, and how the CVB’s expanded sports marketing effort will benefit the community in the future.
  - b. Stakeholder Engagement – Many high-level decision makers interviewed were unable to articulate the impact sports tourism has on the area. By leading a collective conversation around sports tourism that will focus stakeholders on the building blocks for success (examples: destination marketing, event creation, and venue development/enhancement), the CVB will be able to better engage community leaders throughout Campbell County. There is more on this topic in the recommendation section of this document.
  - c. Expanded Partnerships – From information gathered through the research process, the Consultant Team believes there is strong support from community leaders to expand the sports tourism effort across the county. Specifically, this includes an increased engagement of the area’s event promoters, Gillette College and the area high schools, venue managers, elected officials, parks and recreation directors, and the hospitality community at large. Increased collaboration focused on event creation and venue enrichment with these stakeholders will lead to positive results in economic development through the hosting of more sports tournaments and special events.
2. Created/Owned Events – Gillette has a collection of individual organizations that serve as event promoters. The events some of these organizations host directly support the tourism mission of the CVB (examples: Energy Capital Athletics, Gillette College, area softball and baseball clubs, Cowboy State Games, and Razor City BMX). Where possible, these success stories should be replicated to increase the inventory of locally created events that would in turn, deliver increased overnight stays in Gillette. Created (or locally “incubated”) events are becoming more and more popular among destination marketing organizations (DMOs) and sports commissions. Created events can help build a long-term presence that fill the calendar needs of the local hospitality industry, and drive business to the area year over year. Created events allow the managing entity (such as a local promoter in partnership with the CVB) to control not only where they fall on the calendar to maximize their impact, but also to take advantage of the profits from successful events.
  3. Leisure Sports Tourism – Two programmatic opportunities emerged during the research process. Gillette has significant outdoor venues assets, including multiple gun ranges and access to multiple hunting grounds throughout the area. The Consultant Team believes these outdoor assets offer the CVB an opportunity to build a more substantial marketing



campaign around outdoor leisure (non-competition based) activities targeted at the regional drive market. These outdoor assets could lead to future event opportunities. Should the CVB take this path, it is essential that all marketing efforts be measurable as to their impact on overnight stays in Campbell County proper.

### Threats

1. Silos – The long-term success of any tourism program for Campbell County will depend on the engagement of partners throughout the region. A unified and successful tourism effort will require that resources and community support be offered by numerous stakeholders in the area (examples: various city managers and elected officials, county supervisors and staff, the parks board and staff, venue owners/managers, various sports clubs, hospitality leaders, area high schools and Gillette College, and the corporate community). Without a unified effort, it will be difficult to make a significant tourism impact on Campbell County and the adjoining jurisdictions. Today there is a theme of some fragmentation between various factions in Campbell County. In addition, there seems to be a significant amount of dissension between some of the area’s youth sports clubs. While this is common in larger markets, it is somewhat rare in smaller markets the size of Campbell County. Achieving a state of collaboration throughout the region will be mission critical going forward if progress is to be made in the sports tourism and events marketplace.
2. Regional Competition – There are several competitors in Gillette’s geographic region that are well established in the national sports tourism space (see Appendix C). The high level of competition from nearby communities is only the beginning (most notably Rapid City, Casper, and Denver). This growing competition makes it more difficult each day for Campbell County to remain relevant locally, regionally, and nationally. While Gillette and Campbell County may not want to be “like” some of these communities, their presence in the sports tourism space will require the CVB to pick its proverbial spots and be smart about what its focus areas become with the limited resources it has to work with today.
3. Funding – There is an expanding national trend of small and mid-market DMOs increasing their bed tax percentage and/or using other tourism-related funds to build sports venues (see Appendix A). As this tourism-related tax activation trend is in its infant stages, the Consultants believe that no conclusions on the trend’s success or failure can be accurately drawn at this time. However, the use of tourism generated funding sources for venue enrichment and development (bricks and mortar), and also event creation, are strategies that should be considered by the CVB in the future. In addition, the CVB has limited funds with which to support bid-in events and to help create locally owned event assets. Most of Campbell County’s regional and national competition has solid venues, an established sports marketing program, and experienced human capital, with a sustainable funding model for all three elements. The CVB and its stakeholders will have to match this level of focus and investment to be effective against its peers into the future. Catching up with the regional and national competition will require capital



investment; in marketing, events, human capital, and also facilities.

4. Air Lift – The limited daily flight inventory in and out of Gillette could be a barrier to consistently attracting regional and national level events to the community. While the state is working to alleviate this issue throughout Wyoming, if more flights are not secured to raise competition, the limited number of flights and their high cost will prove detrimental to the CVB’s marketing efforts.

### **SWOT Executive Summary**

In the opinion of the Consultant Team that CVB should retool its sports tourism and events program in several intentional ways in order to drive more overnight stays to the area. With a limited sports marketing budget and a small number of tournament-friendly (or “anchor”) facilities, the CVB has to be laser focused in order to have success against its regional competitors. The opportunity at hand is to put in place an enhanced sports tourism support system that engages all of Gillette that can add locally created and operated events to the mix, and to take advantage of product development opportunities when they present themselves. Through an enhanced and regionalized effort, Gillette and Campbell County can realize increased economic activity through additional overnight stays, in the form of lodging and sales tax revenues, via sports tournaments and special events.

This initiative must be strategic and myopically focused. A resource efficient approach will be required to have long-term success in the hyper-competitive sports tourism and events industry. This includes an evaluation on whether resources obtained should be spent on human capital (staff), marketing (sales), event creation and expansion, and/or venue enhancement and development. There are more options that need to be considered today, than in the “old-school” sports tourism model of the past (where attending industry conferences and bidding on RFPs was enough to achieve success). Campbell County’s competition is well funded, well trained, and laser focused. To be relevant in the sports and events tourism market, the CVB team must match the level of its competition in every way possible.



## **Campbell County Convention & Visitors Bureau Sports Tourism Strategic Planning Project Synopsis and Recommendations**

The sports tourism industry has grown consistently over the past 20 years. Studies show that the grass roots portion of this market is worth more than \$11.4 billion annually to the domestic economy. Whether you use the National Recreation and Park Association spending estimate (\$85 per person per day), the 2011 National Association of Sports Commissions (NASC) study (\$208 per person per day), or the Destinations International (DI) economic impact calculator, the value of this niche market is palpable.

Add to this industry growth, the increased popularity of soccer, lacrosse, and other emerging sports (examples: Bicycle Moto Cross or BMX, pickleball, quidditch, rugby, and ultimate), the opportunity for the continuing expansion of economic development through sports tourism is tangible.

Throughout the research process, it became apparent to the Consultant Team that there is an opportunity for the Campbell County Convention & Visitors Bureau (“CVB”) to enhance its presence in the sports tourism market. The key moving forward is for county stakeholders to work together in building and managing an expanded sports tourism marketing program, and to focus political capital on building relationships locally that can deliver upon the sports tourism mission of the CVB on a recurring basis from one year to the next. Through the execution of a strategic and targeted game plan, the CVB will enhance its position regionally as a player in the sports tourism and events industry.

### Methodology

The Huddle Up Group, LLC (“Consultant” or “Consultant Team”) conducted an audit on the current sports tourism work of Campbell County Convention & Visitors Bureau (“CVB”), and an analysis of the area’s sporting venues. The audit included over a dozen in-person meetings with multiple community groups and key stakeholders, 25 phone interviews, including CVB staff, community leaders, venue managers, athletic administrators, event owners, elected officials, and additional targets that were identified by CVB. The Consultant Team also visited 13 sites encompassing over 30 existing sports and entertainment facilities, several of which have multiple sports and/or special event uses. These facilities are listed below, and also in Appendix E, along with potential enhancements/improvements that could be made to each venue.

- Aquatic Center
- Bicentennial Park
- CAM-PLEX
- Campbell County High School
- Campbell County Recreation Center
- Energy Capital Sports Complex
- Gillette Gun Club
- Gillette Little League Complex



- Gillette Roughriders Baseball Stadium
- Pronghorn Center
- Razor City BMX
- Thunder Basin High School
- Thunder Speedway

The Consultants reviewed several historical and internal documents including, but not limited to, the following:

- 2012 Lodging Report
- 2012 Visitor Profile Survey
- CAM-PLEX Venue Brochure
- CAM-PLEX Venue Map
- City of Gillette 1% Projects YE 2006-2010
- City of Gillette 1% Projects YE 2011-2014
- City of Gillette 1% Projects YE 2015-2017
- City of Gillette Energy Sports Complex Tri-fold Flyer
- City of Gillette Field of Dreams Master Plan Report 2012
- Campbell County CVB Advertising Schedule
- Campbell County CVB 2018-2019 Budget
- Campbell County CVB Conference Schedule
- Campbell County Joint Powers Lodging Tax Board Bylaws
- Campbell County Joint Powers Lodging Tax Board Grant Program
- Gillette Visitor Center Strategic Plan
- Gillette Visitors Map
- Hunting in Campbell County Flyer
- Monumental Gillette – Official Visitors Guide
- Monumental Gillette – Wright Sports Flyer
- Monumental Gillette – Wright Sports Venues Guide
- Northeastern Wyoming Hunting Guide 2017
- Sports Destination Management Magazine Advertisement (August 2018)
- Sports Destination Management Magazine Advertisement (November/December 2016)
- STR Report (July 2018)

The audit was led by Huddle Up Group Founder + CEO, Jon Schmieder (Phoenix, AZ) and Director, Caroline Brown (Scottsdale, AZ). The audit focused on three (3) themes:

1. Facilities inventory and quality.
2. National best practices for sports tourism and events marketing with similar market characteristics.
3. Identification of new business models/opportunities that would enhance the CVB's



overall tourism results.

Discussions were held around national best practices in these theme areas and focus was given to applications for the CVB and Campbell County. The intent of this process was to create community support for the CVB's increased sports tourism marketing, event creation, and venue enrichment efforts by giving local stakeholders a voice, and to foster a teamwork mentality throughout Gillette.

The Consultant Team took the results from the phone and in-person interviews, as well as the data from the site visit to the Gillette area (August 28 – 30, 2018), then overlaid national best practices to develop and deliver the enclosed recommendations. These recommendations are intended to spark a dialog within the community's leadership hierarchy in order to build a framework for next steps on an expanded sports tourism marketing effort.

The recommendations presented here are based upon what the Consultant Team believes are nine (9) universal truths about the Campbell County area's tourism and sports market position:

1. With the market fluctuations of Wyoming's primary business driver (energy), it is mission critical for tourism to provide sustained economic stability for Campbell County year over year.
2. The CVB has yet to scratch the surface on what the sports tourism market could do for Campbell County. With that in mind, the Consultant Team believes a solid strategy that is well executed will generate positive results for the community in the future.
3. For a community the size of Campbell County, the destination has a strong facility mix that is well above average for like sized markets. The CAM-PLEX, the Pronghorn Center, and the track facilities at the Recreation center and Campbell County High School, can all serve Campbell County well in hosting regional level events. However, outside of those options, the destination is limited in its inventory of "anchor" facilities that destinations typically use to host large national level tournaments.
4. Other than a long standing community discussion around the completion of additional phases of the Energy Sports Complex, no tourism driving facilities have been announced to the public that have a funding source attached to allow them to become reality.
5. There is no dedicated funding source to develop new sports facility products, or to enhance those that exist today.
6. Many of the existing facilities that could host significant tournaments are typically unavailable during tourism's off peak and shoulder seasons due to their existing tenants and programs (examples: high schools and the college in the area).
7. In the near term (without any new funds dedicated to facilities), the CVB will have to be creative with its current resources to make a positive impact into the future.



8. A new CVB office and visitor’s center is not likely to become reality in the near future.
9. Unless the funding model changes, the CVB nor any other entity in Gillette, will be able to make significant strides beyond the programmatic changes outlined in the below recommendations.

The enclosed game plan includes recommendations for three (3) primary focus areas and three (3) secondary concepts for future consideration. The primary areas must happen in the short-term, regardless of new resource acquisition or if a venue development/enhancement program is put in place. **The secondary recommendations are every bit as critical as the primary ones, however will likely take more time and strategic planning to bring to fruition.**

Primary Recommendation Areas

1. Enhanced Organizational Structure/Focus
2. Event Solicitation/Creation Concepts
3. Messaging and Marketing Platforms

Secondary Recommendation Areas

1. Venue Master Plan
2. Venue Enrichment/Development/Usage
3. Venue Funding Model

**Primary Recommendations**

Primary Recommendation #1: Enhanced Organizational Structure/Focus

The current sports marketing model being utilized by the CVB isn’t delivering optimal results. In order for the CVB to increase its sports tourism impact on the community, and to engage the entire area in a meaningful way, the Consultant Team recommends three (3) programmatic changes to advance the sports tourism effort.

1. Change the Program Focus – The current staff responsible for the sports market wears multiple hats and is responsible for marketing the destination to several verticals, including sports. The Consultant Team believes this model will be challenging to deliver on several fronts, most notably client follow through and event servicing once a championship arrives in Campbell County. Further, the top Destination Marketing Organizations (DMOs) and Convention and Visitor Bureaus (CVBs) make sure they play to their strengths and in many cases, try to create sports tourism opportunities outside the traditional trade show and RFP/bid type processes. These industry leaders most often focus on the service side of the equation and also spend more time on created events. These destinations often have a dedicated sports services person in place to support their event partners on site on game day. By adding a dedicated and knowledgeable sports services position, these destinations have differentiated themselves from their competitive set. These services professionals are often tasked with handling everything “outside the



lines”. That is, they are focused on handling non-competition elements of the event so their event rights holder partners can concentrate on putting on the best championship possible (“inside the lines”). In the near term, the CVB could benefit from a shift in direction of the current staff to a service role versus a sales role. Down the road, when more resources become available, the CVB may then want to consider adding staff to then handle traditional sales/development. Examples of strong sports tourism destinations that have forged this two-pronged (sales and service) pathway, are within a CVB structure, and have a multi-jurisdictional focus, include but are not limited to:

- Catch Des Moines (IA)
  - Experience Bryan – College Station (TX)
  - Fox Valley CVB (WI)
  - Rapid City CVB (SD)
  - Visit Fort Worth (TX)
  - Visit Hershey – Harrisburg (PA)
  - Visit Lane County (Eugene, OR)
2. Measurement – Gillette’s venue mix and current budget will not allow for bidding wars with the destination’s regional and national competitors. National best practices for markets with challenging budget situations are trending towards a high level of partnership with local area event promoters. By working with local event producers to create and grow events more organically three things occur: (1) these created events are not ones that can be stolen by Campbell County’s competitors through a traditional bid process, (2) the creators of these events (the CVB and its partners) can build these competitions in times of need for area hotels, attractions, and venues, and (3) the entrepreneurial nature of this model builds community partnerships that will enhance collaboration inside and outside of sports. In the case of created events or bid-in events, the Consultant Team recommends the following annual benchmarks be used for this expanded sports effort:
- a. New hotel room nights generated.
  - b. New events secured.
  - c. Number of participants/attendees visiting from outside the Campbell County area.
  - d. Newly created events developed and executed (with a target of 2 per year).
  - e. Number of events renewed from the prior year (these would also be evaluated on items a and c above).
3. Sports Tourism Advisory Committee (STAC) – Several interview respondents cited a level of disconnect with the current sports tourism efforts of the CVB. Signs of this disconnect were supported on multiple occasions during the Consultant Team’s initial site visit. While these issues could be due to a relatively new sports effort or perceptions



that are unfounded, the Consultants believes the creation of a more formal community-based sports advisory group would benefit the CVB in a very meaningful way. This new entity would help the CVB to build stronger community relationships for the long haul. Specifically, the creation of this group and the constant communication that would ensue would help connect the dots on created event opportunities (see Primary Recommendation #2 below) as well as uncover more traditional event bid prospects in the future. The Consultant Team believes this intentional networking effort should bear fruit in a relatively short period of time. Finally, given that the CVB Board of Directors are appointed positions, this advisory group will offer more inclusion opportunities for local leaders to get involved with the CVB.

### Primary Recommendation #2: Event Solicitation/Creation Concepts

During the research and analysis for this project, several areas of opportunity presented themselves relating to the attraction, creation, and servicing of events. Four (4) such concepts are outlined below:

1. Empower Local Promoters – The Gillette area has a solid foundation of event promoters whose work supports the tourism vision of the CVB. These locally based event leaders offer the community a tremendous resource to build annual sports and event properties, and thusly increase economic development. By offering support to these locally incubated programs through a dedicated grant/incentive fund, the CVB can build a solid annual cache of events that will allow it to then pick and choose where to participate in competitive bids for additional state, regional, and national tournaments. In order to execute upon this recommendation, the CVB staff needs to focus on a few key action items:
  - a. Create a funding model to provide resources for the grant program. This could include several sources, such as (1) leveraging the Campbell County Joint Powers Lodging Tax Board Grant Program, (2) reallocate some of the funds currently allocated to staff travel, (3) redirect much of the sports advertising budget towards creating new events, and/or (4) use the funds currently restricted to a future visitor center. Many DMOs or CVBs use a scorecard to evaluate each opportunity and allocate funds along a set calendar (Visit Eau Claire, WI and Experience Bryan – College Station provide industry best practice examples on this topic). While there needs to be some flexibility to take advantage of some short-term opportunities that could arise, the Consultant Team recommends a more formal process be put in place for these funds, especially where local promoters are involved.
  - b. Engage in a progressive dialog with area sports/events leaders on the expansion of their existing franchises, and also the creation of new events within the structures that already exist. Examples of optimizing the current resources (people and places) available in Gillette would include the basketball events run by Gillette College, high school and college events hosted by the Recreation Center, soccer



tournaments run by the local club, dirt track racing weekends run at the local track, events created and hosted by CAM-PLEX, and tournaments hosted by the area's two softball organizations.

- c. Growing and/or replicating the successful events that already exist would allow CVB to expand its tourism impact without having to bid against other communities for events through a traditional RFP process. Engagement of the local event promoters and their properties will likely lead to opportunities to expand into multiple championships over additional weekends across all sports. Where CVB can help build recurring community "owned" events and championships, the CVB won't have to rely as much on bid-in events to fulfill its tourism mission.
2. Venue Booking Policies – The CVB should strive to have "favored nation status" at all parks and recreation facilities, scholastic venues, CAM-PLEX, as well as at privately run facilities. While this is easy to state on paper, it is often tougher to achieve due to differing priorities between the venue manager and the CVB. In some cases, this is also difficult to achieve where there is "territorialism" between various community user groups. If the CVB were able to assist financially with the enrichment or expansion of area venues, there would be opportunity to request this favored nation status in the future. In addition, a transparent (shared) calendar at all venues is critical for the CVB to add value to venue managers over time. This calendar would include area parks facilities, privately run venues, high school and college fields/gymnasiums, and additional locations with sports and event friendly spaces such as CAM-PLEX. In order to be effective in the sports tourism space, a well-balanced use (between community user groups and tournament play) of all venues is critical. With that in mind, in the case where the CVB can invest in sports facility improvements, the CVB should have calendar control of those venues 18-months and further out (similar to how a DMO would normally block out key dates in their convention facilities).
  3. Scholastic Visitors Guide – There is a significant amount of sports tourism activity that is generated by the local college and high schools. While these inbound visits may come in small groups for short stays, cumulatively these visits could become a strong asset if captured. The Consultant Team recommends the CVB work with its scholastic partners on a visitors guide specific to these visiting teams and the high school/college markets. The guide should be developed and marketed with the team manager in mind, and list not only hotels but also team friendly restaurant information. This could actually evolve from a document to a program that the CVB could use as a marketing tool to support its local colleges and universities over time.

### Primary Recommendation #3: Messaging and Marketing Platforms

Throughout the research process, the Consultant Team encountered instances where stakeholders (both internal and external) were unsure of the historical importance of sports tourism on Campbell County. While this is very common in markets the size of Metro Gillette, there is a



good amount of education that needs to take place in the future. The Consultant Team recommends five (5) action items to help improve CVB's messaging to both internal and external stakeholders:

1. Branding – Overall, the CVB's brand identity is fragmented. The web domain, organization name, and the branding used in the sports marketing materials are all different. In addition, "Campbell County" isn't differentiating on the national stage and doesn't tell potential clients/partner where the destination is located. The national best practice would be to use the destination's largest city in defining and branding the metro area's identity and location. As a branding study is running concurrently with this sports project, we would suggest the CVB rebrand with a focus on Gillette (example: "Visit Gillette") and that the sports segment be clearly differentiated from the CVB itself. This would be done through a sports sub brand such as "Sports Gillette" that would have its own logo, its own web presence within the CVB website, and collaterals that more clearly speak to the sports market. This sports brand would present event right shoulders with the perception that we are service based sports professionals rather than a staff purely focused on heads in beds type sales. In addition, no matter the brand identity, the CVB's sports effort need an overhaul of both its web presence and its collateral materials.
2. Local Communications – CVB and its stakeholders, elected officials, and the hospitality community at large in Campbell County will be well served by a session on the value sports tourism brings to the area today, and what it could drive to the area in the future. To deliver upon this message, the Consultant Team recommends CVB undertake the following actions:
  - a. Value Proposition – Create an education campaign to roll out both internally and externally. This quarterly road show would be presented in a 60-minute coffee workshop format. CVB sports staff would present on the value of sports tourism to the county, and the opportunities available to Metro Gillette in the sports and events marketplace. Presentations should be made to various community groups (examples: elected officials, chamber leadership, civic clubs, high school athletic directors, hoteliers, restaurant association, sports venue managers, etc.). It is important to reiterate that CVB and sports staff utilize outside supporters (examples: CVB Board members, STAC members, event rights holders when in town) as partners in these meetings in order to give these presentations third party validation.
  - b. Create Corporate/Hospitality "Forums" – Where the education campaign noted above is aimed at community groups, the CVB staff should also develop a channel to educate and engage the corporate communities in Campbell County. The Consultants recommend the creation of a quarterly "6&6 Lunch". These lunches employ six existing stakeholders (examples: CVB Board members, STAC members) to each invite one guest from the business community (six stakeholders, six guests, "6 & 6") to attend an informative luncheon on the importance of tourism, sports and events, and the work of the CVB in the sports



tourism industry today, and the opportunity for partnership involvement.

- c. Measurements – In order to create and deliver the educational outreach programs outlined above, the CVB must be able to message the success of its efforts. This would require the staff to be able to accurately measure the economic impact of its activities (through past data captures, or via the NASC or Destination International impact models), and also be able to effectively capture room night totals from events it hosts (through live data captures, use of a standardized formula based on participant numbers, or a technology such as EventConnect). In addition, the CVB should summarize and use its historical data on some of the key events from year to year to use as positive examples of what tourism can drive to Campbell County over time.
3. Targeted Outreach – Most DMOs and CVBs work to generate business by attending travel industry conferences, conducting sales trips, and coordinating familiarization (FAM) tours. The CVB’s past efforts at these conventions have not delivered markable results. While the CVB staff should attend trade shows where necessary for professional development purposes (examples: NASC Symposium, 4S Summit), the Consultant Team recommends that the additional sports tourism shows should be removed from the 2019 travel calendar and those funds reallocated to launch locally created event products. When attending these national events, where possible the CVB should engage elected officials, community leaders, and venue partners in this process, and budget for the costs of travel for one individual to attend each conference or special event where potential partners can be sought out and secured.
4. Strategic Partnerships – There is an opportunity for the CVB to utilize this enhanced sports tourism effort to build bridges in the community. More specifically, there is a need for this newly expanded sports tourism program to bring area sports tourism and event groups, multiple city and county parks leaders, and the corporate community into the fold. Relationships can be enhanced with the various venue managers, community sports groups, and the county’s tournament organizers among others. There are two (2) specific areas where the CVB can enhance its relationships community-wide:
  - a. The creation of the STAC as noted above, would provide a high level of connectivity to the Campbell County sports market and would support the CVB in a more intentional way going forward.
  - b. There is opportunity to recognize the past work of these community leaders through an annual community awards event of some type. This could be done as part of one of the quarterly STAC meetings, or as a standalone event.

In both of the above recommendations, the end goal is for the CVB to be viewed as the "go to" organization when its partners need help to create and host an event.

5. Trumpet Successes – In all cases where the CVB is involved in the production of an event, the organization should make it a priority to promote the community impact of the



competition/tournament. This promotion should be sent out via traditional and also new media outlets, to both media and non-media audiences. The information should include economic impact data derived from the aforementioned NASC or DI tools. It is important that in this process the CVB steer clear of the perception of taking credit for the event in total, and that the event rights holder or local promoter be included in the promotion process throughout. Further, an ROI should be calculated on the tourism spending return for every marketing dollar spent by the CVB (most destination marketing organizations, or DMOs, aspire for a 9-to-1 or better return on each dollar invested in tourism development).

### **Secondary Recommendations**

In the near term, the CVB will have to grow the sports tourism market with the assets it currently has available to them (financial, physical, and human capital). The natural progression of success would include facility enhancement and development to improve the destination offering and drive more overnight stays through sports. Without a large inventory of “anchor facilities”, nor venues that can be improved to become a significant tourism driver, a longer-term vision will need to be placed on venue development for Campbell County. Looking at the long-term sports tourism needs of the region, the destination will need to create a structure to effectively leverage opportunities as they arise, and also identify a funding source to use to draw additional investment in new product development (sports venues) and the enhancement of existing facilities.

#### Secondary Recommendation #1: Venue Needs Master Plan

As the CVB’s sports tourism program grows, the Consultant Team recommends the organization expand its work in the long-term product development vision for the region as outlined here:

1. Infrastructure Challenges – In order to be a valued community partner over the long haul, the CVB needs to be able to offer support for future venue expansion and enhancement. Creating a venue improvement fund (see below), and/or finding consistent ways to support area venues and their events will allow the CVB to grow its impact in the area for not only tourism, but also for community user groups. The CVB staff, along with the area’s venue owners/managers, and the aforementioned STAC, should compile a wish list of all potential venue improvements that would ultimately drive more tournaments (and overnight stays) to the area. Also note that any improvements that are made would also enhance the local user group’s experience, which should not be lost in the enclosed tourism-related recommendations.
2. Energy Capital Sports Complex – While evaluating the feasibility of future expansion at the Energy Capital Sports Complex was outside the scope of this project, the Consultant Team did review the facility’s master plan. Should this facility be built out in the future, to maximize the tourism opportunities for the community, it is the opinion of the Consultant Team that a focus should be on working towards an anchor facility that is tournament friendly versus adding a small number of different types of fields for different



sports. Adding another quad (or two) to the existing baseball/softball diamonds would enhance the CVB’s ability to pursue larger regional and national tournaments from rights holders such as USSSA, USA Softball, AAU and others.

Secondary Recommendation #2: Venue Enrichment/Development/Usage

1. Venue Enrichment/Development – Noted previously in this report, venue development and enhancement are critical to the long-term success for Campbell County as a community. For the CVB to positively impact the area’s grass roots sports events community as well as its future sports tourism work, the organization and its partners must identify a funding mechanism for venue enhancement and development projects (see below). This would include special projects needed to consistently land major regional and national tournaments for the area, and to enhance the local user group’s league and recreational play. The current needs for this fund would include, but are not limited to, the following projects:
  - a. Anchor Venue Inventory – The Gillette area currently has a limited supply of “anchor” venues that could be used to drive tourism to the destination. Many of Campbell County’s regional and national competitors have significant multi-use sports complexes, including:
    - Dick’s Sporting Goods Park (Denver, CO) – 24 fields and an MLS soccer stadium.
    - Grand Park (Westfield, IN) – 31 flat fields, 24 diamonds, and 2 large indoor facilities.
    - Elizabethtown Sports Park (Elizabethtown, KY) – 10 flat grass fields, 2 flat turf fields, 12 baseball/softball fields.
  - b. Infrastructure Enhancements – All venues in the county that are used to host regional and national tournaments should provide permanent restrooms and concession facilities, television ready lighting, adequate parking on site, a championship field, WiFi coverage, a tournament office to serve as an operational headquarters, and adequate power locations to accommodate television/streaming or new media style broadcasts. Most of the venues in Campbell County lack some or all of these assets. In addition, many of the outdoor facilities visited by the Consultant Team need equipment upgrades or replacements. The region could also use more artificial turf surfaces over grass, which would help with inclement weather issues, extend the outdoor playing season, and minimize maintenance costs over time. While the CVB’s charter prohibits it from owning assets, a venue enrichment grant fund could help enhance some of these existing facilities to make them more tournament friendly, while also serving to improve the local community user group’s experience.



c. Indoor Venues – Gillette has some solid indoor spaces that could be used for tournament play if they were available to book and had the right equipment available to them. The recent investment by CAM-PLEX in sport court is a positive step, and it is likely that to grow the impact of sports tourism in Campbell County more investments in athletic equipment would need to be made in the form of sports tournament-specific items (examples: more sport court, basketball baskets, volleyball nets, pickleball net systems). As tournament opportunities arise, the venue enhancement fund should be tapped into to pay for these equipment upgrades. These purchases can be used for years into the future to expand the CVB’s reach into the fastest growing indoor sports, and to diversify beyond the traditional competitions. The ability to host indoor events could also strengthen tourism in the shoulder season and off-peak months. The growing sports opportunities could include:

- Pickleball – USA Pickleball’s membership has grown four-fold in the past three years.
- Cheer and Dance – 1.6 million core participants engaging in the sport at least 13 times per year.
- Mixed Martial Arts (MMA) – Core participation in MMA competitions is up 77% over the past three years, totaling nearly 1.3 million athletes.
- Additional Growth – Boxing and roller hockey also offer a significant growth market in the indoor sports space, rising in core participation 41.4% and 39.5% since 2012, respectively.

An investment in this equipment could also allow for the CVB to host many of the larger more traditional and established sports competitions, including:

- Basketball – 15.6 million people in the United States are considered core basketball players, participating in the sport 13 or more days per year.
- Volleyball – Has a core audience of nearly 3.6 million people.
- Indoor Soccer (Futsal) – Over 2.6 million core athletes participating 13 or more times a year.
- Archery – Core athlete participation in archery (26 or more days per year) is up 8.1%.\*

\* – The statistics noted above were obtained from the 2016 Sports & Fitness Industry Association’s annual sports participation report. The study measures participation changes over one, three, and five years.



### Secondary Recommendation #3: Venue Funding Model

In order to enrich the destination’s venue mix, the CVB and its tourism partners would need to identify a sustainable funding source to help activate these venue improvements. Numerous markets across the country have implemented a dedicated tourism-based revenue source to enhance their sports facilities. These taxes are most commonly a hotel occupancy tax or a food and beverage tax (see Appendix A). Should such a tax, or another funding source be identified, the Consultant Team has outlined below how such a funding model could work for the CVB and its sports tourism program:

1. Sports Development Fund – Identifying a dedicated funding source for the venue projects noted above, and those opportunities that may arise in the future, is critical for the CVB to grow the sports market. The national best practice for the activation of these newly identified funds would be to use them as a catalyst for a “challenge grant” style program. That is, there would be a formal grant request process for the CVB’s partners to apply for funds in a dollar-for-dollar match for capital projects that would drive overnight stays to Gillette. For every dollar the partner invests, they would be eligible for a dollar from the CVB Sports Development Fund. Employing this type of a matching program ensures that all parties have a vested interest in the positive outcome of each project, and that the CVB’s investments are well protected. In addition, effective use of these funds to drive more overnight stays would subsequently increase the impact of tax collections by these additional visitors. Finally, should this fund be put in place, the CVB should tie all grants to the concept of “Favored Nation Status” noted earlier in this report.

A major point of note, numerous cities are increasing their bed tax rate and/or using a food and beverage tax to put towards the construction and/or operation of new sports facilities (Examples: Rockford, Evansville, Shreveport, Spokane, Appleton, Tulsa, Eau Claire, Fort Wayne, Ashland, Millville, Elizabethtown, etc.). See Appendix A for additional details on this topic.

Note: A summary of all activation recommendations can be found in Appendix D.

### **Conclusion**

Sports tourism is a \$1.41 trillion industry worldwide, and is projected to grow to \$5.72 trillion by 2021, according to the media and entertainment research firm Technavio. A study by the National Association of Sports Commissions (NASC) states that the grass roots portion of the domestic sports tourism industry is responsible for \$11.4 billion annually. Sports is big business, and the competition has never been more fierce. There are more communities targeting the sports market than ever before. In order for Campbell County to be relevant in this niche market, the CVB must build bridges with key players locally to pave the way for a new organizational model that is focused on more locally created events that can serve as long term assets. By forging this path, the CVB will position Gillette and Campbell County as a strong player in the sports tourism industry, that will be able to provide value to its stakeholders in a meaningful way year over year.



Gillette has had success in hosting sporting tournaments and competitions over the years (see National High School Finals Rodeo). The Consultant Team believes there is additional opportunity for the CVB and its partners to grow the impact of sports and events tourism in the future. To frame up this vision, the Consultant Team offers four “Big Ideas” for Gillette:

1. The CVB needs to be more intentional about how it plays the sports tourism game. Campbell County cannot play the same game that its more well-funded and experienced competitors play in larger markets, with superior venues, and more resources. The CVB has to play its own game to be successful.
2. There are several opportunities to leverage today. Create small opportunities year over year, with a vision for the longer term. The CVB and its sports tourism program needs to be intentional about an external focus towards its local partners (STAC) to be effective in the future.
3. Community leaders shouldn't let facility discussions get in the way of blocking and tackling sports tourism efforts that can happen now. There are opportunities to be had, even if new resources or venues don't materialize.
4. The end goal should be for the CVB to become the go to organization that the community can lean on for all sports tourism related issues/opportunities (example: be in a position to take on a leadership role with area promoters to remove barriers for them to create tourism driving products).

The CVB and its partners can achieve tourism growth in Campbell County through the empowerment of local event promoters/operators to create home-grown grass roots events, develop new event and venue products, and host bid-in state/regional/national championships when necessary. In order to really make an impact on Campbell County, its businesses, and even more importantly its citizens, the CVB needs to focus its efforts on three (3) overarching objectives:

1. Create a culture of sports and events development. Develop new events (two per year), develop human capital, develop relationships, and develop physical products (venues) when resources become available.
2. Partner with local promoters to build created events that will call Campbell County home long into the future that will not be subject to an RFP process with the CVB's competitors.
3. Make the long-term enhancement of Campbell County's venue “tool kit” a priority, by leading a community-wide discussion that focuses on the future vision of the community through a sports tourism lens.

In order to pursue some of the “Big Ideas” and objectives laid out above, the CVB would need to identify a new and sustainable funding source. Even with the addition of a new funding mechanism, it is likely that the CVB would only receive a portion of those funds, and the



organization may still be underfunded against its regional competition (such as Rapid City, Denver, Sioux Falls, and Fargo). To be effective in the near term with its limited resources, the CVB needs to be strategic in how it promotes the destination. In the future, the CVB must pick up the ball and create an empowering environment for its local event promoters (hosting tournaments) and community partners (venue development) to build a foundation for long-term success.

Specifically, the CVB sports effort should focus its resources on three (3) initiatives (or “Pillars” as outlined in Appendix F). Each Pillar has a specific target audience, as well as tactics to achieve the CVB’s tourism goals for each area. The Pillars are meant to be simple and also clarifying, so both internal and external stakeholders can easily understand the mission and goals of the CVB and this enhanced sports tourism effort. The Pillars include the following three (3) focus areas:

1. Events – A two-pronged events approach would include the current practice of pursuing a limited number of traditional bid-in events with event rights holders, and a new vision for incubating and creating new events in partnership with the community’s local promoters (example: the “12<sup>th</sup> Man” concept where over time CVB develops one event each month that is locally owned and run). As the CVB’s expanded efforts take root and new locally produced events are developed, there will be less of a need to focus on competitive bid processes to drive overnight stays. Both the traditional bid-in events as well as created events that drive overnight stays will deliver on the CVB’s tourism mission.
2. Venue Enhancement – Providing a sustainable revenue stream for venue development will be mission critical for the community going forward. As this funding source takes shape, the CVB should lead a venue master planning process for all of Campbell County. This master plan would serve as a launching pad to enhance the area’s existing venues and to potentially develop new facilities that can positively impact tourism in the area (while also offering better venues for local community user groups to utilize). This should not be lost in the recommendations proposed here – improved venues will give the community’s local leagues and programs better places to play throughout the year, as well as drive additional tourism to the community. While this project is focused on tourism, we cannot discount that the local user experience will be greatly improved in the process. As a final point here, these new venues would also have a combined positive effect between driving tourism and local user groups – these new facilities would also provide more opportunities to host tournaments in Campbell County, which means local teams could play in regional/national level tournaments at home, rather than traveling to other destinations.
3. Community Engagement – Messaging the mission of the CVB, the importance of sports tourism to the area, and the historical success of the organization to various stakeholder groups is critical to future success. In addition, the concept of an expanded sports tourism program would likely draw in new talent and further deepen the sports tourism community’s ties. This effort will provide a place for further venue and event development discussions to take place. The best practice for success with Sports



Commission Boards (and Advisory Boards where applicable such as the proposed STAC) is to ensure that they have a defined role, something the CVB and its stakeholders should contemplate prior to assembling and recruiting this group. The CVB has several different stakeholder groups, reaching them consistently with a meaningful message will help grow the organization's reach and influence over time.

The unprecedented growth of the sports tourism industry (see Appendix B) shows the high level of market sustainability that support the expansion of economic development in this space for Campbell County. The recommendations suggested here will positively impact the county's tourism profile and also positively affect the citizens and community user groups on a day-to-day basis.

Throughout this project, subjects expressed a desire for community leaders to work together. There is a great deal of support for the CVB to expand its reach in the sports tourism space. With that in mind, there is an opportunity for the CVB to be the connection point in sports tourism through the enhancement of its current sports marketing efforts, that can lead the charge in the creation of new event and venue products. This investment will, in turn, help drive economic development year over year into the future.

As in any new project, there are numerous variables that would need to be considered in evaluating the ROI and risk in expanding the community's sports tourism program, including work towards the development of new venue assets. It is the experience of the Consultant Team that the communities who consider the overall impact on their tax base as a whole, will have more success than those that measure success purely by room nights or bed tax collections. That is, the cities that take into account the entirety of the community impact and total economic activity that is generated by a sports tourism marketing program, generally display a higher level of collaboration than those that simply measure heads in beds and sales tax totals.

In summary, the Consultant Team offers what we feel are the four (4) most important things for the CVB to facilitate in the immediate future:

1. The CVB sports staff needs to become far more externally focused in developing and growing local relationships. This starts with the creation of the STAC, and an intentional effort to connect with local venue managers and event organizers on a routine and ongoing basis.
2. Meet with the leaders of top tournaments and special events to identify areas where the sports tourism initiative can partner with them to enhance their existing properties, and potentially create new ones. Engaging local promoters in the event development process to create more owned event assets will have positive long-term effects on the community, including lessening the dependency on bid-in events and transient/corporate tourism.
3. Develop a venue enhancement wish list, along with projected budgets for the desired improvements. Prioritize those improvements in order of those that will drive more overnight stays to Campbell County, and formally adopt the list of enhancements as a



long-range improvement plan (with or without an identified funding source).

4. Determine future potential funding pathways, and what percentage of those funds would be attributed to this expanded sports tourism effort, and also to other tourism driving programs through the CVB.

In the eyes of the Consultant Team, the puzzle pieces exist in Campbell County to expand economic development for the region through sports and special event activities. The only question would be to what extent this development effort can be supported financially in order to best benefit the destination. The Consultant Team believes it is within the power of the CVB and its stakeholders to capture more opportunities in the sports tourism and events market, while also enriching the lives of its citizens. This community-wide effort will help the Campbell County Convention & Visitors Bureau lead the tourism and business communities in an ongoing and proactive manner into the future.

Report submitted to Campbell County Convention & Visitors Bureau on October 22, 2018.



## Appendix A – Trends in Sports Facility Funding

The most common funding source for new facilities is a general fund allocation from the city/county where the facility is located as well as a land contribution for the venue to be constructed (again donated by the city or county). Although the level of success is yet to be determined, several communities around the country have already, or are in the process of, raising their bed tax collection rate to fund sports-related facility development, including:

- Rockford (IL) having already finished a significant expansion of its outdoor sports venues, used bed tax dollars to bond \$10 million towards a new indoor facility. The Downtown Sports Complex carried a price tag of \$24 million and opened in late 2016.
- Evansville (IN) recently opened a new \$15 million multi-use outdoor sports complex that is entirely funded by bed tax dollars. The future management of this facility will also be funded by bed tax dollars and it is run by the DMO itself.
- Spokane (WA) is in the process of bonding \$25 million against future bed tax collections to construct a new athletic field house.
- Shreveport (LA) recently passed a bed tax increase for the expansion of their Convention & Visitors Bureau's national marketing program. This new tax also supports the Independence Bowl (venue enhancements and improved match-ups) and the Shreveport Regional Airport (incentives for new airline routes). This combined effort between three of Shreveport's leading agencies shows the economic development impact that sports tourism can have on a mid- or small-size market.
- Fox Cities (Appleton, WI) recently raised their bed tax rate from 6% to 10% to build a convention center, a new large (hardwood, turf, and ice) indoor sports complex, and to renovate three existing sports facilities used to attract regional and national tournaments. This facility is breaking ground in Q1 of 2018.
- Placer Valley (CA) is allocating funds from an increased bed tax as well as a new hotel assessment to construct and manage a \$35 million multi-use all turf sports complex. The venue will be managed by the area tourism bureau and is slated to open in 2018.
- Pasco (FL), in partnership with the Florida Sports Foundation, is in the process of developing a new sports complex on 120 acres of county-owned property. Pasco County is investing \$11 million to the project, including \$8.5 million in tourist tax funds and \$2.5 million in unrestricted bond proceeds.
- In January 2016, Warren County (OH) raised the lodging tax one (1) percent to finance a \$10 million, 20 field sports complex. The rate hike increased the county hotel occupancy tax from 3% to 4%. The tax will be used over 20 years to pay off debt the Warren County Convention & Visitors Bureau will take on to pay for the complex.



## Appendix A (Continued) – Trends in Sports Facility Funding

In addition to the hotel tax examples noted on the previous page, several communities have implemented a food and beverage tax for the purpose of developing or enhancing sports facilities.

- Elizabethtown (KY) passed a 2% food and beverage tax in 2012 to fund the development and management of the Elizabethtown Sports Park. Having just completed its first five years of operations, the “mega complex” has driven nearly \$100 million in direct visitor spending to the community (according to studies commissioned with SportsImpacts, one of the top economic impact agencies in the country). Etown as it is known, is currently looking at facility expansion opportunities to capture even more sports tourism activity.
- For the past 30 years, Fort Wayne (IN) has implemented a 1% food and beverage tax that is used for capital projects. This program has funded several new buildings at the site of the Allen County War Memorial Coliseum arena, including a 100,000-square foot expo center and 5,000 seat baseball stadium. These funds have also been used to renovate the arena’s ice floor, to add 2,500 seats and meeting rooms to the arena. The fund generates \$7.5 million per year and is currently being considered to help finance a new arena downtown.
- Ashland (OR) employs a 5% food and beverage tax which garners nearly \$4.5 million a year. Twenty percent of these funds are allocated to the acquisition and preservation of open spaces for parks and recreation, with 80% of the funds used to retire debt for a recently completed community-wide waterway enhancement.
- Historically, King County (WA) has used intermittent funding from food and beverage taxes to build stadiums such as the King Dome. While this program is not active today, it has been a tool the Greater Seattle area has used in the past for venue development to entice professional sports teams to the area. Similarly, the State of Florida has a professional league stadium venue development program that is also funded by temporary food and beverage taxes, when needed. Finally, Milwaukee used a food and beverage tax to build Miller Park, home of Major League Baseball’s Milwaukee Brewers.
- In 2007, the State of New Jersey created the “Sports and Entertainment District Urban Revitalization Act.” Under this legislation, the community of Millville levied a 2% local food and beverage tax to fund a sports and entertainment district including a 500-acre motorsports park that hosts numerous events including NASCAR racing.

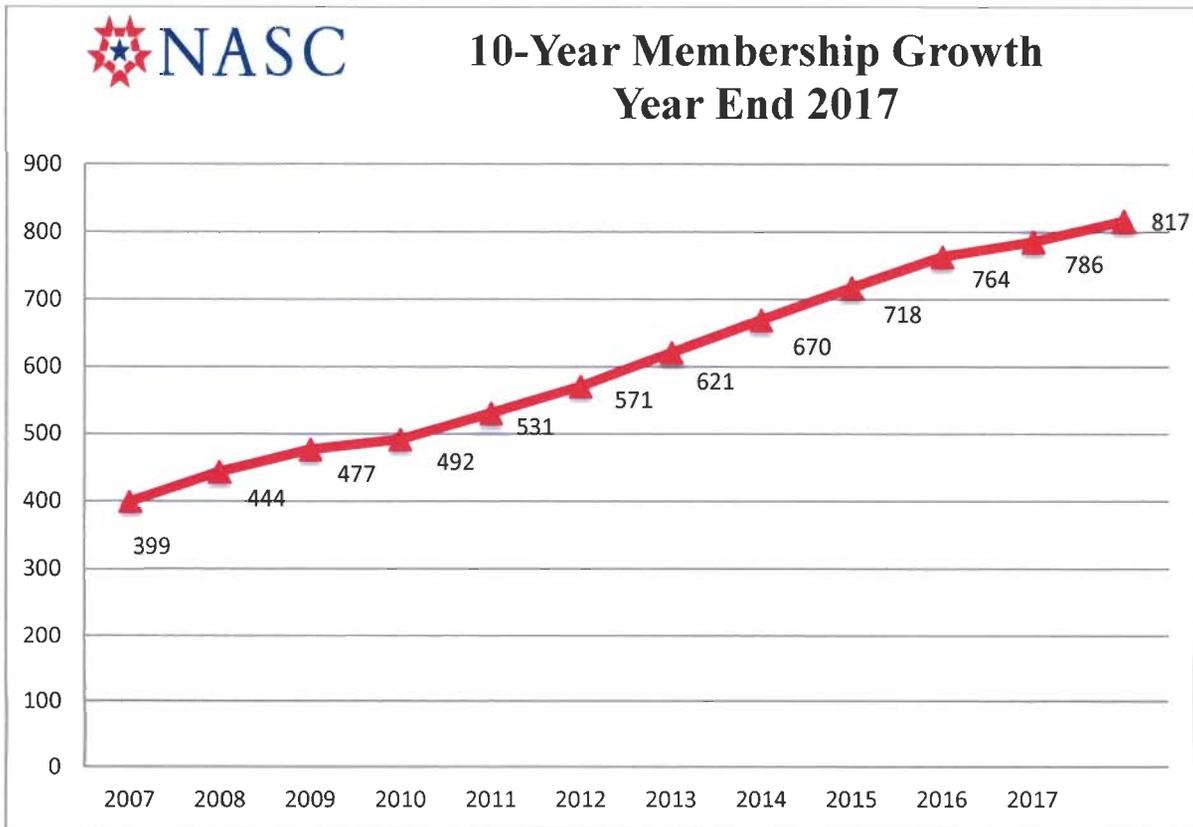
It should be noted that different states have different regulations regarding the use of funds generated by bed and/or food and beverage taxes. The cases outlined above are not exhaustive and should be viewed only as examples for further discussion.



### Appendix B – National Association of Sports Commissions (NASC) Membership

Sports tourism has grown exponentially over the past two decades. The nature of the industry is that it is relatively “immune” to market factors such as troubled economies, war, high unemployment, 9/11, or similar factors. Studies by the NASC show that the grass roots sports tourism industry is worth over \$11 billion and that there are more events today, with more participants competing in those events, than ever before.

Projections indicate that the grass roots sports tourism industry (exclusive of mega events like the Superbowl, Final Fours, etc.) is growing at a pace of 12-14% per year, with more growth anticipated in the coming decade. Below is a chart outlining the growth of membership organizations within the NASC, which is a direct correlation to the growth of the sports tourism industry as a whole.



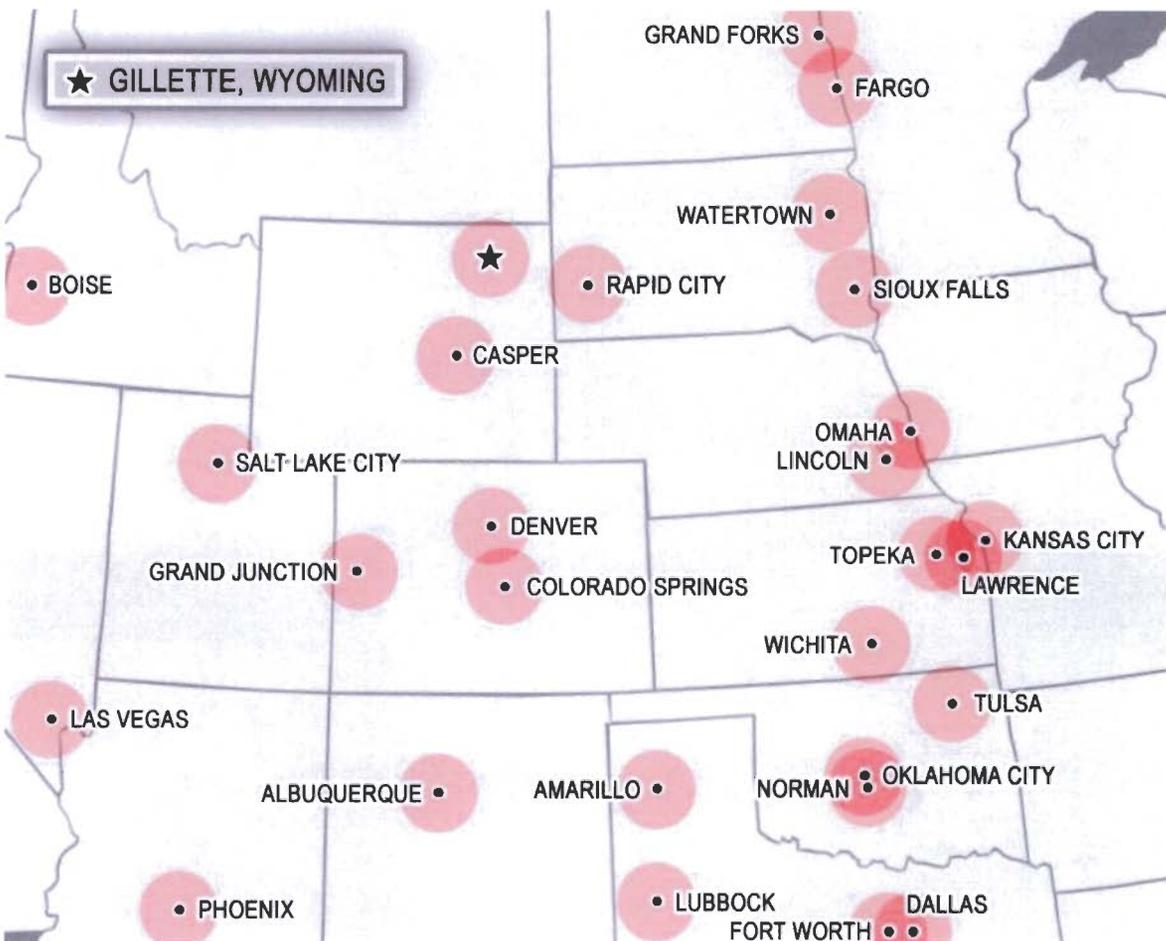


### Appendix C – Campbell County Convention & Visitors Bureau Regional Competition Analysis

The sports tourism and events industry is as competitive today as it has ever been. Numerous destinations market themselves in this niche industry in the form of a DMO, Convention & Visitors Bureau, city, or through an alternative organization.

Below is a visual representation of the various entities in Gillette’s geographic region that are active in the sports tourism and events space. The circles surrounding each city represent a 100-mile drive market for local and regional events.

While tournaments often attract teams from as far away as a full day’s drive, this graphic shows the significant level of competition in this industry and the high level geographic overlap amongst these communities.





## **Appendix D – Campbell County Convention & Visitors Bureau Summary of Activation Recommendations**

### Primary Recommendations (Near Term)

Dedicated Sports Services Coordinator

Additional Measurement Benchmarks

Create Advisory Board (STAC)

Increase Messaging/Communications

Targeted Outreach Events w/Key Stakeholders

Strategic Partnerships

Enhanced Sports Marketing Budget

Venue Booking Policies

Empower Local Event Promoters

Formalize Grant Program/Event Opportunity Fund

Scholastic Marketing

### Secondary Recommendations (Long Term)

Venue Needs Master Plan

Venue Enhancement Fund

Identify Funding Source for a Sports Development Fund



**Appendix E – Gillette  
Venue Needs Summary**

Overall, the Consultant Team found few “anchor” facilities in Gillette. Below is a list of all venues evaluated by the Consultant Team along with areas of enhancement needed for each. To be clear, even if these enhancements are made at the facilities listed below, it is unlikely that any of them would be made tournament ready with only these additions/changes.

Facility	Description	Comments
Bicentennial Park	Varying number of soccer fields	Odd configuration for full size fields
	8 tennis courts	Need improvement/resurfacing
	2 baseball fields	Good facility for local/regional use
	6 softball fields	Good facility for local/regional use
Aquatic Center	50 meter pool with bulkhead	Outdated, needs more deck space
Gillette Roughriders Baseball Stadium	One stadium field	Did not see inside
Thunder Basin High School	5 tennis courts	Odd number of courts
	2 soccer fields - adding more	Good fields in a good location
	Track	Excellent facility for state/regional events
	Football stadium	Very nice facility
	Gymnasium	Good multi-use space with two courts
Campbell County Recreation Center	3 basketball courts	Good facility for smaller local tournaments
	Rock wall	Good for community use
	Recreation pool	Good for community use
	Indoor track/tennis/pickleball	Very nice with multi-purpose uses
Pronghorn Center	2 basketball courts, 1 stadium court	Very nice multi-purpose venue
Gillette Little League Complex	6 baseball fields	Good complex for local/regional play



**Appendix E – Gillette  
Venue Needs Summary (Continued)**

<b>Facility</b>	<b>Description</b>	<b>Comments</b>
Campbell County High School	Track	Average track
	Football stadium	Tired stadium, undergoing upgrades
	3 football/soccer fields	Average fields, tough location
	5 tennis courts	Odd number of courts
Energy Capital Sports Complex	4 softball fields	Very nice, limited field count
CAM-PLEX	Convention/fairgrounds facility	Great multi-purpose space
Thunder Speedway	Dirt track racing venue	Ok, specialized venue
Gillette Gun Club	Trap range	Very nice facility
	200 yard range*	Did not see
	100 yard range*	Did not see
	50 yard range*	Did not see
	25 yard range*	Did not see
	15 yard range*	Did not see
Razor City BMX	BMX track	Local track, not BMX Nationals ready

\* - Site not evaluated in person by the Consultant Team on the initial site visit.



**Appendix F – Campbell County Convention & Visitors Bureau  
Sports Tourism Market  
5-Year Strategic Mission Pillars**

In the future, Campbell County Convention & Visitors Bureau’s enhanced sports tourism effort should sharpen its focus on three (3) key mission areas, or “Pillars.” Each Pillar is driven by a different audience, all focused on increasing overnight stays and consumer spending in the Gillette area. This refined focus will help CVB enhance its messaging and will deliver directly on the community’s tourism mission. The recommended Pillars are below along with their driving audiences/factors.

<b>Campbell County Convention &amp; Visitors Bureau Sports Tourism Market 5-Year Strategic Mission Pillars</b>			
<b>Pillar</b>	Events Bid/Created/Owned (Short-Term)	Venue Enhancement (Long-Term)	Community Engagement (Ongoing)
<b>Audience</b>	Tourism Economic Development Rights Holders/NGBs Local Promoters	Venue Managers Hospitality Leaders Elected Officials Economic Development	Elected Officials C-Level Community Leaders Local Media Non-Profit Civic Groups Hospitality Community
<b>Tactics</b>	Revamped Sports Marketing RFPs & Event Bids Grants Program “12 <sup>th</sup> Man” Grow existing events 10%/Yr. Create two new events/Yr.	Venue Needs Master Plan Venue Development Fund Funding Source Defined	Staff = Outwardly Focused “6&6” Lunches Economic Impact Releases Corporate Support/Recognition National Outreach

On Thu, Nov 1, 2018 at 3:22 PM Doug McGee <[doug.mcgee@wyo.gov](mailto:doug.mcgee@wyo.gov)> wrote:

Sent on behalf of Col. Kebin Haller, WHP.  
-----

WAM Members,

I'm writing on behalf of emergency responders, maintenance workers and utility workers in Wyoming.

On Nov. 8, the Wyoming Highway Patrol and WYDOT will be making a social media push to raise awareness for Wyoming's Move Over law.

As you may know, the law was updated by the Legislature last session to include vehicles other than law enforcement and first responders. The law now protects utility vehicles, tow trucks, and city and county maintenance vehicles.

I ask those of you who have Facebook accounts to post Move Over messages or share those of WHP and WYDOT. This can be on your official social media or your personal. We'd love all the support we can get. We intend to post throughout the day, so please, take a moment as your schedule allows to share as you can.

I've attached some examples of our posts below.

Please help in this effort to provide a safer workplace for those whose "office" is along the roadside.

Sincerely,  
Col. Kebin Haller  
Wyoming Highway Patrol



**GIVE 'EM ROOM**



**TO WORK!**

imgflip.com

**IT ISN'T EASY  
BEING GREEN.**



**BUT IT'S SUPER  
EASY TO MOVE OVER.**

imgflip.com

**WHEN YOU SEE THESE...**



**MOVE OVER!**



CAMPBELL COUNTY PUBLIC LAND BOARD

MEETING AGENDA

November 8, 2018 – 6:30 P.M.

ITEM #	AGENDA ITEM (CCPLB Governing Policies Manual Number or By-Laws) <i>NOTES IN GREEN – Guidance for the handling of the item.</i>
1.	CALL TO ORDER/ATTENDANCE (2.5.10)
2.	APPROVAL OF AGENDA (2.3.3)
3.	APPROVAL OF MINUTES (2.3.3) for the A. October 11, 2018 Board meeting ( <b>ATTACHMENT "A"</b> )
4.	CONSENT AGENDA (2.3.4). A. APPROVAL OF WARRANTS ( <b>ATTACHMENT "B"</b> )
5.	CITIZEN INPUT (2.2.1)
6.	<b>BOARD PROCESS</b> A. APPROVAL OF THE CCPLB INVESTMENT POLICIES <i>"MOTION: to approve the updated CCPLB Investment Policies as presented."</i> B. INVESTMENT RFP DATES DISCUSSION C. AGENDA ITEMS FOR THE DECEMBER QUARTERLY COMMISSIONER'S MEETING D. FOLLOW UP ITEMS FROM PREVIOUS MEETING (2.3.3) i. None E. CONTRACTING/PURCHASING DECISIONS (2.2.7): (no actions to be taken at this meeting)
7.	<b>OPERATIONS REPORT/UPDATE (3.8.1.C)</b> A. Items GM Jeff Esposito will discuss: i. General Manager's Report ( <b>ATTACHMENT "C"</b> )
8.	<b>MATTERS FOR NOTING:</b> A. MAJOR CORRESPONDENCE: i. None



# CAMPBELL COUNTY PUBLIC LAND BOARD

## MEETING AGENDA

November 8, 2018 – 6:30 P.M.

	<p><b>B. BOARD CALENDAR: (ATTACHMENT "D")</b></p> <ul style="list-style-type: none"><li><b>i. Upcoming Board Meetings:</b><ul style="list-style-type: none"><li>a. December 13, 2018 at 6:30 p.m. (Quarterly meeting with Commissioners at 6:00 p.m.)</li><li>b. January 10, 2019 at 6:30 p.m. (Workshop at 6:00 p.m.)</li></ul></li> <li><b>ii. Other meetings/events:</b><ul style="list-style-type: none"><li>a. Annual Board Planning Meeting: Suggested dates December 4, 5, or 6 at 11:30 a.m. in the Board Room. Lunch will be provided.</li><li>b. Annual CCPLB/Staff Planning Meeting: Please look at your calendars the week of January 28-February 1. Suggested time 5:00 p.m. in the WC/FR Lobby. Dinner will be provided.</li><li>c. Annual CCPLB/Manager Budget Meeting (FY 2019/2020): Please look at your calendars the week of February 20-24. Suggested time 5:00 p.m. in the Board Room. Dinner will be provided.</li></ul></li></ul>
<p><b>9.</b></p>	<p><b>ADJOURNMENT</b></p>

ATTACHMENT A

Campbell County Public Land Board (CCPLB)  
 Meeting Minutes  
 October 11, 2018

<b>Members</b>	<b>Staff</b>
<b>Present:</b> Kevin Couch, Don Hamm, Charlene Camblin, Skyler Pownall, Troy Allee, Nathan McLeland <b>Absent:</b> Mary Silvernell	<b>Present:</b> Jeff Esposito, Greg Rook, Kathy Ashton
<b>Legal Counsel</b>	<b>Guests</b>
<b>Present:</b> Frank Stevens	<b>Present:</b> Jonathan Gallardo representing the <i>News-Record</i> ; Doug Camblin-Citizen

	ITEM	DISCUSSION	ACTIONS TAKEN	ACTIONS TO BE TAKEN
1.	<b>Call to Order/Attendance</b>	The CCPLB meeting was called to order at 6:30 PM MDT on October 11, 2018, by Chair Kevin Couch.		
2.	<b>Approval of CCPLB Agenda</b>	The October 11, 2018 agenda was reviewed and revised. Under Board Process Item A change to "Energy Hall & Heritage Center Renovation CMAR discussion" and move remaining items down.	Mrs. Camblin made a motion to approve the revised October 11, 2018 agenda. Mr. McLeland seconded the motion, and it passed unanimously.	
3.	<b>Approval of Minutes</b>	The September 13, 2018 CCPLB meeting minutes were reviewed.	Mr. Allee made a motion to approve the September 13, 2018 meeting minutes as presented. Mrs. Camblin seconded the motion, and it passed unanimously.	
4.	<b>Consent Agenda</b>	<p><b>A. Approval of Warrants:</b>                      The Warrants for the October 11, 2018 meeting were reviewed.</p> <ul style="list-style-type: none"> <li>- October 2018 Accounts Payable Voucher Numbers 48009-48097 (General Fund/Special Events) in the amount of \$149,051.10.</li> <li>- October 2018 Manual Purchase Order Numbers 10011-10031 in the amount of \$182,568.59.</li> <li>- October 2018 Payroll Warrants in the amount of \$147,622.16 for the period of 8/26/2018-9/22/2018.</li> </ul>	<b>A.</b> Mr. Hamm made a motion to approve the October 11, 2018 Warrants. Mrs. Camblin seconded. Mr. Pownall abstained. The motion passed.	
5.	<b>Citizen Input</b>	Doug Camblin acknowledged the staff in doing a great job bringing a sellout show tonight-Cirque Zuma Zuma. He also congratulated the Board and CAM-PLEX staff on coming together and making CAM-PLEX a regional center again.		

**Campbell County Public Land Board (CCPLB)**  
**Meeting Minutes**  
**October 11, 2018**

	ITEM	DISCUSSION	ACTIONS TAKEN	ACTIONS TO BE TAKEN
6.	<b>Board Process</b>	<p><b>A.</b> The Board had a discussion regarding Arete Design Group seeking a CMAR for the Energy Hall and Heritage Center renovation project for a lump sum of \$4,800.00 including reimbursables. Mr. Esposito supports hiring a CMAR as a valuable and effective service, even if the grant does not get approved. The County provides a representative for all County projects and would also serve as our representation. The Board discussed more of the benefits of having a CMAR such as there being a much more collaborative approach bringing them in on the front end, cost reduction on items that may bring a project in over budget and staying within the budget. Typically, general contractors take the CMAR role. Because the request has been made early enough in the year, Mr. Esposito thought the \$4,800 funds could be found within the budget if a CMAR is approved.</p> <p>At the October 2, 2018, design meeting with Board members, management, and Arete Design Group, Mr. Buckingham informed the group there will be no additional charge as discussed at last month's meeting and Arete will honor the original Agreement.</p> <p><b>B.</b> The Board briefly discussed the updated CCPLB Policies made by the Governance Committee at the last meeting.</p> <p><b>C.</b> The Board discussed adding the following verbiage to CCPLB policies. The Governance Committee discussed implementing the following: "CCPLB will not do business with any individual, organization, or business that does not support all-natural resource industries, including, but not limited to coal, oil, gas, uranium, agriculture, and forestry." After much discussion the Governance Committee withdrew their recommendation. The Board chose rather than have a written policy, let CAM-PLEX management evaluate the situation and make decisions accordingly.</p>	<p><b>A.</b> Mrs. Camblin made a motion to approve Arete Design Group to amend their current Agreement to include writing an RFP to solicit CMAR services for the Energy Hall and Heritage Center Renovation project for the lump sum of \$4,800.00 including reimbursables. Mr. Hamm seconded the motion, and it passed unanimously.</p> <p><b>B.</b> Mr. Pownall made a motion to approve the updated CCPLB Policies as presented by the Governance Committee. Mrs. Camblin seconded the motion, and it passed unanimously.</p>	

**Campbell County Public Land Board (CCPLB)**  
**Meeting Minutes**  
**October 11, 2018**

	ITEM	DISCUSSION	ACTIONS TAKEN	ACTIONS TO BE TAKEN
		<p>D. Follow up items from previous meeting.</p> <p style="padding-left: 20px;">i. None.</p> <p>E. There were no contracting or purchasing decisions.</p>		
7.	<b>Operations Report/Update</b>	<p>A. GM Jeff Esposito discussed the following items:</p> <p style="padding-left: 20px;">i. CAM-PLEX Event Data for September 2018 was included in the Board packet.</p> <p style="padding-left: 20px;">ii. Mr. Esposito gave the General Manager's report and added a couple of notes:</p> <ul style="list-style-type: none"> <li>• Art In Education (AIE) performance of Cirque Zuma Zuma is the first show to make money in 14 years. An additional show for students was added to this event.</li> <li>• Mark Paxton's artist reception is this evening and is fabulous.</li> <li>• Affordable crafts have been coming in for the AIE shows at an affordable rate.</li> <li>• Highlights for the 18-19 Season: more family shows, more school participation &amp; residencies.</li> <li>• First time campsites reservations for an event to be booked on-line (PGI).</li> <li>• Almost 12,000 "likes" on Facebook.</li> <li>• Recently booked for 2022: Heartland Mountain Regional RV Rally</li> <li>• Secured \$25,000 sponsorship from Energy Station for Rock of Ages.</li> <li>• Working to revive Winter Western with a full rodeo.</li> <li>• A cirque Christmas show was added because the ice show had routing issues, but staff is still working on an ice show.</li> <li>• Mr. Hamm noted the NWBR finals are this weekend with over 400 horses entered. B3 and EP looked very good and the Board recognized the progress.</li> <li>• Temperature sensors in EP were added. If temp drops it will display an alert on the custodial phone and they will check out the situation. Nice feature for patrons.</li> </ul>		

**Campbell County Public Land Board (CCPLB)  
Meeting Minutes  
October 11, 2018**

	ITEM	DISCUSSION	ACTIONS TAKEN	ACTIONS TO BE TAKEN
		<ul style="list-style-type: none"> <li>• Website has been working well.</li> <li>iii. Summer 2018 RV Financial Summary Report               <ul style="list-style-type: none"> <li>• Revenue &amp; expenses were reported on for the Newmar RV Rally, Monaco International RV Rally, FMCA International RV Rally, and Wyoming Horse Racing. These events typically make revenue for CAM-PLEX.</li> </ul> </li> </ul>		
8.	<b>Matters for Noting Board Meeting</b>	<p><b>A. Major Correspondence</b></p> <ul style="list-style-type: none"> <li>i. None</li> </ul> <p><b>B. Board Calendar:</b></p> <ul style="list-style-type: none"> <li>ia. The November 8, 2018 CCPLB meeting is scheduled at 6:30 p.m. MDT, with the pre-meeting workshop at 6:00 PM MDT.</li> <li>i.b. The December 13, 2018 CCPLB meeting is scheduled at 6:30 p.m. MDT, with the quarterly meeting with the Commissioners at 6:00 PM MDT.</li> <li>ii.a. The Annual Board Planning Meeting is still to be determined. Mr. Couch &amp; Mr. Esposito will review last year's meeting to see if it is needed.</li> </ul>		<b>Bii.a.</b> Mr. Couch & mr. Esposito will determine if an Annual Board Planning Meeting will be scheduled.
9.	<b>Adjournment</b>	CCPLB meeting was adjourned at 7:09 p.m. MDT.		

Respectfully submitted,

---

Charlene Camblin, Secretary



ATTACHMENT B

CCPLB MEMBERS WILL BE E-MAILED

WARRANTS

FOR THIS MONTH'S

APPROVAL

PRIOR TO MEETING.

*Your Ideas. Our Expertise. Endless Event Possibilities!*

1636 Reata Drive · Gillette, WY 82718 · [www.cam-plex.com](http://www.cam-plex.com)  
Phone (307) 682-0552 · Ticket Office 307-682-8802 · Fax (307) 682-8418

## CAM-PLEX Management Report – November 2018

### Performing Arts Workshop (PAW)

After much discussion we decided renovating the Heritage Center Theater makes it impossible to conduct PAW next year. We look forward to continuing the program in the newly remodeled theater.

### Event Data Report

I suspended the Event Data Report. I learned it is a manual tabulation that takes about 24 hours of staff time per month. The report will resume, and become automated, once there is enough data in the CRM database.

### Windmill Shower Building Update

The plumbing project is on schedule. The concrete is out. Plumbing should be completed next week. Then it's a matter of backfill and pouring new concrete. The project is tracking to come in on budget.

### New Events

An exciting new event we are working on is the Vintage Camper Trailer rally. There is a lot of focus on vintage campers right now. It's a good rally and supported by Vintage Camper Trailer magazine.

Thank you,

Jeff

ATTACHMENT D

# January 2019

January 2019							February 2019						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
6	7	1	2	3	4	5	3	4	5	6	7	1	2
13	14	8	9	10	11	12	10	11	12	13	14	15	16
20	21	22	23	24	25	26	17	18	19	20	21	22	23
27	28	29	30	31			24	25	26	27	28		

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Dec 30	31	Jan 1, 19	2	3	4 CAM-PLEX Employee Party	5
6	7	8	9 Cloud Peak Energy Annual Refresher Training	10 CCPLB Workshop: 6:30 CCPLB Board Meeting	11 Northeast Wyoming Furniture Restorer's Workshop Dry Fork Mine Christmas Party	12 8th Annual Wedding & Event Expo
13	14	15	16	17	18	19 Northeast Wyoming Furniture Restorer's Workshop
					Campbell County Winter Appreciation Banquet	Master Classic 3D Archery Show Dance Outreach Community Workshop Series
20 Northeast Wyoming Furniture Restorer's Workshop Master Classic 3D Archery Show Pro Jackpots Barrels, Pole Bending & Breakaway	21	22 Million Dollar Quartet	23 Cloud Peak Energy Annual Refresher Training	24	25 Eastside RV's Outdoor Fun Show	26
27 Eastside RV's Outdoor Fun Show	28	29	30	31	Feb 1	2

# December 2018

December 2018						
Su	Mo	Tu	We	Th	Fr	Sa
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

January 2019						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Nov 25	26	27	28	29	30	Dec 1 New Life Wesleyan Ladies Craft Show
2 Pro Jackpots Barrels, Pole Bending & Breakaway	3	4	5	6	7	8 Book a Birthday Party! Sponsored by CAM-PLEX & FUN ON THE GO!!
9	10	11	12	13 6:00pm Quarterly Meeting/Commissioners; 6:30 CCPLB Board Meeting (Board)	14	15
16	17 Christmas Invite Gala Performance	18	19	20 Stocktrail Choir & 2nd Grade Programs	21 In the Nick of Time (Christmas Shopping)	22 Santa's Circus
23	24 Christmas Eve (1/2 Day) Closed Holiday	25 Christmas-Closed Holiday	26	27	28	29
30 Bucking Horse Futurity, Stock Sale, Rodeo & Dance	31	Jan 1, 19	2	3	4	5

Quarterly  
Newsletter  
November  
2018



Photo by Erika Peckham



**Inside this issue:**

- Invasive Annual Grasses 1
- Schedule of Events, CCCD & NRCS staff, State Fair, NR Tree School 2
- SRM Annual Meeting, NACD Regional Meeting, Mallo Camp, WACD Area I Meeting 3
- Donkey Creek Watershed Cost Share 4
- CCCD Happenings 5
- CCCD Happenings, Water Storage Tanks, Soil Workshop #3, Weed Barrier Info 6
- Web Soil Survey #4 7
- Web Soils Survey #4 8
- Tree Order Form 9
- Tree Order Form 10
- Windbreak 101 11
- Holiday Open House 12

USDA United States Department of Agriculture

**CAN YOU AFFORD NOT TO TREAT INVASIVE ANNUAL GRASSES ON YOUR FARM OR RANCH?**

INVASIVE ANNUAL GRASSES LIKE CHEATGRASS, MEDUSAHEAD AND VENTENATA CAN IMPACT FORAGE PRODUCTION AND CREATE A FIRE PRONE MONOCULTURE OF WEEDS. If left untreated, they can stifle native plant diversity and reduce the health of livestock and your soil. Treating infestations early on can save you money in the long run. Knowing when to treat, and the costs and benefits involved, can help you make informed decisions.

For recommendations and assistance on how to treat invasive annual grasses on your property, contact your local NATURAL RESOURCES CONSERVATION SERVICE.

**WHAT LEVEL OF INFESTATION DO YOU HAVE?**

**HOW MUCH FORAGE ARE YOU PRODUCING?**

Level of Infestation	500lb/acre	1000 lb/acre	1500 lb/acre
<b>LOW</b>	FINANCIAL GAIN with treatment ✓ <b>21¢</b> per acre/YR	FINANCIAL GAIN with treatment ✓ <b>\$2.58</b> per acre/YR	FINANCIAL GAIN with treatment ✓ <b>\$4.94</b> per acre/YR
<b>MODERATE</b>	FINANCIAL LOSS with treatment ✗ <b>\$49¢</b> per acre/YR	FINANCIAL GAIN with treatment ✓ <b>\$1.42</b> per acre/YR	FINANCIAL GAIN with treatment ✓ <b>\$4.23</b> per acre/YR
<b>HIGH</b>	FINANCIAL LOSS with treatment ✗ <b>\$5.43</b> per acre/YR	FINANCIAL LOSS with treatment ✗ <b>\$4.39</b> per acre/YR	FINANCIAL LOSS with treatment ✗ <b>\$3.76</b> per acre/YR

**BENEFITS OF TREATING INVASIVE ANNUAL GRASSES**

- REDUCED EROSION
- BETTER FORAGE PRODUCTION
- HEALTHIER SOILS
- LESS WILDFIRE RISK
- CLEANER SURFACE WATER
- IMPROVED FISH AND WILDLIFE HABITAT
- BETTER WATER INFILTRATION
- IMPROVED LIVESTOCK HEALTH
- PLANT DIVERSITY
- LONGTERM PROFITABILITY

**CHALLENGES**

1. Treatment Can Be Expensive
2. Periodic Maintenance Costs Required For Treatment
3. Forbs And Other Plant Species Could Potentially Be Impacted
4. Treatment Methods are Under Development
5. Proper Application Time May be Limited
6. Terrain Location Make Proper Application Difficult

**CONTACT**  
Lakeitha Ruffin, Agricultural Economist, NRCS  
p. 503 414-3282  
e. lakeitha.ruffin@nrcs.usda.gov

Information from "Economics of Annual Grass Control in Pasture Design" report produced by NRCS 2017. Treatment costs, forage response and actual numbers will vary with site conditions. Refer to the website for more detail. USDA is an equal opportunity provider, employer and contractor.

**BOARD OF SUPERVISORS**

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**JENNIFER HINKHOUSE** District Manager

**DEBBIE HEPP** Program Assistant

**CLAY WOOD** Water/Range Technician

**CRYSTAL KELLEBREW** Education Coordinator

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Website: [www.cccdwy.net](http://www.cccdwy.net)

**Hours: 7:00 AM—4:00 PM**

**Monday—Friday**

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**NRCS FIELD OFFICE**

Phone: (307) 682-8843 Ext. 3  
601 4J Court, Suite C

**DISTRICT CONSERVATIONIST:**

Tim Kellogg

**RANGELAND MANAGEMENT SPECIALIST:**

Brandon Elkins

**PRIVATE LANDS WILDLIFE BIOLOGIST:**

Lauren Connell

**ULTIMA ADMINISTRATIVE ASSISTANT:**

Shelby Atwood



**SCHEDULE OF EVENTS**

November 7, 2018	CCCD Board Meeting
November 12, 2018	Veterans Day- office closed
November 14-16, 2018	WACD Convention in Evanston
November 22-23, 2018	Thanksgiving Holiday - CCCD closed
December 7, 2018	Holiday Open House
December 11, 2018	CCCD Board Meeting
December 24-25, 2018	Christmas Holiday - CCCD closed
December 31, 2018	New Year's Holiday - CCCD closed
January 1, 2019	New Year's Day - office closed
January 8, 2019	CCCD Board Meeting
January 15, 2019	Soil Workshop #3 with NRCS
January 21, 2019	WY Equality Day - office closed

**Scat and Tracks at the 2018 State Fair**

The Wyoming State Fair was held in Douglas, August 15-18.

So, can you tell the difference between dog **tracks** and coyote **tracks**, and do you know bear **scat** is nothing like deer **scat**?

Crystal and Clay were on hand to assist the Wyoming Ag in the Classroom and WACD by providing natural resource education activities for parents and youth attending the Wyoming State Fair.



*The 9th Annual*



**Northern Rockies Tree School**

October 11 and 12, Debbie participated in the annual Northern Rockies Tree School in Cody, WY.

Approximately 180 attended this year. Topics included: Soils and Tree Nutrition, Emerald Ash Borer Planning, Establishing Trees, Species Diversity, and Developing Local Tree Programs.

A session on the historic USDA Horticulture Research Station was very informative. "The Station opened in 1929 in Cheyenne," Scott Skogerboe, Plant Propagator and Historian explained "and closed in 1974." The surviving trees and shrubs there today are 89 years old and existed primarily on natural precipitation. They are remarkable to study!

## Wyoming Society for Range Management 2018 Annual Meeting Update

By: Clay Wood

The Wyoming Section of the Society for Range Management held its annual meeting in Sheridan on October 9<sup>th</sup>-11<sup>th</sup>, 2018. This year's presentation topics revolved around a central theme of cooperative projects that have been successfully implemented to provide rangeland management across both ownership and management boundaries. Presentations were delivered from a wide variety of individuals from the Sheridan Research and Extension Center, Bird Conservancy of the Rockies, Western Landowners Alliance, Wyoming Game and Fish Department, USDA Agriculture Research Service, Sheridan County Weed & Pest, Sheridan NRCS Field Office, and local producers.

The meeting was well attended with nearly 75 participants registering for the meeting. As part of the meeting there were also student competitions, including plant identification, the undergraduate range management exam, and extemporaneous speaking. Competing in these competitions were 14 students from the University of Wyoming, five from Sheridan College, and one from Northwest College. Section awards were presented at the banquet including the Trailboss Award - Ray Gullion, Outstanding Woman of The Range – Karen Clouse, and Outstanding Young Professional – Clay Wood. Despite the cold weather, the meeting concluded with 35 people participating in a field tour highlighting Ventenata and Medusahead (two relatively new invasive grasses to the Sheridan area), control efforts, and the success that have been achieved so far.



### National Association of Conservation Districts (NACD) Pacific and Southwest Regional Meeting

Kennewick, WA hosted the NACD region meetings September 17-19. The meetings give conservation district leaders, members and partners a time and place to discuss their most pressing concerns and share their most valuable insights.

Jennifer participated in the discussions concerning legislative issues, conservation programming topics and NACD initiatives. In a time where many groups with very limited knowledge or experience are trying to influence the use of federal lands and money to impact natural resources, it is crucial the CCCD represent Campbell County residents. CCCD is the local knowledge and expertise in natural resources and is that voice.

Jennifer Hinkhouse, CCCD District Manager  
Todd Heward, WACD Vice President  
Astrid Martinez, NRCS State Conservationist

### CCCD Participates in Mallo Camp 2018

Mallo Camp is not your ordinary field trip. It's a tradition, a rite of passage that every 5th grade student in the Campbell County School District anticipates.

For over 30 years, Campbell County fifth-graders have been staying in cabins tucked away in the Black Hills for three days and two nights to experience outdoor environmental education. Daily stations teach about the environment, which include forestry, limnology, animal signs, entomology, botany, geology and water monitoring.

This school year, Crystal Kellebrew, CCCD Education Coordinator provided a water quality monitoring activity over a 3 week period (August 28 through September 14) to a total of 731 students attending the 17 Campbell County Schools.



### Wyoming Association of Conservation Districts -Area I Meeting

September 12, 2018, Crook County Natural Resource District hosted the Area I meeting in Moorcroft. Debbie Hepp, Crystal Kellebrew, Clay Wood, Jaime Tarver, Bob Maul, and Brenda Schladweiler attended representing the CCCD. Updates were given by NRCS, and Wyoming Department of Agriculture and legislative issues were discussed.

# Donkey Creek Watershed



## Cost-Share Program Opportunity

Through Federal and State grants, the Campbell County Conservation District and the Donkey Creek Watershed Steering Committee are offering financial assistance for projects that will benefit water quality.

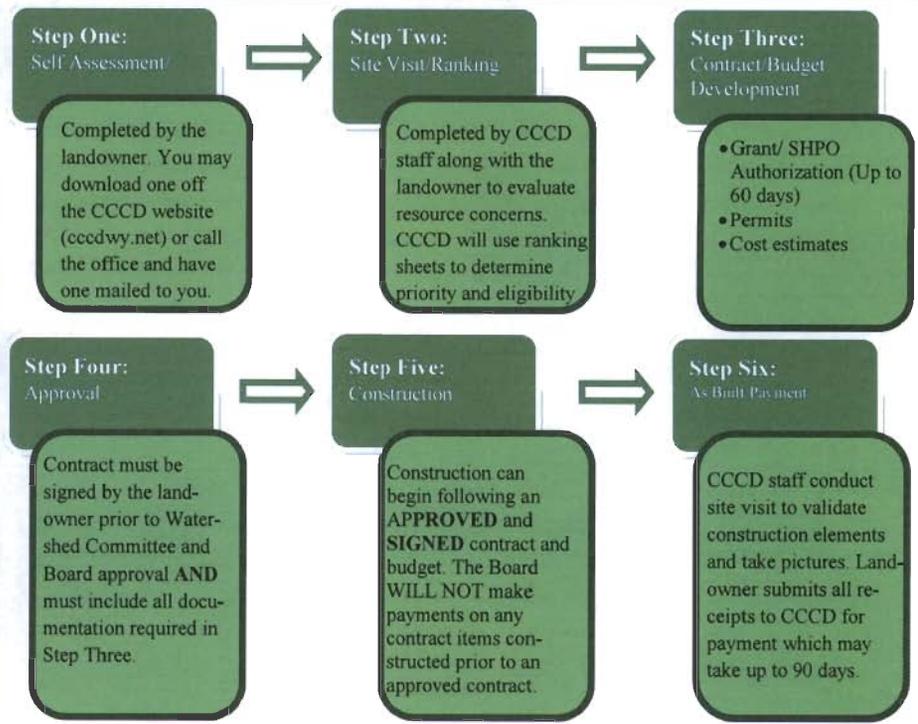


### Funding Overview

Typical projects may include installing fencing/ stock water to minimize access to waterbodies, relocating corrals or animal feeding areas away from surface water, or replacing septic systems to eliminate sewage discharges. The amount of cost share available for each project varies. Projects ranked as high priority may receive up to 70% funding. If you think you would like to apply for cost-share funds through the District's water quality improvement program, you are highly encouraged to see if you are qualified.

### Application Information

Applications will continue to be accepted and reviewed based on fund availability. The District staff is available to answer any questions or provide technical assistance regarding potential projects or the application process. Applications are available at the District office or you can download a copy from our website [www.cccdwy.net](http://www.cccdwy.net).



**AUGUST**

- Jennifer and Clay inspected the Timber Stand Improvement project on August 1.
- The staff manned the booth during the Campbell County Fair August 2-5.
- Crystal and Lauren provided the Great Migration and Fundana Bandana activity along with a nature hike for 200, 5-16 year olds attending the Boys and Girls Club on August 3.
- Jennifer traveled to Virginia to attend the Forestry Resource Policy Group meeting August 6-9.
- August 8, Clay and Crystal inspected the Timber Stand Improvement project.
- Jennifer and Crystal inspected the Timber Stand Improvement project on August 13.
- All staff attended the board meeting on August 14.
- Jennifer attended the National Forest Advisory Board meeting in Rapid City on August 15.
- Crystal and Clay traveled to Douglas for the Wyoming State Fair on August 17 to provide the Tracks and Scat activity and assist with the water quality activities with WACD.
- The Little Powder River Watershed Committee meeting was held August 28 with Clay and Debbie attending.
- August 28, Jennifer attended the WDA Prairie Dog Meeting in Douglas.
- Crystal provided water quality monitoring sessions during the Campbell County School District Mallo Camp August 29-31 for 5th grade students.
- August 30, Jennifer and Clay were in the field with USFS and CC Weed and Pest personnel examining a potential allotment restoration project.
- August 31, Jennifer and Clay inspected the Timber Stand Improvement project.
- Clay and Debbie continued to water monitor on the Little Powder River on August 2, 13, and 23.
- Clay and Debbie continued to water monitor on Donkey Creek/Stonepile Creek on August 6, 16, and 27.

**SEPTEMBER**

- Fall data on the cottonwood deep potted tree project was collected on September 5 by Jennifer and Debbie at Spotted Horse and Bitter Creek.
- Crystal provided water quality monitoring sessions during the Campbell County School District Mallo Camp for 5th grade students, September 5-7, and 10-14. A total of 731 students attended the 3 week sessions.
- Jennifer, Debbie, and Clay attended the Board meeting September 11.
- Clay attended the Ranching for Profit workshop September 12 in Gillette.
- September 13, Jennifer and Clay inspected the Timber Stand Improvement Project.
- September 17-20, Jennifer attended the NACD Pacific and Southwest Regional meeting in Washington.
- Debbie, Crystal, Clay, Jaime, Bob, and Brenda Schladweiler attended the Area I meeting in Moorcroft on September 18.
- The final inspection on the Timber Stand Improvement Project was on September 21 by Jennifer and Clay.
- Jennifer, Clay, Jaime, and Bob met with the City of Gillette September 24.
- Clay inspected cover crop sites with NRCS on September 25.
- September 25, Jennifer attended the BLM Prairie Dog meeting in Douglas.
- Crystal provided the solar oven educational activity for 42 home school students on September 25.
- Jennifer and Clay met with the Waste Water Treatment Plant staff and NRCS to discuss a project on September 26.
- September 27, Clay, Jennifer, and Debbie attended the Little Powder River Watershed Committee meeting.
- Water monitoring of Donkey Creek/Stonepile Creek was on September 10 and the season was completed on the 20th.
- Water monitoring of Little Powder River was on September 6 and 17, completing the season on the 27th.

**OCTOBER**

- Jennifer attended the Small Acre Issue Team meeting in Casper on October 3.
- Crystal, Debbie, and Jennifer attended the Board meeting on October 9.
- October 9, Bob and Casey attended the Gillette Chamber Lunch meeting.
- As President-Elect of the Society for Range Management, Wyoming Section, Clay attended the annual meeting in Sheridan October 9– 11.
- Debbie attended the Northern Rockies Tree School in Cody, October 11 and 12.
- October 16, Jennifer and Jaime traveled to Casper to participate in the National Conservation Planning Partnership meeting.
- Crystal will be providing the Water Match Activity for Home school students on October 23.
- Jennifer will be attending the Wyoming State Forestry meeting concerning long eared bats in Newcastle on October 23.
- The Little Powder River Watershed meeting will be held October 25 with Jennifer, Debbie, and Clay participating.
- Jennifer plans to attend the BLM Prairie Dog meeting in Douglas on October 30.
- October 30, Crystal will participate in the Project Learning Tree meeting in Sundance.

**WEED BARRIER INFORMATION**

DeWitt Sunbelt woven ground cover consists of 3.2 oz. polypropylene, which resists tearing, puncturing and weed penetration. This product is offered on the seedling tree order form only and is not kept in stock. **THE LAST DAY TO ORDER WEED BARRIER IS MARCH 1st. SEE THE ORDER FORM INCLUDED IN THIS NEWSLETTER!**

**LIVESTOCK WATER STORAGE TANKS FOR FIRE SUPPRESSION**

By Tim Kellogg, NRCS

One of the challenges that our fire department faces, while battling wildfire, is easy access to water for their engines. Often the fire department must dispatch a water tender to a fire to supply the water needed for fire suppression. Depending on terrain the tender may be a few miles from the fire. This means more travel time to a water source and takes time and personnel away from the fire line.

This concern was identified as one of the many challenges facing firefighters in Campbell County at one of the Regional Hazard Mitigation meetings that were held this past spring. One of the solutions mentioned was to assist firefighters in identifying the locations of the livestock water storage tanks on the ranches around the county.

Dale Izatt, CCFD, and Tim Kellogg, NRCS, discussed this after the meeting and came up with a proposal: Landowners could voluntarily give the location of their storage tanks to CCFD and the Gillette NRCS field office to create a digital map layer for the fire department to use during fire season.

In order for NRCS to share the location of potential water resources with CCFD, each landowner would need to give NRCS signed written permission.

If you are interested in being part of this voluntary effort or have questions, please contact Tim Kellogg at the Gillette NRCS field office located 601 4J Court, Suite C or call 307-696-4446.

**JANUARY  
15,  
2019**



**SAVE  
THE  
DATE**

**SOIL WORKSHOP #3 WITH  
MARLON WINGER, NRCS.  
CHECK OUT OUR WEBSITE IN  
DECEMBER FOR MORE  
INFORMATION OR CALL THE  
CCCD AT 682-1824**

# Web Soil Survey

## A Users Guide Series

this issue...

- Soils Report Tab
- Shopping Cart (Free) Tab

Series Wrap Up...

- Tips and Tricks

## Final Steps in Using WSS

When we last left off, we were working in the Soil Data Explorer Tab and its inner tabs. So far, we have discussed 4 of the 5 tabs and are left with the Soils Reports tab. Once I have covered the Soil Reports tab we will return to the remaining main tabs and finish up with some helpful hints.

The Soil Reports tab includes various formatted tabular and narrative report tables which containing data for each soil map unit in your AOI, and the components of those soil map units. Unlike the reports in the "Suitabilities and Limitations" and "Soil Properties and Qualities" tabs, no aggregation of data is done. The reports contain soil interpretive information as well as basic soil properties and qualities. Reports are organized by category and can be opened by clicking in the panel to the left and selecting a report. If you would like to learn more about the report, click View Description. To view the report, click View Soil Report and only the major components of the map unit will be included. If you would like, in the Options pane, you can select "Include Minor Soils" which will include all the map unit components in a report, regardless of their percent composition.

The last step in using Web Soil Survey is to get a Custom Soil Resource Report. This report can be generated from information you have added to the "Shopping Cart (Free)" tab from the Soil Map and Soil Data Explorer tabs. To customize your report, while in these tabs you will need to add the specific data you want to your shopping cart. To do this you'll view the information in the right column, and then click the Add to Shopping Cart button. Again, I would like to stress that even though it is called a shopping cart and you check out when you are done, everything is free. The first thing you will see in the Shopping Cart tab is the report properties panel which contains title and map options. The title of your report cannot be changed and always includes the name of the soil survey areas in your AOI. You can however, optionally add your own subtitle to the report. You can use the AOI name if you entered one on the AOI tab or enter a custom subtitle in the "Custom Subtitle" box or eliminate the subtitle entirely by selecting "None".

Map Options will specify how all the maps included in your report will be generated. The printed map always displays the full AOI extent, regardless of how you may have zoomed or panned the map on the screen. If you want your maps to be rendered to a certain scale, you may select your desired scale.

It may be that map scale values are disabled and unavailable because your AOI is so big that your maps cannot be printed on any of the available paper sizes. Note that when selecting a different scale, the choices for paper size will show if your maps will fit on a single sheet, or they will need to be "tiled" or broken up into multiple sheets. The last option you have for the maps is whether you want tick marks on the edge of the map. Tick marks represent meter coordinates in the UTM system and you can use them to locate items within your map or to compare your map with other maps.

Next, you can preview the contents of the report by clicking on items in the Table of Contents (TOC) panel. Here you can check or uncheck items to include or exclude that item from your custom report. Note that required content cannot be unchecked. If nothing appears in your TOC it is because you have not used the Add to Shopping Cart button while in the Soil Data Explorer and Soil Map tabs. Click an item in the TOC to highlight it. That section will appear in the display panel to the right of the TOC. To make it go away, click the item again, or highlight something else.

Finally, click the Check Out button and select a delivery method. You can either generate your report now or download it later, depending on the size of your report. If you select "Get Now" WSS will immediately create a PDF file which will open in a separate browser window and can be printed or saved. If you select "Download Later," you will be prompted to enter your email address. WSS will assemble your report and notify you via email the URL for your PDF when it is ready. "Get Now" is intended for relatively small reports and "Download Later" is intended for larger reports, however there is a limit to the size of report that WSS can generate. If the limit is reached the system will inform you and you'll need to deselect some items in the TOC.

This completes our walk-through for using WSS. As I have mentioned previously there are a lot better and more complete publications and tutorials available on how to use WSS that will be able to go into much greater detail and provide you with illustrations. On the following page will be some tips and tricks I have learned about while using WSS.



Article by: Brandon Elkins

## Tips & Tricks

### **Printable Version vs Add to Shopping Cart...**

They are actually the same thing really. An example would be if you are hunting for specific information in WSS. Instead of adding what you want to the shopping cart and then generating a report with all the required information that goes on a report you can just use the Printable Version button and it will provide you with a PDF with just the information from that page. "Add to Shopping Cart" makes it easier to assemble a complete report especially if you have multiple items you would like details on.

### **Viewing Soil Information By Use...**

If you are only looking for information relating to a certain land use you can filter the data. For example, say you were only interested in data related to cropland. While in the Soil Data Explorer tab right below is the drop-down menu to View Soil By Use. The drop-down option defaults to All uses so that all information is displayed, but you can choose from Cropland, Forestland, Hayland/Pastureland, Horticulture, Rangeland, Recreation and Urban Uses to filter the data so only information relating to selected land uses is displayed.

### **Saving your AOI...**

Sadly, there is no way to save your entire session of WSS if you run out of time, however there are two ways you can save your AOI. The first is the "Link" option above the main tabs. Use the link to return to WSS exactly as it is now, with the same AOI, and with the map zoomed to the same location. You can bookmark the link, copy it and save it for future use, or email it to others. This is good for simple shaped AOIs with fewer vertices. The more vertices you have, the longer the link will be. The second method is to use the Export AOI option. This option becomes available below the Import AOI after you have added an AOI to your map. This will export your AOI as a zipped ESRI shapefile that you can use to re-open your AOI in WSS using Import AOI or save it so that you can open it in another application. Export AOI exports your AOI as a zipped shapefile consisting of four files, using the base filename entered as Base filename. To export your AOI as a zipped shapefile, enter a value for base filename. Note the base filename must consist only of letters, numbers, and "\_" instead of using a space. Once you have created a base filename, press Export AOI and an information dialog will be displayed containing a link to your exported AOI, as a zipped shapefile. If you click the link, your browser will download the file and do whatever it is configured to do with zip files. If you right-click the link, your browser will present a context menu allowing you to save the zip file or open it in a suitable application. This is the method I recommend. Once it is saved you can re-import the zipped shapefile using Import AOI → Create AOI from Zipped Shapefile.

### **Downloading Soils Data...**

We didn't cover this tab in the main articles, but you can download Soils Data for just your AOI or entire soil survey areas. These data packages are a zip file containing tabular soils data, a blank template database, and spatial soils data. Once downloaded, this data can be used in conjunction with your GIS and database software to perform custom analysis, queries, and reports to meet your specific needs. This option would be for more of you who are tech savvy and probably use either GIS or databases on a regular basis. For help on how to download or what to do with the data after it is downloaded use the "?" buttons in each section.

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### **COMING SOON**

My next series will be covering the Farm Bill  
and its relation to NRCS Programs

## 2019 CCCD Seedling Tree Order Form

**Conditions of Sale**

1. This nursery stock must be used for conservation purposes only.
2. No plant purchased from the CCCD may be resold as a living plant.
3. Bareroot stock is available in multiples of 25 per species only.
4. Tube stock is available in multiples of 30 per species only.
5. No guarantee of survival.
6. **Payment must accompany the order.**

Order No. \_\_\_\_\_

***TREE PICK UP DATE IS MAY 2ND AT THE ROCKPILE ICE ARENA - 121 4J ROAD, GILLETTE.  
We will contact you prior to delivery with the time for pick up.***

I have read and agree with the above "Conditions of Sale".

Signature		Date	
Name (please print)		Mailing Address	
City	State	Zip Code	Daytime phone: _____
			Evening phone: _____
			E-mail address: _____
Acres of ownership	County		
How did you learn of the CCCD tree sale? (circle one)		CCCD website	CCCD facebook page
		CCCD Newsletter	Other _____

**Send order form and check made payable to:**  
**Any questions call- (307) 682-1824**

**Campbell County Conservation District (CCCD)**  
**601 4J Court, Suite D, Gillette, WY 82716**

**SHRUBS**

BUFFALO BERRY: native, good drought resistance, edible fruit  
 CARAGANA: medium to tall, does well on poor soils, excellent drought resistance, rapid growth rate  
 CHOKECHERRY: tall shrub, can be poisonous to livestock, rapid growth rate, prefers well drained soil  
 COYOTE WILLOW: suckers, rapid growth rate on moist soil  
 LILAC: excellent cold hardiness, rapid growth rate  
 N.M. PRIVET: very tall, alkaline tolerance, native  
 NANKING CHERRY: rapid growth rate, Fruit edible  
 NATIVE PLUM: tall shrub or short tree, does well on most soils, rapid growth rate, edible fruit, thorns  
 WAX CURRANT: very good drought resistance, rapid growth rate, edible fruit, native  
 WOODS ROSE: Low shrub; rapid growth rate, suckers

MANCHURIAN APRICOT: Small, fast growing, drought resistant, winter hardy  
 PRAIRIE SKY POPLAR: (USUALLY COTTONLESS) rapid growth rate, cottonwood cross  
 SIBERIAN ELM: rapid growth rate, excellent drought resistance and cold hardiness

**CONIFER TREES**

AUSTRIAN PINE: Tall, excellent drought resistance  
 BLACK HILLS SPRUCE: cold resistant, prefers well drained soil, drought and alkaline tolerant  
 COLORADO BLUE SPRUCE: Tall, slow growth rate  
 EASTERN RED CEDAR: Medium height, drought tolerant, very adaptable to site conditions, red-brown color in winter  
 PONDEROSA PINE: Tall, rapid growth rate, needs well drained soils  
 ROCKY MOUNTAIN JUNIPER: excellent drought resistance and cold hardiness, alkaline tolerant

**DECIDUOUS TREES**

ASPEN: Tall, poor drought resistance  
 BUR OAK: Hardy, drought resistant, slow growth rate  
 COTTONWOOD, LANCELEAF: low drought resistance, rapid growth rate, suckers  
 COTTONWOOD, PLAINS: rapid growth, adapts to most soils, high drought tolerance - **produces cotton**  
 HACKBERRY: Tall tree, good drought resistance  
 HONEYLOCUST: good drought resistance, rapid growth



## WINDBREAK 101

Courtesy of Laramie County Conservation District

### Planting Tree Rows

An average planting consists of at least three rows to achieve good wind protection. A typical planting consists of shrubs or shorter trees comprising the outer rows, while evergreens (the foundation of the wind-break) should make up at least one inside row. Your tallest trees should be in the inside row(s). You should not make all your tree rows the same species (i.e. three rows of juniper.) This will help protect your windbreak in the event of a disease or insect destroying all of one species. Planting different types of trees in the same row can create gaps and reduce windbreak effectiveness.

### Spacing Within and Between Rows

The District suggests the following tree spacing distances to use when planting trees and shrubs in a row. Windbreak rows should be planted 20 feet apart. Always leave enough distance between rows and around your windbreak to allow cultivating equipment passage.

### Suggested Tree Spacing

Shrubs (i.e: Caragana, Lilac, Buffaloberry, Native Plum, Chokecherry) – Plant 3-6 feet apart

Smaller Evergreen Species (i.e: Rocky Mountain Juniper, Eastern Redcedar) – Plant 6-12 feet apart

Large Evergreen Species (i.e: Pine and Spruce) – Plant 10-12 feet apart

Deciduous Trees (i.e., Bur Oak, Hackberry, Siberian Elm, Cottonwood) – Plant 10-14 feet apart

Remember the above spacing recommendations are simply guidelines, depending on how you want to utilize your planting. For example: for a windbreak, trees will be spaced closer, whereas trees in a wildlife planting are spaced a little farther apart. If you have questions, please call the District for further information.

### Preparing Your Planting Site

Proper site preparation is very important for windbreaks. Plows, disks, or rototillers can be used to achieve necessary tillage and are available at rental equipment stores and landscape companies. Following the fall before planting is essential for dry land windbreaks to allow moisture to accumulate during the winter. Rows should be 8 feet wide and 6-8 inches deep.

### Weed and Moisture Management

Weed control is an extremely important factor for tree growth and survival. Weed and vegetative competition control should be provided for at least five years. Remember that weeds are better competitors than seedlings for moisture, nutrients and sunlight. They also provide fuel for fires and habitat for tree-injuring pests. Mulch, cultivation and herbicides are three basic methods for controlling weeds. The District sells fabric mulch in 300 ft. rolls. Fabric mulch has significantly improved the survival of tree plantings. Fabric mulch allows moisture to pass through to the soil but minimizes moisture loss through evaporation.

Irrigation may be needed at planting time and is often helpful throughout the first several growing seasons. Generally, the District recommends 10 gallons of water for every inch in tree diameter. Also, it is recommended that you cease watering your trees at the end of August to allow the tree to harden off. Watering beyond this time can cause die back of new growth from an early freeze.

### Winter Care

Snow cover is helpful to the young trees. A snow fence on the windward side of the windbreak the first year or two will protect plants from desiccation and add soil moisture. Protection from the wind – most evergreen species require protection from wind, especially during winter months. Sunlight reflected off snow and wind can quickly dry unprotected conifer foliage. It is recommended to install wind protection for evergreen trees the first three years of establishment or until the trees are taller than the protectors. The Conservation District sells the mesh, bi-fold tree protectors. Please note that the District has no control over inventories of these protectors, so be sure to call ahead of time to check availability. Other items that can be used for wind protection include wood shakes and bales of straw.

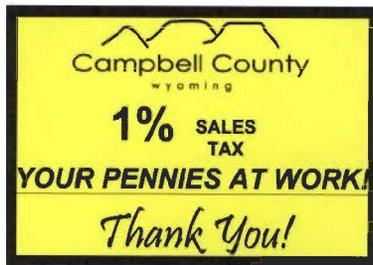
Campbell County Conservation District  
601 4J Court, Suite D  
P.O. Box 2577  
Gillette, WY 82717 - 2577



NP MKT ML  
PERMIT NO. 70  
Gillette, WY 82716

Phone: (307) 682-1824 Fax: (307) 682-3813 E-Mail: [icd@vcn.com](mailto:icd@vcn.com)

RETURN SERVICE REQUESTED



## HOLIDAY OPEN HOUSE

December 7, 2018  
1:00 pm to 3:00 pm  
601 4J Court  
Gillette, WY

Hosted by:  
Campbell County Conservation District,  
Natural Resources  
Conservation Service,  
and Farm Service Agency





Angela Williams <angelaw@gillettewy.gov>

# Fwd: Registration opens Nov. 1 for Christmas Crafts at the Rockpile Museum!

1 message

ADMN ADMN <admn@gillettewy.gov>  
To: Angela Williams <angelaw@gillettewy.gov>

Thu, Nov 1, 2018 at 12:04 PM

For GI

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

From: **Rockpile Museum Association** <rockpile@vcn.com>

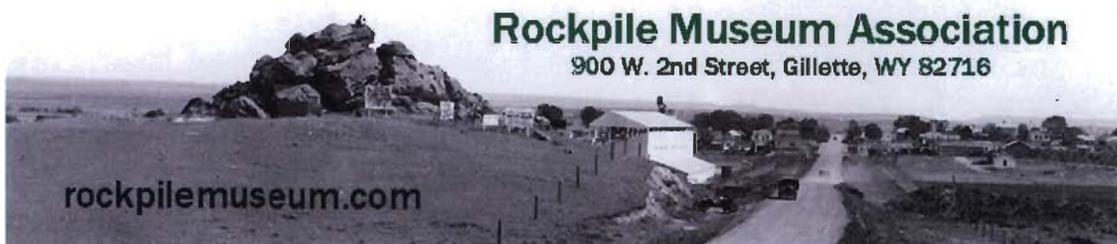
Date: Thu, Nov 1, 2018 at 9:29 AM

Subject: Registration opens Nov. 1 for Christmas Crafts at the Rockpile Museum!

To: [admn@gillettewy.gov](mailto:admn@gillettewy.gov)

News and Event Update from the Rockpile Museum Association

[View this email in your browser](#)



## Friends of the Rockpile Museum,

Registration for the Rockpile Museum's Christmas Crafts Family Day program is now open! This popular program will be held on Saturday, December 8th, from 10:00 to noon.

The mission of the Rockpile Museum Association is to promote, support and assist the Campbell County Rockpile Museum's offerings of cultural,

Children age pre-school through 12 years will create holiday projects just in time for Christmas.

educational, and recreational opportunities by providing volunteer assistance and financial support.

**Support  
Rockpile Museum  
Association.**

When you shop at [smile.amazon.com](https://smile.amazon.com),  
Amazon donates.

[Go to smile.amazon.com](https://smile.amazon.com)

**amazonsmile**

Shop on  
AmazonSmile to  
support the RMA!

**Donate**



Family Day events are free of charge but space is limited and reservations are required. All children must be accompanied by an adult. Call 307-682-5723 or e-mail [rockpile@vcn.com](mailto:rockpile@vcn.com) to sign up while there is still space! This annual program for children and parents or grandparents usually fills up fast, so if you are interested in attending, please call soon.

Plan to stay a few minutes after the crafts program to visit with our very special guest, **Santa Claus!** Santa will hand out treat bags and visit with children who would like to share their Christmas wish lists with him.

*Copyright © 2018 Rockpile Museum Association, All rights reserved.*

You are receiving this email because you have indicated that you would like updates on events and programs happening at the Campbell County Rockpile Museum.

**Our mailing address is:**

Rockpile Museum Association  
900 W. 2nd Street  
Gillette, WY 82716

[Add us to your address book](#)

Want to change how you receive these emails?

You can [update your preferences](#) or [unsubscribe from this list](#)



Table 38 thanks  
for the wonderful  
meal. It was so kind.

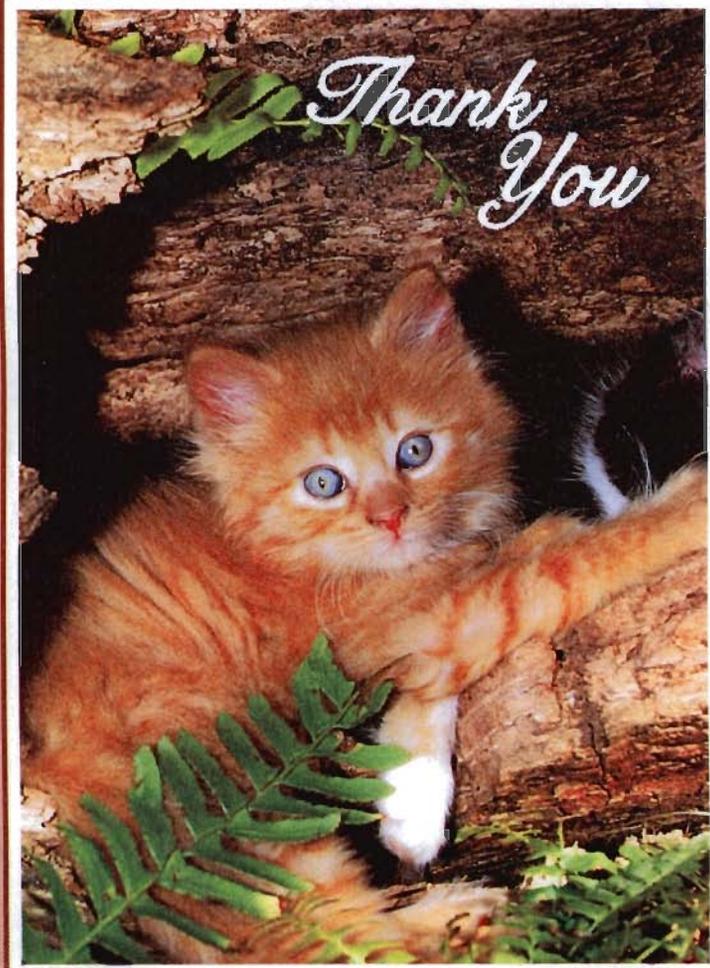
We all  
enjoyed ourselves.

Donnie Lempman

Joyce  
Rapp

Ann Wilson

Jinda Berg



Thank you  
for lunch.

Kathy Salvorser

Jackie

Paul Howard

Bennie O'Leary



City of Gillette,

Thank you so very much for such a wonderful lunch. This is a great service you provide!

Many Thanks  
Barb & Kurt Kyle

CITY of Gillette  
Thank you for the lunch  
Tom Walcott  
Bill & Marlene Jones  
C. James Shroyer  
Carolynn Corfield  
Judith Frank  
Dan Rhodes  
Jackie Drake  
Candice Fineman  
Breanna Williams  
Lynn & Randy



WE WANT TO THANK YOU FOR  
THE WONDERFUL MEAL WE  
REALLY ENJOYED IT. THE  
BREAD PUDDING WAS DELICIOUS!  
WE LOVE THE SENIOR CENTER  
AND THANK YOU FOR ALL YOUR  
SUPPORT

Thank you City of Gillette  
for the delicious lunch!  
Sharon Adels

Thanks City of Gillette  
sure enjoyed the lunch  
Billie Mandeville

Wonderful tasty dinner  
Thank you <sup>Brenda</sup> ~~Brenda~~  
Thank you <sup>Wilson</sup> ~~Wilson~~  
Thank you <sup>Wong Adels</sup> ~~Wong Adels~~

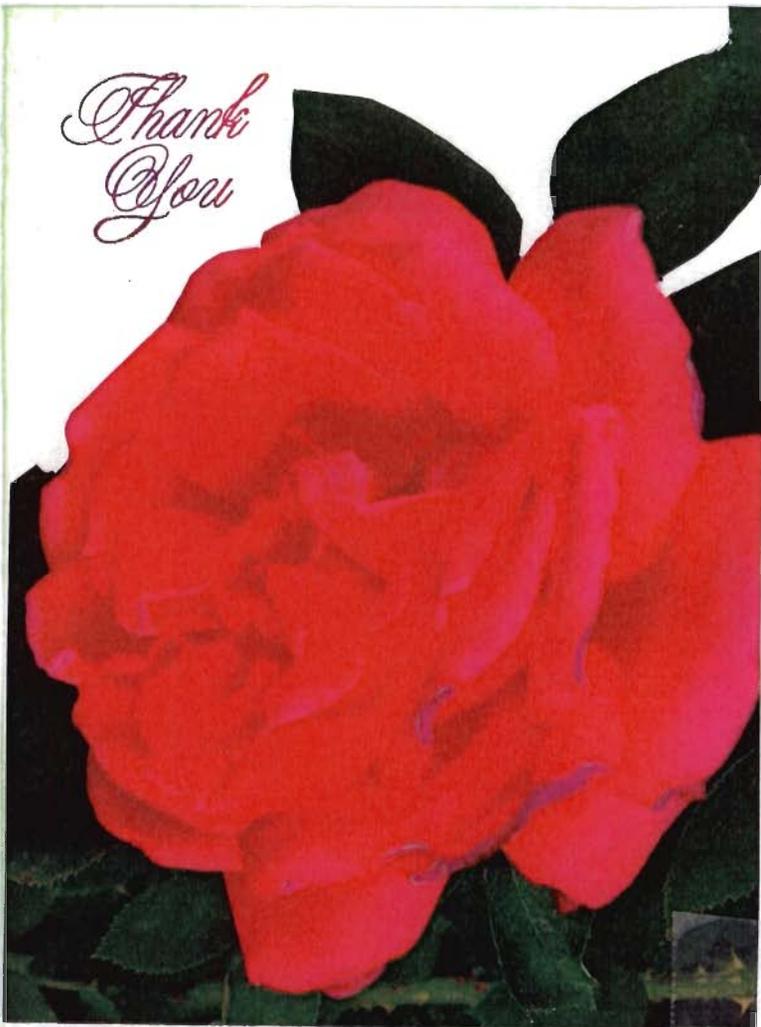
Thank you  
for lunch.  
Bernice  
Larson

Patricia Jimison  
Dean Turley

Doug + Denise



Thanks for the  
very much  
appreciated meal  
Thank's Again  
Marianne Kuebler



Many Thanks  
"City of Silhouette"  
With much gratitude

Mary Jo Ganslund  
Marie Martellaro  
Margaret Chase  
Cary & Paul Woods  
Sunny Lee  
Leta Vergutz  
Lynn Wilson

Warm thoughts can make  
the sun a little brighter,  
the sky a little bluer,  
the world a little nicer.



Thank you for your kindness.  
Blessings  
Pamela Lynn  
Mary Rust  
Mickey Martens  
Jessie Price  
Jill McG  
Michelle Russell  
Thank you! Dora Baker  
Barb Eastman  
Carol Ervin Thank you  
Tandy Brendsen

Thank you  
for your sponsorship  
and our free lunch.  
Very much appreciated  
Cande Ferguson

Thank you!  
Gloria Whit