

LEGEND

- EXISTING CONTOUR MAJOR
- PROPOSED CONTOUR MAJOR
- LIGHT POLE
- PAVED ROLLERSKI LOOP
- 6' FENCE

Scale: 0 40 80 120 FT

North Arrow

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DRAFT

REV	DATE	MONTH	YEAR	REVISION DESCRIPTION	ENG	APPR
1	14	12	2013	PROPOSED RANGE DESIGN	PS	X

CLIENT: CASPER MOUNTAIN BIATHLON CLUB

AMEC
733 E. 8th Street
PO Box 1014
Casper, WY 82401

amec

DATUM: NAD83

PROJECTION: WY SP E Central F1

DRAWN BY: PM

REVIEWED BY: PS

ORIGINAL SCALE: AS NOTED

PROJECT: CASPER MOUNTAIN BIATHLON CLUB
CASPER, WYOMING

TITLE: 30-LANE 50 METER BIATHLON RANGE
CONCEPTUAL LAYOUT
7955 ALTERNATIVE

PROJECT NO: 241MA 101010

REVISION NO: B

DATE: JULY 2013

DRAWING NO: 1

SHEET NO: 1

Casper Mountain Biathlon & Multi-Sport Complex

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FEB 09 2015

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**OPTIONAL 1% #15 SALES TAX
FUNDING REQUEST APPLICATION**

Due Date: 5:00 p.m., February 9, 2015
PLEASE PROVIDE ONE ORIGINAL

Date 1-29-15

Total Amount of Optional 1% Sales Tax Funds Requested \$ 911,045

PROJECT DESCRIPTION

Project Name: Casper Mountain Biathlon & Multi-Sport Complex

Name and Address of Sponsoring Organization/Agency: Casper Mountain Biathlon Club

1046 Lemmers Rd. Casper, WY 82601

Name, Mailing Address, Email and Telephone Numbers of Authorized Representative/Contact Person:

Cathy Rosser

1046 Lemmers Rd. Casper WY 82601

casperbiathlon@gmail.com 307-215-4054

Project Narrative (Please provide a detailed description of the project. Include information on proposed location and status of project development such as formal plans, contracts, funding. Attach additional pages, if needed.)

Project Overview. Natrona County and the Casper Mountain Biathlon Club propose in partnership to build a Biathlon and Multi-Sport Complex to be constructed on Casper Mountain adjacent to the current Nordic Ski Trails. In this grant application, Casper Mountain Biathlon Club is seeking funding for Phase 1 and 2 of the project. The first phase of development will prepare the site and result in an operational Thirty 50 meter shooting lanes and six 10 meter “paralympic” shooting lane facility. The proposed complex, that includes a .22cal range and ski loops, will be a multi-use, year round facility. The complex will serve as a competition and training site for summer and winter biathlon, adaptive recreation programs for people with disabilities, cross country skiing, running, and mountain biking events. The addition of 10k of homologated trails that meet FIS, IBU and IPC standards will make it possible to host every level of competition from regional to international competitions. This will include U.S. Nationals, North American Championships and IPC World Cup races. The homologation standards for Sprint courses are very specific to fit within 1.6k distance. Having an FIS sprint course is unique and will add the value and attractiveness of our venue. We will have the only IPC standard range in North America making us eligible to host U.S. Paralympic Nationals in January 2017 as well as an IPC World Cup as soon as December 2017. A paved roller loop gives athletes the opportunity to train safely off of dangerous roads with traffic. The fact that is lighted gives athletes, especially high school athletes the ability to train after school when it’s dark solving the dilemma of practices that can’t start until 4:30 after school gets out. This complex, when completed, will establish Casper as a premier national training and competition site for biathlon as well as enhance the local economy, increase public land on Casper Mountain and increase local recreation opportunities.

The Proposed Complex. The proposed complex is to be built adjacent to the existing Nordic ski trails on Casper Mountain. In fact, there are currently ski trails that have been built in this area and it is groomed and open to the public for skiing (see user agreement Tab O). The complex site is currently owned by the McMurry Family but will be deeded to Natrona County upon initiation of phase 1 construction (See Letter of Intent Tab O). The property will be leased to the Casper Mountain Biathlon Club who will manage the day to day operation (see lease agreement Tab O). Upon initiation of construction in the spring of 2015 the leasehold interest held by the McMurry Family (T Cross T Ranch) will be gifted to Natrona County. The total value of the gift, based on a current appraisal is \$318,000 (See Appraisal Tab O). The facility (see blueprint, site plan and model, Tab H) will ultimately consist of a 30 lane .22 cal range, 10 lane “paralympic” range, penalty ski loop, spectator stadium lodge and parking facilities. The completed world class facility could easily serve as a race site for U.S. Junior Nationals, U.S. Biathlon Nationals or All Guard Games that would bring hundreds of athletes (and their friends and families) to Casper to compete. Once built to completion, the complex will meet IBU (International Biathlon Union) and IPC (International Paralympic Committee) standards. To host a National level race, CMBC must submit a request letter to US Biathlon before April 1st of each year. In the letter the club must describe the facility, the experience of the key event organizers, and the number of race support volunteers. The complex needs to have a minimum of 20 lanes in addition to ski loops 1.5k, 2.0k, 2.5k, 3.0k and 3.3k in distance. There must be a 150 meter penalty loop and a start/finish area that is 50 x 100 meters located in the stadium area. The organizer must also be able to provide housing and ground transportation for US Biathlon Technical Delegates. The proposed biathlon complex will easily meet these national level requirements after the completion of phase 1. CMBC’s facility plans have been reviewed by Max Cobb, US Biathlon CEO and IBU Technical Delegate

and have been deemed to be designed in accordance with IBU World Cup and IPC World Cup standards. The phase 1 project will prepare the entire site for future phases of development and will result in 30 complete operational .22 Cal shooting lanes, 24 “paralympic” shooting lanes, parking lot and storage buildings. All this coupled with the 10k of homologated trails will make this the most diverse venue meeting international standards for both Nordic and Biathlon in North America. The addition of a light weight snowmobile and grooming equipment will give us the capabilities to provide groomed trails in limited snow conditions in both early and late season. This characteristic alone will make the venue a known reliable source for those seeking early and late training camp locations. After the completion of phase 1, Casper will be able to host local, regional and national level competitions and will also serve as the home training site for both the Casper Biathlon Team and also most likely be the new home for the Wyoming National Guard Biathlon Team, whom both must currently travel outside the state to train (see letter of support Tab I). In addition to the World Class Facility, CMBC aspires to develop world class programs to match the venue. Once phase 1 is complete and operational CMBC will begin the process of developing an official Community Olympic Development Program and will also begin the process of applying for official Olympic Training Site Designation.

Casper Mountain is an ideal location for a world class biathlon complex. For a number of reasons, Casper Mountain is an ideal location for biathlon: 1) The CMBC has an already existing and successful biathlon program. 2) Casper Mountain (7800 ft) is an ideal elevation for high altitude training 3) Also, because of this elevation, Casper Mountain usually receives snow as early as mid October and as late as May. CMBC would plan to extend grooming when weather permissible to allow athletes to train on snow as long as possible. The previously mentioned new snowmobile groomer and the expanded County budget will make this increased grooming schedule possible. This feature will also make Casper appealing as place to athletes to travel to for fall and spring training camps. 4) Biathlon is the perfect sport that Wyoming didn’t know it was missing! Wyoming is filled with shooting enthusiasts and skiers making it a perfect fit for the Wyoming culture. Casper has embraced the sport and we anticipate mass appeal to the wider Wyoming audience. 5) The range’s relatively close proximity to Casper’s amenities, airport and I-25 make it an easy place for travelers to visit 6) Casper College makes Casper a more attractive place for young athletes to live and train 7) Casper College also has a Club Nordic Ski team in its second year; there is the possibility of adding a Club Biathlon Team at the college as well 8) The Wyoming National Guard has been seeking a home training site for over ten years. This complex would serve existing programs and likely become the home training site for the Wyoming National Guard (See Letter in Tab I).

About CMBC. Casper Mountain Biathlon Club is a 501 c 3 nonprofit organization, the only Paralympic Sport Club in Wyoming and a member of U.S. Biathlon. The club’s mission is to provide opportunity and training for youth and adults of all abilities to achieve excellence through the sport of Biathlon. CMBC was formed in 2008. In that time, the club has grown from individual training for 2 high school athletes and no formal programs in 2010 to the current 8 member youth team that trains year round in addition to a successful paralympic program, a 3 month summer Nordic and Biathlon training program, Seasonal Camps for athletes with disability, Specific camps for Veterans with disability, 10 week introductory series, seasonal clinics, 4 travel camps each year, PSIA ski clinics and clinics from guest coaches such as Olympian, Sarah Konrad; and hosting 2 to 3 races per year and a small Masters program (see Tab M for more information about CMBC and its activities).

CMBC Board and Staff. The club is led by President, Rob Rosser, a 1998 Olympian in Biathlon, Army National Guard World Class Athlete, 3 time North American Champ and 5 time National Champ. Rob is

currently employed as a coach for the U.S. Paralympic Nordic and Biathlon team and also directs their athlete recruitment. Captain Rosser spent 21 years in the Army National Guard and is an Operation Iraqi Freedom veteran (see Tab M, "Key Personnel" for Rob's personal statement.)

Second in command and the original dreamer for this project is Vice President, ret. Col. Harry Brubaker. Harry is retired from the Wyoming National Guard as a Lieutenant Colonel and later from the Army Reserves as a Colonel. He skied on the Wyoming National Guard Biathlon Team from 1978 through 1996, competing at the National Guard Bureau Championships each year, which involve National Guard teams from twenty two states. Harry has served as a Natrona County School District cross country ski coach for sixteen years. Harry has also served as a biathlon coach at the Olympic Training Center in Colorado Springs, Colorado. Harry currently serves as the President to the Casper Nordic Club Board of Directors as well as serving on the CMBC board. Harry has been instrumental through leadership advocacy and personal effort to the development of the Casper Nordic Trail System and Nordic Trails Center Lodge.

Cathy Nyrkkanen Rosser currently serves as the Managing Director for the organization. Cathy brings over 10 years of experience as a Director in the Non-Profit sector, as well as managing ski and adaptive recreation programs.

CMBC has a dedicated board of directors and core group of volunteers who have been working tirelessly since 2008 to realize the dream of building a world class biathlon facility on Casper Mountain.

CMBC competitive success at the junior level. CMBC has sent 10 different individual biathletes to races across the country since 2010. This includes regional to National Championship and Junior World Trials competitions. In the few years that the club has been training athletes, they have captured 9 podium results at Nationals. CMBC has sent 4 athletes to World Junior Team Trials, top performances include a 4th and 6th place finish by CMBC athletes. This past March 2014, CMBC sent 5 athletes to compete in the youth category at U.S. Biathlon Nationals in Jericho, Vermont, more than any other club in the country. The team brought home 4 gold, 3 silver and 3 bronze medals from the games (See Media Tab J). These are the most competitive competitions offered in the U.S. for biathlon. These results have been attained with no local winter biathlon range for training. Once the winter range is in place, Casper biathlon will see rapid growth and improvement in our athletes' numbers and performance. Because biathlon in the U.S. is still a niche sport and few areas have the facilities to properly support it, our local athletes will have the opportunity to quickly advance to the top of national rankings.

CMBC adaptive biathlon program has already produced competitive paralympic athletes. In addition to the strong youth program, CMBC has an equally strong Paralympic program. CMBC is the only Paralympic Sport Club in Wyoming and is one of only a handful of programs offering adaptive recreation and competition for people with disabilities in Wyoming. CMBC is one of only a few programs in the country fully integrating athletes with physical disability and those without disability in biathlon programs. US Paralympics has recognized the strength of the programs as a quality training site and a feeder program for the Paralympic pipeline and because of this CMBC has received consistent grant funding from the USOC Paralympic division. 10 of the 17 athletes that traveled to Sochi Russia in for the 2014 Paralympic Games have trained in Casper on numerous occasions. Majority of the disabled athletes trained in CMBC programs are also veterans who received injury while serving in our armed forces. CMBC has hosted several summer biathlon races in which athletes

with disability compete side by side with local athletes without disability. Most recently in November of 2014, CMBC received a \$67,000 grant from the Dept. of Veteran Affairs in support of its adaptive programs that specifically serve Veterans with disability. In a relatively short period of time, CMBC has proven itself as a feeder program for the U.S. Biathlon development and U.S. Olympic Paralympic pipeline.

Natrona County and Casper Mountain Biathlon Club believe that Casper will become a regional center of excellence for Nordic skiing and biathlon, bringing athletes to the area, boosting Casper (and Wyoming's) economy. The construction of the biathlon complex will complete the necessary elements to build a successful program that include: 1) appropriate complex for skiing and shooting 2) Quality coaching and 3) athletes of all ages and abilities. These factors make Casper uniquely suited to grow a strong, nationally competitive biathlon program. The enclosed table (Tab K) shows a summary of the current biathlon clubs and venues in the region. Notably, CMBC is the only club with a significant youth component, the only club to offer adaptive biathlon expertise, and the only club to offer consistent coaching and training opportunities. In fact, even without a biathlon range on Casper Mountain, biathletes travel to Casper for the coaching and training opportunities here. In 2013 over 25 athletes traveled to Casper and stayed in Casper for 3 days or longer to participate in youth or Paralympic camps. (A detailed breakdown of athlete participation can be found attached in Tab M.) CMBC is also one of the larger youth clubs nationally. The benefit of consistent training and coaching can be seen in the success shown by these athletes who are already nationally competitive, despite that they must currently travel to train at a biathlon range. Casper Mountain Biathlon club is also a leader in adaptive biathlon training and has also been home to Paralympic training camps since 2010. Rob Rosser has coached 10 members of the current 2014 Sochi Paralympic Nordic/biathlon team here in Casper in recent years. Clearly Casper would be the only regional facility to offer coaching and training for athletes of all ages and abilities and would attract even more athletes to come and train here. Constructing this complex and building world class programs will bring prestige to Wyoming.

When the phase 1 construction is complete, CMBC expects to host both summer and winter biathlon races that will attract out of town athletes. In addition, when the complex is complete, CMBC aspires to host National level races that would bring hundreds of athletes and their family members to Casper. The Casper Mountain Biathlon Complex would be one of the only three Rocky Mountain regional venues that could be considered to host a National or Junior National Race (see attached description of regional biathlon facilities under Tab K). Casper would clearly be competitive with these other venues. West Yellowstone is often difficult to get to in the winter and has limited facilities for spectators. Soldier Hollow has issues with snow quality, requiring snowmaking, and also lacks an active biathlon club to advocate and bring races to its venue. Casper has the opportunity to fill the regional void for biathlon, boosting local prestige and diversifying the economy in the process.

The phase 1 construction would immediately benefit Casper's economy and improve local recreational activities. The 30-lane facility would allow local athletes to stay in town for training (spending money locally instead of out of state) and would attract out of town athletes to race and attend training camps. As Chloe Sale, one of the CMBC Youth Development Team members stated at the Feb 4th 2014 Natrona County commission meeting, "Right now I can only do half my sport." The Complex would also attract year round activity. At the same meeting Leif Johansson, one of the founders of the Fat Fish Mountain Biking Club expressed excitement for the expanded opportunities for mountain bike riding and racing in the expanded trails and infrastructure that will be developed in this project. Adam Leiferman, President of Fat Fish Racing has also expressed support for the project

(see letter of support, Tab I). Local outdoor business owners are enthusiastic about the project and the additional revenue that would benefit their businesses (see letters from Roy Buck, Ragged Edge Sports, and Bruce Lamberson, Mountain Sports).

Local need for biathlon complex

Locally, the Casper Mountain Biathlon Club has seen numbers of athletes of all ages grow each year. Program offerings have increased each year since the club was founded in 2008 (See Tab M for details). From January 2013- December 2013, the CMBC provided biathlon experiences to over 400 individuals. This total included introductory biathlon experiences for over 200 elementary age children at an "Olympic Day" at the Casper Recreation Center and Mangus Nordic Ski League, 4 Paralympic camps with 21 individual participants (many of whom attended more than one camp), 2 Masters clinics for adults, and 3 camps for advanced high school aged athletes. All this growth has occurred without a proper biathlon range to use for training. Without a range, growth and interest in the sport will stagnate and Casper will lose the opportunity for expanded recreation and tourism related to biathlon.

In addition to increased interest in biathlon in the Casper area, the Casper Mountain Trail Center and Nordic Trail system are experiencing high user visits by Nordic skiers. Mangus Ski League on Sunday afternoons and Nordic High School races bring between 100 and 400 visitors to the mountain at each event, filling the available parking (capacity at the Nordic Trail Center parking lot is approximately 100 cars). The additional parking area that will be provided by the Biathlon Complex phase 1 development will alleviate much of this congestion as well as opening access to some of the nicest trails on the mountain. Natrona County sells approximately 1500 trail passes each season. This number is estimated to be low compared to actual users due to limited pass enforcement. Increased pass enforcement in conjunction with increased Nordic and Biathlon program offerings and improved facilities is expected to result in a significant increase in trail users/pass holders. The trails in the area known as the "biathlon area" are currently only accessible to those willing and able to ski from the bottom of Skunk Hollow up Tower Hill, a considerable distance that prevents beginning skiers from accessing this area. Presently, this area is underutilized due to this limited access.

Statewide need for a biathlon complex

Statewide, the Wyoming National Guard Biathlon Team is in search of a home training site, as Ken Miech recently testified in the February 4, Natrona County Commission hearing (letter of support, Tab I). The Wyoming team currently must train in Colorado because there is not a venue suitable in Wyoming. Lander is the home of the only other biathlon range in Wyoming. Lander's range consists of 5 lanes with very limited training and competition activity. Casper's range would serve as the hub for biathlon in the state as well as serving a biathlon destination with national appeal.

Regional need for a biathlon complex

Regionally, the Casper Mountain Biathlon Complex would be one of only three Rocky Mountain regional venues that could host a large regional or national race such as the National Guard "All Guard Games" (the largest biathlon competition in the country, (See Letter in Tab I), the U.S. Nationals, U.S. Junior Nationals, or a Paralympic World Cup or National competition. In addition to a quality venue, Casper has the amenities that the selection committees for these races look for: Convenient travel access via I-25 and Natrona County International Airport, available hotel space, and other recreation and entertainment opportunities

Casper Mountain Biathlon Complex will strengthen the area's recreation and tourism opportunities

According to the “Casper-Natrona County Comprehensive Economic Development Strategy” (See Tab N), there is a strong need for opportunities that diversify the state’s economy that continue to strengthen the already growing recreation and tourism market. The report also indicates that Casper struggles to keep young and educated workforce in the area. The Casper Mountain Biathlon Complex addresses both of these issues. The Complex will attract athletes and their families to Casper to race and train year-round, strengthening the tourism economy in the Casper area. The Complex will also improve the outdoor recreation offerings in Natrona County, making it easier to attract and maintain a younger demographic, solving a demonstrated need in the community.

This project meets an unmet recreational need by providing Natrona County with a world class Biathlon and Multi-Sport Complex on Casper Mountain. This facility and programs will give athletes the opportunity to engage in the sport of Biathlon from beginner to elite level. In the summer, when not in use for biathlon, the facility will be available to a variety of user groups for activities such as mountain biking, hiking, trail running, orienteering and adventure racing. This program is the most unique in the region. This new complex will be one of a kind in the U.S.

Casper appears to be enjoying general prosperity, but significant sectors of the population are apparently not achieving optimal economic status according to the 2005-2010 Comprehensive Economic Development Strategy for Casper-Natrona County, Wyoming report. The report states that 38% of elementary public school children are under poverty level and a 26% high school drop out rate. CMBC makes Biathlon available to all by offering scholarships to those in need. In 2014 CMBC awarded approximately \$10,000 in youth scholarships and was also able to offer all of its adaptive programs at no charge to athletes with disability. Numerous studies have shown that participation in sports and recreation programs correlate with higher graduation rates, improved grades, and increased likelihood to attend college in high school aged students. Studies have also shown that people with disabilities who participate in sports and recreation experience higher levels of education, higher levels of employment and greater wage earning ability. We see our programs helping to break this poverty cycle and drop out rate by building a stronger youth base filled with greater health, motivation and outlook for their futures.

This facility is crucial in securing a permanent program site that is sufficient for full scale biathlon competition, education and training. The biathlon range and ski loops will give students a site that is able to adequately prepare them for competition as well as provide a complete educational and recreational experience in the beneficial sport of biathlon.

Ownership of Project (Wyoming State Statutes prohibit the City from allocating public funds to construct or acquire an asset that is not owned by a public entity. If the proposed project involves the purchase of equipment or construction of a building or facility, which public agency has agreed to own and maintain this building or equipment? If a formal agreement exists between the applicant and a public entity, please provide copies of that agreement to support the application.)

The proposed site will be owned by Natrona County. (See letter of intent) The McMurry Family has pledged to make a gift of a 50 year lease to the Casper Mountain Biathlon Club and a transfer of the remainder interest to the Natrona county Parks Department with regard to the 40 acre Tract described in Exhibit A (see Tab P for Letter of Intent and Exhibit A). . The project has been approved for funding from the Wyoming Business Council and all contingencies in regard to the letter of intent have been

satisfied. The Land Lease between CMBC and T Cross T Ranch and Deed transfer to Natrona County is expected to be completed by the end of March 2015.

Population to be Served by Project (Please identify who will be served by this project. The description should identify the target population to be served, and include an estimate of the numbers, based on a verifiable source to support the estimate.)

5 year projection – venue use

Year	Biathlon Specific	Cross Country Ski	Other Uses	Totals
2015	600	700	300	1600
2016	900	800	400	2100
2017	1200	850	450	2500
2018	1500	900	500	2900
2019	2000	1000	550	3550

Other Uses: Includes snowshoe, and non-biathlon summer use such as mountain bike races and running races.

Specific Biathlon & Nordic Uses:

- Youth Programs
- Junior Camps
- Team Camps
- Adaptive/Paralympic Biathlon
- Masters Training
- National Guard Competitions
- Paralympic Competition
- CMBC Race Series
- US Biathlon Nationals
- Wyoming State Games
- North American Championships
- Junior World Trials
- North American Rollerski Championships
- FIS Continental Cup Races
- Super Tour Races
- IPC World Cups
- FIS Homologated Sprint Races

CMBC's current participants cover the entire demographic spectrum in age, income, race and ability. The age of participants range from 7 to 70. We serve able-bodied and adaptive athletes. We serve those who face significant economic barriers and those that have no financial restraints. Our equipment is unique and expensive on both the adaptive and able-bodied side of the sport. Electronic, air and .22cal biathlon rifles range from \$3000 for a used Anschutz Biathlon rifle to \$5500 for an audio rifle used for the visually impaired and blind athletes in Paralympics. Sit-skis for adaptive athletes with spinal cord injuries or leg amputations can cost \$3000 for a custom bucket and frame. CMBC is able to make programs affordable by providing equipment, coaching and programs at no or reduced cost for those with need. CMBC also offers scholarships for athletes with financial need to help subsidize the cost of equipment, travel and competition.

Distinguishing characteristics: CMBC is one of 3 biathlon programs with fully integrated adaptive and able-bodied sport programs. Our adaptive athletes, of whom most of which are injured Veterans, know the importance of teamwork and discipline. We like to pull on this experience and have them act as mentors to the youth in our programs.

Most participants enter our programs through an introductory camp on clinic. For those who choose to go beyond the introductory level, CMBC has programs and coaching in place to take them through every level of the sport. The crucial piece that is still missing in serving our broad range of participants is a high quality facility.

Funding Sources (What other sources of funds will be used to support this project. If Optional 1% Sales Tax funding is not available, or not available in the amount requested, will the project still go forward?)

This project will move forward if 1% funds are not available, although it will need to be scaled back. Please see the included charts for a list of committed funds and in kind support.

Secured Project Funds			
Source	Status	Date of Approval	Amount
Natrona County Joint Powers Recreation Board	Approved - Biathlon Range Equipment	3/10/2011	\$ 67,000.00
Natrona County Joint Powers Recreation Board	Approved - Range Design	9/15/2012	\$ 27,710.00
Natrona County Joint Powers Recreation Board	Approved	7/20/2014	\$ 150,000.00
Wyoming Business Council	Approved	6/19/2014	\$500,000.00
Natrona County 1% Funds	Approved	12/1/2014	\$500,000.00
Daniels Fund	Approved	8/31/2014	\$150,000.00
Tyler Family Challenge Grant	Approved	6/1/2014	\$ 100,000.00
Wyoming Trails Program	Approved	1/26/2015	\$ 50,000.00

Wyoming Community Fund	Approved	6/1/2014	\$ 5,000.00
Verdad Foundation	Approved	6/1/2014	\$ 15,000.00
HillTop NB	Approved	12/30/2015	\$ 30,000.00
Casper Area Economic Development Alliance	Approved	4/9/2014	\$ 25,000.00
Casper Area Visitor Bureau	Approved	4/10/2014	\$ 5,000.00
Casper Nordic Club	Approved	2/27/2014	\$ 1,000.00
Goodstein Foundation	Approved	6/1/2014	\$ 10,000.00
Individual Donors	Deposited (Rosser, Aune, Saleveson, Farra)		\$ 1,700.00
Total Secured Funds			\$ 1,652,210.00
Pledged In-Kind Support			
40 Acre Site (Land Donation)	McMurry Family		\$318,080.00
Project management/Site Structures/Fencing	Brubaker Construction		\$82,680.00
Eco Block Retaining Wall	Brubaker Construction		\$20,384.00
Steel Fabrication - Targretry building, drafting, engineering & equipment	Compression Leasing, Inc *		\$40,000.00
Site Survey	CEPI		\$6,000.00
Parking Lot	Natrona County		\$11,250.00
Tree Removal	Loudout, Inc.		\$20,000.00
Race Timing System	Casper Area Visitor Bureau		\$27,500.00
Power Drop	Natrona County		\$13,500.00
Total Pledged In-Kind Support			\$539,394.00

Proposed Completion (Is it anticipated that this project will be completed in phases? Will it require funding from a future Optional Sales Tax or funding from some other public source? If yes, please describe how this will be accomplished and identify the source and amount.)

The project is planned to be completed in phases. CMBC is requesting funding to complete phases 1 and 2 in this application. In this application we are requesting funding for capital investment as well as planning services for phase 3 and 4. Phase 3 and 4 will be focused on building the facility to completion targeting the areas of spectator and athlete accommodations for large scale events, additional parking, summer use expansion including a focus on large scale mountain bike events. The proposed planning services will determine the full scale of construction and detailed budget for the final stages. Currently the final stages of construction are estimated 4 to 5 million.

A diverse funding strategy will be implemented to fund phases 3 and 4 of the project similar to phase 1 and 2. CMBC and Natrona County will seek public dollars from the State of Wyoming, future 1% funds as well as funding from individual donors interested in naming opportunities, private foundations, and federal grants. Kay Linn consultants will include in their study grant writing, grant research and sustainable funding planning services. We feel based on our current fundraising success and the anticipated success of the project that securing the funding for phases 3 and 4 is a realistic endeavor. Natrona County has already committed \$150,000 toward phase 3 and 4. We anticipate leveraging these funds to bring in additional funders. CMBC is also in the process of applying for phase 3 to become an engineering project under the Wyoming National Guard. The National Guard has a tradition of building and supporting biathlon ranges across the country.

The Complex, Phase 1. Phase 1 construction includes timber clearing and site excavation for the full 30 lanes and ski loops. A parking lot, power and 2 small buildings are also proposed in phase 1. The Complex will have an operational 30 lane range after the completion of phase 1, and the facility will be ready for use as a training center and as a regional race site.

Summary of Project Phases

PHASE 1

Phase 1 construction will result in a useable biathlon facility.

Budget \$2,302,952. 83% of funds secured.

Phase 1 is expected to begin in July of 2014 and be completed in Fall of 2015. (see Tab D for Phase 1 scope of work)

- Secure location (completed)
- Site survey and real estate appraisal (completed)
- Certified Engineer Range Design and Environmental Stewardship Plan (completed)
- Purchase 30 50 meter targets and six 10 meter paralympic targets (9 targets have been purchased, 21 still need to be purchased)
- Site timber clearing
- ADA accessible road leading from parking lot to stadium/range area
- All dirt work for the full 30 lanes and ski loops
- 10 km of additional FIS standard trail construction in addition to the existing trails
- Completion of the lower (crushed rock material) parking lot
- Electrical power drop to site with full project capacity
- Install security lighting at parking lot and range
- storage container for storage on site (container already purchased)
- Install 30 lanes of 50 meter targets with concrete pad and target building for security
- 3 range poles and flags (2 on range ends and 1 at the parking lot hut)
- Construct one heated hut at the parking lot to serve as storage and a "ready room" for athletes and officials.
- Construct a second heated storage hut next to the range for timing, groomer and equipment storage
- Construct an Eco Block retaining wall separating the range from the penalty loop
- Install fencing around range backstop area
- Purchase of needed facility equipment such as gun racks, program rifles and race equipment
- Race timing system (this will be purchased by Casper Area Visitor Bureau. The timing system will be stored at the biathlon facility and will be available for all events held at the venue)
- Feasibility study to determine full scope and detailed budgets for phase 3 & 4.

PHASE 2

The Completion of Phase 2 will result in a complex that is appropriate to host National level races. Budget \$657,397. 23% of funds secured.

- Phase 2 is expected to begin in June 2016 with completion in the fall of 2017.
- Start/Finish Timing Building located in start/finish area next to the range.
- Stadium infrastructure complete including stands and wax room building
- Procure and install equipment for 24 lane Paralympic Range
- 1 KM Paved and lit roller ski trail

PHASE 3

The Completion of Phase 3 will allow for safe roller ski training, night skiing and summer roller ski biathlon competitions.

- Phase 3 is expected to begin in June of 2018 with completion in August of 2018.
- Add 4km of roller ski loops and paved firing line
- Lighting for paved loops and range
- Cut additional Mountain bike trails

PHASE 4

Phase 4 completion will allow for greater number of spectators, a resident athlete program, and International level competition. Upon completion of Phase 4 the Biathlon Club will also be in a position to apply for Olympic/Paralympic Training Site Designation.

Phase 4 is expected to begin in June of 2019 with completion in September of 2020.

- Upper parking lot
- Hillside stands
- 3 Lane Indoor Range
- Hilltop building. The hilltop building will serve as a lodge and athlete housing. If on-site housing is proven not to be feasible, the club will seek an off – site housing option for athletes.
- If proven feasible, snow making infrastructure including a pond, snowmaking equipment and storage building.

Citizens' Survey (Does this proposed project fit within the priorities identified by the citizen survey? Please explain.)

Yes, this project falls under 3 of the identified priorities: Outdoor Sports Facilities, Recreation, and Strong Local Economy.

Strong Local Economy. 2005-2010 Comprehensive Economic Development Strategy for Casper-Natrona County, Wyoming.

See Attachment CEDS Tab N

The Biathlon Venue compliments the economic development strategy of the community in several ways. First, it fits in with the 1st goal of the strategy to create a community that is attractive to new capital investment and job creation. The Biathlon helps accomplish this by making Casper a more attractive place to live which in turns helps to attract and retain young and talented professionals. As

stated in the CEDS, Casper has a work force shortage and a problem with young graduate out-migration. This is also listed as a threat to diversification of the economy and a threat to new startups. This venue adds improvement to the quality of life in the Casper area by offering additional recreation opportunities (appealing to a younger work force), programs for youth (appealing for families).

This project also directly fits with the CEDS 3rd goal to diversify our community's job/employment mix to become less dependent upon the boom & bust traditionally experienced by the energy and mineral based economies. A Biathlon Venue on Casper Mountain will directly strengthen and expand the recreation and tourism industry in our community. This venue will attract athletes to visit and possibly even relocate to the Casper area. A World Class Biathlon facility would establish Casper as a hub for Nordic Skiing and Biathlon, thus creating its own tourism and recreation based economic cluster. The high quality Nordic ski trail system, snow as early as October, an ideal elevation for high altitude training, spring skiing as late as May and sometimes even June in addition to a world class biathlon venue and close proximity to Casper's lodging, restaurants, sport shops, entertainment and medical services make a perfect combination to transform Casper into a destination for all levels (recreational to elite) Nordic skiing and biathlon. Casper's Nordic trails and excellent conditions are currently considered a "hidden gem" and with proper marketing and facilities have the promise to make Casper a destination much like Washington's Methow Valley, West Yellowstone, Montana, Heber City (Soldier Hollow), Utah or Bend (Mt. Bachelor) Oregon.

Lastly, the Biathlon Venue fits in the "Plan of Action" regional activities that include promoting economic development and opportunity as well as enhancing and protecting the environment. This project will enhance the recreation and tourism industry in Natrona County while at the same time converting 40 acres of valuable privately owned land on Casper Mountain in to a publicly owned and accessible county park.

The Biathlon Venue compliments the economic development strategy laid out in the CEDS in several ways. First, it fits in with the 1st goal of the strategy to create a community that is attractive to new capital investment and job creation. The Biathlon helps accomplish this by making Casper a more attractive place to live which in turns helps to attract and retain young and talented professionals. As stated in the CEDS, Casper has a work force shortage and a problem with young graduate out-migration. This is also listed as a threat to diversification of the economy and a threat to new startups. This venue adds improvement to the quality of life in the Casper area by offering additional recreation opportunities (appealing to a younger work force), programs for youth (appealing for families).

Summary of Economic and Recreational Benefits for each phase of construction:

Phase 1 – Begin Summer 2014 and Completion in the Fall of 2015

Outcome: Operational 30 lanes of 50 meter range and 6 lanes of 10 meter targets for Paralympic Biathlon, 10 Km of homologated trails.

Upon completion of phase 1, Casper Mountain Biathlon Club would begin hosting a winter race series, a summer race series, Wyoming State Championships and Wyoming State Summer Championships as well as participating in the Wyoming State Games. Upon completion of phase 1, CMBC will be in a position to begin the bid process for National level competitions such as US Biathlon Nationals or the All Guard Games.

Phase 2 – Begin Summer 2016 and completion Fall of 2017

Outcome: Full 30 point 50 meter range with 24 lanes that can be converted to Paralympic points. A completed start/finish building, 1 Km of and eventual 5km paved and lit roller ski loop.

With the completion of Phase 2 in the Fall of 2017, the Complex would be able to host National level races and Paralympic World Cups. If successful, the Casper Mountain Biathlon Complex would be hosting Nationals in March of 2018. In addition, CMBC would also submit a bid to host National Guard Biathlon Region West Event for Dec 2017. Roller skiing on roads presents a significant danger factor. Having paved roller ski loops as part of the Complex will be an important safety feature for athletes and also contribute to the unique offerings of the Complex that will attract athletes

Phase 3 - Begin and Complete in Summer 2018

Outcome: Finish Paved & lit roller ski loops

After the completion of paved roller ski loops the Complex would be suited to host Summer Roller Ski Nationals as well as other Roller ski events and training. CMBC anticipates hosting its first Roller ski races in the Summer of 2019.

Phase 4 (2019-2020)

Outcome: Completion of the upper parking lot, hillside stands, hilltop building, if proven feasible, snow making infrastructure including a pond, snowmaking equipment and storage building. The hilltop building will include athlete housing if proven to be feasible. If it is not deemed feasible to house athletes on site, off site housing will be secured. Athlete housing will be crucial for establishing a resident athlete program. The increase in parking and additional hillside stands will allow for greater numbers of spectators. With increased parking and spectator seating, the Complex will be suited to host larger national and international races such as the North American Cup and National Guard Biathlon Championships.

Summary of Economic Benefits

- The Complex will attract athletes to live in and train in Casper on a temporary and permanent basis
- Makes Casper a more appealing place to live for prospective residents and businesses
- Races, events and camps will bring overnight visitors to Casper
- Upon completion, this complex will support large races such as US Biathlon Nationals, North American Championships, Junior World Team Trials, North American roller Ski Championships, US Biathlon Summer Championships, and National Guard Biathlon Championships.
- The complex will also serve as a competition site for Cross Country Ski, running, mountain biking and adventure races.
- According to WBC Economic Impact calculations, this complex will bring in 3.6 million in total spending and over \$250,000 in local and state tax revenue to the local economy in the first five years of operation. (see attached economic impact report Tab Q)
- Athletes will no longer have to leave the area to train which also means that their dollars will be spent locally versus out of state.
- Job creation in the non-profit and recreation sector (3 to 5 full time positions and 2 to 4 part time positions)
- Support outdoor recreation businesses in the area (see letters of support, Tab O)
- Indirectly support existing jobs in the service industry
- Strengthens and expands the local recreation and tourism industry (see letter of support from Casper Area Convention & Visitors Bureau, Tab O)
- CMBC will host multi day race events whenever possible to encourage overnight stays
- Interest in Biathlon is expected to increase Nordic Season Pass sales for Natrona County

Outdoors Sports Facilities and Recreation

Community Enhancement

- Increase recreation opportunities
- Multi-use, year-round facility that would support a variety of activities and user groups
- local athletes will benefit from a destination venue and Olympic/Paralympic quality training site
- Unique project: Wyoming will become a leader in the sport of Biathlon
- Promotes lifelong, healthy activity for youth, adults and people with disabilities
- Recognition as a contributor to the US Olympic and Paralympic pipeline
- Fits local culture of rugged outdoor recreationalist and shooting enthusiasts
- When completed, this venue will be the premier range in North America
- The Complex and world class programs will bring prestige to the Casper area



OPTIONAL 1% SALES TAX PROPOSED PROJECT BUDGET FORM

Project Name: Casper Mountain Biathlon & Multi-Sport Complex

Proposed Project Funding

	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>
Optional 1% Sales Tax	\$	\$	\$	\$
Natrona County 1%	\$250,000	\$150,000	\$ 100,000	\$ 50,000
 Grants:				
Private	\$ 414,710	\$	\$	\$
Federal	\$ 0	\$	\$	\$
State	\$ 550,000	\$	\$	\$
*Donations (cash)	\$ 172,700	\$	\$	\$
*Donations (in-kind)	\$ 539,394	\$	\$	\$
Project Income	\$0	\$	\$	\$
**Loans	\$0 _____	\$ _____	\$ _____	\$ _____
 TOTAL FUNDING AVAILABLE	 \$1,926804.00	\$150,000 _____	\$100,000 _____	\$50,000 _____

* Please include donations of cash and/or in-kind materials and services.

** Please provide information on proposed source of loan and payback schedule.

If the project requires new construction or remodeling, then fill out this page.

Estimated Capital Project Costs (Please indicate who developed these cost estimates.)

Estimates for Phase 1 and 2 are compiled from the following: AMEC Engineering, Inberg Miller Engineering, Brubaker Construction, Kurvinen Biathlon Targets, Altius Firearms, Uline, Kay Linn Enterprises, Morton Trails, KLJ Engineering, Modern Electric and Rocky Mountain Power.

Engineering/Architectural Fees (Design/Construction Administration)	\$ 234,560
• Contingency	\$ 300,000
Land Costs	\$ 0
Construction Costs (Labor and Materials)	\$ <u>2,073,695</u>
• Contingency	\$
Furnishings	\$ <u>N/A</u>
Equipment Acquisition	\$ <u>352,094</u>
TOTAL	\$ <u>2,960,349.00</u>

Estimated Annual Operating/Maintenance Costs \$ 130,000

Source of Funding for Operating Costs

- Please provide specific revenue source(s) to support this project

Program Revenue, Program Sponsorships, VA Grant, Program Grants, and Natrona County

WYOMING CONSTITUTION

§6. Loan of credit; donations prohibited; works of internal improvement

Neither the state nor any county, city, township, town, school district, or any other political subdivision, shall loan or give its credit or make donations to or in aid of any individual, association or corporation, except for the necessary support of the poor, nor subscribe to or become the owner of the capital stock of any association or corporation, except that funds of public employee retirement systems and the permanent funds of the state of Wyoming may be invested in such stock under conditions the legislature prescribes. The state shall not engage in any work of internal improvement unless authorized by a two-thirds (2/3) vote of the people.

WYOMING STATE STATUTES

§15-1-111. Appropriations for advertisement of resources authorized; exception.

- (a) The governing body of any city or town may make appropriations from the city or town general fund for:
 - (i) Advertising the resources of the city or town;
 - (ii) Furthering its industrial development; or
 - (iii) Encouraging exhibits at fairs, expositions and conventions.

- (b) No appropriation may be for the express aid of any private citizen, firm or corporation.

Casper Mountain Biathlon Complex Budget Summary

Phase 1 Project Costs		Notes
Site Excavation	\$ 889,875.00	AMEC Estimate
10 K FIS Trail Construction	\$ 50,000.00	Morton Estimate
CMBC project management & operations	\$ 40,000.00	CMBC Staff & Project Management
Architectural and engineering fees	\$ 217,710.00	Initial Design - AMEC 27,710 (completed), Inberg Miller Engineering Services/Construction Oversight \$160,000, KLJ Phase 3 - 4 feasibility design study \$30,000
Other fees (Site Survey-CEPI)	\$ 6,000.00	already completed CEPI In Kind
Targetry Install	\$ 35,670.00	AMEC Estimate
Site Fencing	\$ 55,036.00	AMEC Estimate
Concrete Eco-Wall	\$ 30,560.00	AMEC Estimate
Electrical Systems	\$ 103,500.00	Modern Electric
Range Flags	\$ 2,441.00	AMEC Estimate
Heated Structures	\$ 32,700.00	AMEC Estimate
siding/amentities biathlon shed	\$ 4,000.00	Brubabker Construction Estimate
9 Targets/Range Equipment	\$ 67,000.00	already purchased
21 Targets/Range Equipment	\$ 94,130.00	Kurvinen Quote
Land Value	\$ 318,000.00	McMurry Property- see appraisal
Initial Venue Marketing (website)	\$ 5,000.00	Adbay
Summer Trail Use feasibility & trail design	\$ 11,250.00	Kay Linn estimate
FIS Trail Design - Morton Trails	\$ 5,600.00	already completed
Program Rifles	\$ 24,280.00	7 Program Rifles, Altius Firearms
Bleachers	\$ 10,200.00	Uline estimate
Contingencies	\$ 300,000.00	Contingencies for uncertainty of work on the mountain, Inberg Miller recommended a 30% contingency rate
Total Eligible Project Costs	\$2,302,952.00	

Phase 2 Project Costs		Notes
12 Air rifle, 12 Audio Rifle Paralympic Range	\$ 166,684.00	Kurvinen Target Systems Quote
Start/Finish Timing Building located in start/finish area next to the range.	\$ 28,000.00	Brubaker Construction Estimate
Paved .5km of roller ski loops and paved firing line	\$ 462,713.00	IME
Total Eligible Project Costs	\$657,397.00	

Secured Project Funds			
Source	Status	Date of Approval	Amount
Natrona County 1%			\$ 150,000.00
Total Secured Funds			\$ 150,000.00



Natrona County Parks Department

538 SW Wyo Blvd
PO Drawer 848
Mills, WY 82644
(307) 235-9325; 265-2743 (f)

February 9, 2015

Robert Rosser, President
Casper Mountain Biathlon Club
1046 Lemmers Rd.
Casper, WY 82601

Subject: Parks O&M Budget for the Biathlon Venue

Dear Rob:

Please accept this letter as documentation that certain line items in the Parks Dept Budget are dedicated for the Operation and Maintenance (O&M) of the Casper Mountain Biathlon Venue.

Specifically, last June I increased by twenty-five percent (25%) the "Grounds Maintenance" line item and have set aside the same percentage in my "Trails Expense" line item; each to help provide for the year-round maintenance of our existing Nordic Trails within the 40-acre Biathlon Venue. Furthermore, I intend to similarly increase my "Bldgs Repair/Maintenance" line item as future facilities—i.e. Phases—are constructed.

Please call or type with any questions.

Sincerely,

Dick O'Hearn, PE (Civil)
Parks Director

Operations Worksheet

Casper Mountain Biathlon Project

	<u>At Full Operati</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
GRAM EXPENSES						
Payroll	\$ 200,000	\$ 85,000	\$ 110,000	\$ 120,000	\$ 165,000	\$ 195,000
Camp Coach Expenses (Transport/Room/Board)	\$ 20,000	\$ 5,300	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Snowmobile groomer/equip maint/fuel	3,000	TBD w				
Casper Nordic Club Ammo (Training/ Race)	\$ 10,000	\$ 2,000	\$ 3,000	\$ 5,000	\$ 7,500	\$ 10,000
Wax	8,000	2,000	2,000	8,000	8,000	8,000
LA+ Analyzer, Strips and supplies	1,500	1,500	1,500	1,500	1,500	1,500
Staff Uniforms	\$ 2,000	\$ 790	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Accounting	500	500	500	500	500	500
Shipping	1800	1800	1800	1800	1800	1800
Office expenses	1500	1500	1500	1500	1500	1500
Marketing	1500	1500	1500	1500	1500	1500
Lease/Concession Contract		TBD				
Association	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Total	\$ 263,000	\$ 121,890	\$ 163,800	\$ 181,800	\$ 229,300	\$ 261,800

PROGRAM REVENUE

SPONSORS	\$ 32,500.00	50000	60000	70000	80000
GRANTS	\$ 25,000.00	30000	35000	40000	45000
YOUTH DEVELOPMENT TEAM	\$ 12,600.00	14400	16200	18000	19800
GEAR/ MARKETING SALES	\$ 900.00	1000	1100	1200	1300
TUITION & FEES	\$ 5,000.00	7500	10000	12500	15000
SCHOLARSHIPS	\$ 11,000.00	16000	21000	26000	31000
US OLYMPIC COMM. GRANT	\$ 25,000.00	25000	25000	25000	25000
EVENT FACILITY USE FEES	\$ 5,000.00	7000	9000	11000	13000
MEMBERSHIP FEES	\$ 1,000.00	2000	3000	4000	5000
FUNDRAISERS	\$ 10,000.00	15000	2000	25000	30000
TOTAL	\$ 128,000.00	\$ 167,900.00	\$ 182,300.00	\$ 232,700.00	\$ 265,100.00

Operations Worksheet

Casper Mountain Biathlon Project

FY PROFIT/LOSS
CAPITAL PROJECT
REINVESTMENT

\$ 6,110.00 \$ 4,100.00 \$ 500.00 \$ 3,400.00 \$ 3,300.00

PROJECTED COUNTY
COLLABORTION

Utilities - Lights for Trail/ Range/Parking Lot Security/Huts	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400	\$ 1,400
Summer Trail Construction Chain Saws Fuel/ Maint. Costs	1.500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Utilities - All Facilities	\$ 4,800			\$ 4,800	\$ 4,800	\$ 4,800
Utilities for Housing and Offices at Biathlon Lodge	\$ 24,000					\$ 24,000
Piston Bully Grooming: Man-Hours	County	County?	County?	County?	Coach	Coach
Piston Bully Grooming: Fuel/ Oil/Replacement Parts	County				\$ 3,000.00	\$ 5,000.00
Equipment Maintenance	County	County?	County?	County?	\$ 2,000.00	\$ 2,000.00
Facility Maintenance	County	County?	County?	County?		\$ 1,000.00
Dozer, Dump Truck, Backhoe for drainage work	County					
Summer Trail Construction	County	each/Assistants	each/Assistants	each/Assistants	each/Assistants	each/Assistants

heating	electric
\$1200/unit/season	\$150/unit/month



August 28, 2012

Proposal No. 11 287

Casper Mountain Biathlon Club
1255 Crimson Dawn Road
Casper, Wyoming 82601

Attention: Robert M. Rosser, President, c/o Bill Luben

**Subject: Proposal for Range Engineering Design and Environmental Services
Casper Mountain Biathlon Club Training Facility
Natrona County Caspar Mountain Trails Center
Casper, Wyoming**

Dear Mr. Rosser:

AMEC Environment & Infrastructure, Inc. (AMEC) is pleased to present this proposal to Casper Mountain Biathlon Club (CMBC) to provide design, engineering, and environmental services for a new outdoor biathlon training range at the Natrona County Caspar Mountain Trails Center. AMEC is proposing to provide the engineering services to design the 50-meter firing range for the new biathlon training center. AMEC's services would also include the preparation of a range Environmental Stewardship Plan (ESP). AMEC has an excellent understanding of all the components of small arms range design, range operation and maintenance, and environmental compliance for ranges. This lifecycle understanding of small arms ranges allows AMEC to design and build ranges with lower operating costs and minimal long-term liability. AMEC will provide CMBC with the necessary design/engineering/environmental services to successfully execute the required scope of work.

AMEC is experienced in providing high-quality engineering services to clients throughout North America. Our offices have established a superb track record in efficiently completing similar projects, and we are confident that the requested scope of work can be completed in a cost effective and timely manner. Our success is based upon the following:

- Full understanding and commitment to our clients' objectives and expectations (e.g., schedule, regulatory compliance, and budget).
- Extensive experience with multi-disciplinary projects.
- Adaptive project management structure that ensures accountability and work performance.
- Partnering approach of working together with our clients and government agencies.

AMEC Environment & Infrastructure, Inc.
7376 SW Durham Road
Portland, Oregon
USA 97224
Tel+1 (503) 639-3400
Fax+1 (503) 620-7892
www.amec.com

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- Commitment to innovative problem-solving and cutting-edge technology.

AMEC is experienced in providing the highest quality, comprehensive engineering and consulting services to the federal government and private industry. AMEC is consistently delivering leading edge products in most major fields of human endeavor - creating value for our clients through the application of knowledge, experience, technologies, alliances, and innovative partnerships.

REQUESTED SCOPE OF WORK

AMEC has prepared this scope of work to complete engineering design and environmental services requested for the CMBC training center development. AMEC has separated the scope of work into two phases, which are detailed in the following sections:

PHASE 1 - BIATHLON 50-METER RANGE DESIGN

AMEC will provide the engineering design services to prepare construction drawings and specifications for a new 50-Meter Biathlon small arms range. AMEC's engineer and project manager will conduct a site reconnaissance prior to conducting any design work. During this visit, AMEC will meet with the CMBC stakeholders to discuss specific design elements the CMBC would like to see incorporated into the base 50-meter range design. AMEC will use the survey data provided to complete the grading plans for the 50-meter range. The new range will incorporate the following elements:

1. Firing Positions - The firing positions will accommodate both prone and standing stances. The firing positions will be large enough to allow for both stances and free movement of skis.
2. Targetry Stands/Structures - The range will be designed to allow for standard biathlon targetry stands for both prone and standing positions. AMEC will design the targetry structures (base and protection zone) to allow for the standard target stands and to mitigate the migration of bullets.
3. Backstop Design - AMEC will design the backstop of the range to allow for periodic maintenance activities. This design will include grading and ballistic sand specifications to ensure proper drainage and optimal bullet energy dissipation.
4. Range Protection - AMEC's design will incorporate safety features to allow for safe and managed operation of the range throughout the year. These include berms and other safety features that accommodate the unique use of the range.

Phase 1 does not include the design of range related structures, buildings, or roadways. The Phase 1 engineering drawings will be sufficient for submittal to obtain a building permit, as necessary. AMEC has assumed that the provided topographic survey is indicative of the site conditions.



ENVIRONMENTAL STEWARDSHIP PLAN

AMEC will prepare an ESP in accordance with recommendations in the United States Environmental Protection Agency (EPA) Best Management Practices for Lead at Outdoor Shooting Ranges (2005). The Environmental Stewardship Plan defines operational and maintenance features that will reduce the potential for lead migration from the range. The ESP demonstrates to regulators and the public that the range is operating in a manner that is protective of the environment. Advanced planning elements of the ESP can be incorporated into the range design and construction at little or no cost. AMEC will submit a draft ESP to the CMBC for review. CMBC review comments will be incorporated into the final ESP document, as appropriate.

ASSUMPTIONS

AMEC has made the following assumptions in the preparation of this proposal and cost estimate:

- AMEC assumes that full access will be provided AMEC to the site for conducting a Site reconnaissance or other non-intrusive work throughout the duration of the project.
- AMEC has assumed one on-site engineering design meeting will be conducted prior to initiating the design work to collect information about the range. Additional communications and interaction will be conducted via telephone or email.
- AMEC assumes the survey information provided by the CMBC is sufficient to design the 50-meter range. No survey work has been included in AMEC's scope of work.
- AMEC has not included any structural designs of any above grade structures (covers, buildings, etc.) in this cost proposal.

COST ESTIMATE

AMEC has prepared the cost estimate for the design and environmental services and associated expenses on a time-and-materials basis in accordance with it's the standard rate schedule and Professional Services Agreement (attached). The estimated costs are presented below.

Phase	Phase Description	Estimated Cost (\$)
1	Biathlon Training Range Design	\$ 20,235.00
2	Environmental Stewardship Plan	\$ 3,435.00
TOTAL ESTIMATED COST =		\$ 23,670.00

If services above and beyond those described in this proposal are requested, these will be carried out on a time-and-materials basis. No work will be performed outside this scope of services without written authorization from CMBC. If special circumstances or delays (not attributed to AMEC or its subcontractors) are encountered, CMBC will be notified immediately. Any perceived change orders



will be communicated to you quickly. It is understood that you will obtain permission for AMEC to gain access to the Site.

AMEC proposes to perform the services set forth in this proposal subject to and in accordance with the attached Professional Services Agreement. If CMBC is in agreement with this proposal, please have an authorized representative sign the Professional Services Agreement and return it in its entirety along with this proposal to us. The Professional Services Agreement incorporates this proposal as Attachment 1 and will serve as our contract for the services.

AMEC appreciates the opportunity to provide these services for CMBC. If you have any questions, feel free to contact the undersigned at (503) 639-3400. Sincerely,

AMEC Environment & Infrastructure, Inc.

Reviewed by:

A handwritten signature in black ink, appearing to read "Paul D. Stull III".

Paul D. Stull III, P.E.
Associate Environmental Engineer

A handwritten signature in black ink, appearing to read "Charles T. Esler".

Charles T. Esler, CHM.
Principal

Attachments: AMEC Rate Schedule
Professional Services Agreement

PS/cw



**AMEC ENVIRONMENT & INFRASTRUCTURE
RATE SCHEDULE**

The hourly labor rates set forth below are valid through December 31, 2012 and are subject to annual revision thereafter. AMEC will provide CLIENT thirty days advance written notice of any such revisions.

PROFESSIONAL SERVICES

CLIENT agrees to reimburse AMEC for all hours worked by professionals at the following classifications and associated hourly labor rates. For expert witness testimony and related services in connection with litigation, CLIENT agrees to reimburse AMEC for all hours worked by professionals at the following classifications, but at one and one half times the associated hourly labor rates.

<u>Classification</u>	<u>Rate/Hour</u>	<u>Classification</u>	<u>Rate/Hour</u>
Professional Level 4	\$70.00	Professional Level 16	\$145.00
Professional Level 5	\$80.00	Professional Level 17	\$150.00
Professional Level 6	\$85.00	Professional Level 18	\$150.00
Professional Level 7	\$90.00	Professional Level 19	\$155.00
Professional Level 8	\$95.00	Professional Level 20	\$155.00
Professional Level 9	\$100.00	Professional Level 21	\$160.00
Professional Level 10	\$105.00	Professional Level 22	\$165.00
Professional Level 11	\$110.00	Professional Level 23	\$170.00
Professional Level 12	\$115.00	Professional Level 24	\$185.00
Professional Level 13	\$120.00	Professional Level 25	\$210.00
Professional Level 14	\$130.00	Professional Level 26	\$240.00
Professional Level 15	\$135.00		

TECHNICIAN SERVICES

CLIENT agrees to reimburse AMEC for all hours worked by technicians at the following classifications and associated hourly labor rates. Overtime rates will apply for time over 8 hours per day or for work on weekends and holidays.

<u>Classification</u>	<u>Rate/Hour</u>	<u>Overtime</u>	<u>Classification</u>	<u>Rate/Hour</u>	<u>Overtime</u>
Technician Level 8	\$45.00	\$67.50	Technician Level 16	\$90.00	\$135.00
Technician Level 9	\$55.00	\$71.25	Technician Level 17	\$95.00	\$142.50
Technician Level 10	\$60.00	\$90.00			
Technician Level 11	\$65.00	\$97.50			
Technician Level 12	\$70.00	\$105.00			
Technician Level 13	\$75.00	\$112.50			
Technician Level 14	\$80.00	\$120.00			
Technician Level 15	\$85.00	\$127.50			

ADMINISTRATIVE SERVICES

CLIENT agrees to reimburse AMEC for all hours worked by administrative staff at the following classifications and associated hourly labor rates. Overtime rates will apply for time over 8 hours per day or for work on weekends and holidays.

<u>Classification</u>	<u>Rate/Hour</u>	<u>Overtime</u>	<u>Classification</u>	<u>Rate/Hour</u>	<u>Overtime</u>
Administrative Level 4	\$45.00	\$67.50	Administrative Level 9	\$75.00	\$112.50
Administrative Level 5	\$50.00	\$75.00	Administrative Level 10	\$80.00	\$120.00
Administrative Level 6	\$55.00	\$82.50			
Administrative Level 7	\$60.00	\$90.00			
Administrative Level 8	\$65.00	\$97.50			

MISCELLANEOUS EXPENSES – 6% of Labor Charges

CLIENT agrees to reimburse AMEC for miscellaneous office equipment expenses incurred, such as consumable supplies, telephone & facsimile charges, and computer and software costs, etc., not otherwise invoiced as other direct expenses, at the rate of 6% of labor.

OTHER DIRECT EXPENSES

CLIENT agrees to reimburse AMEC for all other direct expenses incurred at the following rates, except as otherwise specified by AMEC in its proposal:

- Travel Expenses:** Transportation (air travel, car rental, etc.), lodging, meals, & incidental expenses Cost plus 15%
- Mileage -** Subject to Change \$0.67 per mile
- Subcontract Expenses:** Supplies or services furnished to AMEC in support of project activities by any supplier or firm, except temporary agency or consultant staff charged at above hourly rates Cost plus 15%
- Direct Expenses:** Other expenses in support of project Cost Plus 15%



**SERVICES AGREEMENT
Time-and-Materials**

THIS AGREEMENT (hereinafter referred to as the "Agreement"), effective this 28th day of August 2012, is made by and between AMEC Environment & Infrastructure, Inc. (AMEC), a Nevada corporation, with an address at 7376 SW Durham Road, Portland, Oregon 97224 (hereinafter referred to as "AMEC") and Casper Mountain Biathlon Club, with an address at 1255 Crimson Dawn Road, Casper, Wyoming 82601 (hereinafter referred to as "CLIENT").

NOW, THEREFORE, in consideration of the mutual undertakings and subject to the terms set forth below and intending to be legally bound, the parties agree as follows:

1. SERVICES: AMEC will perform for CLIENT services (hereinafter referred to as "Services") as described in Attachment 1, Proposal No. 11 287 dated August 28, 2012, which is attached to and made a part of this Agreement.

2. COMPENSATION: AMEC will be compensated for its Services on a time-and-materials basis. AMEC shall be reimbursed for all hours worked and other costs incurred at the rates and terms set forth in Attachment 1, Proposal. Should the total cost of AMEC's performance be greater than the estimated amount shown in Attachment 1, AMEC will notify CLIENT and provide a revised estimate for CLIENT's approval. In such event, continued performance is subject to additional funding as mutually agreed. In addition to the amount shown in Attachment 1, CLIENT assumes full responsibility for the payment of any applicable sales, use, or value-added taxes under this Agreement, except as otherwise specified.

Invoices will be submitted at least monthly for Services rendered. Terms of payment are net thirty (30) days from date of invoice with a one and one-half percent (1.5%) per month late fee on balances past due. Interest shall be computed at 31 days from the date of invoice. In addition, any collection fees, attorney's fees, court costs, and other related expenses incurred by AMEC in the collection of delinquent invoice amounts shall be paid by CLIENT.

Payment will be made to AMEC at:

Remittance Address:
AMEC Environment & Infrastructure, Inc.
24376 Network Place
Chicago, IL 60673-1376

CLIENT's payment shall represent CLIENT's acceptance of the Services invoiced by AMEC. Upon CLIENT's failure to make payment in accordance with the terms hereof, AMEC may suspend performance of Services under this Agreement until AMEC has been paid in full for all balances past due including applicable service charges.

3. STANDARD OF CARE: AMEC will strive to perform Services in a manner consistent with that level of care and skill ordinarily exercised by other members of AMEC's profession currently practicing in the same locality under similar conditions.

NO OTHER REPRESENTATION, GUARANTEE, OR WARRANTY, EXPRESS OR IMPLIED, IS INCLUDED OR INTENDED IN THIS AGREEMENT, OR IN ANY COMMUNICATION (ORAL OR WRITTEN), REPORT, OPINION, DOCUMENT, OR INSTRUMENT OF SERVICE.

4. INDEPENDENT CONTRACTOR: AMEC shall be fully independent and shall not act as an agent or employee of CLIENT. AMEC shall be solely responsible for its employees and for their compensation, benefits, contributions, and taxes, if any.

5. INSURANCE: AMEC currently carries Worker's Compensation Insurance as required by applicable law and Commercial General Liability and Automobile Liability Insurance for bodily injury and property damages.

6. CHANGES: CLIENT may order changes within the general scope of the Services by altering, adding to, or deleting from the Services to be performed. Further, if AMEC believes any subsurface or physical condition at or contiguous to the site is of an unusual nature and differs materially from conditions generally encountered or generally recognized as inherent in the character of Services provided in this Agreement, a change exists. If any such change causes an increase or decrease in AMEC's cost of, or the time required for, the performance of any part of the Services, a mutually acceptable equitable adjustment shall be made to the price and performance schedule of this Agreement.

7. FORCE MAJEURE: Should performance of Services by AMEC be affected by causes beyond its reasonable control, Force Majeure results. Force Majeure includes, but is not restricted to: acts of God; acts of a legislative, administrative or judicial entity; acts of contractors other than contractors engaged directly by AMEC; fires; floods; labor disturbances; and unusually severe weather. AMEC will be granted a time extension and the parties will negotiate an equitable adjustment to the price of this Agreement, where appropriate, based upon the effect of the Force Majeure on performance by AMEC.

8. INSTRUMENTS OF SERVICE: All reports, drawings, plans, or other documents (or copies) furnished to AMEC by the CLIENT, shall at CLIENT's written request, be returned upon completion of the Services hereunder; provided, however, that AMEC may retain one (1) copy of all such documents. All reports, drawings, plans, documents, software, source code, object code, field notes and work product (or copies thereof) in any form prepared or furnished by AMEC under this Agreement are instruments of service. Exclusive ownership, copyright and title to all instruments of service remain with AMEC. CLIENT's right of use of instruments of service, if any, is limited to that use specified in Attachment 1. The instruments of service are not intended or represented to be suitable for reuse by CLIENT or others on extensions of the work or on any other project.

9. CLIENT'S RESPONSIBILITIES: CLIENT agrees to: (i) provide AMEC all available material, data, and information pertaining to the Services, including, without limitation, the composition, quantity, toxicity, or potentially hazardous properties of any material known or believed to be present at any site, any hazards that may be present, the nature and location of underground or otherwise not readily apparent utilities, summaries and assessments of the site's past and present compliance status, and the status of any filed or pending judicial or administrative action concerning the site; (ii) convey and discuss such materials, data, and information with AMEC; and (iii) ensure cooperation of CLIENT's employees.

CLIENT shall indemnify, defend, and save AMEC harmless from and against any liability, claim, judgment, demand, or cause of action arising out of or relating to: (i) CLIENT's breach of this Agreement; (ii) the negligent acts or omissions of CLIENT or its employees, contractors, or agents; (iii) any allegation that AMEC is the owner or operator of a site, or arranged for the treatment, transportation or disposal of hazardous materials, including all adverse health effects thereof and (iv) site access or damages to any subterranean structures or any damage required for site access.

In addition, where the Services include preparation of plans and specifications and/or construction oversight activities for CLIENT, CLIENT agrees to have its construction contractors agree in writing to indemnify and save harmless AMEC from and against loss, damage, injury, or liability attributable to personal injury or property damage arising out of or resulting from such contractors' performance or nonperformance of their work.

10. SITE ACCESS: CLIENT shall at its cost and at such times as may be required by AMEC for the successful and timely completion of Services: (i) provide unimpeded and timely access to any site, including third party sites if required (ii) provide an adequate area for AMEC's site office facilities, equipment storage, and employee parking; (iii) furnish all construction utilities and utilities releases necessary for the Services; (iv) approve all locations for digging and drilling operations; and (v) obtain all permits and licenses which are necessary and required to be taken out in CLIENT's name for the Services.

11. WARRANTY OF TITLE, WASTE OWNERSHIP: CLIENT has title, free of any claim or encumbrance by others, to the materials and sites with respect to which CLIENT may request Services. Title and risk of loss with respect to all materials shall remain with CLIENT, who shall be considered the generator of such materials, and CLIENT shall execute all manifests as the generator of such materials. CLIENT, as generator, shall be liable for the arrangement, transportation, treatment, and/or disposal of all material at any site at which Services are requested.

12. LIMITATION OF LIABILITY: As part of the consideration AMEC requires for provision of the Services indicated herein, CLIENT agrees that any claim for damages filed against AMEC by CLIENT or any contractor or subcontractor hired directly or indirectly by CLIENT will be filed solely against AMEC or its successors or assigns and that no individual person shall be made personally liable for damages, in whole or in part.

CLIENT's sole and exclusive remedy for any alleged breach of AMEC's standard of care hereunder shall be to require AMEC to re-perform any defective Services. Notwithstanding any other provision of this Agreement, the total liability of AMEC, its officers, directors and employees for liabilities, claims, judgments, demands and causes of action arising under or related to this Agreement, whether based in contract or tort, shall be limited to the total compensation actually paid to AMEC for the Services or \$50,000, whichever is less. All claims by CLIENT shall be deemed relinquished unless filed within one (1) year after substantial completion of the Services.

AMEC and CLIENT shall not be responsible to each other for any special, incidental, indirect, or consequential damages (including lost profits) incurred by either AMEC or CLIENT or for which either party may be liable to any third party, which damages have been or are occasioned by Services performed or reports prepared or other work performed hereunder.

13. ASSIGNMENT AND SUBCONTRACTING: This Agreement does not create any right or benefit in anyone other than CLIENT and AMEC and shall not be assigned by either party without the prior written approval of the other party. AMEC may, however, subcontract portions of the Services to a qualified subcontractor without prior approval of CLIENT.

14. PROBABLE COST: AMEC does not guarantee the accuracy of probable costs for engineering services. Such probable costs represent only AMEC judgment as a professional and, if furnished, only for CLIENT's general guidance.

15. TERMINATION: AMEC may terminate this Agreement if CLIENT becomes insolvent, enters bankruptcy, receivership or other like proceeding (voluntary or involuntary) or makes an assignment for the benefit of creditors. Either party may terminate this Agreement at any time, with or without cause, upon ten (10) days prior written notice to the other party. CLIENT shall compensate AMEC for all Services performed hereunder through the date of termination and all-reasonable costs and expenses incurred by AMEC in effecting the termination, including non-cancelable commitments and demobilization costs.

16. DISPUTE RESOLUTION: If a claim, dispute, or controversy arises out of or relates to the interpretation, application, enforcement, or performance of Services under this Agreement, AMEC and CLIENT agree first to try in good faith to settle the dispute by negotiations between senior management of AMEC and CLIENT. If such negotiations are unsuccessful, AMEC and CLIENT agree to attempt to settle the dispute by arbitration if both parties agree. If the dispute can not be settled through arbitration, AMEC and CLIENT agree to attempt to settle the dispute through good faith mediation. If the dispute can not be resolved through mediation and unless otherwise mutually agreed, the dispute shall be settled by litigation in an appropriate court in the state of the AMEC office entering into this Agreement. CLIENT hereby waives the right to trial by jury for any disputes arising out of this Agreement.

The non-prevailing party in any litigation shall reimburse the prevailing party for the prevailing party's documented legal costs (including reasonable attorneys' fees), in addition to whatever other judgment or settlement sums may be due.

17. WAIVER OF TERMS AND CONDITIONS: The failure of either AMEC or CLIENT in any one or more instances to enforce one or more of the terms or conditions of this Agreement or to exercise any right or privilege in this Agreement or the waiver by AMEC or CLIENT of any breach of the terms or conditions of this Agreement shall not be construed as thereafter waiving any such terms, conditions, rights, or privileges, and the same shall continue and remain in force and effect as if no such failure to enforce had occurred.

18. SEVERABILITY: Every term or condition of this Agreement is severable from others. Notwithstanding any possible future finding by a duly constituted authority that a particular term or provision is invalid, void, or unenforceable, this Agreement has been made with the clear intention that the validity and enforceability of the remaining parts, terms, and provisions shall not be affected thereby.

19. GOVERNING LAWS: This Agreement shall be governed and construed in accordance with the laws of the state of the AMEC office entering into this Agreement.

20. NONDISCRIMINATION AND AFFIRMATIVE ACTION: AMEC agrees to comply with Executive Order 11246 and the applicable federal regulations pertaining to nondiscrimination and affirmative action, including the Equal Opportunity Clause, the Affirmative Action Clause for Handicapped Workers, and the Affirmative Action Clause for Disabled Veterans and Veterans of the Vietnam Era. Further, AMEC agrees that its facilities are not segregated.

21. ENTIRE AGREEMENT: The terms and conditions set forth herein constitute the entire understanding and agreement of AMEC and CLIENT with respect to the Services. All previous proposals, offers, and other communications relative to the provisions of these Services are hereby superseded. Any modification or revision of any provision set forth herein or any additional provision contained in any purchase order, acknowledgment, or other form of the CLIENT is hereby superseded and expressly objected to by AMEC and shall not operate to modify this Agreement. Should CLIENT utilize its purchase order or any other form to procure services, CLIENT acknowledges and agrees that its use of such purchase order or other form is solely for administrative purchases and in no event shall AMEC be bound to any terms and conditions on such purchase order or other form, regardless of reference to (e.g. on invoices) or signature upon (e.g. acknowledgement) such purchase order or other form by AMEC. Client shall endeavor to reference this Agreement on any purchase order or other form it may issue to procure AMEC services, but CLIENT's failure to do so shall not operate to modify this Agreement.

In witness whereof, CLIENT and AMEC have caused this Agreement to be executed by their respective duly authorized representatives as of the date first set forth above.

Casper Mountain Biathlon Club

AMEC Environment & Infrastructure, Inc.

By: _____

By: _____

Date Signed: _____

Date Signed: _____

Name: _____

Name: _____

Title: _____

Title: _____

Phone: _____

Email: _____

Please Supply Property Owner Information (Required)

Name: _____

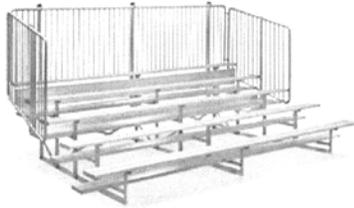
Address: _____

Phone: _____

Email: _____

ATTACHMENT: Attachment 1, Proposal No.11 287 dated August 28, 2012

15' Aluminum Bleachers - 5 Rows



Get the crowd into the game with comfortable seating and elevated views.

- 10" deep aluminum benches and foot rails.
- Galvanized steel guardrail included.
- Welded aluminum frame. No rust.
- [Concrete](#) or [Grass Mounting Hardware](#) sold separately.

[More Images](#)

ASSEMBLY REQUIRED, SHIPS VIA MOTOR FREIGHT

MODEL NO.	DESCRIPTION	SEATING CAPACITY	SIZE L x W x H	WT. (LBS.)	PRICE EACH		ADD TO CART	
					1	3+		
H-4408	5 Rows	50	15 x 9 x 8'	1,063	\$3,600	\$3,400	1	<input type="button" value="ADD"/>

Drop Ships in 1 Day From IN

[Additional Info](#) [Email Page](#) [Request a Catalog](#)



KAY-LINN ENTERPRISES, LLC

100 S. 36th St.
Boulder, CO 80305

303-241-3301
scott@kay-linn.com

February 9, 2015

Ms. Rosser,

Per your recent request, I have put together a rough cost estimate for the feasibility and design development of summer season, event-focused trails at the biathlon complex.

Feasibility Study

Kay-Linn Enterprises would physically assess the site's opportunities and constraints related to putting on mountain bike and running events based on the appropriate standards utilized by different governing bodies of those sports.

\$2,500

Event-focused Trail Design

With feasibility of the site ascertained, Kay-Linn would then design the trail system on the ground and provide specifications and cost estimations for its development. This process would cost approximately \$1,500/mile of trail developed. My primary assumption is that approximately 6 miles/10 kilometers of event-focused trails would be needed in relatively close proximity to the biathlon center.

\$9,000

Best of luck with this incredible project and we hope to be able to help along the way,

Scott Linnenburger



Suomen Biathlon Oy
Laavupolku 12
80400 YLÄMYLLY, FINLAND
Tel. +358400 991 331
Fax. +35813 851 890
e-mail: eko-aims@eko-aims.com
web: www.biathlontargets.com

VAT No FI19387014 Homeplace Liperi

N° : 2012-0425 Rob Rosser, USA
Subject : offer KURVINEN Biathlon Target Systems.

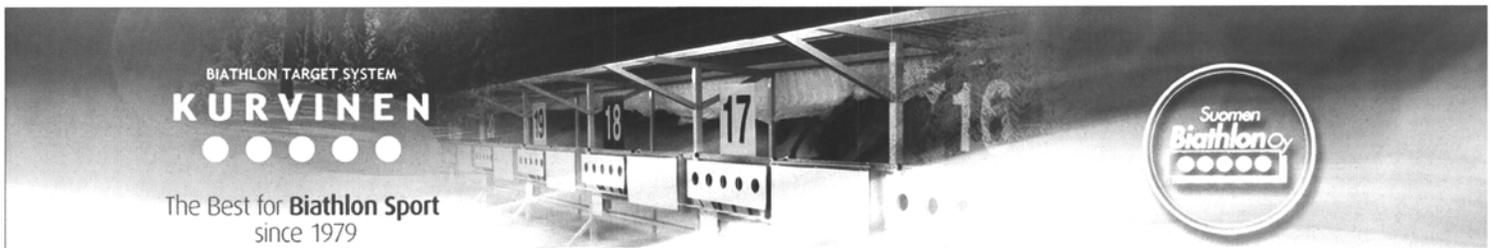
Rob Rosser
1255 Crimson Dawn Road
Casper, Wyoming 82601, USA

Dear Sir,

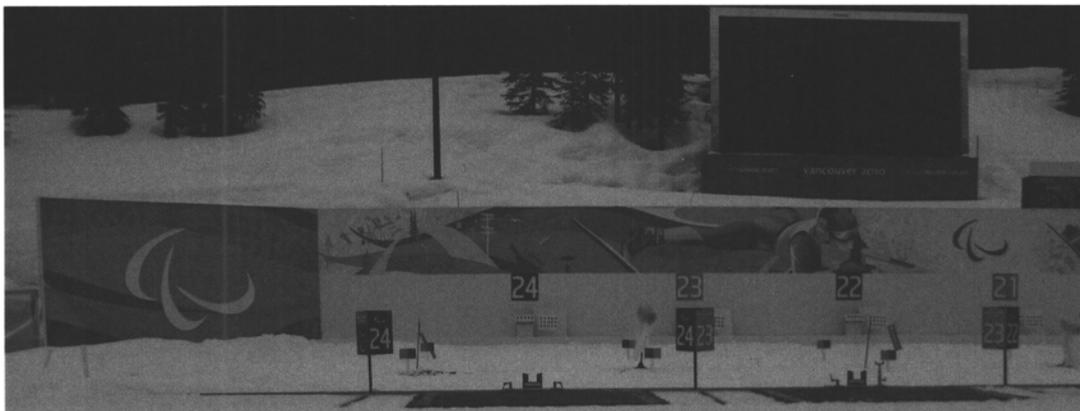
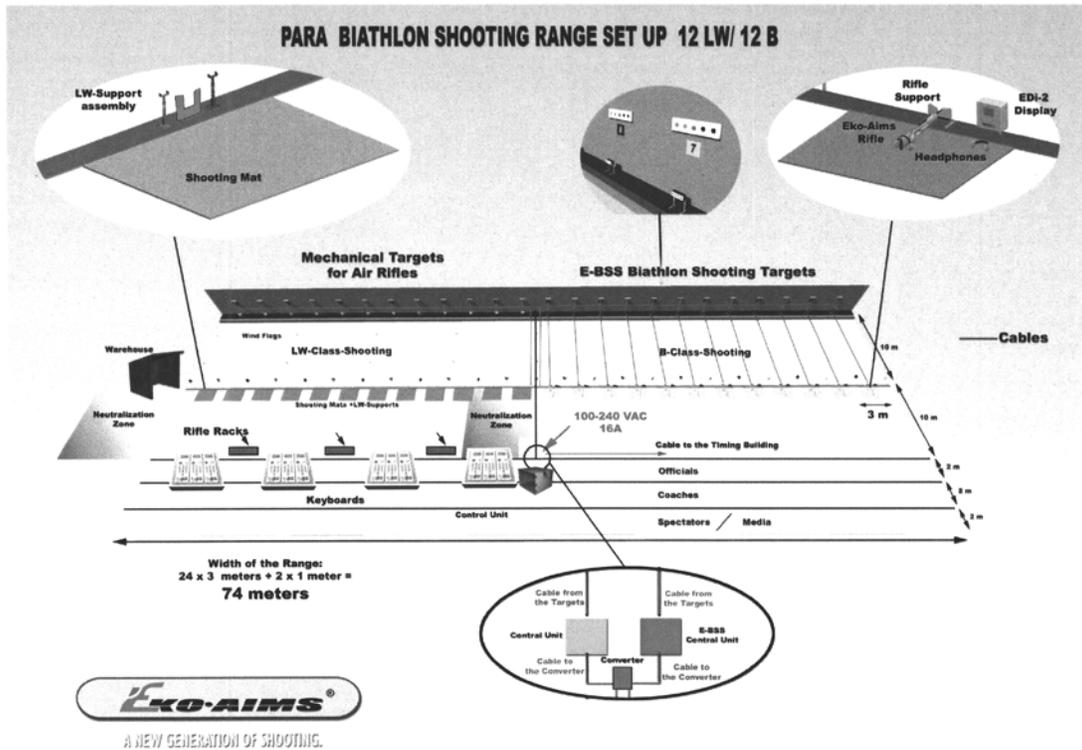
Please find herewith our offer for **KURVINEN Biathlon Target Systems**. In this offer you will find prices for IPC-range 12 LW-lanes + 12 EBSS-lanes (see more details on next pages).

This offer based on information we have received from you during our meeting and by e-mail.

In this case the price are **complete solution** for IPC-level biathlon stadium including:



- **KURVINEN IPC-system LW-targets for air-rifles and Eko-Aims EBSS for visually impaired** which is a solution consisting of:
 - electromechanical air-rifle target system for LW-classes,
 - Eko-Aims EBSS-system for visually impaired
 - KES for system controlling, data collection and shooting results



KES – KURVINEN Electronic Scoring System:

- **KURVINEN KES 2007** System which is target controlling and electronic scoring reporting system. Used during IBU competitions and during training sessions. System includes automatic target reset system for training and data interface for most common biathlon timing & graphic softwares.
- The KES-2007 systems guarantees the production of information for TV and timing system.

With **KES** or the **KURVINEN Electronic Scoring System** the mechanical biathlon targets are modified into electro-mechanical targets which – combined with the electronic system – allow automatic registration of shots, printing, displaying of results etc. Below is shown an example of such a results sheet from the Holmenkollen 2012 IBU World Cup competition.

BIATHLON TARGET SYSTEM										
KURVINEN				COMPETITION SHOOTING RESULTS			The Best for Biathlon Sport since 1979			
www.biathlontargets.com										
IBU WORLD CUP BIATHLON MEN 12,5 KM PURSUIT										
OSLO HOLMENKOLLEN 04.02.2012 15:15										
P	1S	2S	3S	4S	5S	ShTm	Rnk	ShTimg	PS	LS
1 GARANICHEV Evgeniy RUS										
0	0:14.4	0:02.3	0:02.6	0:02.3	0:02.0	0:26.5	8	5 4 3 2 1	P	1
0	0:14.0	0:02.6	0:02.5	0:02.2	0:02.4	0:26.6	2	5 4 3 2 1	P	1
1	0:11.8	0:03.2	0:02.2	0:02.6	0:03.1	0:25.4	14	5 4 ● 2 1	S	1
1	0:12.6	0:02.1	0:02.0	0:02.3	0:02.7	0:27.9	24	5 4 ● 2 1	S	2
2 1:46.4 6										
2 PEIFFER Arnd GER										
0	0:14.7	0:03.0	0:02.7	0:02.2	0:02.3	0:28.0	19	1 2 3 4 5	P	2
0	0:14.6	0:03.4	0:02.6	0:02.7	0:02.0	0:28.1	6	1 2 3 4 5	P	2
0	0:12.9	0:03.0	0:03.5	0:03.1	0:03.2	0:28.8	33	1 2 3 4 5	S	2
0	0:14.6	0:03.5	0:03.1	0:03.1	0:02.7	0:30.5	41	1 2 3 4 5	S	1
0 1:55.4 27										
3 SVENDSEN Emil Hegle NOR										
0	0:15.6	0:02.7	0:02.6	0:02.5	0:02.2	0:29.1	26	5 4 3 2 1	P	3
1	0:19.3	0:02.7	0:02.6	0:02.3	0:03.8	0:34.5	45	5 4 ● 2 1	P	3
0	0:12.2	0:02.2	0:02.6	0:02.3	0:02.3	0:24.1	10	5 4 3 2 1	S	6
1	0:13.0	0:02.4	0:02.1	0:02.0	0:02.4	0:24.4	7	● 4 3 2 1	S	3
2 1:52.1 19										
4 BOEUF Alexis FRA										
0	0:13.5	0:02.7	0:02.5	0:02.2	0:03.2	0:27.9	18	5 4 3 2 1	P	5
1	0:15.7	0:02.6	0:02.6	0:02.6	0:02.9	0:29.8	11	● 4 3 2 1	P	8
2	0:12.1	0:03.2	0:02.7	0:02.6	0:02.1	0:26.0	19	5 ● ● 2 1	S	13
3	0:13.1	0:01.8	0:02.1	0:02.0	0:02.2	0:25.0	10	5 ● 3 ● ●	S	27
6 1:48.7 12										
5 BJOERNDALLEN Ole Eina NOR										
1	0:11.3	0:02.7	0:02.4	0:02.2	0:02.3	0:24.1	2	● 4 3 2 1	P	4
1	0:13.6	0:02.7	0:02.5	0:02.7	0:02.5	0:26.8	3	5 4 3 ● 1	P	9
1	0:12.7	0:02.4	0:02.5	0:02.6	0:02.1	0:25.3	13	1 2 3 ● 5	S	9
1	0:11.9	0:03.1	0:02.4	0:02.3	0:02.3	0:24.4	5	1 ● 3 4 5	S	8
4 1:40.6 3										
6 FAK Jakov SLO										
0	0:13.5	0:02.7	0:02.7	0:02.6	0:02.7	0:27.3	13	1 2 3 4 5	P	6
0	0:17.6	0:02.9	0:02.2	0:03.0	0:03.0	0:32.0	33	1 2 3 4 5	P	4
1	0:13.3	0:02.3	0:02.0	0:02.6	0:02.2	0:25.4	15	1 2 3 ● 5	S	3
1	0:13.6	0:02.2	0:01.8	0:02.0	0:02.1	0:24.1	4	1 2 ● 4 5	S	6
2 1:48.8 13										



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biathlon competition shooting results

Licensed to: KURVINEN



Detailed part list:

Detailed list of Kurvinen biathlon target systems are presented here.

	Air-rifle targets with KES and EBSS	12	pcs	code
1	Air-rifle target with motor and network	12	pcs	B00673A
2	Air-rifle target leg folding assembly	24	pcs	B00761A
3	Air-rifle target cover back	12	pcs	B00314A
4	remote control keyboards with training option	5	pcs	B00236A
5	remote control keyboard synthetic covers	5	pcs	B00715A
6	Keyboard cable for 3m lanes	1	pcs	B00732A
7	Arcnet network cable 3m lanes	2	pcs	B00731A
8	Power cable for 3m lanes	2	pcs	B00730A
9	Arcnet multicentral unit EBSS / KES	2	pcs	B00733A
10	LW-support assembly	12	pcs	B00734A
11	Arcnet network cable extension 25m	1	pcs	B00736A
12	Arcnet network cable extension 15m	1	pcs	B00737A
13	Power cable extension 25m	1	pcs	B00738A
14	Power cable extension 15m	1	pcs	B00739A
15	EBSS-rifle	12	pcs	E00268A
16	EBSS head phones (Silenta)	24	pcs	E00188A
17	Power supply 24V	12	pcs	E00038A
18	EBSS rifle case	12	pcs	E00502A
19	EBSS single target rechargeable	12	pcs	E00403A
20	EBSS target charger	12	pcs	E00318A
21	EBSS biathlon target 350	12	pcs	E00041A
22	EBSS biathlon target leg folding assembly	24	pcs	B00761A
23	ESSS biathlon target control cable	12	pcs	E00037A
24	EBSS biathlon target cover back	12	pcs	E00330A
25	EBSS rifle cover back	12	pcs	E00259A
26	Rifle support EBSS	12	pcs	E00662A
27	EBSS E-DI2 cover box for outdoor use	12	pcs	E00294A
28	EBSS E-DI2 display with ARCNET	12	pcs	
29	EBSS display cover back	12	pcs	E00295A
30	Wind flag assembly	22	pcs	B00260B
31	Shooting mat 150x200cm (IBU)	20	pcs	B00261A
32	RS-converter 6-lines	1	pcs	B00728A
33	EBSS transporter reader	12	pcs	E00275A
34	EBSS transporter chip	100	pcs	E00278A
35	Biathlon shooting analyses software	1	pcs	B00740A
36	PC-computer (laptop with serial port)	2	pcs	B00741A
37	PC-coverbox for outdoor use	1	pcs	B00371A
38	System installation and training	1	pcs	B00742A

Prices:

The total price abovementioned Handicapped biathlon target system 12 LW targets + 12 EBSS price is 138.903.00 € VAT 0%

Installation and training of the KURVINEN Biathlon Target System:

For the installation and system training we send team from factory. Training language is English.

The local personnel needed during the installation, will be defined before the actual installation and considering the final configuration to be installed (quantity of targets, etc.).

Local personnel costs are covered by the buyer.

Training of the local personnel (main users) during the installation.

The price includes the installation the targets and roof on the basement constructed by the Buyer in accordance with Seller's given instructions.

Price does **NOT INCLUDE the cost for the hotel and food** for the installation team from KURVINEN during the installation. The customer needs to organise accommodation and meals knowing the best the possibilities in the area in function of distance to the biathlon range (not too far) and depending on seasonal availability. Accommodation a hotel in single rooms. Price does not include travel costs for installation from factory to installation place and back to factory (Ylämylly, Finland).

If you have decided to acquire our biathlon target system we agree to visit you in order to pass on instructions re. execution of preparatory work. The expenses (travel costs, meals, accommodation) for instructors (2 persons) are covered by the Buyer.

Delivery time:

Delivery time depends on the actual configuration ordered.

For a system with electro-mechanical targets the delivery time is typically 12-15 weeks from order to shipping.

But delivery time will always be confirmed following the firm order.

Payment conditions:

- 50% advance payment upon placing the order.
- 50% advance payment 10 days before actual shipment.

Other conditions:

Delivery Terms: FCA (Incoterms-2010) Ylämylly, Finland
Warranty: One year from delivery date (except plastic parts)
Offer is valid: Until 01.07.2012

We trust that this offer with its annexes includes all the requested information. But should there be any further technical or other questions, please do not hesitate to contact us for further information.

In the mean time, we remain and look forward to a successful cooperation with you

Yours sincerely,

Marko Kurvinen

Managing Director



Suomen Biathlon Oy
Laavupolku 12
80400 YLÄMYLLY, FINLAND
Tel. +358400 991 331
Fax. +35813 851 890
e-mail: eko-aims@eko-aims.com
web: www.biathlontargets.com

VAT No FI19387014 Homeplace Liperi

N°: 2013-0812 Casper Mountain 21 lanes, USA
Subject: Offer KURVINEN Biathlon Target System

Rob Rosser
1046 Lemmers Road
Casper, Wyoming 82601
USA
Tel: +13072770318

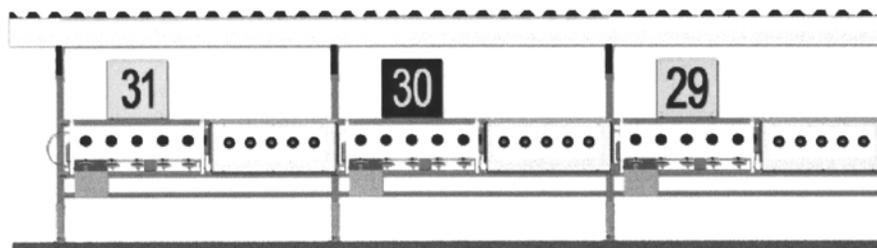
Dear Mr Rosser,

Please find herewith our offer for extension of KURVINEN Biathlon Target System by 21 lanes. In this offer you will find price for 21 targets with accessories (see more details on next pages) and Automatic Target Reset System Trainer T3. Model 1 includes frame and roof construction with all accessories except lights. We recommend to buy lights from USA that local rules will be totally fulfilled.

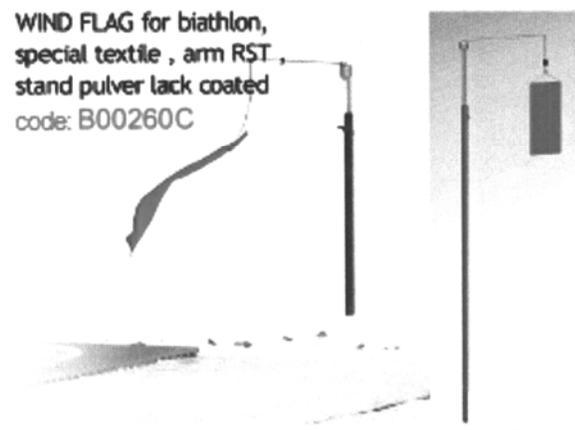
This offer based on information we have received from you by e-mail 06.08.2013. This offer includes five (5) pages.

KURVINEN Biathlon Target System MODEL 1 with a backward tilting roof which is a solution consisting of:

- mechanical targets with target holders
- target roof
- lead gatherers with paper target holders
- target numbers with holders
- shooting lane numbers with holders
- wind flags with stand
- shooting lane markers, (lane dividers)
- shooting mats (200 x 150 cm)
- mounted on a structure to be installed on a concrete floor
- with a backward tilting roof to keep the entire installation free from snow



WIND FLAG for biathlon,
special textile , arm RST ,
stand pulver lack coated
code: B00260C



TRAINER T3:

Product Description

Biathlon Shooting Trainer 3T™ is an electronic biathlon target reset device and a stand/ prone position changer designed to use with the Kurvinen Biathlon Target System™ targets. With this device you can reset the target manually or automatically and change between stand and prone positions. In automatic mode the device recognizes the shots with a sensor. To control the device manually you need the Biathlon Shooting Trainer 3T™ controller (optional). With the controller you can reset the target manually and switch stand/ prone position. Without the controller the device is in automatic mode and the stand/ prone position cannot be switched with the device.

Automatic Mode

You can change between automatic and manual modes with a switch in the controller. If the controller is not plugged in the device is in automatic mode.

In automatic mode the device will reset the target after 8 seconds from the last hit (5 shots). If under 5 shots is shot the device will reset the target after 40 seconds.

Manual Mode

Manual reset

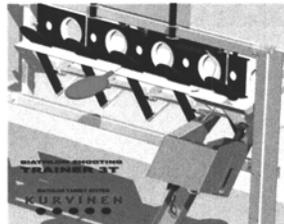
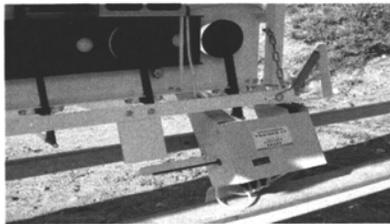
You can reset the target manually with the button in the controller (short press, less than 1 sec.)

Manual stand/ prone position switch

You can switch between stand and prone positions with the button in the controller (long press, more than 3 sec.)

Biathlon Shooting Trainer 3T™ controller

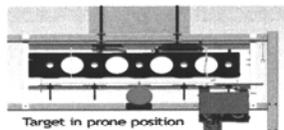
With one Biathlon Shooting Trainer 3T™ controller you can control from 1 to 3 targets. For each target there is an own button in the controller. The controller has also a switch for automatic/ manual mode.



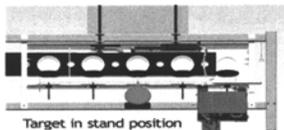
Resetting the target



By one remote control with wires you can operate five targets and with wireless remote control 3 targets at the same time. With these controllers you can change each target from automatic mode to manual mode and vice versa. You can also change each target from prone to stand position and vice versa.



Target in prone position



Target in stand position

Detailed part list of the KURVINEN Biathlon Target System Model 1 mechanical parts:

		21	pcs	
	MODEL 1, BW, C-PROF			Code
1	Mechanical target model-4	21	pcs	B00257A
2	Main support frame: painted	21	pcs	B00570A
3	Roof crossbeam, front	21	pcs	B00549B
4	Roof crossbeam, rear	42	pcs	B00550A
5	Target crossbeam	42	pcs	B00169C
6	Target crossbeam fastener	42	pcs	B00597A
7	Roof plate 45mm profile	70	pcs	B00471A
8	Target top holder adjustable with rubber	42	pcs	B00653A
9	Target bottom holder adjustable with rubber	42	pcs	B00594A
10	Lead gatherer 1270 with backing board, fibre board	21	pcs	B00712A
11	Lighting protective shield	21	pcs	B00569C
12	Lighting protective shield connect piece	21	pcs	B00511A
13	Target number plate yellow	15	pcs	B00831A
14	Target number plate black	15	pcs	B00832A
15	Shooting lane number lower holder black	31	pcs	B00390C
16	Shooting lane number upper holder white	31	pcs	B00822A
17	Shooting place number yellow 2011	31	pcs	B00829A
18	Shooting place number black 2011	31	pcs	B00830A
19	Shooting ramp snow stopper lower	42	pcs	B00713A
20	Shooting ramp snow stopper upper	42	pcs	B00714B
21	Wind flag with stand, complete	25	pcs	B00260C
22	Sector Sign 15x20cm	160	pcs	B00436B
23	Attachment equipment (screws, bolts, nuts)	21	pcs	
24	Light holder	84	pcs	B00605A
25	Biathlon shooting mat 150x200x1,5 cm	21	pcs	B00261A
26	Packing	21	pcs	
27	Stand/ Prone Sign	1	pcs	B00838A

Detailed part list of the Trainer T3 system:

	Trainer T3 wireless	21	targets	Code
1	Trainer 3T Basic package wireless	21	pcs	B00695A
2	Prone-standing change linear servo-motor	21	pcs	B00330A
3	Prone / standing motor cover	21	pcs	B00792A
4	Central power supply with batteries model 2011	1	pcs	B00837A
5	Power and RS-unit steel cover box	1	pcs	B00850A
6	Wireless keyboards for 3 targets	7	pcs	B00693A
7	Keyboard coverbag	7	pcs	400303
8	Electric cables for 15 targets	2	pcs	B00397A
9	Cable shield channel 40x60x2748mm	21	pcs	B00556C
10	Cable shield channel holder	22	pcs	B00595C
11	Cable shield channel cover 2000mm	21	pcs	B00126A
12	Cable shield channel cover extensions 1000mm	21	pcs	B00127A
13	Packing	1	pcs	

Installation and training of the KURVINEN Biathlon Target System:

For the installation and system training we will send Kurvinen Installation team. Training of the local personnel (main users) will be done during the installation. Training language is English. The local personnel 4 persons needed during the installation. Local personnel costs are covered by the buyer.

Prices:

The total price of the extension of mechanical biathlon target system Modell + Trainer T3 system by 21 lanes is **78.442,00€**

Installation costs are included the price. Installation takes about 1 week.

Price does **NOT INCLUDE travelling costs to the place of installation and the cost for the hotel and food** for the installation team from KURVINEN during the installation. The customer needs to organise accommodation and meals knowing the best the possibilities in the area in function of distance to the biathlon range (not too far) and depending on seasonal availability.

Delivery time:

Delivery time depends on the actual configuration ordered.

For a system with electro-mechanical targets the delivery time is typically 16 weeks.

But delivery time will always be confirmed following the firm order.

Payment conditions:

- 50% advance payment upon placing the order.
- 50% advance payment 10 days before actual shipment.

Other conditions:

Delivery Terms: EXW (Incoterms-2010) Ylämylly, Finland
Warranty: One year from delivery date (except plastic parts)
Offer is valid: Until 30.11.2015

In accordance with the International Biathlon Union (IBU) decision (IBU Event and Competition Rules, Annex A p.3.2.1.16) our biathlon targets meet the IBU requirements and they are accepted by the IBU.

We trust that this offer with its annexes includes all the requested information. But should there be any further technical or other questions, please do not hesitate to contact us for further information.

In the mean time, we remain and look forward to a successful cooperation with you

Yours sincerely,
Marko Kurvinen
Managing Director



INBERG-MILLER ENGINEERS

Quality Solutions Through Teamwork

February 9, 2015

17618-CE

2 PDF PAGES EMAILED: casperbiathlon@gmail.com

THIS CONSTITUTES THE ORIGINAL

Ms. Cathy Rosser, Managing Director
 Casper Mountain Biathlon Club
 1046 Lemmers Road
 Casper, Wyoming 82601

RE: 0.50 km PAVED AND LIGHTED TRAIL CONSTRUCTION BUDGET PROJECTION
 CASPER MOUNTAIN BIATHLON FACILITY
 CASPER MOUNTAIN, WYOMING

Dear Ms. Rosser:

As requested, Inberg-Miller provides the following information concerning budgeting for a 0.50 km paved and lighted trail on Casper Mountain associated with the proposed Biathlon Facility.

0.50 km Paved Trail and Lighting Development

	Description	Unit	Estimated Quantity	Estimated Unit Price	Total	Comment
1	Mobilization	LS	1	\$30,000	\$30,000	@ ≈10% SUBTOTAL
2	Trail Grading	LF	1,650	\$10	\$16,500	Nominal 14' width
3	F&I 3"/6" asphalt/base paving section	SY	1,850	\$110	\$203,500	Nominal 10' paved width
4	F&I Gravel Shoulders	T	125	\$50	\$6,250	2' wide each side; Grading "W"
5	Luminaires	EA	14	\$5000	\$70,000	Wooden pole w/ cobra head and LED lighting @ 40m spacing
6	Conduit and Conductor	LF	1,650	\$10	\$16,500	
	SUBTOTAL				\$342,750	
	Contingency				\$51,413	@ 15% Subtotal
	Engineering				\$68,550	@ 20% Subtotal
	GRAND TOTAL				\$462,713	<i>Assumed minimal water will be applied in place to facilitate optimum densities</i>

124 East Main Street
 Riverton, WY 82501
 307-856-8136
 307-856-3851 (fax)
 riverton@inberg-miller.com

1120 East 'C' Street
 Casper, WY 82601
 307-577-0808
 307-472-4402 (fax)
 casper@inberg-miller.com

350 Parsley Boulevard
 Cheyenne, WY 82007
 307-635-6827
 307-635-2713 (fax)
 cheyenne@inberg-miller.com

193 West Flaming Gorge Way
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 307-875-4394
 307-875-4395 (fax)
 greenriver@inberg-miller.com

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 Douglas, WY 82633
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 307-480-7600 (fax)
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Ms. Cathy Rosser, Managing Director
Casper Mountain Biathlon Club
February 9, 2015
Page 2

17618-CE

Please call if you have any questions. We look forward to continuing to assist the Casper Mountain Biathlon Club with this exciting project.

Sincerely,

INBERG-MILLER ENGINEERS

A handwritten signature in cursive script that reads "Hal H. Hutchinson".

Hal H. Hutchinson, P.E.
Senior Civil Engineer



February 24, 2014

Project No. 2-61M-127070

Casper Mountain Biathlon Club
1255 Crimson Dawn Road
Casper, Wyoming 82601

Attention: Robert M. Rosser

**Subject: Engineering Cost Estimate – Phase 1
Casper Mountain Biathlon Club Training Facility
Natrona County Casper Mountain Nordic Trails
Casper, Wyoming**

Dear Mr. Rosser:

AMEC Environment & Infrastructure, Inc. (AMEC) is pleased to submit this Engineering Cost Estimate (ECE) to the Casper Mountain Biathlon Club for Phase 1 of the construction for the proposed Casper Mountain Biathlon Club Training Facility at the Natrona County Casper Mountain Nordic Trails located in Casper, Wyoming. This ECE is intended to assist in presenting a projected cost for the first phase of construction for the site in accordance with the Phase 1 scope of work detailed in this document.

SCOPE OF WORK

The proposed scope of work for the construction of the facility has been broken into several phases. The concept drawing in the Figures section shows the portions of the range that correspond to the proposed construction phases. This ECE covers the first phase of construction to allow the facility to begin functioning as a training site for biathlon and other athletic events. The first phase scope of work was segregated into the following cost items:

- 1) **Earthwork/Paving** – This item includes all of the excavation, fill, and rough grading work to bring the site down to the base 7955-ft conceptual layout. This includes the range area and all supporting 7955-ft areas for start/finish, penalty loop, and other areas around the range.

AMEC Environment & Infrastructure, Inc.
7376 SW Durham Road
Portland, Oregon
USA 97224
Tel+1 (503) 639-3400
Fax+1 (503) 620-7892
www.amec.com

- This includes all lift compaction for all fill areas. This item also includes 25,000-SF of compacted crushed rock base material for the lower parking lot as well as the clearing of trees and stump removal. AMEC assumes that larger logs will be utilized for trail work and stumps and wood debris ground up and removed or used for on-site landscaping (unless they present a fire hazard).
- 2) **9-Lane Range Construction** – This item covers the construction of the first 9 of 30 firing lanes for the 50-meter range. The major cost items covered are a yellow painted concrete edge for all 30 lanes at the firing line, targetry stands and supporting structures for 9 lanes, ballistic sand backstop for 9 lanes, and miscellaneous lane items (wind flag slots, signage, etc.). The option for a gravel base for the range was not included in this ECE. The asphalt paving of the 30 firing lanes will be covered in the Phase 3.
 - 3) **Backstop Fencing** – This item covers the installation of an exclusion fence around the range backstop area to keep personnel out of this area. The fence will consist of a 6-ft high, chain-link fence with metal posts set in concrete and top and bottom wire supports.
 - 4) **Eco-Block Barrier Installation** – A concrete wall along the north end of the range to provide a safety barrier between the range and the proposed indoor range (subsequent phase) and penalty loop area will be installed. The wall shall consist of Eco-block concrete blocks to a height of ten feet in accordance with the safety features of the range. Some of these blocks shall be used to reinforce the base of the range backstop adjacent to the Range Storage CONEX. This cost also includes the blocks to provide the underpass in front of the proposed seating area. This cost item also includes the cost to acquire and transport a 40-ft metal CONEX box to the site to be used as the Range Storage CONEX.
 - 5) **Range Flag Poles** – AMEC included costs to install three range flag poles to clearly show the status of the range as "Active" or "Inactive". One flagpole shall be installed at each end of the range and the third adjacent to the Lower Parking Lot. The flagpoles shall all be 25-ft tall, black, and metallic for long life and resistance to the local climate. All poles shall be set in concrete foundations in accordance with the manufacturer's specifications.
 - 6) **Electrical Service Drop** – This cost item is a projected estimate for the costs for the local electrical provider to install a new main power service drop to the Storage Hut adjacent to the Lower Parking Lot. This main service will then be distributed to range structures and lighting infrastructure via underground conduits. The installation of the primary conduit runs to the Range and site buildings is included in this phase even though most of the buildings are not proposed for this phase. This cost item also includes estimated for the power distribution panel and subpanels for the heated buildings included in this phase of construction.
 - 7) **Timing/Groomer/Storage Sheds** – This cost item includes estimates for the fabrication of two on-site buildings. The larger building will be located adjacent to the Lower Parking Lot and be approximately 16-ft x 32-ft. This building will be heated and house site equipment and the main electrical service drop and distribution panel to the other site subpanels. The other building shall be located near the range and be approximately 12-ft x 26-ft and also be heated.
 - 8) **Engineering/Permits/Miscellaneous/Contingency** – This cost item is a rough estimate for the costs to include engineering design and limited construction oversight, construction permits not included in the other cost items, and some funds for miscellaneous expenses associated with Phase 1 construction. It is expected that this cost item will fluctuate as the final design is completed and actual bids are solicited. AMEC has also included a \$50,000



contingency cost in this item, which constitutes approximately 4.1% of the overall Phase 1 cost total.

These costs items are detailed on the associated spreadsheet in Appendix A. The supporting documents (Means, estimates, quotes, etc.) are included in Appendix B.

ENGINEERING COST ESTIMATE

Based upon the costing documents and quotes provided, local experience, discussions with earthwork contractors, and in accordance with the Phase 1 scope of work, AMEC estimates that the Phase 1 costs will be approximately \$1,180,000 with a \$50,000 contingency included in this total. The major cost element is the excavation work/grading/compaction of excavation and fill areas, which totals approximately \$850,000 of the overall cost. It is strongly recommended actual competitive bids are solicited after the final design work to determine if this cost element can be significantly reduced. Some engineering design elements may also contribute to reducing this estimate.

We appreciate the opportunity to provide our services for your project. If you have any questions or request further information, please feel free to contact us at (503) 639-3400.

Sincerely,

AMEC Environment & Infrastructure, Inc.

Reviewed by:

Nancy Williams, P.E.
Senior Project Engineer

Paul D. Stull III
Associate Project Manager

Attachments

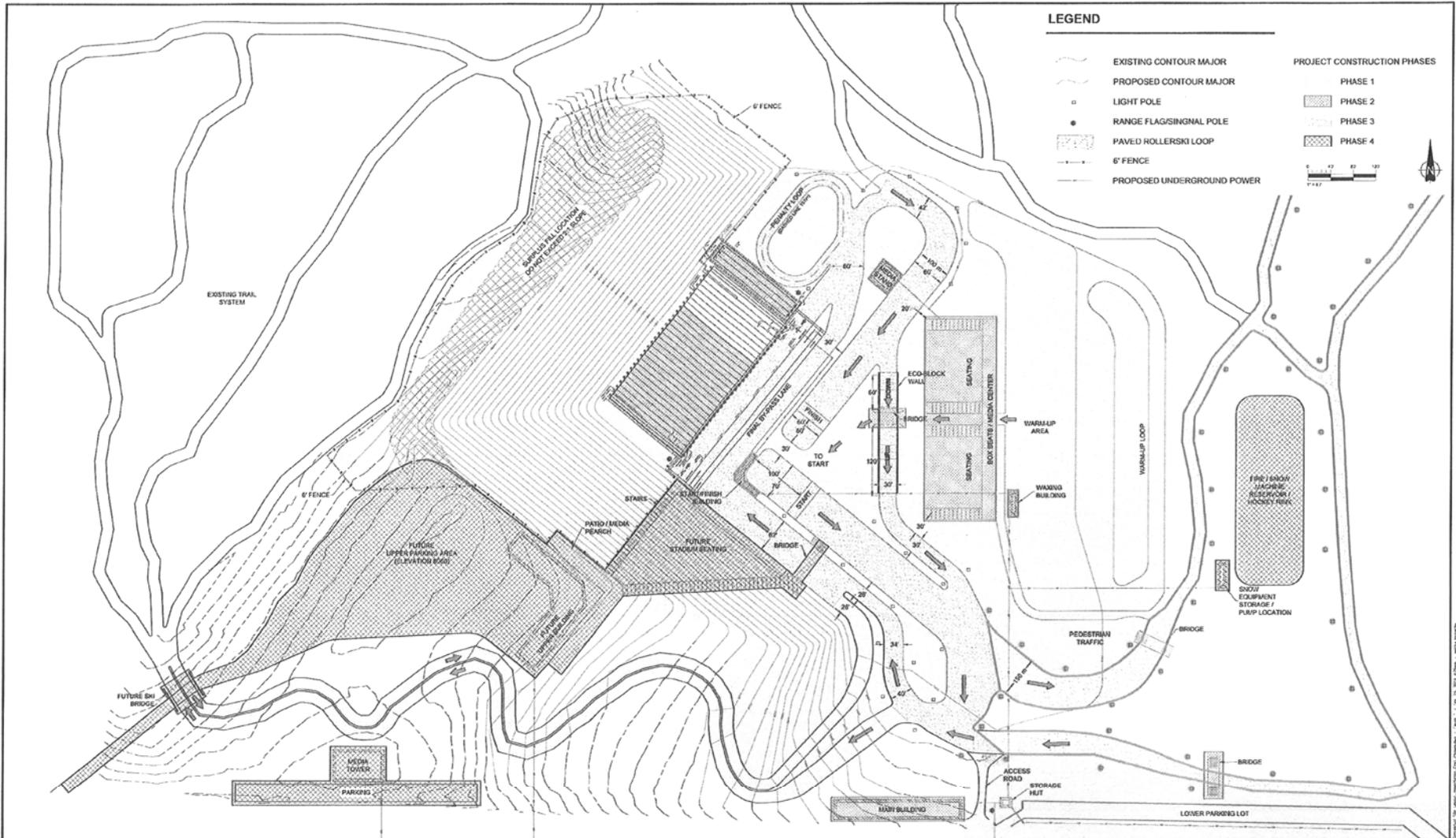
PDS/cw





FIGURES





LEGEND

- EXISTING CONTOUR MAJOR
 - PROPOSED CONTOUR MAJOR
 - LIGHT POLE
 - RANGE FLAG/SIGNAL POLE
 - PAVED ROLLERSKI LOOP
 - 6' FENCE
 - PROPOSED UNDERGROUND POWER
- PROJECT CONSTRUCTION PHASES**
- PHASE 1
 - PHASE 2
 - PHASE 3
 - PHASE 4



NOTE: THESE DRAWINGS ARE THE PROPERTY OF AMEC ENVIRONMENT AND INFRASTRUCTURE, LLC, AND ARE NOT TO BE REPRODUCED IN ANY MANNER WITHOUT THE EXPRESS WRITTEN CONSENT OF AMEC ENVIRONMENT AND INFRASTRUCTURE, LLC, AND ITS CLIENT.

DRAFT

REV	DATE	NO.	BY	DESCRIPTION	APP.
1	11	12	2312	PROPOSED RANGE DESIGN	PS 3

CLIENT: CASPER MOUNTAIN BIATHLON CLUB

AMEC
7700 SW 34th Street
Portland, OR, U.S.A. 97224

amec

DATE: 1/28/13
PROJECT: WY SP & Central Pl.
DRAWN BY: PU
CHECKED BY: PS
ORIGINAL SCALE: AS NOTED

PROJECT: CASPER MOUNTAIN BIATHLON CLUB
CASPER, WYOMING

TITLE: 30-LANE 50 METER BIATHLON RANGE
CONCEPTUAL LAYOUT WITH
CONSTRUCTION PHASES

PROJECT NO.: 2616 (REV. A)
DATE: FEBRUARY 2014
DRAWING NO.: 1
SHEET NO.: 1

11/28/13 10:51 AM C:\Users\jg\Documents\30-Lane Biathlon Range\30-Lane Biathlon Range.dwg (Plot) 1 of 10 (10) 100%



APPENDIX A

Costing Spreadsheet

Project: 2-61M-12707-0
 Project #: Casper Mountain Biathlon Club / Facility Construction

Engineering Estimated Construction Costs

Phase: 1

Phase Scope Items:

- 1 - All earthwork to prepare range area/hillside for range, lower parking lot area, and 7955-ft zone. This included crushed rock base material for Lower Parking Lot and all tree clearing and chipping.
- 2 - Installation of 9-lanes in 50M range with associated covered targetry stands/bases, concrete edging only for firing area for 30 lanes - no asphalt (Phase 3 work).
- 3 - Installation of fencing around range backstop zone
- 4 - Installation of concrete Eco-block style wall separating Range from future indoor range / penalty loop.
- 5 - installation of three (3) range flag/signal poles (one on each side of the Range and one at Lower Parking Lot Hut)
- 6 - Electrical power drop to site and lighting for range area and Lower parking lot,
- 7 - Installation of Heated Timing, Groomer, And Equipment huts at the Range and Lower Parking Lot. Also installation of Range storage CONEX unit.
- 8 - Additional - Engineering, construction oversight, permits, and other cost associated with Phase 1. This also includes a \$50,000 contingency amount.

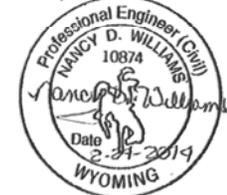
No.	Item Description	Units	Unit Cost	Quantity	Total Cost
1	Excavation of site for grading preparation	Cubic Yards	\$ 2.55	292,078	\$ 744,798.90
	Rough Grading and filling surrounding 7955-ft zone	Cost per 100k SF	\$ 4,975	12.58	\$ 62,567.82
	Compaction of Fill area and excavation	SF (9" SY)	\$ 0.04	1,257,645	\$ 48,908.41
	4" Compacted crushed rock base parking area (Lower Parking Lot)	SF	\$ 0.45	25,000	\$ 11,250.00
	Tree Clearing and stump removal (assume logs used for trails and 150 large trees)	Trees	\$ 149.00	150	\$ 22,350.00
					Item Subtotal = \$ 889,875.13
2	Install 9-lanes on Range adjacent to indoor range location				
	Asphalt/Concrete Work for all 30 lanes (4" thick asphalt/conc edge) - firing area only	SF	\$ 1.25	14196	\$ 17,745.00
	Ballistic Sand backstop gravel (2-ft thick, 10-ft high, 100-ft long)	CY	\$ 65.00	75	\$ 4,875.00
	Install 9-lanes of Covered targetry stands and concrete support structures	Targetry unit	\$ 1,450	9	\$ 13,050.00
					Item Subtotal = \$ 35,670.00
3	Installation of cyclone style chain-link fencing (6-ft tall) with top/bottom wire	linear feet	\$ 16.85	2236	\$ 37,676.60
	Installation of cyclone style chain-link posts (2.5" galv steel posts in concrete)	posts	\$ 77.50	224	\$ 17,360.00
4	Installation of Concrete Eco-block wall along northern edge of range/around CONEX	blocks	\$ 85.00	286	\$ 24,310.00
	Acquire and Place Range Storage Container (40-ft painted CONEX with vents)	CONEX unit	\$ 6,250	1	\$ 6,250.00
5	Installation of Three Range Flag/light-poles to 25-ft black				
	Materials for black 25-ft pole with shipping	Flagpole	\$ 675.00	3	\$ 2,025.00
	Dig foundation hole and set with sand and concrete	Cubic Yards	\$ 300.00	1.4	\$ 416.67
					Item Subtotal = \$ 2,441.67
6	Installation of electrical drop to Lower Parking Lot Shed with transformer	Service drop	\$ 13,500	1	\$ 13,500.00
	Installation of electrical panels for heated shed/units	Sub-panels	\$ 5,100	3	\$ 15,300.00
	Installatin of electrical conduit throughout Range area (not upper hill area)	Linear feet	\$ 3.25	2000	\$ 6,500.00
7	Installation of heated Timing/Groomer/Equipment shed at Lower Parking Lot (16'x32')	SF	Lump Sum	1	\$ 19,200.00
	Installation of heated Timing/Groomer/Equipment shed at Range (12'x26')	SF	Lump Sum	1	\$ 13,500.00
8	Engineering and Construction Oversight (rough estimated costs)	N/A			\$ 38,000.00
	Permits / Other Costs	N/A			\$ 10,000.00
	Contingency	N/A			\$ 50,000.00
					Item Subtotal = \$ 98,000.00

Summary of Costs

Item #	Description	Total Cost
1	Earthwork and paving for range	\$ 889,875.13
2	Range installation - 9 lanes	\$ 35,670.00
3	Installation of Range Fencing	\$ 55,036.60
4	Installation of Eco-block wall	\$ 30,560.00
5	Installation of 3 Flagpoles	\$ 2,441.67
6	Installation of Power Service	\$ 35,300.00
7	Installation of heated sheds	\$ 32,700.00
8	Engineering/Permits/Other	\$ 98,000.00
Total Phase Costs =		\$ 1,179,563.40

Notes

- 1) Contingency fee of \$50,000 is approximately 4.1% of the overall cost estimate and could cover cost variances and unforeseen expenses.
- 2) Assume adequate power is available on power poles along the adjacent roadway.
- 3) Assume 150 large trees that require stump removal efforts. The smaller trees can be easily pulled or saved.
- 4) Assume kit ranch style building for site.
- 5) The excavation costs are based on local experience and discussions with local contractors using a scraper.
- 6) Asphalt paving unit cost is based on local experience and former projects. Asphalt paving of entire proposed firing area.
- 7) Concrete work is amended for local working conditions.
- 8) Targetry stands and firing line edges are concrete.
- 9) Excavation work assumes mostly scaper work with buckets at about 75% full when using them.
- 10) Assumes permits and other fees at about \$10,000.





APPENDIX B

Supporting Cost Documents

32 31 Fences and Gates

32 31 13 -- Chain Link Fences and Gates

Total
incl O&P

51.50
370
370

26.50
27.50
325
345
155
204
300
187
300
370

975
1,250
1,100
1,450
1,850
2,775
3,125
3,775
4,300
5,025

4.40
5.20
2.85
2.67
7.25

5.55
11.85
19.25
226
259
284
280
288
335
12.20
14.15
20.50
234
271
297
272

32 31 13.25 Fence, Chain Link Residential

	Crew	Doily Output	Labor-Hours	Unit	Material	2013 Bare Costs Labor	Equipment	Total	Total Incl O&P
0520 4' high	B-80C	9	2.667	Ea.	121	94.50	30.50	246	315
0540 6' high		8	3	↓	134	107	34	275	350
0620 Vinyl covered, 9 ga. wire, 3' high		500	.048	L.F.	7.20	1.71	.55	9.46	11.10
0540 4' high		400	.060	↓	8.20	2.13	.68	11.01	13.05
0540 6' high		200	.120	↓	10.20	4.26	1.37	15.83	19.25
0720 Add for gate 3' wide, 1-3/8" frame, 3' high		12	2	Ea.	91	71	23	185	234
0740 4' high		10	2.400	↓	98	85.50	27.50	211	269
0760 6' high		10	2.400	↓	123	85.50	27.50	236	296
0780 Add for gate 4' wide, 1-3/8" frame, 3' high		10	2.400	↓	98	85.50	27.50	211	269
0800 4' high		9	2.667	↓	103	94.50	30.50	228	293
0820 6' high	↓	8	3	↓	131	107	34	272	345
7076 Fence, for small jobs 100 L.F. fence or less w/or wo gate, add				S.F.	20%				

32 31 13.26 Tennis Court Fences and Gates

TENNIS COURT FENCES AND GATES									
0840 Tennis courts, 11 ga. wire, 2-1/2" post set									
0870 in concrete, 10' O.C., 1-5/8" top rail									
0900 10' high	B-80	190	.168	L.F.	22.50	6.50	3.99	32.99	39.50
0920 12' high	↓	170	.188	"	24.50	7.25	4.47	36.22	43
1000 Add for gate 4' wide, 1-5/8" frame 7' high		10	3.200	Ea.	253	123	76	452	550
1040 Aluminized steel, 11 ga. wire 10' high		190	.168	L.F.	21	6.50	3.99	31.49	37.50
1100 12' high		170	.188	"	23	7.25	4.47	34.72	41.50
1140 Add for gate 4' wide, 1-5/8" frame, 7' high		10	3.200	Ea.	278	123	76	477	580
1250 Vinyl covered, 9 ga. wire, 10' high		190	.168	L.F.	21	6.50	3.99	31.49	37.50
1300 12' high	↓	170	.188	"	25	7.25	4.47	36.72	43.50
1310 Fence, CL, tennis ct, transom gate, single, galv., 4' x 7' x 3'	B-80A	8.72	2.752	Ea.	310	97.50	37.50	445	530
1400 Add for gate 4' wide, 1-5/8" frame, 7' high	B-80	10	3.200	"	335	123	76	534	640

32 31 13.30 Fence, Chain Link, Gates and Posts

FENCE, CHAIN LINK, GATES & POSTS									
0011 (1/3 post length in ground)									
6580 Line posts, galvanized, 2-1/2" OD, set in conc., 4'	B-80	80	.400	Ea.	30	15.45	9.50	54.95	67
6585 5'	↓	76	.421	↓	34.50	16.25	10	60.75	74
6590 6'		74	.432		37	16.70	10.25	63.95	77.50
6595 7'		72	.444		45	17.15	10.55	72.70	87
6600 8'		69	.464		48.50	17.90	11	77.40	92.50
6610 H-beam, 1-7/8", 4'		83	.386		33	14.90	9.15	57.05	69.50
6615 5'		81	.395		38.50	15.25	9.35	63.10	76.50
6620 6'		78	.410		44.50	15.85	9.75	70.10	83.50
6625 7'		75	.427		48.50	16.45	10.10	75.05	89.50
6630 8'		73	.438		55	16.90	10.40	82.30	98
6635 Vinyl coated, 2-1/2" OD, set in conc., 4'		79	.405		39.50	15.65	9.60	64.75	77.50
6640 5'		77	.416		38.50	16.05	9.85	64.40	78
6645 6'		74	.432		52.50	16.70	10.25	79.45	94.50
6650 7'		72	.444		65.50	17.15	10.55	93.20	110
6655 8'		69	.464		72	17.90	11	100.90	119
6660 End gate post, steel, 3" OD, set in conc., 4'		68	.471		44.50	18.15	11.15	73.80	89.50
6665 5'		65	.492		48	19	11.70	78.70	94.50
6670 6'		63	.508		52	19.60	12.05	83.65	100
6675 7'		61	.525		59.50	20	12.45	91.95	110
6680 8'		59	.542		68.50	21	12.85	102.35	121
6685 Vinyl, 4'		68	.471		49	18.15	11.15	78.30	94
6690 5'		65	.492		57	19	11.70	87.70	104
6695 6'	↓	63	.508	↓	90.50	19.60	12.05	122.15	143

32 31 Fences and Gates

32 31 13 - Chain Link Fences and Gates

32 31 13.30 Fence, Chain Link, Gates and Posts		Crew	Daily Output	Labor-Hours	Unit	Material	2013 Base Costs		Total	Total Incl. O&P
							Labor	Equipment		
6700	7'	B-80	61	.525	Ea.	108	20	12.45	140.45	163
6705	8'		59	.542		120	21	12.85	153.85	178
6710	Corner post, galv. steel, 4" OD, set in conc., 4'		65	.492		93.50	19	11.70	124.20	145
6715	6'		63	.508		103	19.60	12.05	134.65	157
6720	7'		61	.525		130	20	12.45	162.45	188
6725	8'		65	.492		134	19	11.70	164.70	189
6730	Vinyl, 5'		65	.492		89	19	11.70	119.70	140
6735	6'		63	.508		133	19.60	12.05	164.65	189
6740	7'		61	.525		158	20	12.45	190.45	219
6745	8'		59	.542		175	21	12.85	208.85	238
7031	For corner, end, & pull post bracing, odd					20%	15%			
7770	Gates, sliding w/overhead support, 4' high	B-80B	35	.914	L.F.	164	35	6.95	205.95	241
7775	5' high		32	1		184	38	7.60	229.60	270
7780	6' high		28	1.143		167	43.50	8.65	219.15	260
7785	7' high		25	1.280		213	48.50	9.70	271.20	320
7790	8' high		23	1.391		227	53	10.55	290.55	340
7795	Cantilever, manual, exp. roller, (pt), 40' wide x 8' high	B-22	1	30	Ea.	5,825	1,250	206	7,281	8,525
7800	30' wide x 8' high		1	30		4,450	1,250	206	5,906	7,000
7805	24' wide x 8' high		1	30		3,625	1,250	206	5,081	6,100
7810	Motor operators for gates, (no elec wiring), 3' wide swing	2 SkwK	.50	32		1,250	1,475		2,725	3,650
7815	Up to 20' wide swing		.50	32		1,575	1,475		3,050	4,000
7820	Up to 45' sliding		.50	32		2,900	1,475		4,375	5,450
7825	Overhead gate, 6' to 18' wide, sliding/cantilever		45	.356	L.F.	325	16.45		341.45	380
7830	Gate operators, digital receiver		7	2.286	Ea.	76	106		182	247
7835	Two button transmitter		24	.667		23.50	31		54.50	73.50
7840	3 button station		14	1.143		21	53		74	105
7845	Master slave system		4	4		165	185		350	470
7900	Auger fence post hole, 3' deep, medium soil, by hand	1 Clab	30	.267			9.45		9.45	14.55
7925	By machine	B-80	175	.183			7.05	4.34	11.39	15.55
7950	Rock, with jackhammer	B-9	32	1.250			45	7.10	52.10	77
7975	With rock drill	B-47C	65	.246			10	24.50	34.50	42

32 31 13.33 Chain Link Backstops

0010	CHAIN LINK BACKSTOPS									
0015	Backstops, baseball, prefabricated, 30' wide, 12' high & 1 overhang	B-1	1	24	Ea.	2,500	865		3,365	4,075
0100	40' wide, 12' high & 2 overhangs	"	.75	32		6,650	1,150		7,800	9,100
0300	Basketball, steel, single goal	B-13	3.04	18.421		1,400	710	240	2,350	2,925
0400	Double goal	"	1.92	29.167		1,900	1,125	380	3,405	4,250
0600	Tennis, wire mesh with pair of ends	B-1	2.48	9.677	Set	2,600	350		2,950	3,400
0700	Enclosed court	"	1.30	18.462	Ea.	9,000	665		9,665	10,900

32 31 13.40 Fence, Fabric and Accessories

0010	FENCE, FABRIC & ACCESSORIES									
1000	Fabric, 9 ga., galv., 1.2 oz. coat, 2" chain link, 4'	B-80A	304	.079	L.F.	3.28	2.80	1.08	7.16	9.10
1150	5'		285	.084		3.98	2.99	1.15	8.12	10.35
1200	6'		266	.090		7.55	3.20	1.23	11.98	14.60
1250	7'		247	.097		9.15	3.44	1.33	13.92	16.85
1300	8'		228	.105		11.85	3.73	1.44	17.02	20.50
1400	9 ga., fused, 4'		304	.079		3.70	2.80	1.08	7.58	9.55
1450	5'		285	.084		4.29	2.99	1.15	8.43	10.60
1500	6'		266	.090		4.50	3.20	1.23	8.93	11.25
1550	7'		247	.097		5.80	3.44	1.33	10.57	13.15
1600	8'		228	.105		9.50	3.73	1.44	14.67	17.80
1650	Barbed wire, galv., cost per strand		2280	.011		.12	.37	.14	.63	.84

32 31 Fences and Gates

32 31 13 - Chain Link Fences and Gates

Net O&P	32 31 13.40 Fence, Fabric and Accessories				2013 Base Costs			Total	Total Incl O&P	
	Crew	Daily Output	Labor-Hours	Unit	Material	Labor	Equipment			
63	1700	Vinyl coated	B-80A 2280	.011	L.F.	.16	.37	.14	.67	.91
78	1750	Extension arms, 3 strands	143	.168	Ea.	4.51	5.95	2.29	12.75	16.65
45	1800	6 strands, 2-3/8"	119	.202		10.40	7.15	2.75	20.30	25.50
57	1850	Eye tops, 2-3/8"	143	.168		1.72	5.95	2.29	9.96	13.55
88	1900	Top rail, incl. tie wires, 1-5/8", galv.	912	.026	L.F.	4.50	.93	.36	5.79	6.80
89	1950	Vinyl coated	912	.026		5.10	.93	.36	6.39	7.45
40	2100	Rail, middle/bottom, w/tie wire, 1-5/8", galv.	912	.026		4.50	.93	.36	5.79	6.80
89	2150	Vinyl coated	912	.026		5.10	.93	.36	6.39	7.45
219	2200	Reinforcing wire, coiled spring, 7 ga. galv.	2279	.011		.16	.37	.14	.67	.91
38	2250	9 ga., vinyl coated	2282	.011		.48	.37	.14	.99	1.26
241	2300	Steel T-post, galvanized with clips, 5', common earth, flat	200	.120	Ea.	8.60	4.25	1.64	14.49	17.80
	2310	Clay	176	.136		8.60	4.83	1.86	15.29	18.95
270	2320	Soil & rock	144	.167		8.60	5.90	2.28	16.78	21
260	2330	5.5', common earth, flat	200	.120		9.70	4.25	1.64	15.59	19
320	2340	Clay	176	.136		9.70	4.83	1.86	16.39	20
340	2350	Soil & rock	144	.167		9.70	5.90	2.28	17.88	22.50
525	2360	6', common earth, flat	200	.120		10.50	4.25	1.64	16.39	19.90
000	2370	Clay	176	.136		10.50	4.83	1.86	17.19	21
000	2375	Soil & rock	144	.167		10.50	5.90	2.28	18.68	23
550	2385	6.5', common earth, flat	200	.120		10.90	4.25	1.64	16.79	20.50
000	2390	Clay	176	.136		10.90	4.83	1.86	17.59	21.50
450	2395	Soil & rock	144	.167		10.90	5.90	2.28	19.08	23.50
380	2400	7', common earth, flat	184	.130		11.40	4.62	1.78	17.80	21.50
247	2410	Clay	160	.150		11.40	5.30	2.05	18.75	23
73.50	2420	Soil & rock	128	.188		11.40	6.65	2.56	20.61	25.50
105	2430	8', common earth, flat	184	.130		12.95	4.62	1.78	19.35	23.50
470	2440	Clay	160	.150		12.95	5.30	2.05	20.30	24.50
14.55	2450	Soil & rock	128	.188		12.95	6.65	2.56	22.16	27.50
15.55	2460	9', common earth, flat	184	.130		14.85	4.62	1.78	21.25	25.50
77	2470	Clay	160	.150		14.85	5.30	2.05	22.20	27
42	2480	Soil & rock	128	.188		14.85	6.65	2.56	24.06	29.50
	2485	10', common earth, flat	168	.143		16.50	5.05	1.95	23.50	28
	2490	Clay	144	.167		16.50	5.90	2.28	24.68	30
075	2495	Soil & rock	112	.214		16.50	7.60	2.93	27.03	33
100	2500	11', common earth, flat	168	.143		17.90	5.05	1.95	24.90	29.50
225	2510	Clay	144	.167		17.90	5.90	2.28	26.08	31.50
250	2530	Soil & rock	112	.214		17.90	7.60	2.93	28.43	34.50
400	2540	12', common earth, flat	168	.143		19.90	5.05	1.95	26.90	32
900	2550	Clay	144	.167		19.90	5.90	2.28	28.08	33.50
	2560	Soil & rock	112	.214		19.90	7.60	2.93	30.43	37
	2600	Steel T-post, galvanized with clips, 5', common earth, hills	180	.133		8.60	4.73	1.82	15.15	18.75
9.10	2610	Clay	160	.150		8.60	5.30	2.05	15.95	19.90
10.25	2620	Soil & rock	130	.185		8.60	6.55	2.52	17.67	22.50
14.60	2630	5.5', common earth, hills	180	.133		9.70	4.73	1.82	16.25	19.95
16.85	2640	Clay	160	.150		9.70	5.30	2.05	17.05	21
20.50	2650	Soil & rock	130	.185		9.70	6.55	2.52	18.77	23.50
9.55	2660	6', common earth, hills	180	.133		10.50	4.73	1.82	17.05	21
10.60	2670	Clay	160	.150		10.50	5.30	2.05	17.85	22
11.25	2675	Soil & rock	130	.185		10.50	6.55	2.52	19.57	24.50
13.15	2685	6.5', common earth, hills	180	.133		10.90	4.73	1.82	17.45	21.50
17.80	2690	Clay	160	.150		10.90	5.30	2.05	18.25	22.50
.86	2695	Soil & rock	130	.185		10.90	6.55	2.52	19.97	25
	2700	7', common earth, hills	166	.145		11.40	5.15	1.98	18.53	22.50

31 23 Excavation and Fill

31 23 16 - Excavation

31 23 16.43 Excavating, Large Volume Projects

	Crew	Daily Output	Labor-Hours	Unit	Material	2013 Bare Costs			Total	Total Incl O&P
						Labor	Equipment			
0400	8 C.Y. bucket, 100% fill factor	B-14J	4800	.003	L.C.Y.		.11	.42	.53	.53
0450	10 C.Y. bucket	B-14K	6400	.002			.08	.43	.51	.51
0500	8 C.Y. bucket, 95% fill factor	B-14J	4560	.003			.11	.44	.55	.55
0550	10 C.Y. bucket	B-14K	6080	.002			.09	.45	.54	.54
0600	8 C.Y. bucket, 90% fill factor	B-14J	4320	.003			.12	.47	.59	.59
0650	10 C.Y. bucket	B-14K	5760	.002			.09	.47	.56	.56
0700	8 C.Y. bucket, 85% fill factor	B-14J	4080	.003			.13	.49	.62	.62
0750	10 C.Y. bucket	B-14K	5440	.002			.10	.50	.60	.60
0800	8 C.Y. bucket, 80% fill factor	B-14J	3840	.003			.14	.52	.66	.66
0850	10 C.Y. bucket	B-14K	5120	.002			.10	.53	.63	.63
0900	8 C.Y. bucket, 75% fill factor	B-14J	3600	.003			.14	.56	.70	.70
0950	10 C.Y. bucket	B-14K	4800	.003			.11	.57	.68	.68
1000	8 C.Y. bucket, 70% fill factor	B-14J	3360	.004			.16	.60	.76	.76
1050	10 C.Y. bucket	B-14K	4480	.003			.12	.61	.73	.73
1100	8 C.Y. bucket, 65% fill factor	B-14J	3120	.004			.17	.64	.81	.81
1150	10 C.Y. bucket	B-14K	4160	.003			.13	.66	.79	.79
1200	8 C.Y. bucket, 60% fill factor	B-14J	2880	.004			.18	.70	.88	.88
1250	10 C.Y. bucket	B-14K	3840	.003			.14	.71	.85	.85
2100	Restricted loading trucks									
2200	Loader, 8 C.Y. bucket, 110% fill factor, loading trucks	B-14J	4400	.003	L.C.Y.		.12	.46	.58	.58
2250	10 C.Y. bucket	B-14K	5940	.002			.09	.46	.55	.55
2300	8 C.Y. bucket, 105% fill factor	B-14J	4200	.003			.12	.48	.60	.60
2350	10 C.Y. bucket	B-14K	5670	.002			.09	.48	.57	.57
2400	8 C.Y. bucket, 100% fill factor	B-14J	4000	.003			.13	.50	.63	.63
2450	10 C.Y. bucket	B-14K	5400	.002			.10	.51	.61	.61
2500	8 C.Y. bucket, 95% fill factor	B-14J	3800	.003			.14	.53	.67	.67
2550	10 C.Y. bucket	B-14K	5130	.002			.10	.53	.63	.63
2600	8 C.Y. bucket, 90% fill factor	B-14J	3600	.003			.14	.56	.70	.70
2650	10 C.Y. bucket	B-14K	4860	.002			.11	.56	.67	.67
2700	8 C.Y. bucket, 85% fill factor	B-14J	3400	.004			.15	.59	.74	.74
2750	10 C.Y. bucket	B-14K	4590	.003			.11	.59	.70	.70
2800	8 C.Y. bucket, 80% fill factor	B-14J	3200	.004			.16	.63	.79	.79
2850	10 C.Y. bucket	B-14K	4320	.003			.12	.63	.75	.75
2900	8 C.Y. bucket, 75% fill factor	B-14J	3000	.004			.17	.67	.84	.84
2950	10 C.Y. bucket	B-14K	4050	.003			.13	.67	.80	.80
4000	8 C.Y. bucket, 70% fill factor	B-14J	2800	.004			.19	.72	.91	.91
4050	10 C.Y. bucket	B-14K	3780	.003			.14	.72	.86	.86
4100	8 C.Y. bucket, 65% fill factor	B-14J	2600	.005			.20	.77	.97	.97
4150	10 C.Y. bucket	B-14K	3510	.003			.15	.78	.93	.93
4200	8 C.Y. bucket, 60% fill factor	B-14J	2400	.005			.22	.84	1.06	1.06
4250	10 C.Y. bucket	B-14K	3240	.004			.16	.84	1	1.17
4290	Continuous excavation with no truck loading									
4300	Excavator, 4.5 C.Y. bucket, 100% fill factor, no truck loading	B-14A	4000	.003	B.C.Y.		.13	.76	.89	1.04
4320	6 C.Y. bucket	B-14B	5900	.002			.09	.60	.69	.80
4330	7 C.Y. bucket	B-14C	6900	.002			.08	.52	.60	.70
4340	Shovel, 7 C.Y. bucket	B-14F	8900	.001			.06	.39	.45	.52
4360	12 C.Y. bucket	B-14G	14800	.001			.04	.32	.36	.40
4400	Excavator, 4.5 C.Y. bucket, 95% fill factor	B-14A	3800	.003			.14	.81	.95	1.10
4420	6 C.Y. bucket	B-14B	5605	.002			.09	.63	.72	.83
4430	7 C.Y. bucket	B-14C	6555	.002			.08	.55	.63	.73
4440	Shovel, 7 C.Y. bucket	B-14F	8455	.001			.06	.41	.47	.55
4460	12 C.Y. bucket	B-14G	14060	.001			.04	.33	.37	.47
4500	Excavator, 4.5 C.Y. bucket, 90% fill factor	B-14A	3600	.003			.15	.85	1	1.15

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31 22 Grading

31 22 13 - Rough Grading

31 22 13.20 Rough Grading Sites

	Crew	Daily Output	Labor Hours	Unit	Material	2013 Bare Costs			Total Ind O&P
						Labor	Equipment	Total	
0010	ROUGH GRADING SITES								
0100	B-1	2	12	Eq.		435		435	665
0120	"	1	24			865		865	1,325
0130	B-62	1.50	16			620	115	735	1,075
0140	"	1	24			935	172	1,107	1,625
0150	B-63	1	40			1,500	172	1,672	2,500
0160	"	.75	53.333			2,000	229	2,229	3,325
0170	B-10L	1	12			520	480	1,000	1,325
0200	B-11L	1.80	8.889			370	395	765	995
0210		1.40	11.429			475	510	985	1,275
0220		1.20	13.333			555	595	1,150	1,500
0230		1	16			665	710	1,375	1,775
0240		.90	17.778			735	790	1,525	2,000
0250		.80	20			830	890	1,720	2,250
0260		.72	22.222			920	990	1,910	2,500
0270		.50	32			1,325	1,425	2,750	3,600
0280		.36	44.444			1,850	1,975	3,825	4,975

31 22 16 - Fine Grading

31 22 16.10 Finish Grading

0010	FINISH GRADING								
0011	B-32C	8000	.006	S.Y.		.25	.28	.53	.49
0012	B-11L	400	.040			1.66	1.78	3.44	4.49
0100		2000	.008			.33	.36	.69	.90
0200		3500	.005			.19	.20	.39	.51
1020	B-32C	5000	.010			.40	.46	.86	1.11
1050	"	2000	.024			1	1.14	2.14	2.78
1100	B-11L	1040	.015			.64	.68	1.32	1.72
1150	B-18	700	.034			1.24	.06	1.30	1.88
1200	B-62	1200	.020			.78	.14	.92	1.35
2550	2 Clab	60	.267	C.S.F.		9.45		9.45	14.55
3000	B-18	555	.043	S.Y.		1.56	.08	1.64	2.59
3100		400	.060			2.17	.11	2.28	3.48
3120		300	.080			2.89	.15	3.04	4.61
3300	B-11L	8900	.002			.07	.08	.15	.20
3310		7100	.002			.09	.10	.19	.25
3312		64	.250	M.S.F.		10.35	11.15	21.50	28
3500		4	4			166	178	344	450
3600		30	.533			22	24	46	59.50

31 23 Excavation and Fill

31 23 16 - Excavation

31 23 16.13 Excavating, Trench

		R312316-40							
0010	EXCAVATING, TRENCH								
0011	Or continuous footing								
0020	Common earth with no sheeting or dewatering included								
0050	B-11C	150	.107	B.C.Y.		4.42	2.45	6.87	9.45
0060	B-11M	200	.080			3.32	2	5.32	7.35
0062	B-12F	270	.059			2.50	2.57	5.07	6.85
0090	B-11M	200	.080			3.32	2	5.32	7.35
0100	B-12Q	250	.064			2.70	2.38	5.08	6.75

31 23 Excavation and Fill

31 23 23 - Fill

31 23 23.23 Compaction		Crew	Daily Output	Labor-Hours	Unit	Material	2013 Bare Costs		Total	Total Ind O&P
							Labor	Equipment		
6020	3 passes	B-10D	2000	.006	E.C.Y.		.26	.89	1.15	1.38
6030	4 passes		1500	.008			.35	1.18	1.53	1.83
6050	12" lifts, 2 passes		6000	.002			.09	.30	.39	.49
6060	3 passes		4000	.003			.13	.44	.57	.67
6070	4 passes		3000	.004			.17	.59	.76	.91
6200	Vibrating roller, 6" lifts, 2 passes	B-10C	2600	.005			.20	.67	.87	1.05
6210	3 passes		1735	.007			.30	1	1.30	1.55
6220	4 passes		1300	.009			.40	1.34	1.74	2.03
6250	12" lifts, 2 passes		5200	.002			.10	.34	.44	.52
6260	3 passes		3465	.003			.15	.50	.65	.78
6270	4 passes		2600	.005			.20	.67	.87	1.05
7000	Walk behind, vibrating plate 18" wide, 6" lifts, 2 passes	A-1D	200	.040			1.42	.17	1.59	2.37
7020	3 passes		185	.043			1.53	.19	1.72	2.57
7040	4 passes		140	.057			2.03	.25	2.28	3.39
7200	12" lifts, 2 passes, 21" wide	A-1E	560	.014			.51	.08	.59	.87
7220	3 passes		375	.021			.76	.12	.88	1.29
7240	4 passes		280	.029			1.01	.16	1.17	1.73
7500	Vibrating roller 24" wide, 6" lifts, 2 passes	B-10A	420	.029			1.24	.41	1.65	2.35
7520	3 passes		280	.043			1.86	.62	2.48	3.51
7540	4 passes		210	.057			2.48	.83	3.31	4.48
7600	12" lifts, 2 passes		840	.014			.62	.21	.83	1.17
7620	3 passes		560	.021			.93	.31	1.24	1.76
7640	4 passes		420	.029			1.24	.41	1.65	2.35
8000	Rammer tamper, 6" to 11", 4" lifts, 2 passes	A-1F	130	.062			2.18	.36	2.54	3.76
8050	3 passes		97	.082			2.92	.49	3.41	5.05
8100	4 passes		65	.123			4.36	.73	5.09	7.50
8200	8" lifts, 2 passes		260	.031			1.09	.18	1.27	1.88
8250	3 passes		195	.041			1.45	.24	1.69	2.51
8300	4 passes		130	.062			2.18	.36	2.54	3.76
8400	13" to 18", 4" lifts, 2 passes	A-1G	390	.021			.73	.14	.87	1.27
8450	3 passes		290	.028			.98	.18	1.16	1.71
8500	4 passes		195	.041			1.45	.27	1.72	2.54
8600	8" lifts, 2 passes		780	.010			.36	.07	.43	.54
8650	3 passes		585	.014			.49	.09	.58	.85
8700	4 passes		390	.021			.73	.14	.87	1.27
9000	Water, 3000 gal. truck, 3 mile haul	B-45	1888	.008		1.19	.36	.49	2.04	2.88
9010	6 mile haul		1444	.011		1.19	.47	.64	2.30	2.72
9020	12 mile haul		1000	.016		1.19	.67	.92	2.78	3.31
9030	6000 gal. wagon, 3 mile haul	B-59	2000	.004		1.19	.15	.26	1.60	1.81
9040	6 mile haul	"	1600	.005		1.19	.18	.32	1.69	1.91

31 23 23.24 Compaction, Structural

31 23 23.24 Compaction, Structural		Crew	Daily Output	Labor-Hours	Unit	Material	2013 Bare Costs	Total	Total Ind O&P	
							Labor	Equipment		
0010	COMPACTON, STRUCTURAL									
0020	Steel wheel tandem roller, 5 tons	B-10E	8	1.500	Hr.		65	19.30	84.30	120
0100	10 tons	B-10F	8	1.500	"		65	29	94	131
0300	Sheepsfoot or wobbly wheel roller, 8" lifts, common fill	B-10G	1300	.009	E.C.Y.		.40	.89	1.29	1.57
0400	Select fill	"	1500	.008	"		.35	.77	1.12	1.33
0420	Static roller, riding 33" diam.	B-10A	2800	.004	S.Y.		.19	.06	.25	.35
0600	Vibratory plate, 8" lifts, common fill	A-1D	200	.040	E.C.Y.		1.42	.17	1.59	2.37
0700	Select fill	"	216	.037	"		1.31	.16	1.47	2.20

32 12 Flexible Paving

32 12 16 - Asphalt Paving

32 12 16.13 Plant-Mix Asphalt Paving

	Crew	Daily Output	Labor-Hours	Unit	Material	2013 Bare Costs		Total	Total Incl O&P
						Labor	Equipment		
1870	B-25	4690	.019	S.Y.	8.95	.73	.57	10.25	11.60
1880		4095	.021		10.75	.84	.66	12.25	13.85
1890		3775	.023		12.55	.91	.71	14.17	15.95
1895		3455	.025		14.35	.99	.78	16.12	18.15
1900	B-25B	480	.200	Ton	66	7.95	6.05	80	91.50
1910		525	.183		66	7.25	5.55	78.80	89.50
1920		575	.167		66	6.60	5.05	77.65	88
1930		640	.150		66	5.95	4.55	76.50	85.50
1940		670	.143		66	5.70	4.35	76.05	85
1950		8830	.011	S.Y.	3.56	.43	.33	4.32	4.91
1960		6450	.015		6	.59	.45	7.04	8
1970		5300	.018		8.05	.72	.55	9.32	10.55
1980		4575	.021		9.90	.83	.64	11.37	12.85
1985		4090	.023		11.80	.93	.71	13.44	15.20
1990		3775	.025		13.85	1.01	.77	15.63	17.45
1995		3455	.028		15.85	1.10	.84	17.79	20
2000	Intersections								
2010	B-25	440	.200	Ton	66	7.80	6.10	79.90	91
2020		485	.181		66	7.05	5.55	78.60	89.50
2030		560	.157		66	6.10	4.79	76.89	87
2040		630	.140		66	5.45	4.26	75.71	85.50
2050		5410	.016	S.Y.	5.40	.63	.50	6.53	7.45
2060		4440	.020		7.20	.77	.60	8.57	9.75
2070		3935	.022		8.95	.87	.68	10.50	11.85
2080		3435	.026		10.75	1	.78	12.53	14.25
2090		3165	.028		12.55	1.08	.85	14.48	16.40
2095		2900	.030		14.35	1.18	.92	16.45	18.45
2100	B-25B	400	.240	Ton	66	9.50	7.30	82.80	95
2110		440	.218		66	8.65	6.60	81.25	93
2120		485	.198		66	7.85	6	79.85	91
2130		535	.179		66	7.10	5.45	78.55	89.50
2140		560	.171		66	6.80	5.20	78	88.50
2150		7400	.013	S.Y.	3.56	.51	.39	4.46	5.15
2160		5410	.018		6	.70	.54	7.24	8.25
2170		4440	.022		8.05	.86	.66	9.57	10.90
2180		3835	.025		9.90	.99	.76	11.65	13.25
2185		3430	.028		11.80	1.11	.85	13.76	15.65
2190		3165	.030		13.85	1.20	.92	15.97	18.10
2195		2900	.033		15.85	1.31	1	18.16	20.50
3000	B-45	2500	.006		1.86	.27	.37	2.50	2.88
3100	"	2500	.006		.62	.27	.37	1.26	1.49

32 12 16.14 Asphaltic Concrete Paving

0011	ASPHALTIC CONCRETE PAVING, parking lots & driveways								
0015	No asphalt hauling included								
0018	Use 6.05 C.Y. per inch per M.S.F. for hauling								
0020	B-25C	9000	.005	S.F.	1.75	.21	.26	2.22	2.54
0025		9000	.005		2.15	.21	.26	2.62	2.97
0030		9000	.005		2.55	.21	.26	3.02	3.42
0035		9000	.005		2.95	.21	.26	3.42	3.85
0040		9000	.005		1.55	.21	.26	2.02	2.37
0042		9000	.005		2.15	.21	.26	2.62	2.98
0045		9000	.005		2.96	.21	.26	3.43	3.88

31 11 Clearing and Grubbing

31 11 10 - Clearing and Grubbing Land

Code	Description	Crew	Daily Output	Labor-Hours	Unit	Material	2013 Bare Costs			Total Incl. O&P
							Labor	Equipment	Total	
31 11 10.10 Clear and Grub Site										
5080	Up to 8" diameter	B-93	240	.033	Eq.		1.58	2.57	4.15	5%
5120	12" diameter	↓	160	.050	↓		2.38	3.85	6.23	7.8%
5240	Hardwood, up to 4" diameter		240	.033			1.58	2.57	4.15	5%
5280	8" diameter		180	.044			2.11	3.43	5.54	6.5%
5320	12" diameter	↓	120	.067	↓		3.17	5.15	8.32	10.4%
7000	Tree removal, congested area, aerial lift truck									
7040	8" diameter	B-85	7	5.714	Eq.		218	151	369	500
7080	12" diameter	↓	6	6.667	↓		254	176	430	58%
7120	18" diameter		5	8			305	211	516	69%
7160	24" diameter		4	10			380	264	644	87%
7240	36" diameter		3	13.333			510	350	860	1,17%
7280	48" diameter	↓	2	20	↓		760	525	1,285	1,750

31 13 Selective Tree and Shrub Removal and Trimming

31 13 13 - Selective Tree and Shrub Removal

31 13 13.10 Selective Clearing

Code	Description									
0010	SELECTIVE CLEARING									
0020	Clearing brush with brush saw	A-1C	.25	32	Acres		1,125	123	1,248	1,87%
0100	By hand	1 Club	.12	66.667	↓		2,375		2,375	3,650
0300	With dozer, ball and chain, light clearing	B-11A	2	8	↓		330	665	995	1,250
0400	Medium clearing	↓	1.50	10.667	↓		440	890	1,330	1,650
0500	With dozer and brush rake, light		10	1.600			66.50	133	199.50	248
0550	Medium brush to 4" diameter		8	2			83	167	250	310
0600	Heavy brush to 4" diameter	↓	6.40	2.500	↓		104	208	312	38%
1000	Brush mowing, tractor w/rotary mower, no removal									
1020	Light density	B-84	2	4	Acres		190	182	372	48%
1040	Medium density	↓	1.50	5.333	↓		253	242	495	650
1080	Heavy density	↓	1	8	↓		380	365	745	97%

31 13 13.20 Selective Tree Removal

Code	Description									
0010	SELECTIVE TREE REMOVAL									
0011	With tractor, large tract, firm									
0020	level terrain, no boulders, less than 12" diam. trees									
0300	300 HP dozer, up to 400 trees/acre, 0 to 25% hardwoods	B-10M	.75	16	Acres		695	2,450	3,145	3,72%
0340	25% to 50% hardwoods	↓	.60	20	↓		870	3,050	3,920	4,67%
0370	75% to 100% hardwoods		.45	26.667			1,150	4,075	5,225	6,22%
0400	500 trees/acre, 0% to 25% hardwoods		.60	20			870	3,050	3,920	4,67%
0440	25% to 50% hardwoods		.48	25			1,075	3,800	4,875	5,850
0470	75% to 100% hardwoods		.36	33.333			1,450	5,075	6,525	7,800
0500	More than 600 trees/acre, 0 to 25% hardwoods		.52	23.077			1,000	3,525	4,525	5,400
0540	25% to 50% hardwoods		.42	28.571			1,250	4,350	5,600	6,67%
0570	75% to 100% hardwoods	↓	.31	38.710	↓		1,675	5,900	7,575	9,050
0900	Large tract clearing per tree									
1500	300 HP dozer, to 12" diameter, softwood	B-10M	320	.038	Eq.		1.63	5.70	7.33	8.80
1550	Hardwood	↓	100	.120	↓		5.20	18.30	23.50	28
1600	12" to 24" diameter, softwood		200	.060			2.61	9.15	11.76	14
1650	Hardwood		80	.150			6.50	23	29.50	35
1700	24" to 36" diameter, softwood		100	.120			5.20	18.30	23.50	28
1750	Hardwood		50	.240			10.45	36.50	46.95	56
1800	36" to 48" diameter, softwood		70	.171			7.45	26	33.45	40
1850	Hardwood	↓	35	.343	↓		14.90	52.50	67.40	80
2000	Stump removal on site by hydraulic backhoe, 1-1/2 C.Y.									

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31 13 Selective Tree and Shrub Removal and Trimming

31 13 13 - Selective Tree and Shrub Removal

31 13 13.20 Selective Tree Removal	Crew	Daily Output	Labor-Hours	Unit	Material	2013 Bare Costs		Total	Total Incl O&P
						Labor	Equipment		
2040 4" to 6" diameter	B-17	60	.533	Eq.		20.50	13.05	33.55	46
2050 8" to 12" diameter	B-30	33	.727	↓		29.50	73.50	103	125
2100 14" to 24" diameter	↓	25	.960	↓		38.50	97	135.50	166
2150 26" to 36" diameter	↓	16	1.500	↓		60.50	151	211.50	258
3000 Remove selective trees, on site using chain saws and chipper, not incl. stumps, up to 6" diameter	B-7	18	2.667	Eq.		101	93	194	257
3050 8" to 12" diameter	↓	12	4	↓		151	139	290	385
3100 14" to 24" diameter	↓	10	4.800	↓		181	167	348	460
3150 26" to 36" diameter	↓	8	6	↓		227	209	436	580
3200 Machine load, 2 mile haul to dump, 12" diam. tree	A-3B	8	2	↓		84	152	236	296

31 14 Earth Stripping and Stockpiling

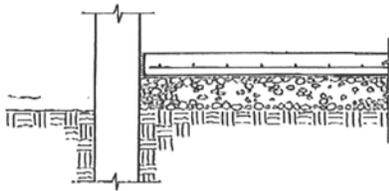
31 14 13 - Soil Stripping and Stockpiling

31 14 13.23 Topsoil Stripping and Stockpiling

TOPSOIL STRIPPING AND STOCKPILING										
0010		B-10B	2300	.005	C.Y.		.23	.58	.81	.98
0020	200 H.P. dozer, ideal conditions	"	1150	.010	↓		.45	1.16	1.61	1.96
0100	Adverse conditions	B-10M	3000	.004	↓		.17	.61	.78	.93
0200	300 H.P. dozer, ideal conditions	"	1650	.007	↓		.32	1.11	1.43	1.70
0300	Adverse conditions	B-10X	3900	.003	↓		.13	.62	.75	.88
0400	400 H.P. dozer, ideal conditions	"	2000	.006	↓		.26	1.21	1.47	1.73
0500	Adverse conditions	B-10B	1600	.008	↓		.33	.83	1.16	1.42
0600	Clay, dry and soft, 200 H.P. dozer, ideal conditions	"	800	.015	↓		.65	1.67	2.32	2.82
0700	Adverse conditions	B-10M	2000	.006	↓		.26	.91	1.17	1.41
1000	Medium hard, 300 H.P. dozer, ideal conditions	"	1100	.011	↓		.47	1.66	2.13	2.55
1100	Adverse conditions	B-10X	2600	.005	↓		.20	.93	1.13	1.34
1200	Very hard, 400 H.P. dozer, ideal conditions	"	1340	.009	↓		.39	1.81	2.20	2.58
1300	Adverse conditions									
1400	Loam or topsoil, remove and stockpile on site	B-10B	865	.014	C.Y.		.60	1.54	2.14	2.61
1420	6" deep, 200' haul	↓	520	.023	↓		1	2.56	3.56	4.34
1430	300' haul	↓	225	.053	↓		2.32	5.90	8.22	10
1440	500' haul	↓	5090	.002	S.Y.		.10	.26	.36	.45
1450	Alternate method: 6" deep, 200' haul	↓	1325	.009	"		.39	1.01	1.40	1.71
1460	500' haul									
1500	Loam or topsoil, remove/stockpile on site	B-1	100	.240	S.Y.		8.65		8.65	13.35
1510	By hand, 6" deep, 50' haul, less than 100 S.Y.	B-62	500	.048	↓		1.87	.34	2.21	3.23
1520	By skid steer, 6" deep, 100' haul, 101-500 S.Y.	"	900	.027	↓		1.04	.19	1.23	1.80
1530	100' haul, 501-900 S.Y.	B-63	1000	.040	↓		1.50	.17	1.67	2.49
1540	200' haul, 901-1100 S.Y.	B-10B	4000	.003	↓		.13	.33	.46	.57
1550	By dozer, 200' haul, 1101-4000 S.Y.									

A10 Foundations

A1030 Slab on Grade



There are four types of Slab on Grade Systems listed: Non-industrial, Light industrial, Industrial and Heavy industrial. Each type is listed two ways: reinforced and non-reinforced. A Slab on Grade system includes three passes with a grader; 6" of compacted gravel fill; polyethylene vapor barrier; 3500 p.s.i. concrete placed by chute; bituminous fibre expansion joint; all necessary edge forms (4 uses); steel trowel finish; and sprayed-on membrane curing compound.

The Expanded System Listing shows costs on a per square foot basis. Thicknesses of the slabs range from 4" and above. Non-industrial applications are for foot traffic only with negligible abrasion. Light industrial applications are for pneumatic wheels and light abrasion. Industrial applications are for solid rubber wheels and moderate abrasion. Heavy industrial applications are for steel wheels and severe abrasion. All slabs are either shown unreinforced or reinforced with welded wire fabric.

System Components	QUANTITY	UNIT	COST PER S.F.		
			MAT.	INST.	TOTAL
SYSTEM A1030 120 2220					
SLAB ON GRADE, 4" THICK, NON INDUSTRIAL, NON REINFORCED					
Fine grade, 3 passes with grader and roller	.110	S.Y.		.50	.50
Gravel under floor slab, 6" deep, compacted	1.000	S.F.	.46	.30	.76
Polyethylene vapor barrier, standard, .006" thick	1.000	S.F.	.04	.15	.19
Concrete ready mix, regular weight, 3500 psi	.012	C.Y.	1.31		1.31
Place and vibrate concrete for slab on grade, 4" thick, direct chute	.012	C.Y.		.30	.30
Expansion joint, premolded bituminous fiber, 1/2" x 6"	.100	L.F.	.10	.33	.43
Edge forms in place for slab on grade to 6" high, 4 uses	.030	L.F.	.01	.10	.11
Cure with sprayed membrane curing compound	1.000	S.F.	.09	.09	.18
Finishing floor, monolithic steel trowel	1.000	S.F.		.88	.88
TOTAL			2.01	2.65	4.66

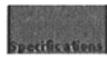
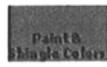
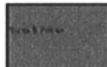
A1030 120	Slab on Grade	COST PER S.F.		
		MAT.	INST.	TOTAL
2220	Slab on grade, 4" thick, non industrial, non reinforced	2.01	2.65	4.66
2240	Reinforced	2.17	3.01	5.18
2260	Light industrial, non reinforced	2.59	3.25	5.84
2280	Reinforced	2.75	3.61	6.36
2300	Industrial, non reinforced	3.25	6.75	10
2320	Reinforced	3.41	7.15	10.56
3340	5" thick, non industrial, non reinforced	2.34	2.73	5.07
3360	Reinforced	2.50	3.09	5.59
3380	Light industrial, non reinforced	2.93	3.33	6.26
3400	Reinforced	3.09	3.69	6.78
3420	Heavy industrial, non reinforced	4.22	8.05	12.27
3440	Reinforced	4.32	8.50	12.82
4460	6" thick, non industrial, non reinforced	2.77	2.67	5.44
4480	Reinforced	3	3.16	6.16
4500	Light industrial, non reinforced	3.38	3.27	6.65
4520	Reinforced	3.74	3.93	7.67
4540	Heavy industrial, non reinforced	4.68	8.15	12.83
4560	Reinforced	4.91	8.65	13.56

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INSTALLED GARAGES



Premier PRO Ranch Garage

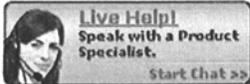


Premier PRO Ranch Garage



We've taken the solid construction of our Premier Ranch Garage and jazzed it up with specially priced features and a longer, 10-year limited warranty. The difference is noticeable, with the Premier PRO Ranch Garage including a steeper 5/12 roof pitch, dimensional shingles, and 12" overhangs all around the building. The PRO Ranch Garage also includes LP SilverTech radiant barrier roof decking and ridge vent at the peak of the roof to keep your building at a more comfortable temperature.

Call 866.860.8833 or Chat Now



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Options	\$0.00
Specialty Packages	\$0.00
View & Save Quote	Total: \$13,040.00

Base Building

Premier PRO Ranch Garage

Size: 16 ft wide x 32 ft long

Paint & Shingle Colors

Shingles: Owens Corning PRO Lifetime Warranty Shingles (+ \$ Included PRO Upgrade)

Shingle Color:

Estate Gray

Paint: ICI Exterior Paint (+ \$1,701.00)

Siding Color:

Canvasback

Trim Color: Green Night

Paint & Shingle Color Disclaimer: Colors on sample charts may not be exact matches to actual colors. Individual computer monitors and printers may not display colors accurately. Not all colors are available at all locations. Custom paint colors and shingles may be available for an additional cost. To view actual color swatches, visit a local TUFF SHED Retail Store.

Option Packages

None Selected

Options

None Selected

Options Disclaimer: Option availability may vary by location. Door options on storage buildings replace the standard included door. Additional doors are available for an additional charge.

Specialty Packages

None Selected

Quote

Grand Total:

\$13,040.00

Quote Date: Thu, Feb 20, 2014 2:42 PM

Pricing Disclaimer: Prices shown in the online Build-A-Quote are subject to change without notice, do not reflect custom quote selections or any local taxes, and will be verified at time of order. In the case of a pricing discrepancy, the market-specific prices shown in the TUFF SHED point-of-sale system take precedent. While TUFF SHED makes every effort to ensure correct information is included in the online Build-A-Quote process, TUFF SHED is not responsible for technical malfunction of any telephone network, telephone or data lines, computer on-line systems, servers, internet providers, computer equipment, or software that may result in a pricing error or other discrepancy with the online Build-A-Quote.

Your purchase may be subject to local taxes for which you will be charged at the time of purchase. Additional delivery charges and/or sales taxes may apply. Price based on level lot and does not include delivery, options, engineering fees and building permits. Engineered plans may be required for permit application, and are not included in above prices. Engineering charges are relative to style and size of building. A restocking fee may apply to cancelled orders.

Deposit required. Balance is due upon delivery. All TUFF SHED buildings are subject to local building codes. Ask salesperson for details.

Promotions

Buy More Save More

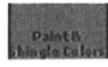
Save up to \$300 on Sheds and \$1,000 on Garages. Tiered discount based on total purchase.

: Offer valid between 2/1/14 through 2/28/14 on qualified new purchases of Premier and Premier PRO Series sheds and garages at TUFF SHED factory-direct retail locations. Excludes Garden Series sheds, prior purchases, and display buildings. Actual discount based on total purchase price, excluding concrete, engineering fees, permits and any applicable sales tax. Shed discount levels: \$2,000-\$2,999 purchase = \$100; \$3,000-\$3,999 purchase = \$200; \$4,000+ = \$300. Garage discounts are as follows: \$7,500-\$9,999 = \$300; \$10,000-\$14,999 = \$500; \$15,000 - \$19,999 = \$750; \$20,000+ = \$1,000. Offers cannot be

**STORAGE
SHEDS**



Premier PRO Tall Ranch



Premier PRO Tall Ranch



Our top of the line ranch style storage building, the Premier PRO Tall Ranch features 8' interior sidewalls, a 4'x6'7" door and the most overhead room of any of our ranch style designs. It's great-looking on the outside, and full of room on the inside. Overall ground to peak heights range from 10'2" on 6' wide buildings to 12'3" on 16' wide buildings. Available in standard sizes ranging from 6'x6' to 16'x24'.

*Heights listed are approximations, and are rounded to the nearest inch. Interior clear sidewall heights are measured from the floor to the top of the top plate. Overall heights are measured from the ground to the peak, are based on a 6" foundation and may vary based on the addition of skids or leveling blocks.

Call 866.869.8833 or Chat Now

Live Help!
Speak with a Product Specialist.
Start Chat >>

Hillsboro (Store #161)
2950 SE 73rd Avenue
Hillsboro, OR 97123
(503) 848-6088

Build-A-Quote

Base Building	\$10,689.00
Paint & Shingle Colors	\$1,603.00
Option Packages	\$0.00
Options	\$0.00
Specialty Packages	\$0.00
View & Save Quote	Total: \$12,292.00

Base Building

Premier PRO Tall Ranch

Size: 16 ft wide x 32 ft long

Paint & Shingle Colors

Shingles: Owens Corning PRO Lifetime Warranty Shingles (+ \$ Included PRO Upgrade)

Shingle Color:
Not Selected

Paint: IC Exterior Paint (+ \$1,603.00)

Siding Color:
Not Selected

Trim Color: Green Night

Paint & Shingle Color Disclaimer: Colors on sample charts may not be exact matches to actual colors. Individual computer monitors and printers may not display colors accurately. Not all colors are available at all locations. Custom paint colors and shingles may be available for an additional cost. To view actual color swatches, visit a local TUFF SHED Retail Store.

Option Packages

None Selected

Options

None Selected

Options Disclaimer: Option availability may vary by location. Door options on storage buildings replace the standard included door. Additional doors are available for an additional charge.

Specialty Packages

None Selected

Quote

Grand Total:
\$12,292.00

Quote Date: Thu, Feb 20, 2014 2:48 PM

Pricing Disclaimer: Prices shown in the online Build-A-Quote are subject to change without notice, do not reflect custom quote selections or any local taxes, and will be verified at time of order. In the case of a pricing discrepancy, the market-specific prices shown in the TUFF SHED point-of-sale system take precedent. While TUFF SHED makes every effort to ensure correct information is included in the online Build-A-Quote process, TUFF SHED is not responsible for technical malfunction of any telephone network, telephone or data lines, computer on-line systems, servers, internet providers, computer equipment, or software that may result in a pricing error or other discrepancy with the online Build-A-Quote.

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Deposit required. Balance is due upon delivery. All TUFF SHED buildings are subject to local building codes. Ask salesperson for details.

Promotions

Buy More Save More

Save up to \$300 on Sheds and \$1,000 on Garages. Tiered discount based on total purchase.

: Offer valid between 2/1/14 through 2/28/14 on qualified new purchases of Premier and Premier PRO Series sheds and garages at TUFF SHED factory-direct retail locations. Excludes Garden Series sheds, prior purchases, and display buildings. Actual discount based on total purchase price, excluding concrete, engineering fees, permits and any applicable sales tax. Shed discount levels: \$2,000-\$2,999 purchase = \$100; \$3,000-\$3,999 purchase = \$200; \$4,000+ = \$300. Garage discounts are as follows: \$7,500-\$9,999 = \$300; \$10,000-\$14,999 = \$500; \$15,000 - \$19,999 = \$750; \$20,000+ = \$1,000. Offers cannot be

**STORAGE
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Premier PRO Tall Ranch



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*Heights listed are approximations, and are rounded to the nearest inch. Interior clear sidewall heights are measured from the floor to the top of the top plate. Overall heights are measured from the ground to the peak, are based on a 6" foundation and may vary based on the addition of skids or leveling blocks.

Call 866.860.8833 or Chat Now



Hillsboro (Store #161)
2950 SE 73rd Avenue
Hillsboro, OR 97123
(503) 848-6088

Build-A-Quote

Base Building	\$6,969.00
Paint & Shingle Colors	\$1,045.00
Option Packages	\$0.00
Options	\$0.00
Specialty Packages	\$0.00
View & Save Quote	Total: \$8,014.00

Base Building

Premier PRO Tall Ranch

Size: 12 ft wide x 26 ft long

Paint & Shingle Colors

Shingles: Owens Corning PRO Lifetime Warranty Shingles (+ \$ Included PRO Upgrade)

Shingle Color:

Estate Gray

Paint: ICI Exterior Paint (+ \$1,045.00)

Siding Color:

Sonora

Trim Color: Green Night

Paint & Shingle Color Disclaimer: Colors on sample charts may not be exact matches to actual colors. Individual computer monitors and printers may not display colors accurately. Not all colors are available at all locations. Custom paint colors and shingles may be available for an additional cost. To view actual color swatches, visit a local TUFF SHED Retail Store.

Option Packages

None Selected

Options

None Selected

Options Disclaimer: Option availability may vary by location. Door options on storage buildings replace the standard included door. Additional doors are available for an additional charge.

Specialty Packages

None Selected

Quote

Grand Total:
\$8,014.00

Quote Date: Thu, Feb 20, 2014 2:44 PM

Pricing Disclaimer: Prices shown in the online Build-A-Quote are subject to change without notice, do not reflect custom quote selections or any local taxes, and will be verified at time of order. In the case of a pricing discrepancy, the market-specific prices shown in the TUFF SHED point-of-sale system take precedent. While TUFF SHED makes every effort to ensure correct information is included in the online Build-A-Quote process, TUFF SHED is not responsible for technical malfunction of any telephone network, telephone or data lines, computer on-line systems, servers, Internet providers, computer equipment, or software that may result in a pricing error or other discrepancy with the online Build-A-Quote.

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Home Commercial Grade Sectional 25 ft. Flagpole - Black



CLICK TO ENLARGE



Product Information

- [Download Spec Sheet](#) (Size: 179.5 KB)
- [Typical Embedded Foundation](#) (Size: 264.2 KB)

Commercial Grade Sectional 25 ft. Flagpole - Black

[Be the first to review this product](#)

SKU # CP4P25BL
MPN # 323979

Availability: Ships in 7 to 10 business days.

PRODUCT OVERVIEW

List Price: \$740.00

\$489.00

- 25ft sectional flagpole
- Ships standard UPS delivery
- Resistant to winds and storms
- Commercial grade

Quantity:

[Add to Wishlist](#)
[Email to a Friend](#)

RELATED ITEMS



[American Flag 4ft x 6ft Valley...](#)

\$28.95



[Gold Anodized Aluminum Flagpole...](#)

\$16.47

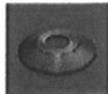
[Pre-bagged Flag Pole Halvard 6...](#)

\$14.47



[OT25 flagpole truck](#)

\$27.08



[Black Aluminum Flash Collar 3"](#)

\$28.64

OVERVIEW	SPECIFICATIONS
----------	----------------

DESCRIPTION

This 25 ft. four-section commercial grade flagpole has the same specifications as our Commercial One Piece Special Budget Series 25 ft. pole. The big difference is these poles come in sections and so can be delivered by the standard UPS delivery service. You get the same high quality commercial grade flagpoles, with the same resistance to winds and storms.

INCLUDES:

- Gold anodized ball ornament
- Cast aluminum stationary truck (pulley)
- Solid braided polypropylene halyard
- Nylon flag snaps
- PVC foundation sleeve

This item does not qualify for free shipping - It ships by UPS ground as an oversize package. It requires 2 people to lift this item.

For this product, 3 Day Select, 2 Day and Next Day Air orders will ship NEXT business day.

For more information on flagpole installation: [click here](#)

YOU MAY ALSO BE INTERESTED IN THE FOLLOWING PRODUCT(S)



[Commercial Grade Sectional 25 ft. Flagpole - Satin](#)



[Commercial Grade Sectional 25 ft. Flagpole - Clear](#)



[Commercial Grade Sectional 25 ft. Flagpole - Bronze](#)



Model SS 25 FS

3" - 14 gauge spun aluminum ball
gold anodized.

Single sheave truck, cast aluminum
stationary, non-fouling type

One set of halyard,
#8 polypropylene

2 Nylon flag snaps

One 9" Cast Aluminum Cleat

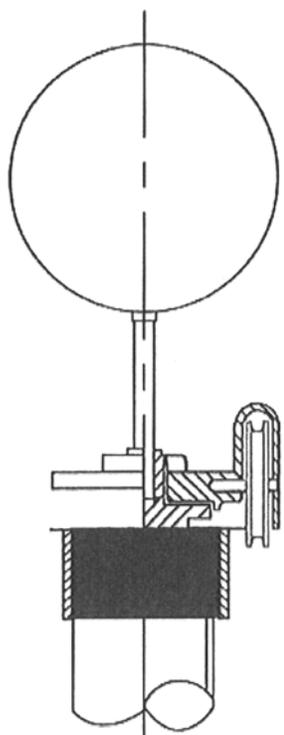
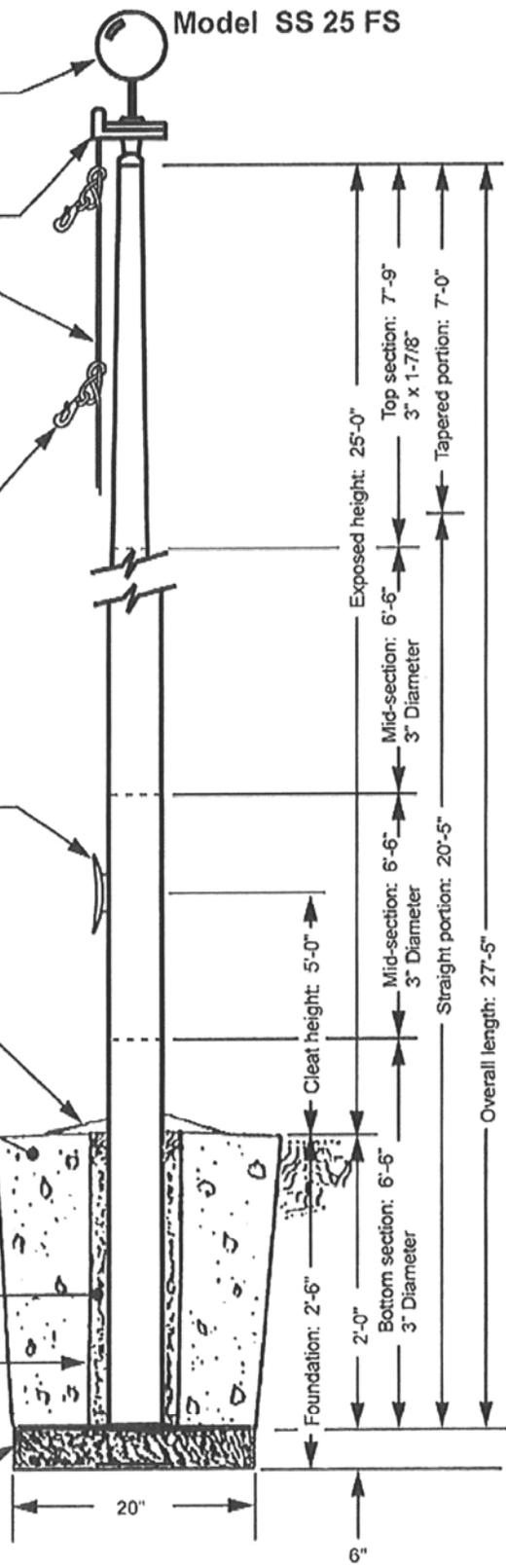
Aluminum flash collar (Optional)

3000 PSI concrete

Dry sand lightly tamped
after aligning pole

Plastic PVC Sono tube

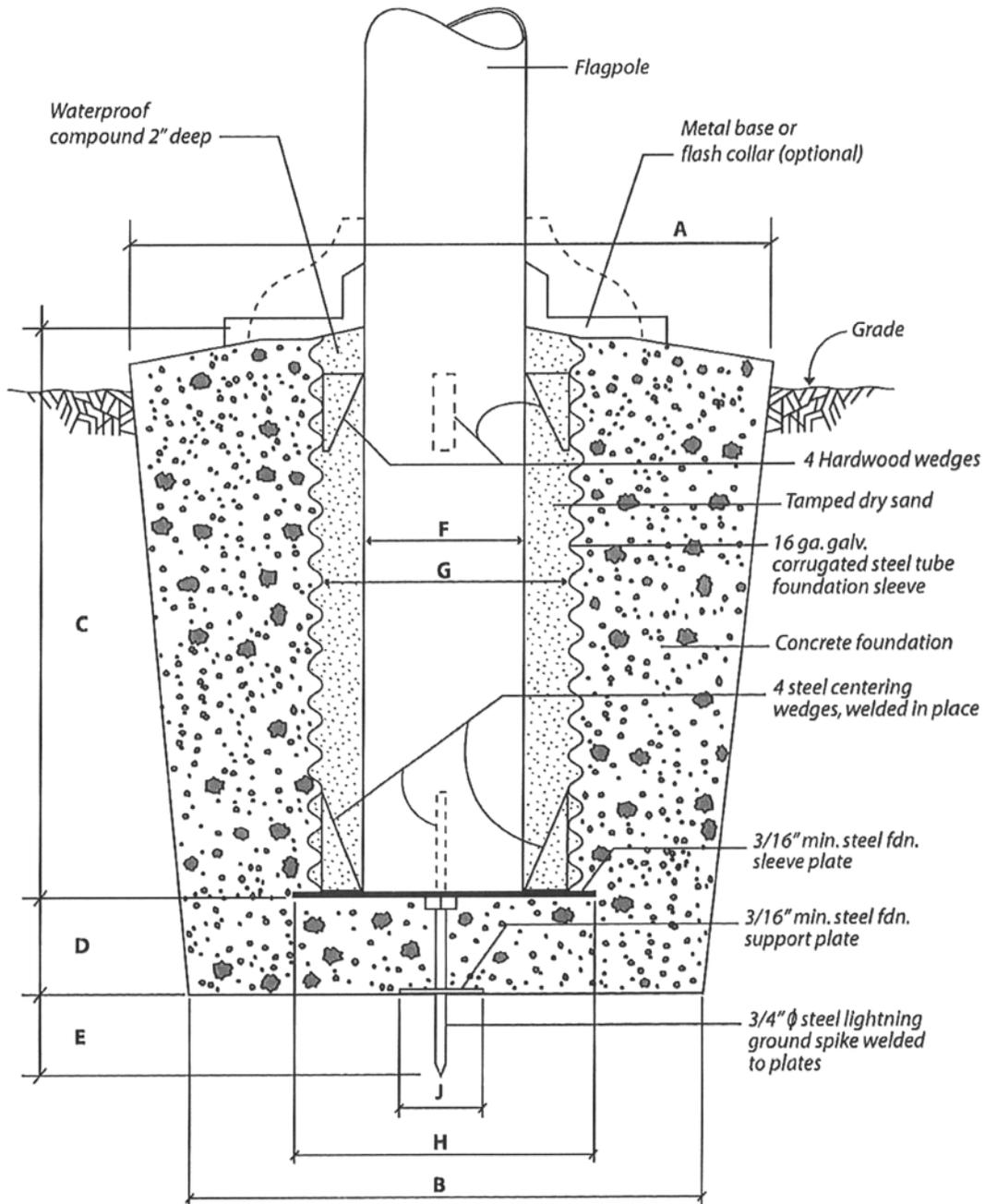
Crushed Stone



Project:	Ground set tapered aluminum flagpole: ALLOY: 6063T6	EDER FLAG	Date:
Location:	Exposed height: 25'-0"	Overall height: 27'-6"	Revision:
Architect:	Ship in 4 sections	Bull diameter: 3"	MANUFACTURING COMPANY
Contractor:	Top diameter: 1-7/8"	Wall thickness: .125"	1000 W. Rawson Avenue
Customer:	Finish: 100 grit polish		Oak Creek, WI 53154
			Job:

DIAGRAMS ARE GUIDELINES ONLY: Parts indicated may not be included with your pole.

TYPICAL EMBEDDED FOUNDATION



The foundation dimensions shown are the recommended minimums for use in good, firm, dry soil only. Where heavy frost conditions occur, invert the dimensions A and B. When dealing with poor or unstable soil conditions, consult the flagpole manufacturer for recommendations concerning the foundation design.

TYPICAL DIMENSIONS (may vary)

- A - Diameter at least 5 x pole butt diameter, F, and 2'6" minimum.
- B - At least 4 x pole butt diam. F, and 2'0" minimum.
- C - Not less than 10% of exposed pole height.
- D - 0.15 inches per foot of exposed pole height, but not less than 4".
- E - Not less than D; may be greater.

F Outside diam. Inches	G Inside diam. Inches	H Inches (square)	J Inches (square)
Up to 5-1/2	8	10 - 12	6
5-9/16 thru 7	10	12 - 14	6
7-5/8 thru 8-5/8	12	14 - 16	6
9-5/8 thru 12	15	17 - 19	6
12-3/4 thru 14	18	20 - 22	6
15 thru 16	20	22 - 24	6
17 thru 20	24	26 - 28	6

* 10 % of pole height goes in the ground.



INBERG-MILLER ENGINEERS

Quality Solutions Through Teamwork

December 19, 2014

17618-CE

**7 PDF PAGES EMAILED: casperbiathlon@gmail.com
THIS CONSTITUTES THE ORIGINAL**

Ms. Cathy Rosser, Managing Director
Casper Mountain Biathlon Club
1046 Lemmers Road
Casper, Wyoming 82601

RE: AMENDMENT NO. 1 TO OUR
AUGUST 8th, 2014 SERVICE AGREEMENT
FOR ENGINEERING SERVICES
CASPER, WYOMING

Dear Ms. Rosser:

The purpose of this Amendment is to amend our Service Agreement and Appendix A dated August 8th, 2014.

SERVICE AGREEMENT

Revise the following Section as follows:

SECTION 29.1: TERM OF AGREEMENT

The term of this AGREEMENT shall be extended commencing on December 19th, 2014, and ending on December 31, 2015. IME shall not commence work or services under this AGREEMENT until the CLIENT executes and delivers a copy of this AMENDMENT to IME.

APPENDIX A

PROJECT DESCRIPTION

It is our understanding the project will consist of developing, in phases, a premier biathlon facility on Casper Mountain. The site is proposed on an approximately 40 acre site, north of East End Road, in Section 15, T.32 N., R.78W., Natrona County, Wyoming.

Only Phase 1 design and bidding services are included in this proposal. As we understand it, Phase 1 is proposed to include comprehensive earthwork operations for the entire site, installation of 9 (of a total of 30 eventually) target stations, single phase electrical power to the site, certain trail developments, and providing a warming hut.

The Owner has provided topographic mapping and data prepared by CEPI previously. Inberg-Miller Engineers (IME) proposes to use this mapping (supplemented with IME - provided mapping – see below), but IME accepts no responsibility for mapping information provided by others.

124 East Main Street
Riverton, WY 82501
307-856-8136
307-856-3851 (fax)
riverton@inberg-miller.com

1120 East "C" Street
Casper, WY 82601
307-577-0806
307-472-4402 (fax)
casper@inberg-miller.com

350 Parsley Boulevard
Cheyenne, WY 82007
307-635-6827
307-635-2713 (fax)
cheyenne@inberg-miller.com

193 West Flaming Gorge Way
Green River, WY 82935
307-875-4394
307-875-4395 (fax)
greenriver@inberg-miller.com

830 E. Richards Suite #1
Douglas, WY 82633
307-359-7000
307-460-7600 (fax)
ctwiford@inberg-miller.com

The Owner has provided certain Project preliminary details prepared by AMEC. It is IME's understanding that these AMEC shall be used as the basis for the construction plans and specifications to be provided as part of this Proposal (See EXHIBIT "A", attached).

It is proposed that Construction Administration Services be negotiated, as the Owner desires, subsequent to completion of the design and bidding services included with this Proposal.

SCOPE OF SERVICES

Our scope of services **includes** the following:

Only Phase 1 Services including:

- 1) Civil engineering services in support of Phase 1 of the Casper Mtn. Biathlon Club facility including:
 - a. Provide land surveying services for the eastern extent of the proposed development site to supplement land surveying data provided to Inberg-Miller Engineers by the Owner (*anticipate three (3) – 8 hr. days surveying time*);
 - b. Prepare site plan including site improvements, timber clearing, graded paths and roads to meet ADA requirements (where applicable) and specific features including backstop fencing, eco-barrier, flag poles, and timing/groomer/storage shed building, as presented by AMEC in the preliminary design documents provided by the owner;
 - c. Communicate with and coordinate a pre-bid conference with interested construction contractors in the fall 2014, preferably before snowpack conditions, to better inform potential bidders of bidding conditions (**COMPLETED 10/31/14 AS PART OF PREVIOUSLY APPROVED GEOTECHNICAL SERVICES AGREEMENT**);
 - d. Grading plan, including coordination with Inberg-Miller's geotechnical investigation information particularly concerning soil and rock presence. Furthermore, it came to the attention of those in attendance at the Pre-Bid Conference on 10/31/14 that certain adjustments to the AMEC Preliminary Grading Plan may be significantly beneficial to the Project. In addition, the Owner desires to re-evaluate the parking area and Inberg-Miller will attend to one (1) major redesign effort as part of this Proposal to better balance earthwork operations.
 - e. Sanitary sewer design and septic system/leach field, including percolation testing and Natrona County Health Department permitting;
 - f. Storm drainage plan;
 - g. Stormwater Pollution Prevention Plan – prepare base mapping for General Contractor WDEQ permit acquisition;
 - h. Identify corridors for future underground utility installations;
 - i. Identify, as possible, water sources to supplement construction activities;
 - j. Identify timber management plans;
 - k. Coordination with Natrona County for power supply trenching and miscellaneous grading operations;
 - l. Coordinate with Wyoming Business Council consistent with Grant Agreement;

- m. Prepare civil engineering plans and specifications, stamped by a Wyoming Professional Engineer, consistent with industry standards for construction bidding purposes; and,
 - n. Coordinate with Rocky Mountain Power for the necessary provisions to have suitable electrical power provided to the site and prepare the necessary easement, assumed from east end road into the site).
- 2) Provide Bidding Services:
- a. Prepare plans and specifications for contractor bidding beginning in February 2015 (IME intends to utilize QuestCDN for bidding set distribution);
 - b. Perform bidding services, including addressing bidder questions;
 - c. Prepare necessary addenda; and,
 - d. Assist Owner with opening bids and recommend award to the lowest bidding, responsible bidder.
- 3) Permit Acquisition Services;
- a. Prepare Site Plan per Natrona County rules and regulations;
 - b. Permitting assistance, including participation no more than two (2) public meetings in support of the Owner (anticipated to be before the Natrona County Planning and Zoning Commission and the Natrona County Commissioners).
- 4) Coordination with AMEC for specific biathlon facility design features.

Our scope of services **does not** include the following:

- Reservoir design and/or permitting
- Sanitary sewer design (*depends on water availability*)
- Structural engineering
- Permitting fees (septic tank/leach field, Natrona County Planning, etc.)
- Legal bid advertising fees
- Construction Phase Services
- Construction Materials Services
- Boundary survey
- Wyoming State Engineer permitting services
- Warming Hut design
- timing/groomer/storage shed building design
- Environmental site assessment preparation or testing
- Percolation test backhoe pits (by Natrona County)

Ms. Cathy Rosser, Managing Director
Casper Mountain Biathlon Club
December 19, 2014
Page 4

17618-CE

FEES

Our fee for services performed will be charged at our current hourly, unit, and expense rates. We **estimate** the cost of the proposed scope of services described above to be **\$59,975.00**. If services in addition to the proposed scope of services appear necessary, we will perform such services at our current hourly, unit, and expense rates. This proposal is valid if accepted by November 30, 2014.

PERFORMANCE SCHEDULE

Upon receipt of a properly executed copy of this Amendment, we will be available to perform the services described herein at the request of your authorized representative.

We anticipate starting these services within three (3) working days following receipt of our signed Amendment and weather permitting. We estimate ten (10) weeks will be required to perform these services.

CLOSURE

We appreciate the opportunity to submit this Amendment to our Service Agreement. Please have your authorized representative (i.e. corporate officer, manager, public official, property owner) execute the Amendment where indicated and return a full and complete copy of the Amendment to our office.

If you have any questions regarding this Amendment, please contact us at 307- 577-0806.

Sincerely,

INBERG-MILLER ENGINEERS



Hal H. Hutchinson, P.E.
Senior Civil Engineer

HHH:cno\\IME01\Projects\17618-CE-CX-CS CASPER MOUNTAIN BIATHLON CLUB Biathlon Facility\Contracts\17618-CX CASPER MOUNTAIN BIATHLON CLUB Amendment 1.docx

Enclosure: Schedule of Fees & Available Services
EXHIBIT "A" – AMEC "DRAFT" Conceptual Layout

AMENDMENT NO. 1 ACCEPTED

Inberg-Miller Engineers

Signature: Eric T. Graney
Print Name: Eric T. Graney, P.G.
Title: Senior Vice President
Date: December 19, 2014

Casper Mountain Biathlon Club

Signature: _____
Print Name: _____
Title: _____
Date: _____

SCHEDULE OF FEES & AVAILABLE SERVICES

EFFECTIVE JULY 1, 2014

PERSONNEL

Professional Engineer/Scientist I - VII	\$85.00 to \$145.00 /Hour
Professional Land Surveyor I - III.....	\$115.00 to \$135.00 /Hour
Senior Staff Engineer/Scientist I – III.....	\$100.00 to \$120.00 /Hour
Staff Engineer/Scientist I – III.....	\$75.00 to \$95.00 /Hour
CAD Drafting Technician I - III	\$75.00 to \$95.00 /Hour
2-Person Survey Crew	\$130.00 /Hour
GPS Technician/Party Chief I – III.....	\$85.00 to \$95.00 /Hour
Drilling Manager	\$75.00 /Hour
Project Support	\$80.00 /Hour
Engineering Technician/Survey Technician I – VII	\$55.00 to \$85.00 /Hour
Clerical.....	\$45.00 /Hour

EQUIPMENT

Vehicle.....	\$8.00 /Hour.....	\$50.00 /Day, *plus \$1.00 /Mile
One-Ton Flat Bed Truck	\$10.00 /Hour	\$60.00 /Day, *plus \$1.50 /Mile
Drill Rig		\$2.30 /*Mile
ATV		\$100.00 /Day
UTV.....		\$250.00 /Day
Nuclear Gauge.....	\$10.00 /Hour	\$50.00 /Day
GPS/RTK System.....	\$50.00 /Hour	\$300.00 /Day
Robotic Total Station.....	\$40.00 /Hour	\$200.00 /Day

*** Fuel Surcharge:** Mileage rate is based on fuel prices as of July 2014 (Source: wyominggasprices.com). If fuel prices increase over 15% from July 2014 rates, the percentage of increase will be added to all mileage rates.

EXPENSES

Additional Hard Copies of Bound Reports (Less Than 100 Pages).....	\$35.00 /Copy
Motel, Meals, Prints, Postage, Equipment Rental, Photocopies, and Other Miscellaneous Supplies	Direct Expense, Plus 10%
Subconsultant Services Secured With Client's Approval	Direct Expense, Plus 15%
Communication Expenses	2.5%
All Other Equipment and Materials Not Listed.....	BY QUOTATION

NOTES:

- All field charges begin at the time of departure and terminate at the time of return to the point of origin and/or place of lodging while away from the principal office, less time off for the convenience of the personnel.
- At client's request, or convenience, these hourly rates will be increased by fifty (50) percent to cover direct additional payroll and payroll-related charges for work requested on Holidays.
- All rates apply to travel time, stand-by time, project management, consultation, and report preparation time, unless noted otherwise.
- Inberg-Miller Engineers will prepare an estimated budget for services based upon client's detailed scope of services, if requested. Please be informed that project management and project support costs are a necessary part of any services provided. Final invoiced amounts may vary from estimated amounts depending on variations in scope, time of performance, and/or changes in anticipated conditions. Any items not specifically listed are by quotation.

Client: Casper Mountain Biathlon Club

Date Issued: December 19, 2014

CIVIL ENGINEERING..... BY QUOTATION

- Highway Design, Street Design, Grading and Drainage Design
- Solid Waste Planning; Landfill, Baler, and Transfer Station Design and Permitting
- Water System Design, Sanitary Sewer Design, Storm Sewer Design
- Irrigation and Drainage Design, Hydrologic and Hydraulic Analysis
- Residential and Commercial Subdivision Design
- Site Design for Commercial Developments and Schools
- Spill Prevention Control and Countermeasure (SPCC) Plans
- Stormwater Pollution Prevention (SWPPP) Plans
- Mine Permitting and Mine Reclamation Design
- Construction Contract Administration and Construction Observation

GEOTECHNICAL ENGINEERING..... BY QUOTATION

FIELD SERVICES

- Subsurface Exploration, Contract Drilling, Direct Push Exploration, Rock Coring
- Drilling and Sampling (Small, Medium and Large Diameter Test Borings)
- Foundation Analysis and Design Recommendations
- Earth Dam & Reservoir Design and Reconnaissance, Slope Stability Analysis
- Explorations for Roadway; Borrow Sources and Aggregate Sources on Highway Construction
- Monitor Well Installation, Development, Purging, Sampling, Abandonment
- Field Sampling and Testing of Soil, Groundwater, and Air
- Ground Water Pumping/Drawdown Tests, Permeability/Density of In-Place Soil

LABORATORY SERVICES

- Moisture-Density Relations of Soils, Particle Size Analyses, Soil Index Tests
- Soil Classification, Strength Tests, Volume Change, California Bearing Ratio Test
- Triaxial Shear Strength Tests, Permeability Tests, Corrosivity Tests (Soil)
- Analytical Testing of Soil and Ground Water Samples, Packaging and Handling of Samples
- Mobile Laboratory

CONSTRUCTION MATERIALS TESTING AND OBSERVATION..... BY QUOTATION

FIELD AND LABORATORY SERVICES

- Soils/Aggregates, Portland Cement Concrete and Masonry, Asphalt Concrete
- International Code Council (ICC) Structural Masonry Inspection and Structural Steel, Bolting, and Welding Inspections (S1 & S2 Level)

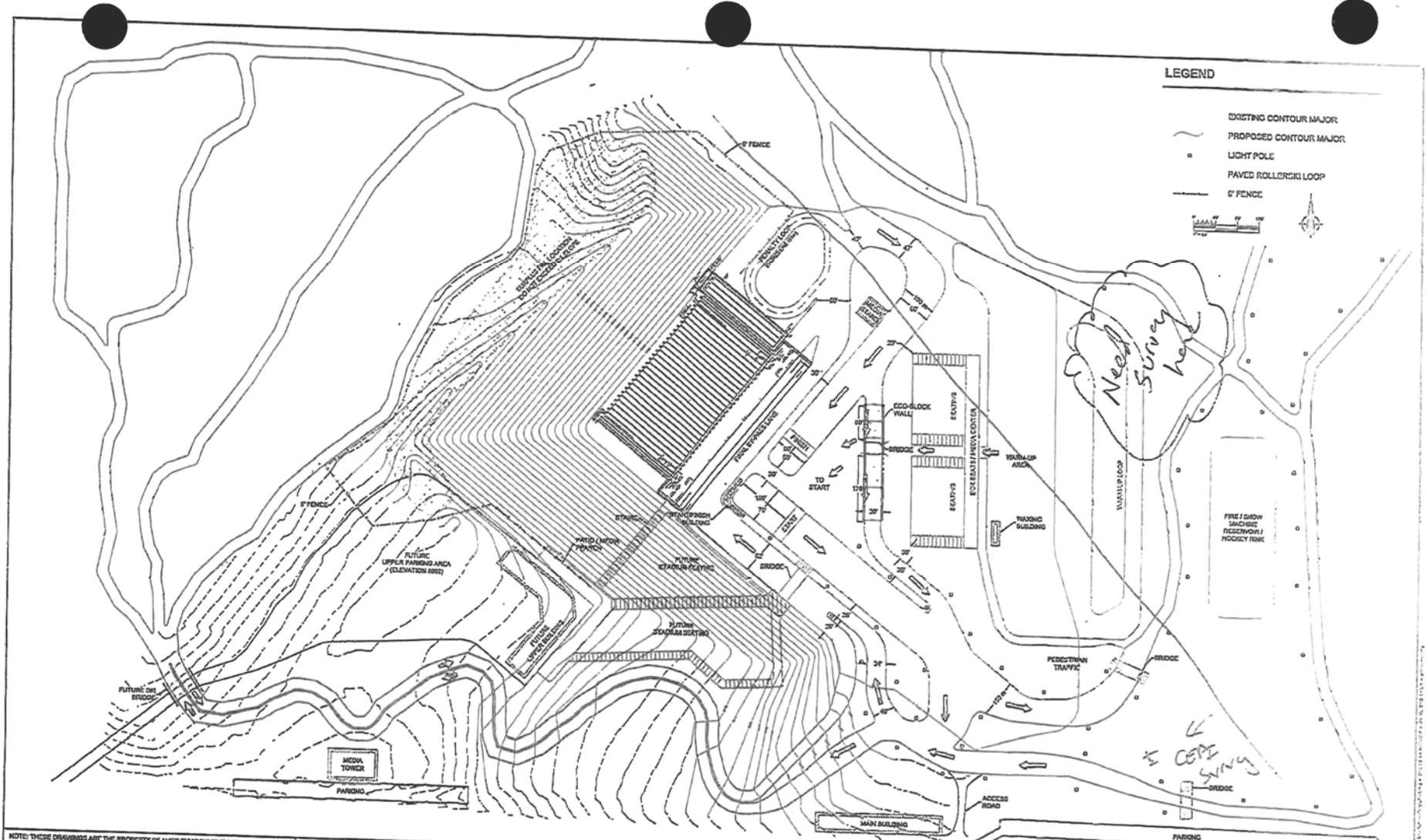
ENVIRONMENTAL ENGINEERING..... BY QUOTATION

- Solid Waste Disposal Design and Permitting
- Categorical Exclusions, Phase I, II, and III Site Assessments, Extent of Contamination Studies
- Soil and Groundwater Remediation Systems Design and Implementation
- Monitor Well Installation, Development, Purging, Sampling, and Abandonment
- Field Sampling and Testing of Soil, Groundwater, and Air
- Geologic Cross-Sections, Contaminant Isoconcentration Maps

LAND SURVEYING..... BY QUOTATION

- PROPERTY SURVEYS: Subdivision Platting and Mapping, Farm/Ranch Surveys, Cadastral Surveys, Boundary Retracement
- ENGINEERING SURVEYS: Topographic Surveys, Highway, Street, and Road Design Surveys, River and Flood Plain Cross-Sections
- UTILITY SURVEYS: Preliminary, Construction, and As-Built Surveys for Cross-Country Pipelines and Power Transmission Lines
- CONSTRUCTION SURVEYS: Highways, Utilities, Bridges
- MISCELLANEOUS: Mine Reclamation Surveys, Water Rights, Mining Claims
- ALTA/ACSM Land Title Detailed Property Surveys

Payment is due upon presentation of invoice, and is past due 30 days from invoice date. A finance charge of one and one-half (1½) percent per month, or the maximum rate allowed by law, will be assessed against the unpaid balance



LEGEND

- EXISTING CONTOUR MAJOR
- PROPOSED CONTOUR MAJOR
- LIGHT POLE
- PAVED ROLLERSKI LOOP
- 6" FENCE

NOTE: THESE DRAWINGS ARE THE PROPERTY OF AMEC ENVIRONMENT AND INFRASTRUCTURE, INC. AND ARE NOT TO BE REPRODUCED IN ANY MANNER WITHOUT THE EXPRESS WRITTEN CONSENT OF AMEC ENVIRONMENT AND INFRASTRUCTURE, INC. AND ITS CLIENT.

DRAFT

REV	DATE	MONTH	YEAR	REVISION DESCRIPTION	ENR	APP'D
70	04	16	2012	PROPOSED RANGE DESIGN	PS	J

CLIENT CASPER MOUNTAIN BIATHLON CLUB	DATE: MADE PROJECT: CASPER MOUNTAIN BIATHLON CLUB CASPER, WYOMING	PROJECT NO: 2434-0000 SHEET NO: 5
	AMEC 2700 S.W. Columbia Road Portland, OR 97221	DRAWN BY: PM CHECKED BY: PC COMMENTS: AS NOTED

EXHIBIT "A" TO PROPOSAL
 DATED 11/13/14



Cathy Rosser <casperbiathlon@gmail.com>

Casper Mtn. Facility

Morgan Hesse <mhespe@modern-electric.com>
To: casperbiathlon@gmail.com

Fri, Feb 28, 2014 at 9:48 AM

Hi Cathy,

Richard asked me to send you the breakdown for the Ph. 1 budget estimate:

Power infrastructure to site/RMP	\$50k	
Service Drop		\$13.5k
Underground infrastructure req'd to be done in Ph. 1	\$35k	
Storage hut and range building	\$5k	
Total budget		\$103.5k

Thanks,
Morgan

Morgan Hesse
 Project Engineer
 Modern Electric Co.
 246 W. 1st Street
 PO Box 2107
 Casper, WY 82601
 mhespe@modern-electric.com
 office (307) 266-1711
 direct (307) 266-5004 x241
 fax (307) 237-3647



INBERG-MILLER ENGINEERS

Quality Solutions Through Teamwork

February 4, 2015

17618-CE

2 PDF PAGES EMAILED: casperbiathlon@gmail.com

THIS CONSTITUTES THE ORIGINAL

Ms. Cathy Rosser, Managing Director
Casper Mountain Biathlon Club
1046 Lemmers Road
Casper, Wyoming 82601

RE: CONSTRUCTION ADMINISTRATION BUDGET PROJECTION
CASPER MOUNTAIN BIATHLON FACILITY
CASPER MOUNTAIN, WYOMING

Dear Ms. Rosser:

As requested, the purpose of this letter is to present budgeting information for Phase I engineering services during construction for the Casper Mountain Biathlon Facility. As you are aware, we are currently in the midst of final design preparation of construction documents for the Phase I project. Accordingly, please consider the costs provided here to represent budget amounts only. Our proposal for engineering construction administration services may be higher or lower, based on the scope of improvements chosen and funding available to the Casper Mountain Biathlon Club. The information provided references 2015 Inberg-Miller Engineers billing rates and is subject to change.

Our budget information is as follows (assuming three (3) month construction period and six (6) day work weeks:

- *On-site Resident Project Representative (including Construction Materials Testing)*
(52 days @ 8 hr./day x \$65/hr.) = **\$27,040**
- *On-site Resident Project Representative (including Construction Materials Testing)*
(20 days @ 4 hr./day x \$65/hr.) = **\$5,200**
- *Geotechnical Engineer management (6 hr./week x 12 weeks @ \$115/hr.)* = **\$8,280**
- *Sr. Civil Engineer management (4 hr./week x 12 weeks @ \$135/hr.)* = **\$6,480**
- *Vehicle + mileage (72 days x \$50/day + \$1/mi. x 25mi. x 72 days)* = **\$5,400**
- *Surveying (12 days @ \$1,500/day – incl. crew and GPS)* = **\$18,000**
- *Contingency @ 10%* = **\$10,560**

SUBTOTAL **\$80,960**

124 East Main Street
Riverton, WY 82501
307-856-8136
307-856-3851 (fax)
riverton@inberg-miller.com

1120 East 'C' Street
Casper, WY 82601
307-577-0806
307-472-4402 (fax)
casper@inberg-miller.com

350 Parsley Boulevard
Cheyenne, WY 82007
307-635-6827
307-635-2713 (fax)
cheyenne@inberg-miller.com

193 West Flaming Gorge Way
Green River, WY 82935
307-875-4394
307-875-4395 (fax)
greenriver@inberg-miller.com

830 E. Richards Suite #1
Douglas, WY 82633
307-359-7000
307-460-7600 (fax)
ctwiford@inberg-miller.com

Ms. Cathy Rosser, Managing Director
Casper Mountain Biathlon Club
February 4, 2015
Page 2

17618-CE

<i>SUBTOTAL (from Page 1)</i>	<i>\$80,960</i>
<i>5% Inberg-Miller Project Contribution</i>	<i><u>(\$4,048)</u></i>
<i>GRAND TOTAL</i>	<i>\$76,912</i>

Please call if you have any questions. We look forward to continuing to assist the Casper Mountain Biathlon Club with this exciting project.

Sincerely,

INBERG-MILLER ENGINEERS



Hal H. Hutchinson, P.E.
Senior Civil Engineer

SERVICE AGREEMENT

This AGREEMENT, made August 8, 2014, by and between Inberg Surveying Company, Inc., dba Inberg-Miller Engineers a Wyoming Corporation, having its principal office located at 124 East Main Street, Riverton, Wyoming 82501, (hereinafter referred to as "IME") and Casper Mountain Biathlon Club, having their principal address located at 1255 Crimson Dawn Road, Casper, Wyoming 82601, (hereinafter referred to as "CLIENT"), in consideration of the mutual covenants contained herein, the parties agree as follows:

The CLIENT hereby engages IME and IME hereby agrees to perform the services described in Appendix A, attached hereto, under the terms and conditions hereinafter specified:

SECTION 1: INDEPENDENT CONSULTANT STATUS

- 1.1 Except as may otherwise be noted herein, IME shall serve as an independent consultant to CLIENT and shall have control over and be responsible for the means and methods for providing services under this AGREEMENT. It is specifically understood that, irrespective of any assignability provisions, IME may retain subcontractors to perform services usually performed by subcontractors and should IME determine it appropriate or necessary to rely on a subcontractor where it is not customary to do so, IME shall obtain prior written approval or subsequent written confirmation from CLIENT.

SECTION 2: INTEGRATION

- 2.1 This AGREEMENT comprises a final and complete repository of understanding between CLIENT and IME. It supersedes all prior or contemporaneous communications, representations, or agreements, whether oral or written, relating to the subject matter of this AGREEMENT. Each party has advised the other to read this document thoroughly before accepting it, to help assure it accurately conveys meanings and intents. Acceptance of this AGREEMENT as provided for below signifies that each party has read the document thoroughly and has had any questions or concerns completely explained by independent counsel and is satisfied. CLIENT and IME agree that modifications to this AGREEMENT shall not be binding unless made in writing and signed by an authorized representative of each party.

SECTION 3: GOVERNING LAW

- 3.1 Unless otherwise provided in an ADDENDUM, the law of the State of Wyoming will govern the validity of this AGREEMENT, its interpretation and performance, and remedies for contract breach or any other claims related to this AGREEMENT.

SECTION 4: ASSIGNMENT

- 4.1 Neither party to this AGREEMENT shall assign its duties and obligations hereunder without the prior written consent of the other party.

SECTION 5: NOTICES

- 5.1 Any notice given hereunder shall be deemed served when hand-delivered in writing to an officer or other duly appointed representative of the party to whom the notice is directed, or is sent by registered or certified mail to the business address identified above.

SECTION 6: SEVERABILITY

- 6.1 CLIENT and IME have entered into this AGREEMENT of their own free will, to communicate to one another mutual understandings and responsibilities. Any element of this AGREEMENT later held to violate the law or regulation shall be deemed void, and all remaining provisions shall continue in force.

- 6.2 However, CLIENT and IME will in good faith attempt to replace any invalid or unenforceable provision with one that is valid and enforceable, and which comes as close as possible to expressing the intent of the original provision.

SECTION 7: STANDARD OF CARE

- 7.1 Services performed by IME under this AGREEMENT will be conducted in a manner consistent with that level of care and skill ordinarily exercised by members of the profession currently practicing in the same locality under similar conditions. No other representation, express or implied, and no warranty or guarantee is included or intended in this AGREEMENT, or in any report, opinion, document or otherwise.

SECTION 8: COMPLIANCE WITH CODES AND STANDARDS

- 8.1 IME's professional services shall be consistent with sound engineering practices and shall incorporate those publicly announced federal, state, and local laws, regulations, codes and standards that are applicable at the time IME rendered their services. In the event of a change in laws, regulations, etc., of which IME becomes aware and believes affects their work for CLIENT, IME shall inform CLIENT of the change and its impact on work already done or to be done, fees and costs involved, and scheduling. If either CLIENT or IME believes the change requires a renegotiation of this AGREEMENT, both CLIENT and IME agree to bargain promptly and in good faith, to permit IME to continue to meet CLIENT's needs. If a renegotiated contract cannot be agreed to, CLIENT agrees IME has an absolute right to terminate this AGREEMENT.

- SECTION 9: PUBLIC RESPONSIBILITY
- 9.1 CLIENT recognizes that he owes a duty of care to the public that requires him to conform to applicable codes, standards, regulations and ordinances, principally to protect public health and safety.
- 9.2 IME likewise owes a duty of care to the public, in that the public, through its professional engineer registration law, has granted to IME an exclusive license to perform functions which require engineering skill and knowledge, to protect public health and safety. IME will at all times endeavor to perform in a faithful and trustworthy manner and, in this regard, do their best to alert CLIENT to any matter of which IME becomes aware and believes requires CLIENT's immediate attention to help protect public health and safety, or which IME believes requires CLIENT to issue a notice or report to certain public officials, or to otherwise conform with applicable codes, standards, regulations or ordinances.
- 9.3 If CLIENT for any reason decides to disregard IME's recommendations in these respects, IME shall employ their best judgment in deciding whether or not he shall notify public officials. CLIENT agrees that such decisions are IME's to make, in light of IME's public responsibilities as IME perceives them and, in any event, IME should not be held liable in any respect for failing to report conditions which were CLIENT's responsibility to report.
- 9.4 Accordingly, CLIENT waives any claim against IME, and agrees to defend, indemnify and hold IME harmless from any claim or liability for injury or loss allegedly arising from IME's notifying or not notifying public officials about conditions existing at the project site.
- 9.5 Further, CLIENT agrees to compensate IME for any time spent or expenses incurred by IME in defense of any such claim, with such compensation to be based upon IME's prevailing fee schedule and expense reimbursement policy.
- SECTION 10: OWNERSHIP OF INSTRUMENTS OF SERVICE
- 10.1 All reports, boring logs, field data, field notes, laboratory test data, calculations, estimates and other documents prepared by IME as instruments of service shall remain the property of IME. IME shall retain these records for a period of 5 (five) years following submission of their report, during which period they will be made available to CLIENT at all reasonable times. If CLIENT wishes IME to retain documents for a longer period of time, CLIENT shall so specify in advance, in writing, and shall pay in a timely manner all charges agreed to for IME's maintenance of such documents beyond the time period otherwise prevailing. CLIENT recognizes that no such documents should be subject to unauthorized reuse, that is, reuse without written authorization of IME to do so.
- 10.2 The CLIENT agrees that all documents and other work furnished to the CLIENT or their agents, which is not paid for, will be returned upon demand and will not be used by the CLIENT for any purpose whatsoever.
- 10.3 IME will return to the CLIENT within thirty (30) days of completion of the work, all documents provided by the CLIENT.
- SECTION 11: INFORMATION PROVIDED BY OTHERS
- 11.1 IME shall indicate to CLIENT the information needed for rendering of services hereunder, and CLIENT shall provide to IME such information as is available to CLIENT. CLIENT recognizes that it is impossible for IME to assure the sufficiency of such information, either because it is impossible to do so, or because of errors or omissions which may have occurred in assembling the information.
- 11.2 Accordingly, CLIENT waives any claim against IME, and agrees to defend, indemnify and hold IME harmless from any claim or liability for injury or loss allegedly arising from errors, omissions, or inaccuracies in documents or other information provided to IME by CLIENT.
- 11.3 Further, CLIENT agrees to compensate IME for any time spent or expenses incurred by IME in defense of any such claim, with such compensation to be based upon IME's prevailing fee schedule and expense reimbursement policy.
- SECTION 12: JOBSITE SAFETY
- 12.1 Insofar as jobsite safety is concerned, IME is responsible solely for their own and their employees' activities on the jobsite, but this shall not be construed to relieve CLIENT and/or OWNER or any construction contractors from their responsibilities for maintaining a safe jobsite.
- 12.2 Neither the professional activities of IME, nor the presence of IME or their employees and subcontractors, shall be construed to imply IME has any responsibility for methods of work performance, superintendence, sequencing of construction, or safety in, on or about the jobsite.
- 12.3 CLIENT agrees that the General Contractor is solely responsible for jobsite safety, and warrants that this intent shall be made evident in the CLIENT and/or OWNER's AGREEMENT with the General Contractor. CLIENT also warrants that IME shall be made an additional insured under the General Contractor's general liability insurance policy.

SECTION 13: BILLING AND PAYMENT

- 13.1 CLIENT recognizes that time is of the essence with respect to payment of IME's invoices, and that timely payment is a material part of the consideration of this AGREEMENT.
- 13.2 CLIENT shall pay IME for services performed in U.S. funds drawn upon U.S. banks and in accordance with the rates and charges set forth herein. Invoices will be submitted by IME from time to time but no more frequently than every two weeks, and shall be due and payable within thirty (30) calendar days of invoice date. If CLIENT objects to all or any portion of an invoice, CLIENT shall so notify IME within fourteen (14) calendar days of the invoice date, identify the cause of disagreement, and pay when due that portion of the invoice, if any, not in dispute.
- 13.3 CLIENT shall pay an additional charge of one-and-one-half (1.5) percent (or the maximum percentage allowed by law, whichever is lower) of the invoiced amount per month for any payment received by IME more than thirty (30) calendar days from the date of the invoice, excepting any portion of the invoiced amount in dispute and resolved in favor of CLIENT. Payment thereafter shall first be applied to accrued interest and then to the principal unpaid amount. Payment of invoices is in no case subject to unilateral discounting or set-offs by CLIENT.
- 13.4 Application of the percentage rate indicated above as a consequence of CLIENT's late payments does not constitute any willingness on IME's part to finance CLIENT's operation, and no such willingness should be inferred. If CLIENT fails to pay undisputed invoiced amounts within thirty (30) calendar days of the date of the invoice, IME, may at any time, without waiving any other claim against CLIENT and without thereby incurring any liability to CLIENT, suspend this AGREEMENT (as provided for in SECTION 18, SUSPENSION) or terminate this AGREEMENT (as provided for in SECTION 19, TERMINATION).

SECTION 14: LEGAL RIGHT OF ENTRY

- 14.1 CLIENT shall provide for IME's right to enter from time to time property owned by CLIENT and/or other(s) in order for IME to fulfill the scope of services indicated hereunder. CLIENT understands that use of equipment may unavoidably cause some damage to the surface the correction of which is not part of this AGREEMENT.

SECTION 15: BURIED AND ABOVE-GROUND STRUCTURES AND UTILITIES

- 15.1 In the performance of the scope of services indicated hereunder, IME will take reasonable precautions to avoid damaging buried and above-ground structures and utilities.
- 15.2 CLIENT agrees to waive any claim against IME, and to defend, indemnify and hold IME harmless for any claim or liability for injury or loss allegedly arising from IME's damaging buried and above-ground structures and utilities that were not called to IME's attention or which were not properly located on plans furnished to IME.

SECTION 16: CHANGED CONDITIONS

- 16.1 CLIENT has relied on IME's judgment in establishing the workscope and fee for this project, given the project's nature and risks. CLIENT shall therefore rely on IME's judgment as to the continued adequacy of this AGREEMENT in light of occurrences or discoveries that were not originally contemplated by or known to IME.
- 16.2 Should IME call for contract renegotiation, IME shall identify the changed conditions which in IME's professional judgment make such renegotiation necessary, and IME and CLIENT shall promptly and in good faith enter into renegotiation of this AGREEMENT to help permit IME to continue to meet CLIENT's needs. If renegotiated terms cannot be agreed to, CLIENT agrees that IME has an absolute right to terminate this AGREEMENT.

SECTION 17: DELAYS

- 17.1 In the event that IME'S field or technical work is interrupted due to causes beyond their control, IME shall be compensated for the labor, equipment and other costs IME incurs in order to maintain their workforce for CLIENT's benefit during the interruption, or - at CLIENT's option - the various costs IME incurs for demobilization and subsequent remobilization. Compensation to IME shall be based upon IME's prevailing fee schedule and expense reimbursement policy.
- 17.2 Except for the foregoing provision, neither party shall hold the other responsible for damages or delays in performance caused by acts of God or other circumstances beyond the control of the other party, and which could not reasonably have been anticipated or prevented. For purposes of this AGREEMENT, acts of God and other circumstances include, but are not necessarily limited to, unusual weather, floods, epidemics, war, riots, strikes, lockouts or other industrial disturbances, protest demonstrations, unanticipated site conditions, or inability despite reasonable diligence to supply personnel, equipment or material to the project. Should such acts occur, CLIENT and IME shall utilize their best efforts to overcome the resulting difficulties and resume conduct of services called for herein as soon as reasonably possible.
- 17.3 Delays within the scope of this provision that cumulatively exceed forty-five (45) calendar days shall, at the option of either party, make this AGREEMENT subject to renegotiation or termination.

SECTION 18: SUSPENSION

- 18.1 Upon seven (7) calendar days' written notice to IME, CLIENT may suspend IME's work. If payment of IME's invoices is not maintained on a thirty (30) calendar day current basis by CLIENT, IME may by seven (7) calendar days' written notice to CLIENT suspend further work until payment is restored to a current basis.
- 18.2 Suspension for any reason exceeding forty-five (45) calendar days shall, at IME's option, make this AGREEMENT subject to renegotiation or termination as provided for elsewhere in this AGREEMENT.
- 18.3 Any suspension shall extend the time schedule for performance in a manner that is satisfactory to both CLIENT and IME, and IME shall be compensated for services performed and charges incurred prior to the suspension date, plus suspension charges. Suspension charges may include, but shall not be limited to, services and costs associated with putting analyses and documents in order, rescheduling and reassigning personnel and/or equipment and issuing necessary or customary notices to appropriate government agencies. Compensation to IME shall be based upon IME's prevailing fee schedule and expense reimbursement policy.

SECTION 19: TERMINATION

- 19.1 This AGREEMENT may be terminated by either party upon seven (7) days written notice in the event of substantial failure by the other party to perform in accordance with the terms hereof. Such termination shall not be effective if that substantial failure has been remedied before expiration of the period specified in the written notice.
- 19.2 Irrespective of which party shall effect termination or the cause therefore, CLIENT shall within thirty (30) calendar days of termination remunerate IME for services rendered and costs incurred, in accordance with IME's prevailing fee schedule and expense reimbursement policy. Services shall include those rendered up to the time of termination as well as those associated with termination itself, such as demobilizing, modifying schedules, reassigning personnel, and so on. Costs shall include those incurred up to the time of termination, as well as those associated with termination and post-termination activities, such as demobilization, decontaminating and/or disposing of equipment, disposal and replacement of contaminated consumables, and so on.

SECTION 20: INSURANCE

- 20.1 IME declares that it and its agents, staff and consultants employed by it is and are protected by worker's compensation insurance and that IME has such coverage under public liability and property damage insurance policies which IME deems to be adequate.
- 20.2 Certificates for all such policies of insurance shall be provided to CLIENT upon request in writing. Within the limits and conditions of such insurance, IME agrees to indemnify and save CLIENT harmless from and against any loss, damage, or liability arising from any negligent acts by IME, its agents, staff, and consultants employed by it. IME shall not be responsible for any loss, damage or liability beyond the amounts, limits, and conditions of such insurance.
- 20.3 IME shall not be responsible for any loss, damage, or liability arising from any acts by CLIENT, its agents, staff, and other consultants employed by it.

SECTION 21: CONSEQUENTIAL DAMAGES

- 21.1 CLIENT shall not be liable to IME and IME shall not be liable to CLIENT for any consequential damages incurred by either due to the fault of the other, regardless of the nature of this fault, or whether it was committed by the CLIENT or IME, their employees, agents or subcontractors. Consequential damages include, but are not limited to, loss of use and loss of profit.

SECTION 22: LIMITATION OF LIABILITY

- 22.1 The CLIENT agrees to limit IME's liability to the CLIENT and all construction contractors and subcontractors on the project arising from IME's professional acts, errors or omissions, such that the total aggregate liability of IME to all those named shall not exceed \$50,000 or IME's total fee for the services rendered on this project, whichever is greater. The CLIENT further agrees to require of the contractor and their subcontractors an identical limitation of IME's liability for damages suffered by the contractor or subcontractor arising from IME's professional acts, errors or omissions. Neither the contractor nor any of their subcontractors assumes any liability for damages to others which may arise on account of IME's professional acts, errors or omissions.

SECTION 23: CONFLICTS

- 23.1 In the event of a conflict between the main text of this AGREEMENT (Sections 1 through 40, inclusive) and any APPENDIX thereof, provisions of the main text shall govern. In the event of any conflict between the AGREEMENT and any ADDENDA thereto, the ADDENDA shall govern. In the event of a conflict between any two ADDENDA, the ADDENDA of most recent date shall govern.

SECTION 24: DISPUTE RESOLUTION

- 24.1 In the event that legal action is brought by either party against the other, the prevailing party shall be reimbursed by the other for the prevailing party's legal costs, in addition to whatever other judgments or settlement sums, if any, may be due. Such legal costs shall include, but not be limited to, reasonable attorney's fees, court costs, expert witness fees and other documented expenses as well as the value of time spent by the prevailing party and those in their employ in researching the issues in question, discussing matters with attorneys and others, preparing for depositions, responding to interrogatories and so on. The value of time spent and the expenses incurred shall, on IME's part, be computed based upon IME's prevailing fee schedule and expense reimbursement policy.
- 24.2 If any controversy or claim arises out of or relates to this contract, or breach thereof, and if said dispute can not be settled through negotiation, the parties shall submit to binding arbitration in accordance with the Construction Industry Arbitration Rules of the AAA, and judgment upon the award rendered by the arbitrator(s) may be entered in any court having jurisdiction thereof.

SECTION 25: CURING A BREACH

- 25.1 In the event either party believes that the other has committed a material breach of this AGREEMENT, the party maintaining such a belief shall issue a termination notice to the other, identifying the facts as perceived, and both parties shall bargain in good faith to cure the causes for termination as stated in the termination notice. If such a cure can be effected prior to the date by which termination otherwise would be effective, both parties shall commit their understanding to writing, and termination shall not become effective. If, in curing an actual or alleged breach, either party shall waive any rights otherwise inuring to him by virtue of this AGREEMENT, such waiver shall not be construed to, in any way, affect future application of the provision involved or any other provision.

SECTION 26: DEFECTS IN SERVICE

- 26.1 CLIENT and CLIENT's personnel, contractors and subcontractors shall promptly report to IME any defects or suspected defects in IME's work, in order that IME may take prompt, effective measures which in IME's opinion will minimize the consequences of a defect in service.

SECTION 27: PERMITS AND APPROVALS

- 27.1 IME shall assist CLIENT in applying for those permits and approvals typically required by law for projects similar to the one for which IME's services are being engaged. This assistance relates to completing and submitting forms as to the results of certain work included in the scope of services. IME will also provide additional services as requested, these to include conducting special tests, performance of special research studies, preparation of special documentation, development and delivery of testimony, and so on. CLIENT and IME agree to discuss the scope of these additional services and the fees and expenses involved before IME performs them on CLIENT's behalf.

SECTION 28: PROJECT REPRESENTATIVES

- 28.1 CLIENT shall furnish representatives who shall make decisions on CLIENT's behalf when requested to do so by IME. The following designated CLIENT representatives shall be available on an on-call basis as required by IME, and shall be called in the order listed herein. In the event the first-listed representative cannot be contacted, the one listed second shall be called, and so on, until contact is made.

Client's Contact's Name	Contact's Telephone
<u>Robert Rosser</u>	(W) <u>307-277-0318</u> (C) _____
<u>Cathy Rosser</u>	(W) <u>307-215-4054</u> (C) _____

CLIENT warrants that, when any changes affecting this listing are made, CLIENT shall furnish a revised listing to IME.

IME's Contact's Name	Contact's Telephone
<u>Ben Hauser, P.E., G.I.T.</u>	(W) <u>307-577-0806</u> (C) <u>307-262-2045</u>
<u>Hal H. Hutchinson, P.E.</u>	(W) <u>307-577-0806</u> (C) <u>307-259-5077</u>

IME designates Ben Hauser, P.E., G.I.T. as Project Manager, whose address is:

Inberg-Miller Engineers
1120 East "C" Street
Casper, WY 82601

- SECTION 29: TERM OF AGREEMENT
29.1 The term of this AGREEMENT shall commence on August 8, 2014, and end on December 31, 2014. IME shall not commence work or services under this AGREEMENT until the CLIENT executes and delivers a copy of this AGREEMENT to IME.
- SECTION 30: CLIENT'S RESPONSIBILITY TO NOTIFY IME
30.1 When hazardous materials are known, assumed or suspected to exist at the site, IME is required to take appropriate precautions to protect the health and safety of their personnel, to comply with applicable laws and regulations, and to follow procedures that IME deems prudent to minimize physical risks to employees and the public.
30.2 CLIENT hereby warrants that, if he knows or has any reason to assume or suspect that hazardous materials may exist at the project site, he has so informed IME. CLIENT also warrants that he has informed IME of such known or suspected hazardous materials type, quantity and location.
- SECTION 31: SUBSURFACE RISKS
31.1 CLIENT recognizes that special risks occur whenever engineering or related disciplines are applied to identify subsurface conditions. Even a comprehensive sampling and testing program, implemented with the appropriate equipment and experienced personnel under the direction of a trained professional who functions in accordance with a professional standard of care may fail to detect certain conditions, because they are hidden and therefore cannot be considered in development of a subsurface exploration program.
31.2 For similar reasons, actual environmental, geologic and geotechnical conditions that IME properly infers to exist between sampling points may differ significantly from those that actually exist. The passage of time must also be considered, and CLIENT recognizes that, due to natural occurrences or direct or indirect human intervention at the site or distant from it, actual conditions discovered may quickly change.
31.3 CLIENT realizes that nothing can be done to eliminate these risks altogether, but certain techniques can be applied by IME to help reduce them to that level deemed tolerable by CLIENT. IME is available to explain these risks and risk reduction methods to CLIENT, but in any event, the scope of services included with this AGREEMENT, is that which CLIENT agreed to or selected in light of their own risk preferences and other considerations.
- SECTION 32: DISCOVERY OF UNANTICIPATED HAZARDOUS MATERIALS
32.1 Hazardous materials or certain types of hazardous materials may exist at a site where there is no reason to believe they could or should be present. IME and CLIENT agree that the discovery of unanticipated hazardous materials constitutes a changed condition mandating a renegotiation of the scope of work or termination of services.
32.2 IME and CLIENT also agree that the discovery of unanticipated hazardous materials will make it necessary for IME to take immediate measures to protect human health and safety. IME agrees to notify CLIENT as soon as practically possible should unanticipated hazardous materials or suspected hazardous materials be encountered. CLIENT encourages IME to take any and all measures that in IME's professional opinion are justified to preserve and protect the health and safety of IME's personnel and the public. CLIENT agrees to compensate IME for the additional cost of such work.
32.3 In addition, CLIENT waives any claim against IME, and agrees to indemnify, defend and hold IME harmless from any claim or liability for injury or loss arising from IME's encountering of unanticipated hazardous materials or suspected hazardous materials.
32.4 CLIENT also agrees to compensate IME for any time spent and expenses incurred by IME in defense of any such claim, with such compensation to be based upon IME's prevailing fee schedule and expense reimbursement policy.
- SECTION 33: DISCOVERY OF UNANTICIPATED HAZARDOUS MATERIALS ON SITE NOT OWNED BY CLIENT
33.1 In the event the project site is not owned by CLIENT, CLIENT warrants that he has obtained all necessary permissions for IME to enter onto the site and conduct subsurface exploration activities. CLIENT recognizes that it is their responsibility to inform the property owner of the discovery of unanticipated hazardous materials or suspected hazardous materials.
33.2 CLIENT also recognizes that any such discovery may result in a significant reduction of the property's value, and this may spur the property's owner to institute action against IME. Accordingly, in such situations, CLIENT waives any claim against IME, and agrees to defend, indemnify and save IME harmless from any such claim or liability for injury or loss of any type arising from IME's discovery of unanticipated hazardous materials or suspected hazardous materials on a site not owned by CLIENT.
33.3 CLIENT also agrees to compensate IME for any time spent and expenses incurred by IME in defense of any such claim, with such compensation to be based upon IME's prevailing fee schedule and expense reimbursement policy.

SECTION 34: FAILURE TO ENCOUNTER HAZARDOUS MATERIALS

- 34.1 It is possible that exploration may fail to reveal the presence of hazardous materials at sites where hazardous materials are assumed or expected to exist. CLIENT understands that IME's failure to discover hazardous materials through appropriate and mutually agreed-upon sampling techniques does not guarantee that hazardous materials do not exist at the site.
- 34.2 Similarly, a site which in fact is unaffected by hazardous materials at the time of IME's subsurface exploration may later due to natural phenomena or human intervention become contaminated.
- 34.3 CLIENT agrees that it would be unfair to hold IME liable for failing to discover hazardous materials whose exact location is impossible to foretell from the surface, or for failing to discover hazardous materials which in fact did not exist at specific sampling locations at the time such samples were taken. Accordingly, CLIENT waives any claim against IME, and agrees to defend, indemnify and save IME harmless from any claims or liability for injury or loss arising from IME's failure to detect the presence of hazardous materials through techniques commonly employed for the purpose.
- 34.4 CLIENT also agrees to compensate IME for any time spent and expenses incurred by IME in defense of any such claim, with such compensation to be based upon IME's prevailing fee schedule and expense reimbursement policy.

SECTION 35: AQUIFER CONTAMINATION

- 35.1 Subsurface sampling may result in unavoidable contamination of certain subsurface areas, as when a probe or boring device moves through a contaminated area, linking it to an aquifer, underground stream, or other hydrous body not previously contaminated and capable of spreading hazardous materials off-site.
- 35.2 Because nothing can be done to eliminate the risk of such an occurrence, and because subsurface sampling is a necessary aspect of the work which IME will perform on CLIENT's behalf, CLIENT waives any claim against IME, and agrees to defend, indemnify and hold IME harmless from any claim or liability for injury or loss which may arise as a result of alleged cross-contamination caused by sampling.
- 35.3 CLIENT further agrees to compensate IME for any time spent or expenses incurred by IME in defense of any such claim, in accordance with IME's prevailing fee schedule and expense reimbursement policy.

SECTION 36: CONTAMINATED EQUIPMENT AND CONSUMABLES

- 36.1 Any of IME's field or laboratory equipment that becomes contaminated by hazardous materials encountered at the project site must be decontaminated and contaminated consumables must be disposed of properly. CLIENT agrees to remunerate IME for costs associated with decontamination of equipment and disposal and replacement of contaminated consumables.
- 36.2 In some instances, the fair market value of a piece of equipment, were it not contaminated, together with the cost of properly transporting and disposing of the equipment, may be less than the cost of decontamination. In such instances, IME shall notify CLIENT and give CLIENT the option of paying for decontamination, or purchasing the equipment at its fair market value immediately prior to contamination. If CLIENT elects to purchase equipment, CLIENT and IME shall enter into a specific agreement for that purpose.
- 36.3 For purposes of this AGREEMENT, any equipment that cannot be decontaminated shall be considered a consumable.

SECTION 37: DRILL CUTTINGS AND FLUIDS

- 37.1 CLIENT recognizes that, when it is known, assumed or suspected that hazardous materials exist beneath the surface of the project site, certain waste materials, such as drill cuttings and drilling fluids, should be handled as if contaminated. Accordingly, to protect human health and safety as well as the environment, IME will: appropriately contain and label such materials, will promptly inform CLIENT that such containerization and labeling has been performed, and will leave the containers on site for proper, lawful removal, transport, and disposal by CLIENT.
- 37.2 CLIENT waives any claim against IME, and agrees to defend, indemnify and hold IME harmless from any claim or liability for injury or loss which may arise as a result of the drill cuttings, drilling fluids or other assumedly hazardous materials being left on site after their containerization by IME.
- 37.3 CLIENT also agrees to compensate IME for any time spent and expenses incurred by IME in defense of any such claim, with such compensation to be based upon IME's prevailing fee schedule and expense reimbursement policy.

SECTION 38: DISPOSAL OF SAMPLES

- 38.1 Soil, rock, water and/or other samples obtained from the Project site are the property of CLIENT. IME shall preserve such samples for no longer than forty-five (45) calendar days after the issuance of any document that includes the data obtained from them, unless other arrangements are mutually agreed upon in writing.
- 38.2 Should any of these samples be contaminated by hazardous substances or suspected hazardous substances, it is CLIENT's responsibility to select and arrange for lawful disposal procedures, that is, procedures which encompass removing the contaminated samples from IME's custody and transporting them to a disposal site.
- 38.3 CLIENT is advised that, in all cases, prudence and good judgment should be applied in selecting and arranging for lawful disposal procedures.
- 38.4 Due to the risks to which IME is exposed, CLIENT agrees to waive any claim against IME and to defend, indemnify and hold IME harmless from any claim or liability for injury or loss arising from IME's containing, labeling, transporting, testing, storing, or other handling of contaminated samples.
- 38.5 CLIENT also agrees to compensate IME for any time spent and expenses incurred by IME in defense of any such claim, with such compensation to be based upon IME's prevailing fee schedule and expense reimbursement policy.

SECTION 39: JOINT AND SEVERAL LIABILITY

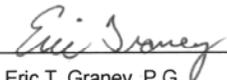
- 39.1 As applied to hazardous materials projects, it is possible that the concept of joint and several liability could be construed to make IME partly or wholly responsible for damages created directly or indirectly by the hazardous materials. CLIENT agrees that it would be unfair for IME to be exposed to such an action, because IME had nothing whatsoever to do with the creation of the hazardous condition.
- 39.2 Accordingly, CLIENT waives any claim against IME, and agrees to defend, indemnify and save IME harmless from any claim or liability for injury or loss arising from application of a joint and several liability concept that would in any manner hold or seek to hold IME responsible for creating a hazardous condition or permitting one to exist.
- 39.3 CLIENT also agrees to compensate IME for any time spent and expenses incurred by IME in defense of any such claim, with such compensation to be based upon IME's prevailing fee schedule and expense reimbursement policy.

SECTION 40: CONSTRUCTION MONITORING

- 40.1 CLIENT recognizes that unanticipated or changed conditions may be encountered during construction. CLIENT agrees to retain IME to monitor construction, IME agrees to assign to the monitoring function persons qualified to observe and report on the quality of work performed by contractors, et al.
- 40.2 CLIENT recognizes that construction monitoring is a technique employed to minimize the risk of problems arising during construction. Provision of construction monitoring by IME is not insurance, nor does it constitute a warranty or guarantee of any type. In all cases, contractors et al, shall retain responsibility for the quality of their work and for adhering to plans and specifications. Should CLIENT for any reason not retain IME to monitor construction or should CLIENT unduly restrict IME's assignment of personnel to monitor construction, or should IME for any reason not perform construction monitoring during the full period of construction, IME shall not have the ability to perform a complete service.
- 40.3 Should IME be prevented from performing a complete service, CLIENT waives any claim against IME, and agrees to indemnify, defend and hold IME harmless from any claim or liability for injury or loss arising from problems during construction that allegedly result from findings, conclusions, recommendations, plans or specifications developed by IME. CLIENT also agrees to compensate IME for any time spent and expenses incurred by IME in defense of any such claim, with such compensation to be based upon IME's prevailing fee schedule and expense reimbursement policy.

IME: Inberg Surveying Company, Inc.,
dba Inberg-Miller Engineers

CLIENT: Casper Mountain Biathlon Club

Signature: 
 Print Name: Eric T. Graney, P.G.
 Title: Senior Vice President
 Date: August 8, 2014

Signature: _____
 Print Name: _____
 Title: _____
 Date: _____



INBERG-MILLER ENGINEERS

Quality Solutions Through Teamwork

August 7, 2014

17618-CXP

APPENDIX A

Mr. Harry Brubaker
Casper Mountain Biathlon Club
1046 Lemmers Road
Casper, WY 82601

RE: PROPOSAL FOR GEOPHYSICAL EXPLORATION SERVICES
CASPER MOUNTAIN BIATHLON COMPLEX
NATRONA COUNTY, WYOMING

Dear Mr. Brubaker:

Based on your verbal request of July 24, 2014 and subsequent meeting on August 5, 2014, we are pleased to submit this proposal for performing a geophysical exploration for the above-referenced project.

PROJECT DESCRIPTION

It is our understanding the project will consist of developing a 40-acre parcel on Casper Mountain into a world class biathlon complex in approximately 4 phases of construction. We understand the first phase of construction will be to perform the mass excavation and site grading for the shooting lanes, ski track, penalty loop track, and parking area. Phase one will also consist of installing nine lanes of fire and associated targets.

We understand that the earthwork for this project has been estimated or bid previously and resulted in higher than expected costs. High bid totals for earthwork may have been partially due to caution by the bidders due to unknown soil and rock conditions.

SCOPE OF SERVICES

The purpose of this geophysical exploration will be to obtain subsurface soil and bedrock information to develop a better understanding of the subsurface conditions as they relate to proposed cut and fill operations. Our scope of services **includes** the following:

SUBSURFACE EXPLORATION

We propose performing 12 seismic refraction transects in a grid pattern within accessible proposed cut areas of the site. Each transect will have up to 96 geophones spaced up to 5 meters apart.

Vibrations induced throughout the transect are received at the geophones and the waves are recorded. The time required for the induced waves to travel through the soil to the bedrock surface and to the geophones determines the in part the depth to the bedrock. After the data are collected, data reduction and analyses are performed.

124 East Main Street
Riverton, WY 82501
307-856-8136
307-856-3851 (fax)
rivoton@inberg-miller.com

1120 East "C" Street
Casper, WY 82601
307-577-0806
307-472-4402 (fax)
casper@inberg-miller.com

350 Parsley Boulevard
Cheyenne, WY 82007
307-635-6827
307-635-2713 (fax)
cheyenne@inberg-miller.com

193 West Flaming Gorge Way
Green River, WY 82935
307-875-4394
307-875-4395 (fax)
greenriver@inberg-miller.com

830 E. Richards Suite #1
Douglas, WY 82633
307-359-7000
307-460-7600 (fax)
ctwiford@inberg-miller.com

Mr. Harry Brubaker
Casper Mountain Biathlon Club
August 7, 2014
Page 2

17618-CXP

GEOPHYSICAL TRANSECTS SURVEY

In order to determine the location and elevation of the geophysical transects the locations will be surveyed. We anticipate using a survey grade GPS for this data collection but if tree canopy cover is too great other instruments may be used.

GEOPHYSICAL EXPLORATION ANALYSES AND REPORT

After the data are reduced and survey information is collected, the bedrock information will be reported in text and drawing format. We anticipate producing at a minimum a top of bedrock elevation map to be used in the project drawings. In addition, the rip ability of the bedrock will be estimated based on the geophysical results.

FEES

Our fee for the proposed scope of services described above is **\$21,500.00**.

The above fees are based upon weather conditions that do not affect our ability to complete the fieldwork within the schedule described below. If weather slows our progress, additional fees may be applied or our completion schedule may change. If services in addition to the proposed scope of services appear necessary, we will perform such services at our current hourly, unit, and expense rates. This proposal is valid if accepted by August 31, 2014.

PERFORMANCE SCHEDULE

Upon receipt of a properly executed copy of our standard Service Agreement, we will be available to perform the services described herein at the request of your authorized representative.

We will coordinate with you, in advance, a mutually convenient time and date to start the field services. We propose to start field work on or about August 11, 2014, following receipt of our signed standard Service Agreement, and weather permitting. We estimate 5 days will be required to perform the geophysical exploration phase of this project and approximately 3 days will be required to reduce and analyze the data. The report will be completed approximately 4-6 weeks after completion of the field services and the drawings will be created initially and as needed through the design process.

CLOSURE

We appreciate the opportunity to submit this proposal. If you have any questions, please contact us at 307-577-0806.

Sincerely,

INBERG-MILLER ENGINEERS



Ben Hauser, P.E., G.I.T.
Geotechnical Engineer

BH:ETG:cno\\IME01\Projects\17618-CE-CX-CS CASPER MOUNTAIN BIATHLON CLUB Biathlon
Facility\Contracts\17618-CX prp.docx



Estimating Department
2840 E. Yellowstone Hwy.
Casper, WY 82609
307-261-7011
margaret.carpenter@rockymountainpower.net

February 27, 2014

Casper Mountain Biathlon Club
Attn: Cathy Rosser
Via email: casperbiathlon@gmail.com

Dear Cathy:

This letter is in response to your request for the approximate amount of the cash advance you would be required to make, under the current line-extension rule of Rocky Mountain Power's electric tariff, for obtaining single-phase, 120/240 volt electric service to a piece of property on East End Road located in a portion of the SE1/4SW1/4 and the SW1/4SE1/4 of Section 15, T32N, R79W, 6th P.M., Natrona County, Wyoming.

I have made two preliminary construction cost estimates in order to avoid delaying your determination of the economic feasibility of obtaining the electric service. These estimated costs are based on:

1. All rights-of-way and easements required by Rocky Mountain Power to construct, operate and maintain the new service being obtained at no cost to PacifiCorp.
2. Use of a route chosen from mapped information and without field survey for extending a distribution line from Pacific's presently existing facilities, to a point of delivery acceptable to Pacific on the premises located as described above.
3. Material, labor and overhead costs presently being incurred by Rocky Mountain Power for the construction of similar electric distribution facilities.

Option 1 is for an overhead line extension from the nearest primary pole on the south side of East End Road and to the east of your property. It would include two poles, one transformer, and an overhead service to a customer meter pole located no farther than 350 feet from the southeast corner of the property.

Option 2 is for an overhead line extension from the nearest primary pole on the south side of East End Road and to the east of your property. It would include two poles, one transformer, and an underground service to a customer meter pole located no farther than 500 feet from the southeast corner of the property.

The cash line-extension advance, based on the preliminary estimate and my understanding of your intended use, is \$14,000.00 for Option 1 and \$18,500 for Option 2.

Casper Mountain Biathlon Club
February 27, 2014
Page 2

You will also be on a five-year contract with a monthly minimum. For Option 1 this would be approximately \$125.00 plus 80% of the actual billing, or the actual billing, whichever is greater. For Option 2 this would be approximately \$160.00 plus 80% of the actual billing, or the actual billing, whichever is greater.

In addition for an underground service you will be responsible for providing all required ditching, sand cushion, conduit, and backfill. You can find specifications on Rocky Mountain Power's website at <http://www.rockymtnpower.net/ESR> and <http://www.rockymountainpower.net> > Contractors > RMP Underground Conduit System Installation Guide > Procedure 242.

You will also be responsible for clearing trees from the route of the overhead power line and providing surveyed exhibits for any required rights-of-way.

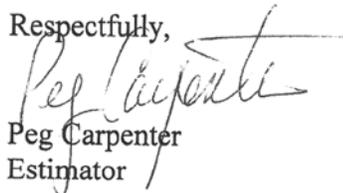
Following your determination that you wish to proceed, Rocky Mountain Power will *at your further request*, submit the actual cash advance for the required line extension based on field surveys and a detailed engineering cost analysis.

The extension of Rocky Mountain Power's facilities to furnish electric service is subject to the provisions of the rules and regulations of Rocky Mountain Power's electric tariff as now or hereafter filed with the Public Service Commission of Wyoming.

If I have not heard from you by March 31st I will close this request. In the future if you decide to go forward with this project, please call the business center and make a new request. At that time please reference this request number, 5879822.

If you have any questions, give me a call or send me an email.

Respectfully,



Peg Carpenter
Estimator

11331-05879822



Suggestions for the Construction of Nordic Ski Trails

From Morton Trails

After a couple of decades of designing, and overseeing the construction of Nordic trails throughout the northern United States and beyond, I have gathered some observations which may be of assistance to those involved in the actual construction of top level Nordic trails.

Specific to Casper Mountain Biathlon & Multi-Sport Complex: Casper Mt. trails. First of all, the location appears to me to be very favorable for trail construction for a number of reasons: first, a very modest amount of areas of poor drainage, secondly, relatively open forest requiring less timber harvest than typical for a trail project of this scope, and finally, a considerable amount of existing ski trails and logging roads that can be incorporated into the network.

As I mention below, the cost of cutting and clearing a trail can be all over the map. I have had trails where the value of the trees harvested for the trail network (supplemented by a prescribed thinning of the surrounding forest) generated \$70,000 beyond the cost of the cutting and clearing. More typical, however is that the value of the trees harvested for the trail route helps offset the cost of cutting and clearing helping that phase of the project to break even.

The actual construction of a modern, internationally approved Nordic competition trail is the most costly aspect of the project. Here in the Northeast, a moderate sized excavator with skilled operator runs about 150 per hour. Depending upon a wide variety of issues, a good operator can build at least a kilometer and perhaps a couple of kilometers of trail in a 5 day work week. That works out to \$6,000 per work week for up to two kilometers. The proposed competition venue at Casper Mountain has 10 kilometers of trail or at least 5 weeks of excavator time probably totaling from \$30,000 to \$50,000. This does not include the cost of culverts which can run up to \$1,000 each or bridges which can be \$10,000 each. I would estimate that the proposed Caster Mt. trails could require as many as 20 culverts.

General Observations

- Although some contractors prefer to rough out a trail with an excavator and finish it with a bulldozer, excellent results have been achieved with an excavator alone. A skilled operator with decent soils to work with can produce a surface suitable for seeding and or mulching. In less desirable soil conditions a finished grade can be achieved with a tractor and a PTO driven Harley Rake to dislodge small roots and kick small rocks to the edge of the trail.
- A world class Nordic ski trail (typically plus or minus 20' wide) is roughly the width of a typical woods road. Unlike a woods road or skid trail where the emphasis is to minimize unnecessary turns or changes in elevations, a Nordic ski trail emphasizes interesting terrain changes. Extended straight, flat sections should be avoided in ski trail construction, with the exception of the start/finish area. In fact, in ski trail construction it is not uncommon to build rolls or dips to add interest in an otherwise flat, boring section. This approach is an advantage when large boulders or ledge is encountered because a perfectly suitable option is often to mound up over the obstruction. Just keep in mind that any elevation changes should not be too abrupt, (could you comfortably drive your pick-up over it?). It is fine to place large boulders off to the side of the trail, but avoid placing them on the outside of descending turns.
- Roughing out the trail will involve the removal of stumps and boulders. While the boulders can be used to build up banked turns, etc. the stumps are often buried adjacent to the trail. Typically, the excavator operator will be looking for locations adjacent to the trail where he can mine material to fill in low sections, etc. These "soil mines" then become suitable locations to bury the unsightly stumps, skimming the filled hole over with a layer of dirt.
 - Another alternative for stumps is to place them, roots down, out in the woods as far as the excavator can reach from the trail. In this way they appear to be natural stumps, and are easily obscured by ferns and undergrowth.
 - It is a good investment of time and expense to remove major stumps and boulders that slightly encroach on the finished trail. Although they may appear to be on the edge of the trail in summer, it is almost certain they will become an obstacle for the grooming equipment under a foot of snow, in all likelihood, eventually causing damage to the groomer.
- It is helpful to keep in mind the intended direction of travel for the skiers. Climbs should be relatively level across the trail (although a slight cant of the trail surface to shed water is fine), while descending turns should be banked like the turns on a NASCAR track. There is debate at the World Cup level as to how much (if at all) to bank descending turns. My view is if the trail is to be used by the general public as well as elite racers, the turns must be banked to help keep the less able skiers from blowing out of the turns. A good guideline in terms of the extent of the banking might be, "would you feel comfortable driving your four-wheel-drive pick up around the course after you finished building it."
- Much of the joy of Nordic skiing is a result of elevation changes. This means if you have to install a culvert in a drainage between two ridges or shoulders, don't feel that you have to knock down the ridges to fill in over the culvert, in the process leveling out the route as you

would a driveway. Regarding culverts, the environmental folks would probably prefer it if you oversized them, installed them deeper in the crossing than necessary with the idea that they would eventually fill partially with silt and the wetland critters could waddle their way up stream through the mud.

- As with most excavator work, anticipating the impact of water/rain/drainage/etc. is a constant challenge. Trails frequently traverse hillsides where water seeps constantly. In some instances the trail will require a gentle ditch or swale on the uphill side, guiding water to strategically placed culverts under the trail. On longer climbs or descents it might be necessary to create gentle rolls or swales across the trail to divert water off the trail before it gains too much velocity or volume. These gentle rolls or swales have replaced the water bars used in former years.
- These trails are intended for year-round use. In all likelihood there will be low areas prone to mud that should be built up to remain high and dry in all but the wettest time of the year.
- If a Nordic ski trail has been designed to comply with FIS (International Ski Federation) homologation guidelines the most significant issues related to trail construction typically relate to trail width. Because of the skating technique and the increased popularity of mass start events, international caliber trails are designed to be 6 meters wide (almost 20') on the descents and rolling terrain and 9 meters wide (almost 30') on the significant climbs. In my view, the 30' width can include a gentle swale used to direct water because in all likelihood it will be filled with snow in the winter months. But homologation inspectors can be sticklers, especially related to the width of important climbs on a course.
 - With trails required to be constructed so wide, there is a natural tendency during the cutting, clearing and construction for the proposed route to "straighten out." In my opinion, an effort should be made, even with trails intended for international homologation, to preserve the gentle twists and turns dictated by the terrain. Even though it is important to build trails that can safely accommodate mass start, skating events and minimize the likelihood that athletes will obstruct each other, Nordic skiing is still a sport for the woods and fields, not interstate highways.

◇ February 7, 2015

Cathy Rosser

Casper Biathlon

Recipient Address

Recipient City, State, Zip

Re: Feasibility Study

Dear Cathy:

KLJ is excited about the Casper Mountain Biathlon Club working with stakeholders to develop a comprehensive feasibility study for the Casper Mountain Biathlon Facility for phase 2 through completion.

We know that this project is important to the economy and community of Casper as a whole. We want the facility to grow and accommodate all users.

We propose accomplishing this by developing a detailed plan that focuses on specific needs of each area and we will work with experts like John Morton to ensure that the feasibility study is the best it can be. We will develop specific recommendations for the study area showing both infrastructure plans as well as amenities for attracting new events.

KLJ has completed many similar studies throughout our region, providing our clients with proven land use planning, analysis, and effective public involvement directly relevant to their projects. **We propose completing this study for \$30,000.00.**

KLJ is qualified and ready to lead the Casper Mountain Biathlon Feasibility Study. Ultimately, we will work to build community consensus for the enhancements that will give us the best results possible. KLJ will also work closely with the Casper Mountain Biathlon Club and project stakeholders to reduce project delays and costs.

Sincerely,

KLJ



Thomas McMurtry
Project Manager



Anschutz Sprint Fortner-V2

Anschutz Sprint Fortner with Version 2 Stock. The latest evolution of this top of the line rifle. Base price includes 5 magazines, front sight, extra firing pin and dry-fire adapter. Rear sight and accessories sold elsewhere on our site. A RACE READY package for this rifle includes rifle, sights, handstop, sling, harness, cuff, rifle cover, blinder, etc. and would be approximately **\$4100**. Made in Europe.



Anschutz Sprint Fortner JUNIOR COLOR Model

\$2,995.00



CMBC Program Rifle Proposal – Rifles would remain in CMBC and would be available for use in training and competitions for new athletes who do not yet have their own rifle.

4 Junior Rifles @ \$2995.00 = \$11,980

3 Race Ready Packages @\$4100 = \$12,300

Total = \$24,280

copy

BRUBAKER CONSTRUCTION

1911 South Cedar Street
CASPER, WYOMING 82601
Phone 265-6539

PROPOSAL SUBMITTED TO <i>Casper Mountain Biathlon Club</i>		PHONE <i>307 277 0318</i>	DATE <i>9 February 2015</i>
STREET <i>1046 LEMMERS ROAD</i>		JOB NAME <i>TIMING Building</i>	
CITY, STATE AND ZIP CODE <i>Casper, Wyo. 82601</i>		JOB LOCATION <i>Casper Mountain</i>	
ARCHITECT <i>BRUBAKER CONSTRUCTION</i>	DATE OF PLANS <i>WINTER 2015</i>	JOB PHONE <i>N/A</i>	

We hereby submit specifications and estimates for: *Material, Labor, Permits for the construction of a 12' x 16' Timing Building.*

- Foundation will consist of 8 each 16" diameter x 6' deep caissons. Each concrete caisson will be reinforced with 3 #6 Rebar.
- Over the caissons a 4' Tall x 8" thick concrete grade beam will be poured. Grade beam to be reinforced with #4 Bars a 2' on center each way.
- 2x4 wood framing at 16" on center to be provided for the Timing Building structure. R-13 Insulation through out.
- 2x8 Floor Joists at 16" on center & Engineers Scissor trusses at 24" on center with 12/12 slope to be provided on the roof. 1 passage door & 7 windows to be installed.
- 15/32" OSB roof sheathing with 28 gage steel pro-pannel roofing to be installed.
- Wall = 1/2" OSB sheathing covered with douglas fir log siding.
- 5 truss will be steel pans filled with concrete
- Porch will be steel grating & hand rails 1 1/2" steel pipe.
- 50 Amp Elec. Service to be provided. 3 lights interior and 1 light over each gable. 1 closer convenience outlets to be installed. 2 Elec. Heaters to be provided.

We Propose hereby to furnish material and labor — complete in accordance with above specifications, for the sum of:

Twenty Eight Thousand Dollars & ¹⁵⁰/₁₀₀ dollars (\$ 28,000.00).

Payment to be made as follows:

Progress payments ... Monthly.

All material is guaranteed to be as specified. All work to be completed in a workmanlike manner according to standard practices. Any alteration or deviation from above specifications involving extra costs will be executed only upon written orders, and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents or delays beyond our control. Owner to carry fire, tornado and other necessary insurance. Our workers are fully covered by Workmen's Compensation Insurance.

Authorized Signature

Harry H. Brubaker

Note: This proposal may be withdrawn by us if not accepted within 30 days.

Acceptance of Proposal — The above prices, specifications and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Payment will be made as outlined above.

Signature _____

Signature _____

Date of Acceptance: _____

Casper Mountain Biathlon & Multi-Sport Complex | Funding Timeline

To fit the construction schedule for Phase 1 and 2, CMBC would request the following funding timeline:

June 2015 - \$403,648

May 2016 - \$507,397

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: NOV 22 2010

CASPER MOUNTAIN BIATHLON CLUB A
WYOMING DOMESTIC NONPROFIT
C/O WILLIAM C LUBEN
PO BOX 2311
CASPER, WY 82602-2311

Employer Identification Number:
27-0653711
DLN:
17053305325030
Contact Person:
ROGER W VANCE ID# 31173
Contact Telephone Number:
(877) 829-5500

Accounting Period Ending:
October 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
September 26, 2008
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

Please see enclosed Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, for some helpful information about your responsibilities as an exempt organization.

Letter 947 (DO/CG)

CASPER MOUNTAIN BIATHLON CLUB A

Sincerely,



Robert Choi
Director, Exempt Organizations
Rulings and Agreements

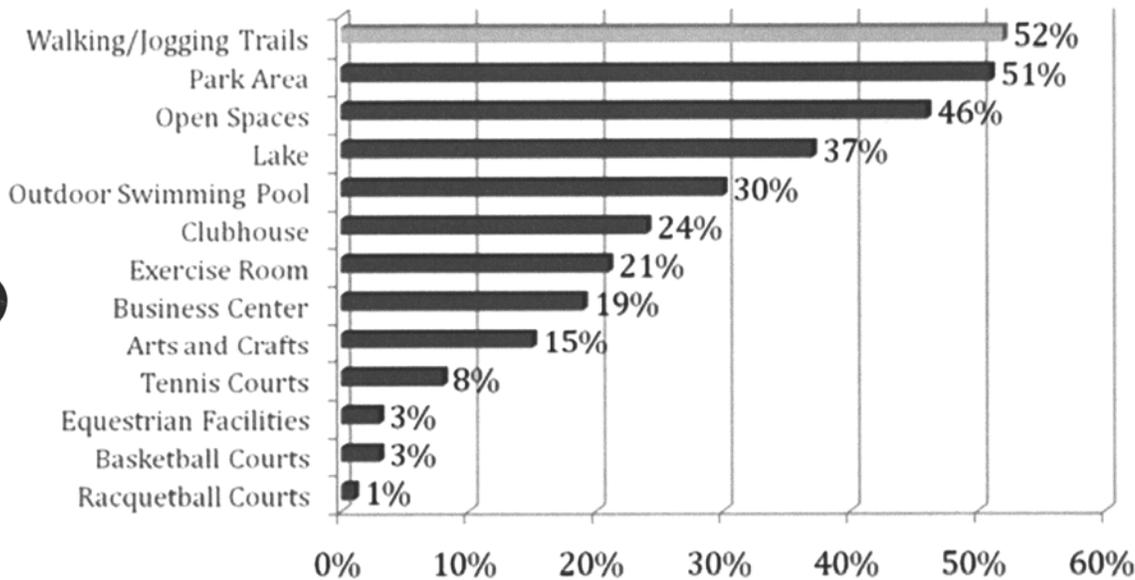
Enclosure: Publication 4221-PC

Why Trails? (source, Morton Trails)

While trails have been used for transportation and enjoyment for centuries, they have recently become even more popular as people focus on healthy outdoor lifestyles, alternative means of commuting, and recreational experiences that can be enjoyed alone, with a friend, or in a group. Trails serve an incredibly diverse and broad group of people, whether they are rollerblading on a paved rail trail, biking single track in a nearby state park, walking their dogs out the back door, or cross country skiing on a world-class Olympic venue.

Overall Preference for Trails

According to multiple studies conducted by the National Association of Realtors and the National Association of Homebuilders, trails have been ranked as either the first or second most important community amenity when potential buyers consider their purchase. This preference is particularly notable for home buyers 55 years and older, as indicated below:



Source: Wylde, M. (2002), *Boomers on the Horizon: Housing Preferences of the 55+ Market, Survey of 890 households headed by members age 55+*.

Health and Lifestyle Benefits of Trails

The United States now faces an obesity epidemic that has, for the first time, helped lead to a decline in life expectancy for the average American (Olshansky et al., 2005). One-third of the kids born in 2000 are expected to develop Type II diabetes in their lifetimes; the disease once dubbed "adult diabetes" is now afflicting children in their teenage years (Narayan et al., 2003). Only 7% of trips in urban areas (and far less in rural areas) are made by walking or bicycling in the US versus 34% in Germany and 46% in Holland (Pucher and Dijkstra, 2003). In 1974, 66% of American children walked or bicycled to school; in 2000, this figure had dropped to just 13% (CDC, 2000). Communities investing in well-designed trail systems can help reverse these trends.

At the other end of the age spectrum, there are now 80 million baby boomers who have just started receiving their first social security checks. The arrival of this so-called "silver tsunami" has brought demand for activities that can be undertaken on a daily basis such as biking, walking, skiing, and running. Like alpine ski areas with "ski-in/ski-out" condo

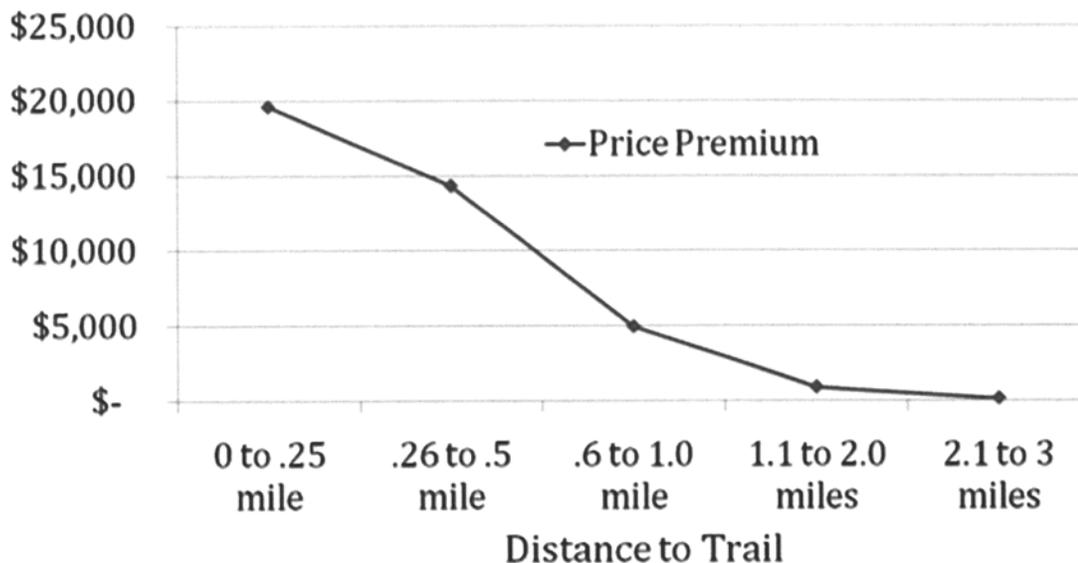
access, people are desiring "walk-in/walk-out" or "bike-in/bike-out" capabilities as trails become an integral part of daily lives and people seek ways to spend less time in their cars.

Property Values and Trails

There are now scores of studies that have documented the true financial impacts of trail systems on real property values, a few of which are highlighted below:

- Athens, GA – \$8,400 premium of house sales next to trails (Nelson et. al., 2002)
- Eugene, OR – \$6,770/1,000 ft. premium as one approaches trail (Jensen and Durham, 2003)
- Indianapolis, IN – 11.4% or \$12,000 premium for houses along county's signature trail (Lindsey et. al., 2003)
- Minneapolis, MN – type of trail matters – significant price premium found only for bike trails offset from road (Mogush, Krizek and Levinson, 2005)

One of the most robust studies on this topic, in our view, was conducted by Resource Dimensions for the Methow Valley Sports Trail Association (www.mvsta.com), which found a clear relationship between residential lot sales and proximity to the region's premier four-season trail system:



Community Impacts of Trails

There is a perception in the trail community that "if you build it, they will come." In certain instances, this is indeed true, particularly where there is both pent-up demand for a trail system and trails that are well-planned and designed to meet these new users.

More often, though, a successful trail system requires support by its users and the broader community. Organizing small to large events, walking and fitness clubs, elementary and high school programs, or walk- or ski-a-thons brings participants and volunteers together and encourages them to take pride in the trail system and their community. From very rural areas to large cities, trails have become catalysts to bring citizens, businesses, and local organizations together.

● CASE STUDY: ECONOMIC DEVELOPMENT- NORDIC & BIATHLON

The Maine Winter Sports Center was developed at its core, as an economic development engine for rural, isolated communities with a strong skiing tradition. Our decision to begin operations in Aroostook County was driven by the state of its economy in 1999 when we began. At the time "The County" had one of the highest unemployment rates in the State and one of the highest poverty rates in the country. That, combined with the role it played in introducing skiing to the United States in the 1870's and several other factors made it a perfect choice to test our unique model.

When we made our first proposal to our original funding source, the Libra Foundation, in the Spring of 1998, our situation assessment included a description of Aroostook County's traditional economic model that had been devastated by the closing of Loring Air Base, the emergence of foreign competition in the lumber industry and a change in American eating habits affecting the vitality of the potato industry. The predictable result for this isolated community was not only a dramatic increase in the unemployment rate, but also a dramatic decline in the 18-35 year old population as they left to find opportunity and start their lives elsewhere. Many exceptionally bright, energetic, passionate Aroostook County youth got a high quality education and were making substantial contributions to industry outside of Aroostook County. Most were not working toward the re-emergence of a healthy, sustainable Aroostook County economy.

An argument could be easily forwarded that this exodus was the most devastating of the hits to the traditional economic model of Aroostook County and it seemed clear that any solution would have to start by creating the kind of real opportunities that would keep the youth in the County, and these families together.

The premise of the Maine Winter Sports Center model is that the isolation of Aroostook and the realities of foreign competition make its traditional economic model problematic. On the other hand, the abundance of dependable snow, world-class ski terrain, and the warmth of the people make Aroostook a natural location for a ski-based economy.

● Additionally, the low cost of living, a labor force with a strong work ethic, two university campuses and universal access to the high speed cable network makes Aroostook a strong candidate to compete in the information industry where distance from market is not a factor in a community's ability to compete in a global marketplace.

Our plan was to create an economic model based on leveraging world-class skiing infrastructure. The engine to drive this new model would be the relatively obscure sport of Biathlon - relatively obscure in North America anyway. Biathlon is the most popular winter sport on TV in Europe, regularly drawing 20 million prime time viewers for each of their 9 weeklong series. They will draw an additional 20,000 - 100,000 spectators to the venues across the World Cup tour. It is a huge television industry in Europe and we believed we could make events held in the US attractive to this market.

North America had been host to a handful of efforts in the past 15 years, none of which had been successful. The venues had primarily been the Olympic venues of Lake Placid and Canmore, Alberta, as well as a facility just north of Quebec, Canada. None of these events produced good TV. Crowds of less than 100 spectators were uninspiring for both the athletes competing and for viewers watching on TV. The events were also marked by little volunteer support.

We believed we could create a different reality, on all levels of the experience - for the athletes and for the TV viewers. We also believed that in the process we could create a new economic reality for the people of Aroostook County.

There are two levels to the economic model.

● Event-based model

Casper Mountain Biathlon & Multi-Sport Complex | Needs Data

- Unlike World Cup cross country skiing events, a biathlon World Cup event brings with it European TV coverage and with that millions of TV impressions across Europe. Those impressions are critical to creating awareness of Aroostook County as a skiing epicenter within the marketplace.
- The hundreds of athletes and officials, and thousands of spectators will also bring with it a significant direct investment of spending into the local economy (The 2004 World Cup in Fort Kent, brought \$5.2 Million in economic impact to the community over the 4 days of the event).

Tourist-based model

- The world-wide awareness and prestige that comes from events like the World Cup, the 2006 Biathlon Junior World Championship in Presque Isle and National Championships that are held in our facilities will draw recreational skiers to the County. This more regular traffic will sustain the infrastructure required to successfully host the World for the major events.

Our first step was to create venues that would rival the top facilities in Europe. We hired an architect from Europe who had competed on the Biathlon World Cup circuit and who understood what would be required of the venue. We also brought in members of the International Biathlon Union to consult on the design, as well as the European TV producers who would actually be working in the venue in the event we were successful in securing a World Cup bid.

Our second step was to prepare the communities for an event like a World Cup or World Championship. We knew how motivated and hard working the people of Aroostook County were toward anything they believed would help improve their community. All they needed was to be grounded in an understanding of what a world-class event would look like and what would be expected of them to successfully host one.

The response has been overwhelming from our first event on. While other World Cups are being organized with 50 or fewer volunteers, Fort Kent had over 700 for their World Cup. This group reflects a cross section of the community business leaders, craftsman, the education community, local government and the retired community. Their efforts transcend the event and have added a village improvement focus (it was already one of the loveliest villages in the state), the addition of a new dorm at the University of Maine at Fort Kent campus, which served as the athlete village during the event. The volunteers have brought the event to life, and are breathing new life into the community as well.

Events like the Festival at Fort Kent were created and run like a World Cup to give the community experience with the organization and execution of a World Cup. Sponsors like TD Banknorth came on board to help fund the grand scope of the Festival and to allow Fort Kent and Aroostook County to put their best foot forward to the World. In the meantime, the international biathlon community was watching with an increased interest, and a growing belief that Aroostook County might be the piece that has been missing in North America.

Presque Isle, which was awarded the World Junior Championships for Biathlon in February 2006, had also been preparing itself with major races like the TAMC Nordic Heritage Sprints. The Sprints were held annually between Christmas and New Years and have brought hundreds of racers from around North America and hundreds more spectators to Presque Isle. The result is hotels filled at a time of year that is typically slow for the local industry.

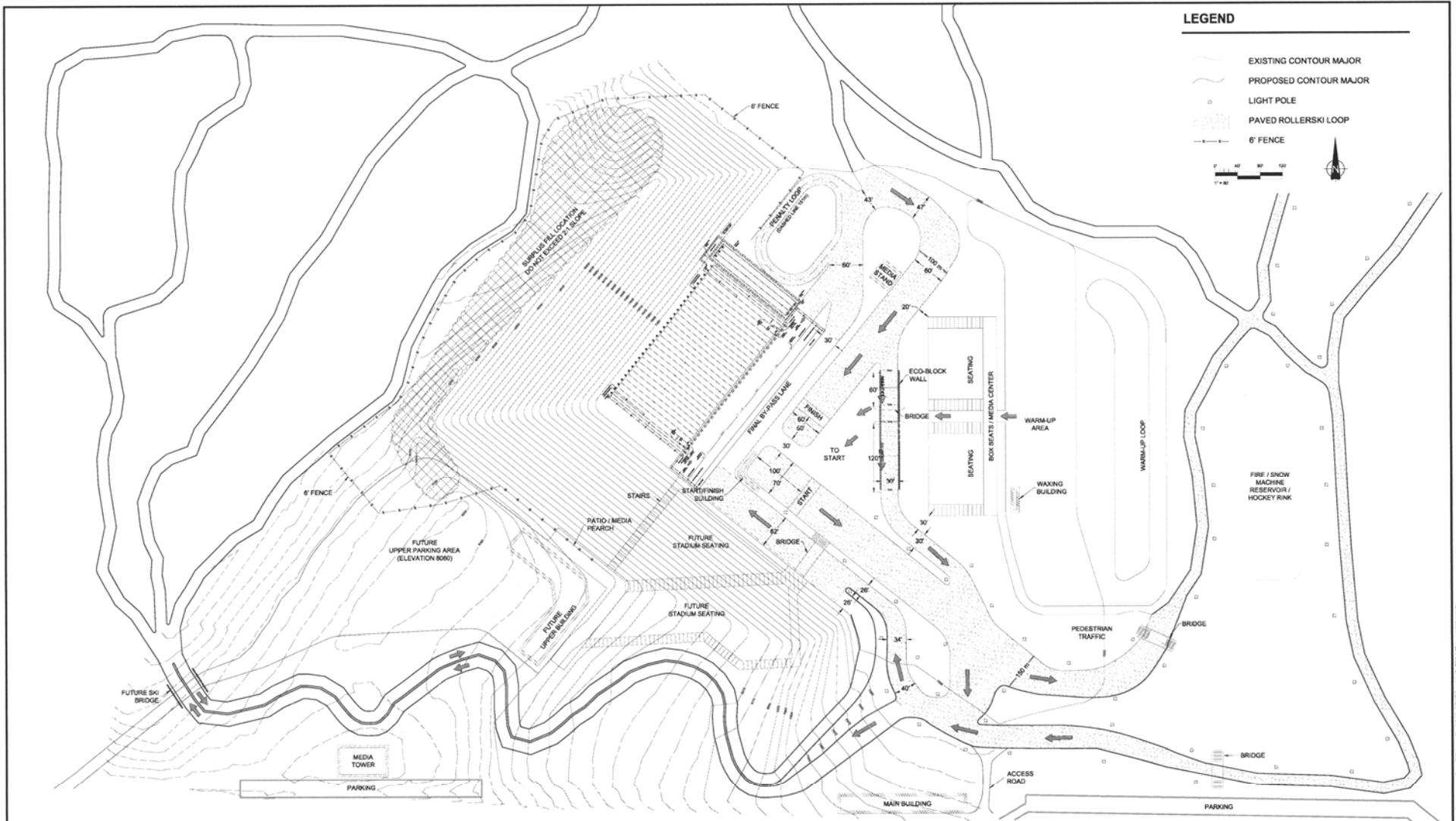
As the organizational committees have continued to develop, more events have been awarded to and successfully executed by the Nordic Heritage Sports Club & 10th Mountain Ski Club. In addition to the previously mentioned events, both venues have hosted a number of national championship events in both biathlon and cross-country. These have included the 2010 USSA Junior Olympics held at the Nordic Heritage Center, which brought in 500 athletes & coaches and \$4M in economic impact and the 2010 SuperTour Finals, co-hosted by 10th Mountain & 4 Seasons and brought an exciting tour format to the US for the first time.

These events were terrific preparation for the two World Cup Biathlon events hosting in the County the following year. These events drew over 140 million TV viewers, created over \$20 million in economic impact and reinforced the world-view that Northern Maine was capable of exceeding the exceptionally high standards of the European Broadcast Union and the International Biathlon Union.

Casper Mountain Biathlon & Multi-Sport Complex | Needs Data

When you combine the 15 year that we owned Bigrock Alpine area, the 13 years that we owned Black Mountain and add all the economic impact from our nordic events over the years, the Maine Winter Sports Center has generated over \$100 million in economic impact since our inception.

[- back to top -](#)



LEGEND

- EXISTING CONTOUR MAJOR
- PROPOSED CONTOUR MAJOR
- LIGHT POLE
- PAVED ROLLERSKI LOOP
- 6' FENCE

0 40 80 120
1" = 80'

NOTE: THESE DRAWINGS ARE THE PROPERTY OF AMEC ENVIRONMENT AND INFRASTRUCTURE, INC. AND ARE NOT TO BE REPRODUCED IN ANY MANNER WITHOUT THE EXPRESS WRITTEN CONSENT OF AMEC ENVIRONMENT AND INFRASTRUCTURE, INC. AND ITS CLIENT.

DRAFT

REV	DATE	MONTH	YEAR	REVISION DESCRIPTION	ENG	APPL
A	14	12	2012	PROPOSED RANGE DESIGN	PS	X

CLIENT: CASPER MOUNTAIN BIATHLON CLUB

AMEC
733 S.E. Quaker Road
Portland, OR, U.S.A. 97224

DATUM: NAD83
PROJECTION: WY SP E Central Ft
DRAWN BY: PM
REVIEWED BY: PS
ORIGINAL SCALE: AS NOTED

PROJECT: CASPER MOUNTAIN BIATHLON CLUB
CASPER, WYOMING

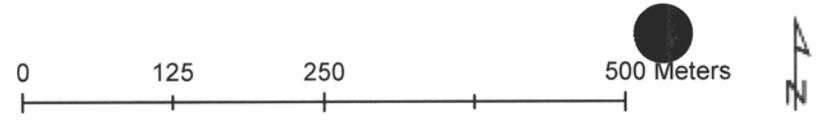
TITLE: 30-LANE 50 METER BIATHLON RANGE
CONCEPTUAL LAYOUT
7955 ALTERNATIVE

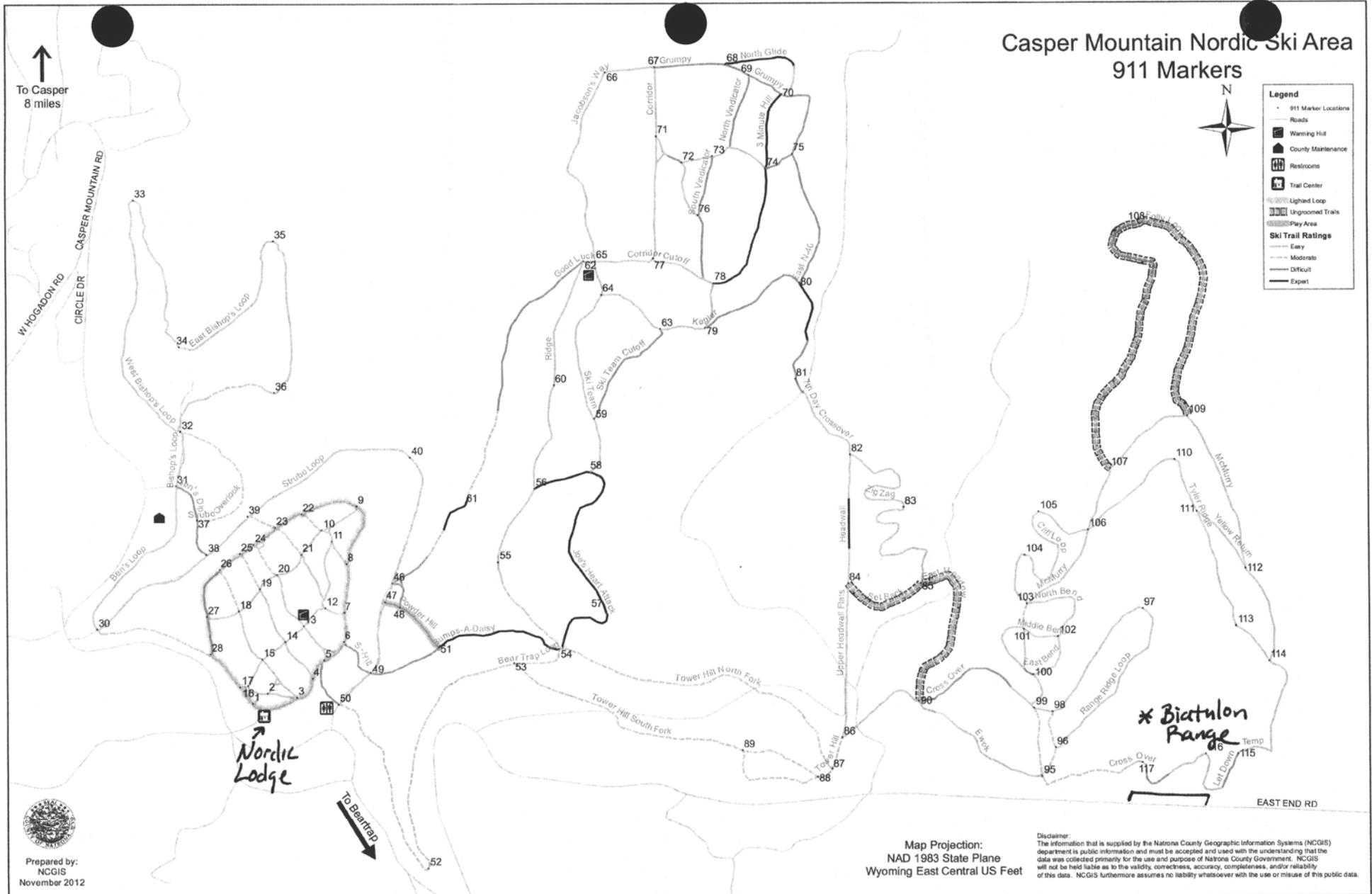
PROJECT NO: 241M-107070
REVISION NO: B
DATE: JULY 2013
DRAWING NO: 1
SHEET NO: 1

DATE PLOTTED: 07/10/13 10:04 AM

Casper Mountain Trails Concept DRAFT

November, 2014

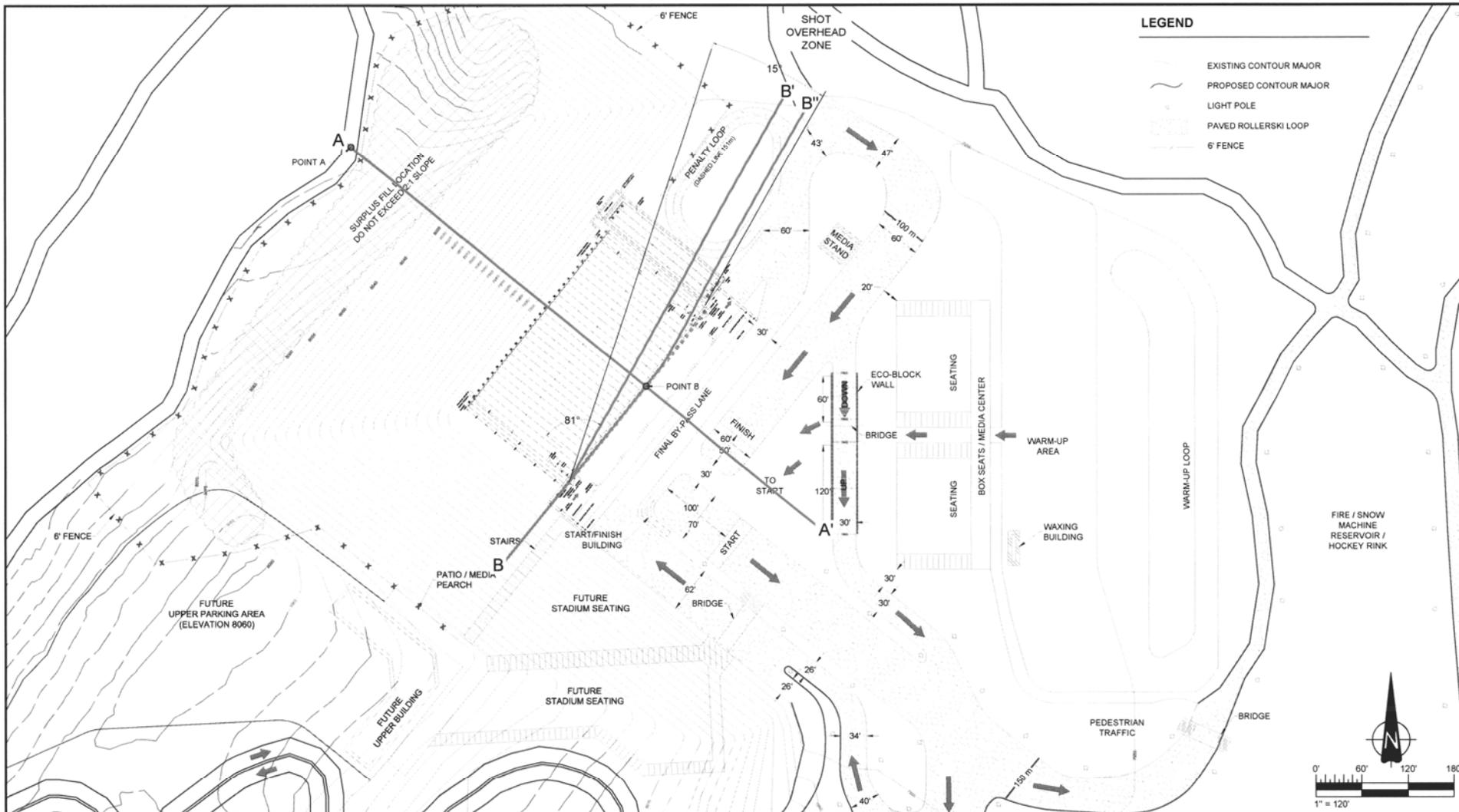




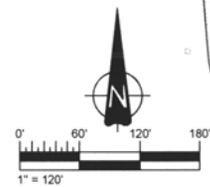
PLEASE FOLLOW THESE GUIDELINES!

- Know your limits, ski in control at all times
- Be cautious around corners and blind spots
- No pedestrians, snowmobiles or dogs
- Single- or double-file snowshoeing allowed
- Stay off designated snowmobile trails

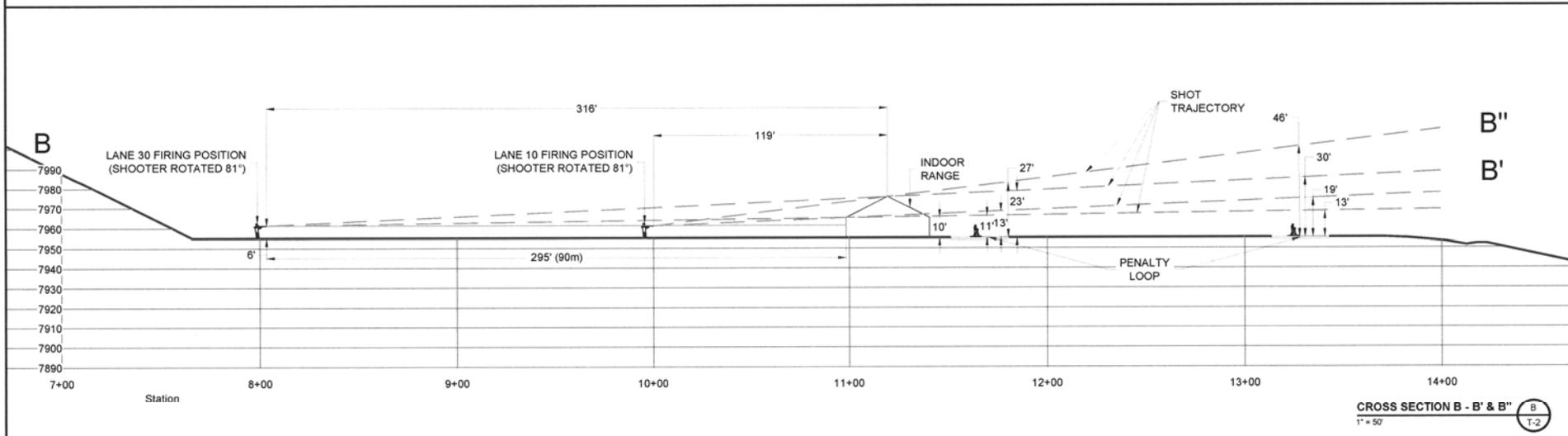
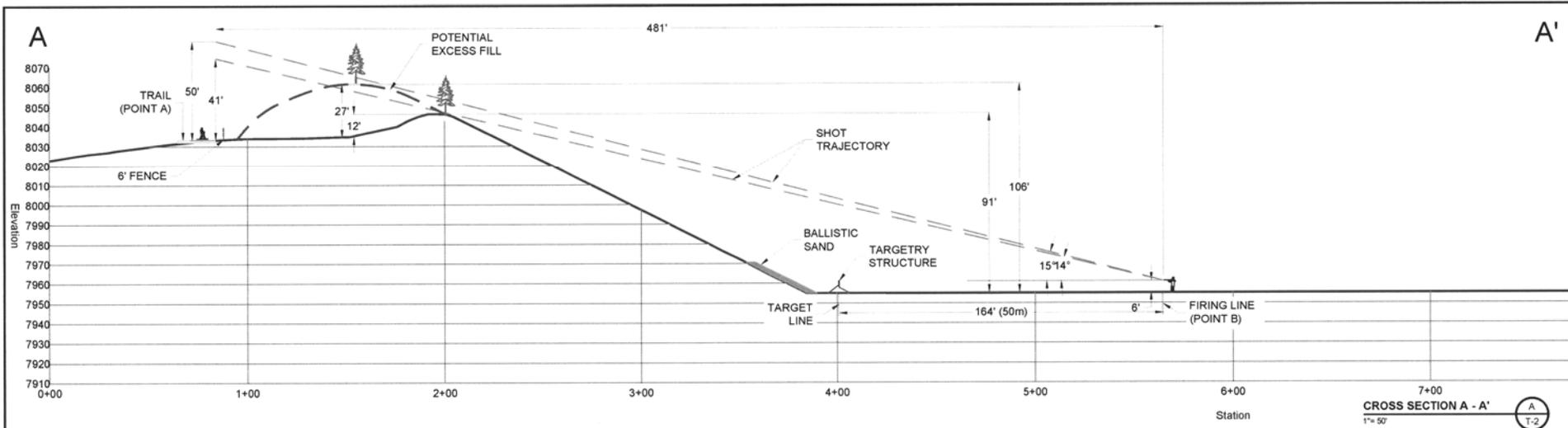
- Difficulty ratings are based on experienced skiers' knowledge of the trails
- Snowshoers shall yield to skiers, and stay off—and outside of—the set classic tracks
- You're responsible to obey all signs and pertinent Park Rules & Regulations
- Be aware of different skiers' abilities and be alert to trail grooming in progress
- Notify oncoming skiers/snowshoers of your approach



LEGEND	
	EXISTING CONTOUR MAJOR
	PROPOSED CONTOUR MAJOR
	LIGHT POLE
	PAVED ROLLERSKI LOOP
	6' FENCE



CLIENT: CASPER MOUNTAIN BIATHLON CLUB		DWN BY:	PM	PROJECT CASPER MOUNTAIN BIATHLON CLUB CASPER, WYOMING	DATE:	JULY 2013
		CHKD BY:	PS		PROJECT NO.:	2-61M-127070
AMEC 7376 S.W. Durham Road Portland, OR, U.S.A. 97224		DATUM:	-	TITLE	REV. NO.:	B
		PROJECTION:	-	7955 ALTERNATIVE RANGE LAYOUT WITH SHOT TRAJECTORY SECTION LINES	FIGURE No.:	T-1
		SCALE:	1"=50'			



CLIENT: CASPER MOUNTAIN BIATHLON CLUB	DWN BY: PM CHKD BY: PS	PROJECT: CASPER MOUNTAIN BIATHLON CLUB CASPER, WYOMING	DATE: JULY 2013
	DATUM: PROJECTION: SCALE: 1"=50'	TITLE: 7955 ALTERNATIVE RANGE SHOT TRAJECTORY CROSS SECTION	PROJECT NO.: 2-61M-127070
AMEC 7376 S.W. Durham Road Portland, OR, U.S.A. 97224		FIGURE No.: T-2	



NRA

**National Rifle Association
Range Technical Team
Range Development Department
Field Operations Division**

Range Evaluation Report

Range Case Number: WY-1505-08
Subject: Casper Mountain Biathlon Club
Date: November 19, 2009

Report
prepared by
Richard E. Smith
NRA Range Technical Team Advisor
State of WY

RCN WY-1505-08

Subject: Casper Mountain Biathlon Club

Date: 20 August 2009

NOTIFICATION TO RANGE OWNER / OPERATOR

Nothing in this report that follows, verbal or written, should be considered as "requirements of the NRA" The informational items being furnished are suggestions. You may, or may not, choose to act on any or all of these suggestions. It should not be interpreted that a failure on your part to act on any or all of these suggestions is evidence of a "cavalier" attitude regarding firing range safety and/or health. Your firing range and its personnel may be very safety and/or health conscious without having to resort to any or all of these suggestions. There is no intention on the part of the RTTA or NRA Headquarters Staff to imply NRA approval or disapproval of the range as to being safe or unsafe. It is merely a guide by which a range owner / operator can act to advance a shooting range facility



Signature of RTTA

On August 8, 2009 I met with POC Mr. Bill Luben, Mr. Harry Brubaker and Mr. Rob Rosser, all members of the Casper Mountain Biathlon Club for the purpose of evaluating the plans for construction of a biathlon course namely the range portion of the course.

BACKGROUND

The Biathlon Course will be located on approximately 1400 acres of leased land adjacent to the Casper Nordic Center. Trails on the Biathlon course will connect to those of the Nordic Center and a 50m x 100m Biathlon Range will be constructed near the SE boundary of the property. Access will be provided through a locked gate in a parking lot along that boundary which is adjacent to a county road. This location was chosen so as to keep the range as far from the Nordic Trails as possible.

OBSERVATIONS

1. A pole fence partially defining the parking area has been constructed and a locked gate has been installed.
2. The proposed range and trails have been defined on the ground by various colored flags.
3. The direction of fire for the proposed range will be to the North and slightly Westerly.
4. A Church Camp is located approximately one mile downrange and well within a safety fan area for the range.

5. At first review the backstop should be adequate if the range is built as discussed, that is if a 4ft. – 6ft cut is made at the North East end of the target line and cut and fill leveling for the range worked off of that point.
6. Proposed trails as shown on preliminary drawings (aerial photographs with 5m contours) and flagged on the ground seem to be protected from errant shots by existing terrain.

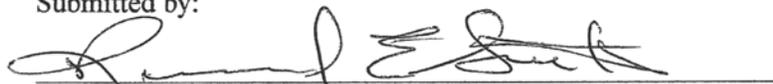
RECOMMENDATIONS

As discussed with those present, their primary focus should be to contain all projectiles to the range property and to protect those using the trails. Protection from errant rounds toward the church camp will need to be provided, but to what extent to be determined when full engineering drawings for the range are produced.

The rocks in the hill to be used as a backstop will have to be either removed or covered with an adequate layer of clean soil to prevent ricochets.

All in all the proposed Biathlon Range and Trails have been well thought out and should become a welcome addition to the recreational opportunities for the shooting public in the Casper area.

Submitted by:



Richard E. Smith, Range Technical Team Advisor, NRA Range Department

20 Aug 2009
Date

CC: National Rifle Association
Mr. Stephen Hartnett
File

Project: 2-61M-12707-0
Project #: Casper Mountain Biathlon Club / Facility Construction

Phases: 1 - 3 **Power Demand for Proposed Phases 1 - 3**

Phase Scope Items:

- 1 - Two heated building in Phase 1
- 2 - Site Main Building - near Lower Parking Lot (assume 20 dorm rooms, 4 offices, 2 storage rooms)
- 3 - Stadium and media boxes
- 4 - Trail and Range area lighting.
- 5 - Start / Finish Building
- 6 - Snow cannons (2), main water pump, aux power

<u>Item Description</u>	<u>Voltage</u>	<u>Phase</u>	<u>Amps</u>	<u>Wattage</u>
1 Larger building near Lower Parking Lot (Main Drop)	208	1	100	20,800
Range building	208	1	60	12,480
2 Main site building with dorm rooms/office/storage	208	1	400	83,200
3 Stadium building with media boxes	208	1	200	41,600
Media box near penalty loop	208	1	60	12,480
Waxing Shed	208	1	60	12,480
4 Trail and Range lights (assume 60 200-watt lights)	208	1	60	12,480
5 Start / Finish Building (heated with electronics)	208	1	100	20,800
6 Snow cannons (2) / 25kW water pump / aux power	460	3	180	82,800

Total Calculated Wattage for Site = 299,120
Total Final Wattage with Expected Loses = 351,906

Total Calculated Wattage for Site without Snow Cannons or Water Pump = 216,320
Total Final Wattage with Expected Loses without Snow Cannons or Water Pump = 254,494

<u>Main Service Layout</u>	<u>Main Service Layout (NO SNOW CANNONS/PUMP)</u>	<u>Power for Snow Cannons</u>
Voltage = 460	Voltage = 208	Generator
Phase = 3	Phase = 1	100kW, 460VAC, 3PH
Amps = 800	Amps = 1,200	
Watts = 368,000	Watts = 249,600	

Notes:

- 1) Assume using only two (2) HKD Turbo Snow Cannons (or equivalent units) at any one time at the site.
- 2) Assume that both Snow Cannons require 460VAC, 3PH, 60A service
- 3) Assume snow cannons require pump to provide at least 200 gpm at 100 psi requiring about 25kW power.
- 4) Site Main Building = assume about 20 dorm rooms with bathrooms, 4 offices/space, 2 storage/multi-use rooms requiring about 400A at 208VAC, 1PH power.
- 5) Both buildings in items 1 will be heated and can provide hot water, perimeter/interior lighting, aux. power
- 6) Stadium Building = Assume that the stadium building will have some media boxes needing heat, light, and power. Also assume that the Wax Shed will need some heat, lighting, and power. The Media Box near the penalty loop will also need some power and lighting.
- 7) Assume that there will be approximately 60 200-Watt pole lights for trail and range lighting along with the lighting from the associated buildings.
- 8) AMEC assumes that 460VAC, 3PH power is available. If not, then a generator may be needed for the snow cannon power. This would reduce the Main Service to 208VAC, 1PH,
- 9) Assume that residential power grid is 208VAC, 1PH. If service is 230VAC then amp draw drops about 10%.



April 26, 2013

Project No. 2-61M-127070

Casper Mountain Biathlon Club
1255 Crimson Dawn Road
Casper, Wyoming 82601

Attention: Robert M. Rosser

**Subject: Range Safety Summary Letter
Casper Mountain Biathlon Club Training Facility
Natrona County Casper Mountain Nordic Trails
Casper, Wyoming**

Dear Mr. Rosser:

AMEC Environment & Infrastructure, Inc. (AMEC) is pleased to submit this Range Safety Summary (RSS) Letter to the Casper Mountain Biathlon Club for the proposed Casper Mountain Biathlon Club Training Facility at the Natrona County Casper Mountain Nordic Trails located in Casper, Wyoming, as requested. The RSS demonstrates that the proposed biathlon range can be utilized safely when all range safety elements are installed and the range is operated properly.

The RSS was developed with information collected during an October 16, 2012, site visit and based on the approved range design for the site (AMEC, April 2013). The design was based on the range exclusively utilizing .22 caliber (or lower caliber) rounds on a regulation international biathlon range. The following summary has been segregated into safety components (backstop design, fencing, vegetation, and lateral protection) and operations (range shooting restrictions and procedures). Based upon AMEC's design and recommendations, the range should be able to operate safely during training and competitions.

1.1 RANGE BACKSTOP DESIGN

The single most important safety component to a range is the backstop design. The backstop is intended to stop the bullets and provide adequate cover for areas located further downrange. AMEC incorporated the local topography (surrounding hillside) into the range design to provide a safe and manageable shooting environment. Through excavation and fill work, the hillside will be altered to provide a 2:1 slope up and away from the target line to a design height of approximately 100-ft above the shooter's firing position. It is anticipated that some excess fill will be realized during excavation activities

AMEC Environment & Infrastructure, Inc.

Project No.: 2-61M-127070

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and that this excess fill can be employed to raise the backstop height further to approximately 120-ft. Based upon these dimensions and the standard international biathlon range specifications, it was determined that a shooter would need to raise their rifle more than about 14 degrees above horizontal to have their round exceed the height of the backstop. In order to exceed this shooting angle, a shooter would have to drastically exceed range operation rules. Refer to Figures T-1 and T-2 for an aerial layout of the shooting positions and a cross-section of the anticipated bullet trajectories using the following conservative assumptions:

- 1) The bullet exits the rifle at a height of approximately 6-ft above the base of the range.
- 2) The bullet does not drop over the trajectory due to air friction and gravity. This is a very conservative assumption. Available ballistic materials indicated that a round would drop approximately 30 to 60 inches over about 450 ft, depending upon the grain load. This condition would require the shooter to raise the rifle more than 14 degrees from horizontal in order to exceed the height of the backstop.

Based upon these conservative assumptions and location of the biathlon trail, it is expected that any round that directly exceeds the top of the backstop would be equal or higher than 42 feet above the ground at the location of the trail. If additional fill is placed at the top of the backstop, then this overshoot altitude could increase from 42 feet to about 45 to 50 feet. Since the downrange topography slopes downward, this overshoot altitude distance would increase until the bullet significantly decelerates and drops due to air friction and gravity.

Two components of the backstop have been employed to mitigate bullets from exceeding the backstop via bounce and ricochet. The area behind the target line should include a layer of ballistic sand on the slope to capture all rounds that pass beyond the target system. Ballistic sand is a proven material that is used extensively to stop bullets and alleviate bounce or ricochet by adsorbing the bullet's energy into the sand matrix. It also provides a good media for sifting out bullets from the sand during future range lead recovery operations. The second component is the local soils that constitute the backstop; they are very sandy and lend themselves to providing a good surface media for decelerating bullets and mitigating rebound and ricochet. Any bullet that does go beyond the backstop after impacting the ballistic sand or backstop would be significantly decelerated.

1.2 RANGE FENCING

The backstop and downrange area should be fenced off in accordance with the range design (see T-1) to prevent people from entering downrange areas that could be potentially dangerous. The fencing should include proper signage stating no entry into the range exclusion zone. AMEC has recommended a standard 6-ft high cyclone type fence around the backstop area to keep competitors, spectators, or other personnel from unauthorized access to the backstop area.

1.3 RANGE VEGETATION

Range vegetation can also provide some assistance in reducing the hazards of a range. Grasses on the slope of the backstop can further provide material to help decelerate a round that goes beyond the ballistic sand while helping to stabilize the face of the backstop.

Trees and large shrubs located near the peak of the backstop can provide additional protection from fugitive rounds by stopping them or significantly reducing their energy. Trees also provide some visual and sound barrier from the range to the outside downrange area. AMEC recommends that any smaller native trees or shrubs located in excavation areas be transplanted and set along the peak of the backstop, as is practical. The range operators may need to augment this tree line with imported trees or shrubs. Refer to figure T-2 for an example of how this tree line should be installed. Existing trees and vegetation should be preserved behind the backstop, as situations permit.

1.4 RANGE LATERAL PROTECTION

The sides of the range differ significantly due to local topography. On the left side of the range, the hillside provides a large degree of protection (higher than about 140-ft above range floor). On the right side of the range, a 3-lane indoor range has been proposed. This indoor range will be constructed with ultra-block (or equivalent material) walls that are about 10-ft high. Based upon our calculations and the range design, a shooter in lane 30 (this is the worst case shooting location due to distance from lateral wall and angle of shot that will clear the indoor range) will need to swing his rifle over 70 degrees laterally from downrange to fire a bullet over the penalty loop area. If this condition occurs, the height of the indoor range walls should provide adequate protection for athletes in the penalty loop. If the round penetrates the indoor range roof, it will still be about 11-ft above the ground when over the penalty loop. It should be considered that a bullet that penetrates the room in two locations should be significantly decelerated and pose a much lower safety risk. If the bullet just goes over the roof of the indoor range, then the bullet would be at least 23-feet above the ground at the penalty loop. AMEC feels that this design provides an adequate distance from the athletes to be safe. Refer to T-2 (B/T-2) for the trajectory layouts from bullets fired from Lane 30 (worst case) and Lane 10 (approximately average case).

1.5 RANGE OPERATIONS AND PROCEDURES

AMEC has designed the range to operate as a safe and challenging biathlon facility in compliance with standard international biathlon range requirements. As part of the design, AMEC assumed that only .22 caliber rounds (or smaller caliber) would be fired at the range from rifles, in accordance with national and international rules. Therefore, range operations should be restricted to .22 caliber rifle rounds (or smaller calibers).

Firing at the range should also be restricted to only standard biathlon training or competitions. Firing straight at targets should only be allowed in order to keep firing directions confined to the proper elevation and direction in order to alleviate a round from exceeding the range backstop and sides.



Range maintenance should also include periodic restoration of the ballistic sand layers to mitigate the appearance of excessive bullet ruts in the ballistic sand, which reduces its effectiveness to capture the bullets. Visual inspections should be periodically made and proper measures take to remedy any apparent rutting. The new vegetation should be properly irrigated until it can be established. Any sick or dying plants or trees should be removed and replaced. .

2.0 RANGE NOISE

The level of noise generated by a range is always a consideration to factor in and try to mitigate through design. Due to the location and proposed grading for the new range, it should not be visible from any neighboring location and sound should be primarily contained in the site with the majority being deflected skyward by the surrounding topography. Fortunately, the .22 caliber round is not very loud. After the range is installed, dosimeter readings should be taking during typical training to gauge the background and typical range sound levels at locations on the site and along the perimeter to confirm noise levels. AMEC does not believe that the noise levels will be significant beyond the site boundary. The range operators may want to consider restricting range operations to certain hours and/or days.

3.0 CONCLUSIONS

Based upon the proposed range design and recommended operational procedures, AMEC concludes that the range can be safely operated during all biathlon training exercises and competitions. AMEC does not anticipate that range noise will be significant beyond the Site boundaries.

We appreciate the opportunity to provide design services for your project. If you have any questions or request further information, please feel free to contact us at (503) 639-3400.

Sincerely,

AMEC Environment & Infrastructure, Inc.

Reviewed by:

Paul D. Stull III
Associate Project Manager

Charles T. Esler, CHMM
Principal

Attachments

MLT/CW



LIMITATIONS

This letter was prepared exclusively for the proposed Casper Mountain Biathlon Club by AMEC Environment & Infrastructure, Inc. (AMEC). The quality of information, conclusions, and estimates contained herein is consistent with the level of effort involved in AMEC services and based on: i) information available at the time of preparation, ii) data supplied by outside sources, and iii) the assumptions, conditions, and qualifications set forth in this report. This Range Safety Summary letter is intended to be used by the Casper Mountain Biathlon Club for the proposed Casper Mountain Biathlon Club Training Facility at the Natrona County Casper Mountain Nordic Trails in Casper, Wyoming only, subject to the terms and conditions of its contract with AMEC. Any other use of, or reliance on, this report by any third party is at that party's sole risk.

The findings contained herein are relevant to the dates of the AMEC Site visit and approved range designs and should not be relied upon to represent conditions at later dates. In the event that changes in the nature, usage, or layout of the property or nearby properties are made, the conclusions and recommendations contained in this report may not be valid. If additional information becomes available, it should be provided to AMEC so the original conclusions and recommendations can be modified as necessary.

FIGURES



ENVIRONMENTAL STEWARDSHIP PLAN

Casper Mountain Biathlon Club Training Facility

T Cross T Ranch, LLC

Casper, Wyoming

Prepared for:

Casper Mountain Biathlon Club

1255 Crimson Dawn Road

Casper, Wyoming 82601

Prepared by:

AMEC Environment & Infrastructure, Inc.

7376 SW Durham Road

Portland, Oregon 97224

(503) 639-3400

June 2013

Project No. 2-61M-127070

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June 13, 2013

Project No. 2-61M-127070

Casper Mountain Biathlon Club
1255 Crimson Dawn Road
Casper, Wyoming 82601

Attention: Robert M. Rosser

**Subject: Environmental Stewardship Plan
Casper Mountain Biathlon Club Training Facility
T Cross T Ranch, LLC
Casper, Wyoming**

Dear Mr. Rosser:

AMEC Environment & Infrastructure, Inc. (AMEC) is pleased to submit this Environmental Stewardship Plan (ESP) to the Casper Mountain Biathlon Club for the proposed Casper Mountain Biathlon Club Training Facility at the T Cross T Ranch, LLC located in Casper, Wyoming. This ESP provides guidance for environmental management of range related materials and outdoor small arms firing range areas at the proposed Casper Mountain Biathlon Club Training Facility.

This ESP was developed with information collected during a site inspection of the proposed small arms firing range site, conducted October 16, 2012. Implementation of the ESP will include the participation of proposed Casper Mountain Biathlon Club Training Facility managers and users. If requested, AMEC can provide training for the implementation of the ESP to managers and specified designees. The Casper Mountain Biathlon Club Training Facility managers and designees will provide training to facility users.

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We appreciate the opportunity to provide our services for your project. If you have any questions or request further information, please feel free to contact us at (503) 639-3400.

Sincerely,

AMEC Environment & Infrastructure, Inc.

Reviewed by:

A handwritten signature in black ink that reads "Michelle Talal".

Michelle Talal
Environmental Scientist

A handwritten signature in black ink that reads "Paul D. Stull III".

Paul D. Stull III
Associate Project Manager

Attachments

MLT/cw



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Appendix B Range Inspection Forms

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B-2 Soil pH Monitoring Form

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Appendix C Range Signs



LIST OF ACRONYMS AND ABBREVIATIONS

AMEC	AMEC Environment & Infrastructure, Inc.
bgs	below ground surface
BMP	Best Management Practice
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
EPA	United States Environmental Protection Agency
ESP	Environmental Stewardship Plan
ITRC	Interstate Technology and Regulatory Council
NRCS	Natural Resources Conservation Service
NSSF	National Shooting Sports Foundation, Inc.
ODOC	Oregon Department of Corrections
OSHA	Occupational Safety and Health Administration
PPE	Personal Protective Equipment
RCRA	Resource Conservation Recovery Act
USDA	United States Department of Agriculture
WRCC	Western Regional Climate Center



ENVIRONMENTAL STEWARDSHIP PLAN
Casper Mountain Biathlon Club Training Facility
T Cross T Ranch, LLC
Casper, Wyoming

1.0 INTRODUCTION

This Environmental Stewardship Plan (ESP) was developed by AMEC Environment & Infrastructure, Inc. (AMEC) for the Casper Mountain Biathlon Club for the proposed Casper Mountain Biathlon Club Training Facility located in Casper, Wyoming. The proposed Casper Mountain Biathlon Club Training Facility is a proposed 50-meter firing range (compliant to international biathlon range standards) to be operated by the Casper Mountain Biathlon Club. The proposed Casper Mountain Biathlon Club Training Facility will be located at the T Cross T Ranch, LLC, located north of East End Road and in Section 15 of Township 32 North, Range 79 West of the Sixth Principle Meridian, Natrona County, Wyoming. The property is located in the vicinity of latitude 42.4415 degrees north, and longitude -106.1746 degrees west. A site location map of the property is shown in Figure 1.

This ESP describes site-specific “Best Management Practices” (BMPs) for the management of lead and other range-related materials at the outdoor small arms firing ranges. This ESP was prepared in accordance with the following guidance documents:

- Best Management Practices for Lead at Outdoor Shooting Ranges, United States Environmental Protection Agency (EPA) Region 2 (EPA, 2005);
- Environmental Management at Operating Outdoor Small Arms Firing Ranges, The Interstate Technology and Regulatory Council ([ITRC], 2005);
- Environmental Aspects of Construction and Management of Outdoor Shooting Ranges, National Shooting Sports Foundation ([NSSF], 1997);
- Army Small Arms Training Range Environmental Best Management Practices, U.S. Army, 2005; and
- Small Arms Training Ranges (United States Navy, 2002).

A site inspection of the proposed Casper Mountain Biathlon Club Training Facility location was performed on October 16, 2012. The purpose of the site inspection was to identify potential environmental concerns at the proposed firing range and to recommend standard range operations and maintenance procedures. The results of the site inspection were used to develop site-specific BMPs, in accordance with currently accepted practices for range management. The BMPs consist

of a series of practical measures and procedures for the proposed management of lead and range-related materials at the proposed Casper Mountain Biathlon Club Training Facility.

1.1 OBJECTIVE

The objective of this ESP is to provide the Casper Mountain Biathlon Club Training Facility managers and operators with cost-effective procedures to minimize potential environmental impacts associated with range operations. This includes procedures to assist range managers in maintaining compliance with applicable local, state, and federal regulatory requirements, including the Resource Conservation and Recovery Act (RCRA), the Clean Water Act, the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA), and Occupational Safety and Health Administration (OSHA) requirements. Specifically, this ESP is designed to:

- Assess the physical setting of the proposed Casper Mountain Biathlon Club Training Facility;
- Evaluate the proposed operations at the proposed Casper Mountain Biathlon Club Training Facility;
- Design BMPs to prevent transport of lead into the surrounding environment through erosion, groundwater transport, and/or surface water runoff;
- Design BMPs to reduce range users' exposure to lead and encourage good hygiene practices;
- Minimize the potential for human and wildlife exposure to lead and range materials; and
- Develop policies and procedures for the long-term management of lead at the proposed Casper Mountain Biathlon Club Training Facility.

1.2 MANAGEMENT APPROACH

In accordance with the *Best Management Practices for Lead at Outdoor Shooting Ranges* (EPA, 2005), this ESP was developed to outline a four-step management approach with the following primary objectives:

1. Control and contain lead bullets, bullet fragments, and/or lead shot.
2. Prevent migration of lead into subsurface soils, groundwater, surrounding water bodies, and wetlands.
3. Remove and recycle lead from the ranges.
4. Document lead and range material management activities and maintain records.

2.0 ENVIRONMENTAL SETTING

The environmental setting of outdoor ranges can affect the potential for lead migration from range areas. Environmental setting conditions including climate, topography, soil, and geology, are evaluated to determine the potential for lead in bullets to degrade, oxidize, or erode and be transported through erosion or infiltration. The presence of potentially sensitive resources, including nearby land uses, groundwater, and surface water bodies are evaluated in this section to determine if there is a potential for lead from the proposed Casper Mountain Biathlon Club Training Facility to migrate to these resources.

2.1 CLIMATE, TOPOGRAPHY, AND DRAINAGE

Annual precipitation influences lead degradation and migration. In general, ranges located in areas with high annual/seasonal rainfall (i.e. exceeding 45 inches per year) have an increased risk of lead migration (EPA, 2005). Precipitation can contribute to the transport of lead from ranges in two primary ways: 1) through direct transport of lead in stormwater runoff; and 2) through infiltration of lead in soil to groundwater.

The proposed Casper Mountain Biathlon Club Training Facility is located centrally in Natrona County, Wyoming, whose climate varies widely mainly because of abrupt changes in elevation (NRCS 1997). Annual precipitation ranges from about 7 inches in an area south of the Big Horn Mountains in the northwestern part of Natrona County to about 35 inches on the tops of Casper Mountain and Muddy Mountain south of Casper, Wyoming. Moisture from the Pacific Ocean is largely blocked by the numerous mountain chains to the west. The climate is generally classified as semiarid. Frost commonly occurs in the mountain areas during the summer months. Annual precipitation ranges from 10 to 14 inches in the majority of the area, with the average precipitation being 11.97 inches. Approximately 7.61 inches, or 64 percent, of the precipitation falls in April through September. The average seasonal snowfall is 80.3 inches. Measurable snowfall commonly occurs as early in the season as September and as late as early June. The average annual precipitation in the vicinity of the proposed Casper Mountain Biathlon Club Training located in Casper, Wyoming, is approximately 13.03 inches (NOAA 2013). The average annual rainfall at the proposed Casper Mountain Biathlon Club Training Facility is considered average.

The elevation at the Casper Mountain Biathlon Club Training Facility is approximately 7,940 feet above mean sea level. The site has a swale in the center of the property that runs south to north and drains intermittent snow melt and precipitation. This swale is not identified as a surface water body or river/stream on the Natrona County GIS map system. The proposed range floors at the Casper Mountain Biathlon Club Training Facility will be generally topographically flat and the entire



range area will be surrounded by safety berms, which will separate the range area from the surrounding property.

2.2 LAND USE

Land use in the vicinity of the Casper Mountain Biathlon Club Training Facility is primarily undeveloped. The proposed Casper Mountain Biathlon Club Training property is zoned as Suburban Residential (The Natrona County Development Department 2004). The primary use of the surrounding property is primarily vacant, recreational, and low density residential.

2.3 SOIL

The migration potential of lead compounds is affected by the physical characteristics of range soils, including particle size and pH. The size of soil particles influences erosion and stormwater runoff and the ability of lead to leach through the soil column. The pH of soil also is an important factor because lead reacts more readily and may become more mobile under acidic (pH less than 6) or higher alkaline (pH greater than 8) conditions. Soil at the proposed Casper Mountain Biathlon Club Training Facility will consist of native soils, ballistic sand imported for construction of the range berms, and clean crushed rock imported for construction of range floors and interceptor drains.

2.3.1 Native Soils

Soil information for the proposed Casper Mountain Biathlon Club Training Facility was obtained from the Natural Resources Conservation Service (NRCS) branch of the United States Department of Agriculture (USDA) Web Soil Survey and the NRCS Soil Survey of Natrona County Area, Wyoming (1997). The soils at the proposed Casper Mountain Biathlon Club Training Facility are mapped as Bateson loam, 0 to 6 percent slopes. Bateson loam soils are well drained with a moderately high (0.20 to 0.60 inches/hour) capacity of the most limiting later to transmit water (Ksat). The depth to water table of the soil is more than 80 inches. The soil type identified for the proposed Casper Mountain Biathlon Club Training Facility is summarized in Table 2.0.

Table 2.0: Soil Type Identified at the proposed Casper Mountain Biathlon Club Training Facility

Soil Name	Surface	Subsoil	Drainage	Surface pH	Hydric Soil ¹
Bateson loam, 0 to 6 percent slopes	Loam	Very gravelly coarse sandy loam (18-60 inches)	Well-drained	Slightly Alkaline or Moderately Alkaline	No

¹ Hydric soils are defined as those soils that are sufficiently wet in the upper part to develop anaerobic conditions during the growing season.

The average pH of soil samples collected from subsurface soils located in the area of the proposed range and perimeter berms during the site reconnaissance was between 6.5 and 6.8 (slightly acidic), which is within the normal range for the Bateson loam, 0 to 6 percent slopes soil.

2.3.2 Ballistic Sand

Ballistic sand will be used in bullet impact berms at the proposed Casper Mountain Biathlon Club Training Facility to capture bullets prevent ricochets. The ballistic sand is comprised of approximately ¼ inch to #10 screen washed sand with no organic matter. The high permeability of the sand allows stormwater to infiltrate from the bullet impact berms quickly, minimizing the duration of storm water contact with bullets. The ballistic sand will be imported from a local source.

2.3.3 Crushed Rock

Clean crushed rock will be used on range floors at the proposed Casper Mountain Biathlon Club Training Facility. The material is comprised of approximately ¼ inch to ¾" clean crushed rock with no organic matter. The crushed rock will be imported from a local source. This material transmits water rapidly and will provide a suitable base for the range floor.

2.4 GEOLOGY

The proposed Casper Mountain Biathlon Club Training Facility is located on Casper Mountain, a convex-upward fold known as an anticline (The Natrona County Development Department 2004). This fold has been broken along its "front" north side by a fault which has raised rock units south of the fault by as much as 4,500 feet with respect to the equivalent rocks on the north side of the fault. The main fault trends almost due east-west and is located approximately along the lower edge of the forested areas on the steep north slope of the Mountain. Considerable minor faulting and fracturing is associated with the main folding and faulting, and these conditions may contribute to the potential for landslides on the north face of the Mountain. In addition, they have implications relating to ground water and sewage disposal. Rocks on the "back" side of the Mountain dip toward the south at angles of about 10° below horizontal (roughly equivalent to 1,000 feet per mile), so that progressively younger rocks are exposed at the surface as one moves southward from the top of Casper Mountain toward the top of Muddy Mountain.

Erosion over a period of perhaps fifty million years has removed much of the material uplifted by the folding and faulting of Casper Mountain (The Natrona County Development Department 2004). Thus, while there may be as much as 4,500 feet of structural displacement along the mountain front, there is presently only approximately 2,000 feet of topographic relief between the Mountain top and Garden Creek Road. In the central portion of the Mountain and extending both eastward

and westward along the steep front, this erosion has removed most of the younger, layered, sedimentary rocks and exposed the older Pre-Cambrian crystalline igneous and metamorphic rocks which form the "core" of the uplift.

2.5 HYDROGEOLOGY

Depth to groundwater is evaluated to determine the potential for dissolved lead to infiltrate from surface soil to groundwater. Groundwater in the vicinity of the property ranges from 25 to more than 100 feet below ground surface (bgs), as indicated in well log records for the area (The Natrona County Development Department 2004). Groundwater level varies based on topography and geology in the area. No water supply wells were identified on the on the ODOC property. The depth to groundwater at the proposed Casper Mountain Biathlon Club Training Facility indicates a low likelihood for dissolved lead to infiltrate to groundwater. No groundwater was encountered during any of the on-site test pit work. The test pits reached a maximum approximately depth of about 12+ feet below existing ground surface. If groundwater is encountered, appropriate drainage measures should be implemented to mitigate exposure to potential lead areas.

2.6 SURFACE WATER

The proposed Casper Mountain Biathlon Club Training Facility has a swale in the center of the property that runs south to north and drains intermittent snow melt and precipitation. There are no other surface water features at the proposed Casper Mountain Biathlon Club Training Facility location. Information available from the United States Department of Fish and Wildlife's National Wetlands Inventory indicates that no wetlands have been identified at near the proposed Casper Mountain Biathlon Club Training Facility. This swale was not identified as a surface water body or river/stream on the Natrona County GIS system map.

2.7 ENDANGERED SPECIES

The United States Fish and Wildlife Service list of Wyoming Ecological Services Species (2013) indicates that there are endangered species in Natrona County, Wyoming, which include the Platte River Species (*Sterna antillarum*, *Scaphirhynchus albus*, *Charadrius melodus*, *Platanthera praeclara*, and *Grus Americana*). The proposed Casper Mountain Biathlon Club Training Facility has only an intermittent swale, which is unlikely to provide habitat for any of the Platte River species. Based upon available documentation and local information provide to AMEC, no endangered species appear to be present at the Site.

3.0 PROPOSED RANGE FACILITIES AND OPERATIONS

The description of range facilities and operations was developed from the site reconnaissance conducted at the proposed Casper Mountain Biathlon Club Training Facility and a review of aerial photographs, tax-lot maps, topographic maps of the site, and site design drawings. The site inspection, conducted on October 16, 2012, included visual inspection of ranges and surface water drainage patterns. The main focus of the site inspection was to assess the physical setting at the proposed Casper Mountain Biathlon Club Training Facility and to identify likely areas of lead accumulation. The proposed 50-meter firing range at the Casper Mountain Biathlon Club Training Facility is located on an approximately 40-acre area of the property to be leased by the Casper Mountain Biathlon Club (Figure 1) from Natrona County. The proposed Casper Mountain Biathlon Club Training Facility range will include:

No improvements are currently located on the site. Future proposed improvements include the 50-meter biathlon range, spectator stands, range office, storage, and utility space, start/stop center, and waxing building. The major site features at the proposed Casper Mountain Biathlon Club Training Facility are shown on Figure 2. A photograph log of the facility is provided in Appendix A. Photographs in the log were taken on October 12, 2012.

Recommended BMPs at the Range include:

- **Bullet Containment:** A bullet impact berm constructed of ballistic sand will be used to contain, collect, and control bullets. A standard bullet deflector / targetry system for biathlon competitions is planned for the site. The high infiltration rate of the sand minimizes the duration of bullet contact with stormwater. The sand also facilitates lead recovery during range maintenance. The only round allowed on the site will be 0.22 caliber LR cartridges, which are the standard international biathlon round.
- **Stormwater Runoff Containment:** Stormwater runoff will be contained at the base of the bullet impact berms in impact berm drains, preventing erosion and transport of sediment and lead. Stormwater run-on from adjacent areas will be infiltrated directly into the ground or be directed away from the range, preventing contact with areas of bullet accumulation.
- **Erosion Control:** The bullet impact and side berms will be covered with ballistic sand and the range floor is covered with coarse crushed rock. These materials have a low susceptibility to erosion, thus minimizing the potential for lead particulates to become windborne or waterborne.
- **Vegetative Ground Cover:** The slopes surrounding the ranges are vegetated will be covered with native grasses, shrubs, and trees. Grass ground cover slows stormwater and reduces the potential for erosion.

4.0 RECOMMENDED BEST MANAGEMENT PRACTICES

In addition to the existing BMPs described in Sections 3.0, the following BMPs should be applied at the proposed Casper Mountain Biathlon Club Training Facility to further minimize the potential for lead migration from range areas:

- Establish and maintain full vegetative ground cover to prevent soil erosion;
- Soil pH monitoring;
- Bullet accumulation inspection;
- Record lead removal activities;
- Post signs; and
- Endangered Species Audit

4.1 MAINTAIN FULL VEGETATIVE GROUND COVER

BMP Recommendation: Maintain vegetation on side berms hillside areas around ranges.

Full vegetative cover is an important erosion control method for outdoor ranges because vegetation absorbs rainfall, slows stormwater flow velocity, and minimizes the amount of lead that may be transported in stormwater runoff. At the time of the site visit the hillside area and side berms were all vegetated, but not well established. Any sparsely vegetated or eroded areas should be seeded to prevent erosion. Use of an erosion control seed mix containing native species appropriate for the growing conditions is recommended.

Personnel should conduct range inspections to assess the potential for stressed vegetation and erosion at the ranges. The range inspections should be conducted monthly and after major storm events. The inspection should include visual observations of the ground surface and target berms for signs of wind or water erosion, including clouds of dust and flowing water or stormwater channels that could transport lead off-range. If erosion is observed, corrective action should be taken. Corrective actions may include, but are not limited to, restoring vegetative cover and topsoil where it has been degraded, addition of crushed rock, addition of rip-rap along slopes requiring additional stability, additional seeding and/or planting, and restricting vehicle traffic. The results of the periodic inspections will be recorded in the visual inspection log, B-1 Range Monitoring Forms, provided in Appendix B



4.2 SOIL PH MONITORING

BMP Recommendation: Monitor pH at all ranges.

The optimal soil pH for minimizing lead solubility and preventing the migration of lead through the soil column into underlying groundwater is between 6.5 to 8.5 (EPA, 2005). On October 16, 2012, soil samples were collected from several near surface (depths from 0 to 12 feet below ground surface {bgs}) within the area of the proposed range berms and floor. The average results of the pH testing are shown in Table 4.0.

Table 4.0: Soil pH at the proposed Casper Mountain Biathlon Club Training Facility

Sample Location	Material Type	pH
Test Pit 1	Surface Sand – 2-3 ft bgs	6.7
Test Pit 2	Surface Sand – 3-4 ft bgs	6.5
Test Pit 3	Surface Sand – 6-8 ft bgs	6.6
Test Pit 4	Surface Sand – 9-12 ft bgs	6.8
Test Pit 5	Surface Sand – 3-4 ft bgs	6.7
Test Pit 6	Surface Sand – 4-5 ft bgs	6.5

As demonstrated in Table 4.0, soil pH at the proposed Casper Mountain Biathlon Club Training Facility near surface soils is, which will be exposed in the backstop area and as fill for the range are neutral and within the optimal pH range recommended by the EPA.

The soil pH should be monitored annually to confirm the pH remains within the optimal range. If the pH drops below neutral conditions, based on annual monitoring, soil amendment should be added. Soil amendment is recommended to increase the soil pH to a value between 6.5 and 8.5. Fine-grained limestone products (i.e. granular, pelletized, or powdered lime) should be added in accordance with the manufacturer's specifications to the range floor areas and bullet impact areas where lead may accumulate if soil pH measurements are below 6.0. The amount of limestone required to raise the soil pH at each will be determined using the manufacturer's recommended application rate. In general, 50 pounds of fine-grained lime should be applied per 1,000 square feet of area to raise the pH approximately 1 pH unit for a period of between 1 and 4 years. Additional lime application may be necessary over time as precipitation will dissolve the lime amendment. Site soil pH will be monitored annually and amended as necessary to maintain the recommended pH. Monitoring activities will be recorded on form B-2 Soil pH Monitoring Log, provided in Appendix B.

4.3 BULLET ACCUMULATION INSPECTION

BMP Recommendation: Perform annual inspections of bullet accumulation at target berms of all outdoor ranges.

Annual inspections should be conducted to evaluate the face of the earthen berms in the bullet impact areas. The bullet impact berms should be evaluated to determine if lead has accumulated to the point of posing a potential risk to the environment or range safety. If large bullet pockets are observed, the face of the berm should be regraded with ballistic sand to eliminate the bullet pockets. If the annual inspection indicates a potential ricochet hazard is present, the particulate lead should be recovered from the berm. The lead recovery activities must be performed in accordance with applicable United States OSHA, EPA, and Oregon Department of Environmental Quality (DEQ) standards. If lead recovery and recycling is performed, shipping and recycling paperwork should be kept on site to demonstrate that the lead was recycled. Annual bullet impact inspections should be recorded on B-1 Range Monitoring Forms provided in Appendix B.

4.4 RECORD TYPE AND QUANTITY OF ROUNDS FIRED

BMP Recommendation: Record rounds firing on ranges to track lead accumulation on each range.

Logs should be kept at the range shooting stations to record the type and quantity of rounds fired. This information will be used to monitor the amount of lead that is deposited within each range over time and to obtain accurate estimates for lead recovery events. Rounds fired may be recorded on form B-3 Rounds Fired Log, provided in Appendix B.

4.5 POST SIGNS

BMP Recommendation: Post signs at all ranges to remind range users to avoid exposure to lead through personal hygiene practices.

Basic hygiene practices can minimize potential exposure to lead while at the ranges, and prevent taking lead home where family could be exposed. Recommended hygiene practices include: preventing eating, drinking, and use of cosmetics or tobacco on the ranges. Hand washing after range use is highly recommended. Signs should be posted at the ranges and in restrooms to notify range users of appropriate hygiene practices. Example signs are included as Appendix C.

4.6 WILDLIFE CONSERVATION

No endangered wildlife was identified for the Site from available information or from local information provided to AMEC.



5.0 CONCLUSIONS

The physical setting and operations at the proposed Casper Mountain Biathlon Club Training Facility were assessed through personnel interviews, information review, and an inspection of the ranges facilities conducted on October 16, 2012. The BMPs recommended in this ESP should be implemented to prevent the off-site migration of lead into the surrounding environment through erosion, groundwater transport, and/or surface water runoff and to minimize the potential for human and wildlife exposure to lead and range materials. The BMPs described in this ESP were developed to provide policies and procedures for the long-term management of lead at the proposed Casper Mountain Biathlon Club Training Facility.

In order to measure the success of this ESP, it is necessary to keep accurate records to document the effects of recommended BMPs. Records should include range monitoring forms, soil pH monitoring logs, and rounds fired logs (as applicable). Templates for these logs are included in Appendix B. It is recommended that this ESP be reviewed by range management personnel every five (5) years and updated as site conditions change.

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U.S. Fish and Wildlife Service. 2013. List of Wyoming Ecological Services Species. Accessed on April 12, 2013 at: http://www.fws.gov/wyominges/Pages/Species/Species_WYESList.html

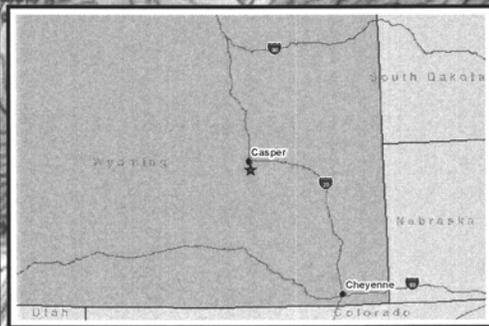
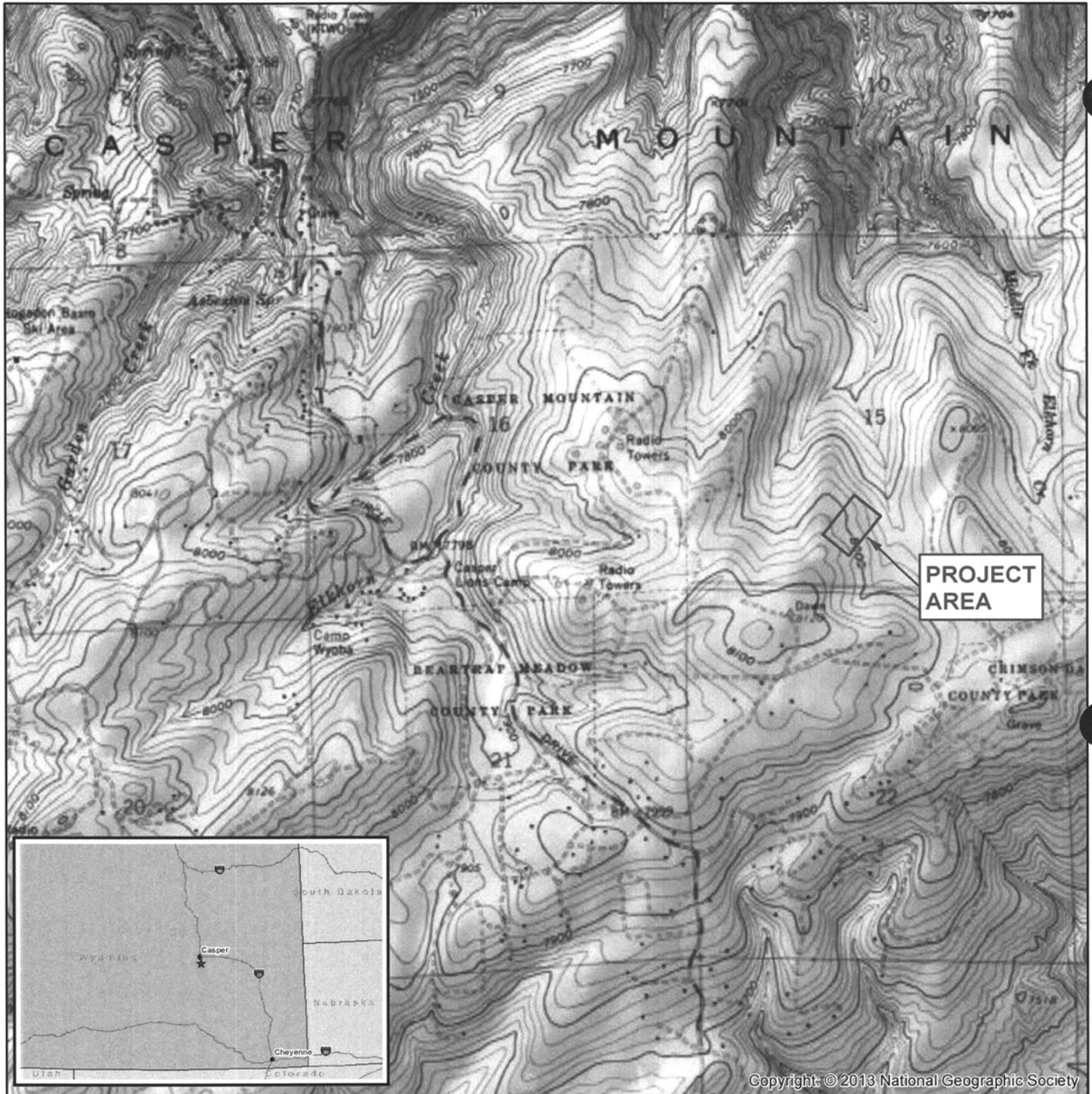


LIMITATIONS

This report was prepared exclusively for the proposed Casper Mountain Biathlon Club by AMEC Environment & Infrastructure, Inc. (AMEC). The quality of information, conclusions, and estimates contained herein is consistent with the level of effort involved in AMEC services and based on: i) information available at the time of preparation, ii) data supplied by outside sources, and iii) the assumptions, conditions, and qualifications set forth in this report. This Environmental Stewardship Plan is intended to be used by the Casper Mountain Biathlon Club for the proposed Casper Mountain Biathlon Club Training Facility at the T Cross T Ranch, LLC in Casper, Wyoming only, subject to the terms and conditions of its contract with AMEC. Any other use of, or reliance on, this report by any third party is at that party's sole risk.

The findings contained herein are relevant to the dates of the AMEC Site visit and should not be relied upon to represent conditions at later dates. In the event that changes in the nature, usage, or layout of the property or nearby properties are made, the conclusions and recommendations contained in this report may not be valid. If additional information becomes available, it should be provided to AMEC so the original conclusions and recommendations can be modified as necessary.

FIGURES



AMEC ENVIRONMENT & INFRASTRUCTURE 7376 SW Durham Road Portland, OR, U.S.A. 97224				CLIENT: CASPER MOUNTAIN BIATHLON CLUB	
TITLE: SITE LOCATION MAP		DWN BY: PM	DATUM: NAD83	DATE: APRIL 2013	
PROJECT: ENVIRONMENTAL STEWARDSHIP PLAN CASPER MOUNTAIN BIATHLON CLUB		CHK'D BY: MT	REV. NO.: 1	PROJECT NO.: 3-61M-127070	
		PROJECTION: WY SP E Central Ft.	SCALE: 1 inch = 2,000 feet	FIGURE No.: 1	

LEGEND

- ① Site Photo ID and Direction
- ▭ Project Area



<p>AMEC ENVIRONMENT & INFRASTRUCTURE 7376 SW Durham Road Portland, OR, U.S.A. 97224</p>		<p>CLIENT: CASPER MOUNTAIN BIATHLON CLUB</p>	
<p>TITLE: SITE PLAN MAP</p>	<p>DWN BY: PM</p>	<p>DATUM: NAD83</p>	<p>DATE: APRIL 2013</p>
<p>PROJECT: ENVIRONMENTAL STEWARDSHIP PLAN CASPER MOUNTAIN BIATHLON CLUB</p>	<p>CHK'D BY: MT</p>	<p>REV. NO.: 1</p>	<p>PROJECT NO.: 3-61M-127070</p>
<p>PROJECTION: WY SP E Central Ft.</p>	<p>SCALE: 1 inch = 200 feet</p>	<p>FIGURE No.: 2</p>	



APPENDIX A

Photograph Log





Photo 1

Backhoe used to conduct test pit work at the Site.



Photo 2

Typical test pit for pH testing.



7376 SW Durham Road
Portland, Oregon 97224

W.O.	3-61M-127070
PROCESSED	PS
DATE	April 2013
PAGE	1

Casper Mountain Biathlon Club
Natrona Co., Casper, Wyoming
Environmental Stewardship Plan

PHOTOGRAPH LOG



Photo 3

View to proposed range location. Photo taken looking Northwest.



Photo 4

View of proposed range location. Photo taken looking Southeast. Note backhoe conducting pH test pit work.



7376 SW Durham Road
Portland, Oregon 97224

W.O.	3-61M-127070
PROCESSED	PS
DATE	April 2013
PAGE	2

Casper Mountain Biathlon Club
Natrona Co., Casper, Wyoming
Environmental Stewardship Plan

PHOTOGRAPH LOG



APPENDIX B

Range Inspection Forms:

B-1: Range Monitoring Forms

B -2: Soil pH Monitoring Form

B -3: Rounds Fired Form

Date: _____

FORM B-1: Range Monitoring Form
Casper Mountain Biathlon Club Training Facility
Environmental Stewardship Plan

Inspected By: _____

Directions: Mark areas of erosion on drawing and describe in space below. Examples of erosion include: storm water runoff channels, dust clouds. Continue on reverse if necessary.

1. Describe Area of Erosion: _____

Initials: _____

Describe Corrective Action and Date: _____

Initials: _____

2. Describe Area of Erosion: _____

Initials: _____

Describe Corrective Action and Date: _____

Initials: _____

3. Describe Area of Erosion: _____

Initials: _____

Describe Corrective Action and Date: _____

Initials: _____

APPENDIX C

Range Signs

NOTICE

***NO EATING OR
DRINKING AT RANGE***



*Avoid Lead
Exposure!*



NOTICE

***NO MAKEUP OR
TOBACCO USE ON RANGE***



*Avoid Lead
Exposure!*



NOTICE

***WASH HANDS AFTER
FIRING PRACTICE***

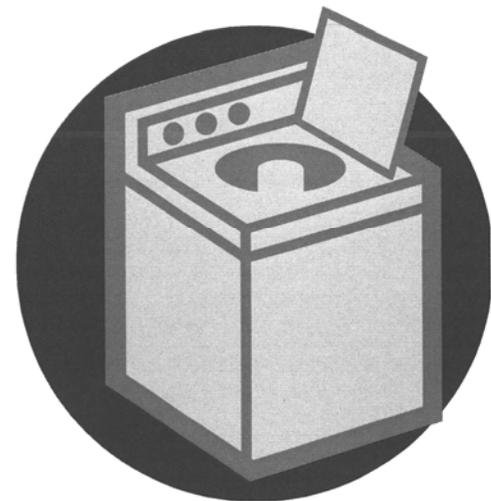
***Avoid Lead
Exposure!***



NOTICE

***CHANGE AND WASH
CLOTHING AFTER SHOOTING
OR CLEANING FIREARMS***

***Avoid Lead
Exposure!***





OFFICE OF THE MAYOR

CITY OF CASPER

200 NORTH DAVID

CASPER, WYOMING 82601

PROCLAMATION

WHEREAS, the governing body of the City of Casper recognizes the Casper Mountain Biathlon Club project will help to attract visitors to the Casper/Natrona County area; and

WHEREAS, this project will provide a multiuse area supporting a variety of activities for many user groups; and,

WHEREAS, this project will increase recreational opportunities in the Casper area; and

WHEREAS, Local athletes will benefit from a destination venue and Olympic/Paralympic training site; and,

WHEREAS, the development of the Casper Mountain Biathlon facility will be a Unique project enabling Wyoming to become a leader in the sport of Biathlon; and

WHEREAS, the Casper Mountain Biathlon Club strives to promote lifelong, healthy activity for youth, adults and people with disabilities; and,

WHEREAS, the Casper Mountain Biathlon Club strives to achieve recognition as a contributor to the US Olympic and Paralympic athlete pipeline; and,

WHEREAS, there exists a need to create additional revenue growth and business opportunities within the boundaries of the City of Casper, Natrona County and the State of Wyoming; and

NOW, THEREFORE, I, Paul L. Meyer, Mayor of the City of Casper, Wyoming, do hereby proclaim our support of the Casper Mountain Biathlon Club's efforts to enhance its facility and Natrona County's Community Enhancement grant application to the Wyoming Business Council.

IN WITNESS WHEREOF, I have hereunto set my and caused the official Seal of the City of Casper, Wyoming, to be affixed this 20th day of February, 2014.



CITY OF CASPER, WYOMING

A Municipal Corporation

Paul L. Meyer

Paul L. Meyer

Mayor

MATTHEW H. MEAD
GOVERNOR



STATE CAPITOL
CHEYENNE, WY 82002

Office of the Governor

September 30, 2013

Dear Friend,

Wyoming has strong ties to the Olympics. In 2012, I was proud to tout the fact that we had the most Olympians per capita in the nation. The two athletes who went to London were part of the Wyoming tradition of producing world caliber athletes for both the summer and winter games.

I am excited about a plan from the Casper Mountain Biathlon Club and Rob Rosser, US Biathlon Paralympic Coach, Army veteran and former Olympian. This group is hoping to create an elite facility in Casper that host biathletes year-round and provide an amazing resource for Wyoming citizens. This facility could someday be home to an official Olympic Training Site – a distinction that would help our future Olympians and make us even prouder to live here in Wyoming.

Sincerely,

A handwritten signature in black ink, appearing to read "Matthew H. Mead".

Matthew H. Mead
Governor

MHM:mdm

**BOARD OF COUNTY COMMISSIONERS
MINUTES OF PROCEEDINGS
February 4, 2014**

The regular meeting of the Board of County Commissioners was brought to order at 5:30 p.m. by Chairman Bill McDowell. Those in attendance were Commissioners Terry Wingerter, Forrest Chadwick, Matt Keating and Rob Hendry, County Attorney Bill Knight, Deputy County Attorney Heather Duncan Malone, County Clerk Renea Vitto, and Commissioners' Assistant Michelle Maines.

Commissioner McDowell welcomed fellow elected officials to the podium to present their employee service awards. Chairman McDowell asked to have all the services awards made part of the record: 5 YEAR SERVICE: Joy Fleming, Michelle Maines, Shannon Atkins, Brandy Porter, David Benardis, Heather Duncan-Malone, Donna LePage, Christina Collingwood, Margaret Liesmer, Lindsay Pattalochi, Eugene Wallace, John Wollen, Marvin Fitzpatrick, Travis Wesnitzer, Mark Bahr, Sandra Arnold, Rachel Hastings, Chad Heigis, Richard Reeves, Brett Tebeest, John Rabun, Teresa Gambino, Patty Still, Angel Capone Evans, Jolyn Wynn, Nicholas Kuhnel, Marcie Moore, Hazel F. Leppink; 10 YEAR SERVICE: Christine Lindsey, Connie Rollins, Amy Taylor, Michael Haigler, Athena Brown, David Crow, Jarrel Hurst III, Danny Schirlinger Jr., Gordon Schuler, John Tooke, Shelley Smith, Nancy Moody, Priscilla Williams, Kate Mutch, Nicholle Gerharter, Brian Rohrbeck, Clifton W. McCrady; 15 YEAR SERVICE: Mary Villegas, Robert Gillingham, John Blasé, Ben Britton, Chad Frimml, John Harlin, Melody Lee, Rebecca Lovelace, Murielle Alden, George DeMarce; 20 YEAR SERVICE: Mona Cureton, Charles Davis; 25 YEAR SERVICE: Jill Kiestler, Brian Davy, John Wienke Jr. Jerry Clark, Rhody Ridley, Susan Anderson, Inge Akins; 30 YEAR SERVICE: Johnny Becker, Stewart Anderson, Tom Jones .

Commissioner Chadwick moved to approve the Minutes of Proceedings for January 21, 2014. Commissioner Hendry seconded the motion. Motion carried.

Commissioner Hendry moved to approve the payment of bills in the amount of \$1,048,037.58. Commissioner Wingerter seconded the motion. Motion carried.

Public Hearings:

A. 2014 Business Ready Community Grant Program Application for Casper Mountain Biathlon Venue Community Enhancement Grant Project (Resolution 06-14)

Attorney Knight reported if approved Natrona County agrees to be the sponsoring entity of the grant to construct a Biathlon facility located on Casper Mountain (east of current Nordic Ski location). Matching funds provided from CAEDA & EDJPB. Application has been reviewed and approved as to form by the County Attorney's office.

Chairman McDowell opened the public hearing.

Chairman McDowell noted for the record he received emails of support from: Charlotte Gruner, Dan Ray, Jeff Garner, Daniel Rea, Dr. Kathy Blair and Colby Dreschel.

project. Agreement has been reviewed and approved as to form by the County Attorney's office.

Commissioner Hendry moved for approval of the Agreement. Commissioner Chadwick seconded the motion. Motion carried.

Consent Agenda:

Commissioner Hendry moved for approval of the Consent Agenda. Commissioner Chadwick seconded the motion. Motion carried.

Public Comments:

Chairman McDowell opened the floor to Public Comments.

Hearing no comments the floor was closed.

Commissioner Comments:

Chairman McDowell opened the floor to Commissioner Comments.

Hearing no comments the floor was closed.

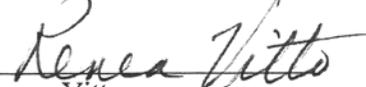
Adjournment:

There being no further business to come before the Board of Commissioners, Chairman McDowell adjourned the meeting at 6:22 p.m.



ATTEST:

NATRONA COUNTY CLERK


Renea Vitto

My term of office expires
January 5, 2015

BOARD OF NATRONA COUNTY COMMISSIONERS


Chairman



5611 High Plains Rd • Cheyenne, WY 82007
Phone: 307-777-7777 • Fax: 307-777-2877
wyomingtourism.org

Matthew H. Mead
Governor

Diane Shober
Executive Director

April 28, 2014

Julie Kozlowski
Wyoming Business Council
Business Ready Communities
214 West 15th Street
Cheyenne, Wyoming 82002

Dear Julie,

It has been brought to my attention that the Casper Mountain Biathlon Club (CMBC) is applying for a Community Enhancement Grant to create an elite facility in Casper. On behalf of the Wyoming Office of Tourism, I would like to extend full support for this effort.

A Community Enhancement Grant will enable CMBC to improve existing facilities and increase recreational opportunities to help promote healthy activities for youth, adults and people with disabilities. Visitors enjoy taking part in the outdoors and adventure activities. Product development such as this contributes to visitor activities and as a result increases the possibility of extending the length of stay, which in turn increases the value of the visitor trip. In addition, state and local entities will have a quality training site, which will add to the community economy by keeping Wyoming dollars in-state. An enhanced venue will also serve as a competition site for cross country skiing, cross country running and mountain biking, thus attracting competitors from all over to visit this great state!

I encourage positive support of this effort!

Warm Regards,

A handwritten signature in black ink that reads "Diane Shober".

Diane Shober
Executive Director
Wyoming Office of Tourism

DS/vm

Wyoming will always be Forever West

34 Meadow Ln.
Evansville, WY 82636

Friday, February 28, 2014

To Whom It May Concern:

I am writing to express my personal and professional support for the BRC Community Enhancement project "Casper Mountain Biathlon Venue" that is being proposed by Natrona County and the Casper Mountain Biathlon Club.

I started Nordic skiing while attending school in the Natrona County School District. Harry Brubaker was the beginning skier instructor for the high school ski team; I have known him, now, since 1998. Shortly after beginning the sport of Nordic skiing, I learned about the sport of biathlon and was immediately excited about the sport. In college, at the University of Wyoming, I continued competitive Nordic skiing. One of the UW coaches is a former biathlete and there are several US national/Olympic caliber skiers and biathletes who supported the UW team. I continued learning about biathlon and continued to be excited about the sport. After graduation I joined the Wyoming Army National Guard. After joining the National Guard I learned there is a National Guard circuit for biathlon and joined the Wyoming Guard team. This is my third season participating in and coaching Guard biathlon.

I am excited about having a world-class biathlon venue in Wyoming and believe Casper Mountain is a perfect spot for such a venue.

Personally, it would allow me to practice and hone my skills. As a shooter, it would allow me to have access to a range designed for the kind of shooting unique to biathlon. As an athlete, it would benefit me to have access to year-round training facilities.

Professionally, it would allow the Wyoming National Guard to have a training site which is centralized in the state. Currently, there are biathlon venues in Montana, Utah, and Colorado. While these venues are relatively close to their Wyoming border, it is logistically prohibitive to practice as a team when travel across the state is required for some team members. A training site on Casper Mountain would allow the entire team to participate in training events with minimal travel required for all members of the team.

The economic benefit for the Wyoming community would be significant. The Casper area has all the requirements for a national-scale event including plentiful lodging and an International airport. Casper Mountain provides an ideal location for national-scale ski events due to an elevation ideal for endurance competition, terrain varied enough to accommodate competitions ranging from novice to advanced, and proximity to lodging and transportation infrastructure. Climate and

a strong local skiing and biathlon community also contribute to the appeal of bringing competition to Wyoming.

The National Guard Biathlon office is always considering new venues for its four annual competitions. The "Casper Mountain Biathlon Venue" proposed by Natrona County and the Casper Mountain Biathlon Club would be taken into consideration for two of these four events; the Western Regional and National competition. These two competitions can bring up to fifty and two hundred biathletes, respectively. The coaching and support staff required for these competitions can double those numbers. I have had conversations, and know Mr. Rosser has had conversations, with personnel in the National Guard Biathlon office about the possibility of a world-class biathlon venue in Casper as well as the logistics of bringing such a large contingent to Casper. The likelihood of at least the Western Regional competition coming to Wyoming is high, based on the Casper Mountain venue coming to a reality.

Again, I extend my personal and professional support for the "Casper Mountain Biathlon Venue." If you wish to contact me, I can be contacted via email at kenneth.e.miech.mil@mail.mil. Thank you for your time and I look forward to the completion of this project.

Sincerely,



Kenneth Miech
2LT, MS
WYARNG Biathlon

University of Wyoming
Nordic Ski Team
Dept. 3274
1000 E. University Ave.
Laramie, WY 82071



April 28, 2014

Casper Mountain Biathlon Club,

The University of Wyoming Nordic Ski Club would like to present this letter of support to the Casper Mountain Biathlon Club.

The UW Nordic Ski Club is an exceptionally successful collegiate team, holding numerous individual (21) and team (10) National Titles. During the season we compete in between 12- 28 races throughout the region and the nation with at least 3 of these races being local. This season there are 42 athletes on the roster with athletes from as far away as Russia and as close as Laramie! The team trains 5-7 days/week throughout the fall and winter.

We feel that a large piece of our success is due to our ability to recruit quality racers from Wyoming. Many of these racers come from Casper and the Casper Mountain Biathlon Club where they receive quality training and racing experience that makes their transition to college much more successful.

We currently use Casper on a limited basis as a training site but the improvement of the current trails would be a huge draw. We would love to find a new venue for camps and races in the state of Wyoming, currently a majority of our racing and camp sites are in Colorado due to limited options near the University of Wyoming.

In addition, UW Nordic encourages and supports all types of Nordic skiing and as such Biathlon is a highly valued activity. Nordic skiing and Biathlon are life long sports and help teach a positive healthy lifestyle.

UW Nordic fully supports Casper Mountain Biathlon Club's endeavor to improve the biathlon ranges and the trails. Better facilities will support more young people to learn to ski and do Biathlon and this is positive thing for both the Casper Community and the greater Wyoming community while also supporting Biathlon nationally.

University of Wyoming Nordic Ski Club

Christine Noel Boggs
Rachel Watson

Christi Boggs - Coach

Rachel Watson - Coach

Sierra Jech - President



UNITED STATES
OLYMPIC COMMITTEE
1 Olympic Plaza
Colorado Springs, CO 80909

February 19, 2014

RE: Biathlon Range Funding Request for Casper Mountain Biathlon Club

To whom it concerns,

As the High Performance Director for U.S. Paralympic Nordic Skiing, I am writing in support of the Range Development funding request for building a biathlon range at Casper Mountain, which will include a full adaptive biathlon range for our Paralympic Biathlon athletes.

This project is led by Olympian and World Cup Biathlon competitor, Robert Rosser who is a resident of Casper, who coaches athletes in the area, supports the Casper Mountain Biathlon Club, and serves as the Development & World Cup Coach for our U.S. Paralympic program.

Casper has been host to two of our High Performance Camps for our U.S. Paralympic Nordic program so far, but while the community is very supportive, and the trail system and training is exceptional, we really need a World Class range to be able to prepare our civilian, active military, and veteran athletes for winning World Cup, World Championship and Paralympic competitions.

My program works very closely with the U.S. Biathlon Association, including scheduling our camps at the same location so that our programs can work together on the range, learn from and inspire each another. I am confident the USBA would be thrilled to have a 30 point shooting range for training camps and events, for which U.S. Paralympics would absolutely look to join.

I fully support the efforts of Robert Rosser and the Casper Mountain Biathlon Club in their quest to build a world class biathlon shooting range on the Casper Mountain Ski Trails.

Feel free to call or email me if you have any questions or need more information.

John Farra
High Performance Director, Nordic Skiing for U.S. Paralympics

Sincerely,

A handwritten signature in black ink, appearing to read "John Farra".

john.farra@usoc.org 719-351-1594





12FEB14

United States Biathlon
Association
49 Pineland Drive, Suite 301A
New Gloucester, Maine 04260
207.688.6500
bi hl

RE: Biathlon Range Funding Request for Casper Mountain

To whom it may concern,

As Director of Athlete Development for the US Biathlon, I am writing in support of the Range Development funding request for 30 point biathlon range at Casper Mountain. Robert Rosser, the engine behind the project, is a former U.S. team Olympian and World Cup competitor, and a very experienced biathlon marksmanship coach. He has worked closely with high school aged biathletes in the Casper area of the past 5 years, and he is currently the Assistant National Team Coach for the US Paralympic Biathlon Team. His talents and experience are the rare mix that is required to develop young biathletes. The trails and biathlon range area of Casper Mountain are an ideal location for training, competition, and for promoting sport for youth.

Casper Mountain is an ideal setting because there is room for a 30 point range, the ski trails are world class, there is snow on the ground 5+ months of the year. The venue is very close to the population center of Casper, and would be easily accessible for racing and training camps for competitors in biathlon clubs in Lander, Pinedale, Jackson, Cody and Laramie.

Over the last four years the interest in biathlon in the Casper area has greatly increased. With easy access to the biathlon venue at Casper Mountain, and excellent coaching available with Rob Rosser and additional volunteer coaches, we envision a continued growth of the youth biathlon program. The appeal of biathlon to in a health conscious age is easy to see- parents want their kids being outside and being active, and kids love to shoot.

In addition to bringing youth to train and compete at Casper Mountain, the area is already been host to a number of Paralympic training camps under the coaching of Rob Rosser. Rob has been working with a number of incredible "sit ski" athletes who are all wounded

Sponsored By:



veterans who have become sit ski biathletes after recovering from their injuries.
Casper Mountain has a range of terrain that is appropriate for sit ski athletes.

Casper Mountain Biathlon Club is seeking funds to pay for the design and engineering costs for developing a venue capable of hosting national and international competitions and training camps. A 30- point range, which would meet international standards, is a large project and requires proper planning before the bulldozers start their work.

As Director of Athlete Development at the US Biathlon Association, I give Robert Rosser and the Casper Mountain Biathlon Club my strongest recommendation and I hope you will be able to support their funding request for their Range Development Grant.

Please feel free to call (952-237-0765) or email (mnbiathlon@aol.com) if you have any questions or concerns.

Sincerely,



Piotr Bednarski
Directory of Athlete Development
US Biathlon Association
4845 Emerson Ave S.
Minneapolis, MN 55419

952/237-0765 , mnbiathlon@aol.com

Bill McDowell
Chairman, Natrona County Commission

Tuesday, February 4, 2014

To Whom It May Concern:

It is my pleasure to write a letter to support the BRC Community Enhancement project "Casper Mountain Biathlon Venue" that is being proposed by Natrona County and the Casper Mountain Biathlon Club.

My wife and I own Ragged Edge Sports in Casper. We opened the store seven years ago in part to give back to the community some of the outdoor experiences we shared as a family raising children in the Casper area. Natrona County is rich in amazing outdoor activities for those willing to brave the elements and embrace the variety of things to do year-round. We have water sports, incredible hunting and fishing, camping, hiking, and we have Casper Mountain.

Casper Mountain has been the base for mountain bike races, national-level road cycling events, and every kind of outdoor race or activity you could name. The only thing we lack to make Natrona County a destination for higher level races and activities are sound facilities to deal with basic needs of the attendees, coaches, family members, spectators, etc. The proposal to submit a BRC community Enhancement Grant could not be more timely or significant due to the profound impact this project will surely have in the community.

I have known Rob Rosser for many years and fully support his and Cathy's efforts to establish a world-class biathlon program in Casper. Rob is an amazing coach and mentor easily demonstrated by the success he has had with the many youth and adult athletes under his tutelage. He is driven and passionate and able to ignite that passion in those he deals with. Biathlon is an amazing sport that can benefit so many people, from the adolescent to the elite athlete; and having this venue would give many people the opportunity to experience something they would otherwise never even be aware exists.

Obviously, my store would directly benefit from this venture, but the benefits to the community far outweigh any increase in revenue this would generate for the individual retailers. This venue will undoubtedly draw hundreds of athletes, support staff, and family members to the area. They will spend money here, which will then turn over several times and benefit every local citizen. The ultimate benefit would be when some of those people decide to bring their families here and settle in Natrona County permanently. As you are well aware, a diversified economy is more stable than one primarily dependent on minerals. We must take advantage of opportunities to bring other revenue sources into play. The initial expenditure is significant, but there is no doubt that Natrona

county is perfectly situated to host national-level, if not world-class, events on Casper Mountain. This venue will be one more reason for people to come to Natrona County, and realize that this is not only a good place to visit, but also to live and raise a family.

In conclusion, the Casper Mountain Biathlon Venue will be a great addition to the Casper area and positively contribute to our business as well as the city's goal to be the "Adventure Capital of Wyoming".

Sincerely,

A handwritten signature in black ink, appearing to read "Roy Buck". The signature is fluid and cursive, with the first name "Roy" and the last name "Buck" clearly distinguishable.

Roy Buck, Owner
Ragged Edge Sports
307-237-5560



November 15, 2011

TO WHOM IT MAY CONCERN
WITH THE FRIENDS OF THE NRA
GRANT COMMITTEE

Re: Range Grant Application by the Casper Mountain Biathlon Club.

This letter is being submitted to you by the Board of Directors of the Casper Shooters Club which operates the Stuckenhoff Shooters Complex in Casper, Wyoming.

The Board is well aware of the efforts of the Casper Mountain Biathlon Club over the past few years to build a biathlon shooting facility and related ski trails on Casper Mountain in order to further the sport of Nordic skiing and marksmanship. The Board is in full support of this endeavor as it will enhance the shooting opportunities in our area for individuals of all ages in our community.

This program will be a growth opportunity for our youth who use our shooting facility to further their marksmanship skills by engaging in the sport of biathlon, and will further allow skiers to become more involved in the shooting sports. The Board believes that the biathlon facility will be a natural fit for our 4-H and Boy Scout shooters to move forward in the shooting sports, especially in light of the close proximity of Casper Mountain and the continued availability of the Stuckenhoff Shooters Complex for the training opportunities that we offer.

The Casper Mountain Biathlon Club, in order to move forward with the construction of the biathlon range, needs to obtain professional design and engineering services for which it has applied for grant assistance from the Friends of the NRA. The Board of Directors of the Casper Shooters Club is in full support of this grant application and recommends that it be approved.

Please feel free to contact the undersigned should you have any questions regarding any of the above.

Sincerely,

A handwritten signature in black ink, appearing to read "Conrad Archibeque", written in a cursive style.

Conrad Archibeque
307-267-4650
President



TO WHOM IT MAY CONCERN
WITH THE FRIENDS OF THE NRA
GRANT COMMITTEE

Re: Range Grant Application by the Casper Mountain Biathlon Club.

This letter is being submitted to you by the Board of Directors of the Casper Shooters Club which operates the Stuckenhoff Shooters Complex in Casper, Wyoming.

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Please feel free to contact the undersigned should you have any questions regarding any of the above.

Sincerely,

A handwritten signature in black ink, appearing to read 'Conrad Archibeque', written in a cursive style.

Conrad Archibeque
307-267-4650
President

On Monday, February 3, 2014 3:02 PM, Colby Drechsel <colbydrechsel@yahoo.com> wrote:
Dear Mr. Chairman McDowell,

I would like to share my support of the Casper Mountain Biathlon range and support for Rob Rosser and his agenda. I have been a member of the Casper community now for nearly 19 years. Having sponsored economic growth through various employment opportunities or contributing to the community through voluntary activities, I would like to suggest that the County Commissioners make effort to see Mr. Rosser's agenda to full completion.

Casper is blessed to have a former Olympian in its presence and one that not only calls it home but is willing to make a vested interest in this community through the love of his sport. I submit these remarks in lieu of my attendance tomorrow as I am out of town on business. I have taken up the sport as biathlon at the age of 42 (last year) and I love it.

Please accept my comments with sincerity,

Colby Drechsel
1871 Begonia Street
Casper, WY 82604

Bill McDowell

From: Colby Drechsel <colbydrechsel@yahoo.com>
Sent: Monday, February 03, 2014 3:02 PM
To: Bill McDowell
Subject: Casper Mtn Biathlon range

Dear Mr. Chairman McDowell,

I would like to share my support of the Casper Mountain Biathlon range and support for Rob Rosser and his agenda. I have been a member of the Casper community now for nearly 19 years. Having sponsored economic growth through various employment opportunities or contributing to the community through voluntary activities, I would like to suggest that the County Commissioners make effort to see Mr. Rosser's agenda to full completion.

Casper is blessed to have a former Olympian in its presence and one that not only calls it home but is willing to make a vested interest in this community through the love of his sport. I submit these remarks in lieu of my attendance tomorrow as I am out of town on business. I have taken up the sport as biathlon at the age of 42 (last year) and I love it.

Please accept my comments with sincerity,

Colby Drechsel
1871 Begonia Street
Casper, WY 82604

Bill McDowell

From: Kathy Blair <kblair@windcitypt.com>
Sent: Monday, February 03, 2014 9:27 PM
To: Bill McDowell
Subject: biathlon

Bill,
Hey there stranger. I just wanted to offer my support for the biathlon grant that will be discussed at tomorrow's meeting. I will be unable to attend in person, but think that it would be another asset to the amazing opportunities our mountain and county offers. I remember early discussions of this about 10 years ago when I skied much more than I currently do. I have now returned more to skiing and have been enjoying biathlon training and my kids are interested in doing it in a few years. Both are avid skiers and I am excited about a new opportunity they may have. Recreation opportunities was the main reason I stayed in Casper 20 years ago and it is a very strong reason that keeps me and my family grounded here. Every year we have seen more groups doing more things to engage the community in outdoor activities. A weekend does not go by that you can not do a race or event. The more our community can do to support events and groups, the more opportunities our children will have to expand their horizons. I thank you for your time and support of this great venture.

--

Regards,
Dr. Kathy Blair, PT, DPT, OCS
Board Certified Orthopedic Specialist, Certified Vestibular Therapist

Bill McDowell
Chairman, Natrona County Commissioners

Mr. McDowell,

Greetings! I wanted to get you a quick note of thanks for allowing Rob and Cathy Rosser time at your meeting Tuesday to present the plans for a future Biathlon Range on Casper Mountain. I am a coach for our Casper Special Olympics downhill team, our State competition is in Jackson this week, I will miss the meeting!

Mr. McDowell, this letter is in support of the proposed Biathlon range on Casper Mountain. My Daughter Rylie is a member of the Casper Mountain Biathlon club "Elite" team. Rylie has competed in many different venues across the country most recently in Presque Isle Maine, and West Yellowstone Montana. Rylie competed in the Team USA junior Biathlon trials in Presque Isle. These ranges are both outside small communities with limited hotel and restaurant's . Both are always bustling with athletes, races, clinics classes, etc., these facilities are a magnet for outdoor enthusiast, and a unique magnet at that.

It is amazing how many people want to get involved and say "I did a biathlon this weekend". We are constantly answering questions to other families how to get involved. Biathlon mixes both shooting and guns safely, with exercise and sports (both strong in Casper). Mr. Rob Rosser and our Casper Mountain Biathlon club has built from scratch the most competitive young biathlon team in America, without even having a local range to shoot at (we ski on the Nordic Trails, and shoot at the county range) Mr. McDowell, the proposed range on our Mountain would not only bring outdoor enthusiast into our community on a regular basis, but also give our current population and entirely unique way to enjoy our great county. It also has to be noted the outstanding opportunity we have, as so much of the pre planning, and preparation for a safe venue is done.

I wanted to keep this short, I have lived in Casper all my life, my parents live here, my in laws live here, and our roots run very deep in Casper. We ski, hunt, shoot, compete, play, and raise our kids here. I have a special needs daughter who competes in all Special Olympic events, and another daughter ranked 3rd in the sate varsity for Nordic, and a top female Biathlete in the country. Rylie, my 14 year old Biathlete would be more than happy to come to you to explain Biathlon, how it works, what is like to compete and ski into a range at heart rate as well as the benefits of a world calls range. Please let me know if this would be something that would help, she is the expert!
My cell is 307-259-2873.

Thank you!
Respectfully Submitted,
Jeff Garner

Bill McDowell

From: DB Rea <dbrea@tribcsp.com>
Sent: Tuesday, February 04, 2014 9:38 AM
To: Bill McDowell
Subject: please support the biathlon range

Dear Mr. McDowell-

I am in support of the new biathlon range to be built on Casper Mountain. I hope that the County Commission will also support the project in its hearing this afternoon (Tuesday, February 4, 2014).

Thank you-

Daniel B. Rea

Bill McDowell

From: Charlotte Gruner <cmgruner@vcn.com>
Sent: Tuesday, February 04, 2014 10:56 AM
To: Bill McDowell
Subject: Casper Mountain Biathlon Venue

Dear Mr. McDowell:

I wish to express my support for the proposed Casper Mountain Biathlon Venue. I believe that the venue would not only be an outstanding addition to the outdoor recreation opportunities for Casper residents year-round, but it would also attract athletes and their families to Casper to train and participate in races, boosting local economy. The sport of biathlon is growing and Casper is ideally suited to become a hub for the sport for all ages and abilities.

My daughter has been a member of the Casper Mountain Biathlon Club for almost 3-years now. We are very lucky to have a local coach as qualified as Rob Rosser to work with our athletes. Even without a biathlon range available on Casper Mountain, Rob has a steady stream of athletes that come to Casper to train with him. My daughter has gotten the opportunity to train along side elite Olympic hopefuls as well as elite Paralympians, one of whom was recently chosen for the Paralympic team for biathlon for the Sochi Olympics. It is inspiring to her to see how hard these athletes work to achieve their goals.

As my family has been exposed to the sport of biathlon, we are convinced it is a sport that Casper will embrace. Casper has a large, active population of nordic skiers of all ages as well as a large population that participates in shooting sports. Biathlon is a natural extension of these two sports.

I urge you to support the Casper Mountain Biathlon Venue. I believe it would be a great asset to the community and contribute to Casper's reputation as the "Outdoor Capital of Wyoming."

Sincerely,

Charlotte Gruner

3611 Ridgecrest

Casper, WY 82604

February 2014
Wyoming Business Council

Dear Business Council,

It is with great enthusiasm that I write to you to support The Casper Biathlon Club in its continuing development of a World Class facility. This facility would be a tremendous asset for not only the local scene but would put Wyoming on the international map in the Biathlon/Cross Country ski community. In addition, this would be a very positive example of the active, healthy outdoor lifestyle that "is" Wyoming.

I have had the good fortune to have competed and coached in this arena for over one half of my life. This has taken me all over the northern hemisphere for competitions and all over the world for educational and training opportunities. I will tell you that Wyoming is poised to enter this arena with this facility. Not only would this allow training and competition but also it will serve as a high altitude-training laboratory for world-class athletes, "regular" skiers and lay people who live and work in an altitude-impacted environment.

The service that this can provide our young people goes beyond the athletic world, as it will allow them an avenue that can teach and measure performance. Beyond the classroom and the lab, this facility can offer all levels of educational pursuit a place for measured learning through actual application. As in many such facilities world wide, a world class training facility is directly linked to a world-class research facility in the field of work physiology. What a feather in our state's hat!

Finally, and most importantly, this facility can be a great resource and provide an outstanding service for our young people. In over forty years in the educational/coaching arena I have seen the direct benefits that a facility like this can bring them. Like "The Center of Excellence" in Park City, Wyoming can have its own center of excellence with such a facility. There is no doubt that the Olympic Games and the USSA's Center of Excellence have provided the young people of Utah not only world class facilities but also an avenue for the pursuit of both athletic and personal improvement. So it will be with this facility for our young people.

Please call on me if I can be of any further assistance. I eagerly look forward to this process going forward and stand ready to help in any way. Thank you for your consideration of my support for this project.

Wishing you well,

Bob Matson/teacher retired and XC ski coach Natrona County School District



Casper Area Convention & Visitors Bureau

NATRONA COUNTY TRAVEL & TOURISM COUNCIL

February 27, 2014

Wyoming Business Council
214 W 15th Street
Cheyenne, WY 82002

RE: Casper Mountain Biathlon Venue

To Whom It May Concern:

On behalf of the Natrona County Travel & Tourism Council and the Casper Area Convention and Visitors Bureau, I would like to offer this letter of support for the BRC Community enhancement project "Casper Mountain Biathlon Venue" that is being proposed by Natrona County and the Casper Mountain Biathlon Club.

The Casper Area Convention and Visitors Bureau is the marketing arm of the Natrona County Travel and Tourism Council, a joint powers board, whose mission is to enhance the economic base of Natrona County through tourism. Its primary objective is to encourage more and longer visitor stays through marketing programs aimed at the convention/meeting, individual, motor coach and special events markets.

We fully support the efforts by Casper Mountain Biathlon Club and Natrona County Parks to establish a world-class biathlon venue and program in Casper.

- Biathlon is a great sport for our area. Skiing and shooting are two of Wyoming's most popular sports. Biathlon is a natural fit for the Wyoming culture.
- We are excited to see the growth of biathlon in Casper. The construction of a venue is a natural outgrowth of the existing thriving Nordic ski and biathlon programs.
- The venue would provide another opportunity for Casper youth and adults to enjoy outdoor exercise.

Not only would a Biathlon Venue be a wonderful asset for the community, it will also have direct benefits for Wyoming's economy.

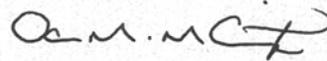
- This caliber of Biathlon Venue will establish Casper as a destination for Biathlon and Nordic ski competitions and training. This venue will attract athletes from all over the country and internationally to visit Casper for events, training camps and races.
- The biathlon venue and programs will diversify the local economy by directly strengthening the Recreation and Tourism sector.
- This multi-use, year round facility will expand recreation opportunities and related economic benefit by serving as a venue for running, mountain biking, adventure races and more in addition to the Nordic Ski and Biathlon opportunities.
- The Casper Mountain Biathlon Team and the Wyoming National Guard Biathlon Team would have a home training site and would no longer have to travel outside the state for quality training, thus keeping their dollars in our local economy as opposed to spending outside the state in Colorado or Montana.

- Increased business in Nordic skiing and outdoor gear for youth and adults
- Casper's convenient location on I-25, quality airport, lodging, food and entertainment in addition to the short distance to the proposed venue make it an ideal location for building such a venue. Casper Mountain's thriving Nordic and Biathlon programs, ideal elevation and consistent snow make it an ideal location for a successful biathlon venue.

In conclusion, this venue will strengthen Wyoming's appeal to visitors, future residents, businesses, professionals, students and athletes by showcasing what the state has to offer. Wyoming is becoming a state that is attracting and retaining new generations of workers with job growth and cities that support a healthy lifestyle; the biathlon venue is directly in line with this trend. Casper Mountain Biathlon Venue will be a great addition to the Casper area and positively contribute to our economy as well as the city's goal to be the "Adventure Capital of Wyoming".

The CACVB has and will continue to promote travel into Natrona County as a destination and travel hub and we look forward to continuing our relationship with the C/NCIA in this area. Please contact me if our office can assist your evaluation process in any way.

Sincerely,



Aaron M. McCreight, CDME
CEO

AMM:kjh

Economic Development

Joint Powers Board

300 South Wolcott, Suite 300 • Casper, Wyoming 82601 • (307) 577-7011 • (800) 634-5012 • Fax (307) 577-7014

February 20, 2014

Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002

Wyoming Business Council Board of Directors:

It is the board's pleasure to write a letter to support the BRC Community Enhancement project "Casper Mountain Biathlon Venue" that is being proposed by Natrona County and the Casper Mountain Biathlon Club.

The board fully supports the efforts by Casper Mountain Biathlon Club and Natrona County Parks to establish a world-class biathlon venue and program in Casper.

- Biathlon is a great sport for our area. Skiing and shooting are two of Wyoming's most popular sports. Biathlon is a natural fit for the Wyoming culture.
- We are excited to see the growth of biathlon in Casper. The construction of a venue is a natural outgrowth of the existing thriving Nordic ski and biathlon programs.
- The venue would provide another opportunity for Casper youth and adults to enjoy outdoor exercise.

Not only would a Biathlon Venue be a wonderful asset for the community, it will also have direct benefits for Wyoming's economy.

- This caliber of Biathlon Venue will establish Casper as a destination for Biathlon and Nordic ski competitions and training. This venue will attract athletes from all over the country and internationally to visit Casper for events, training camps and races.
- The biathlon venue and programs will diversify the local economy by directly strengthening the Recreation and Tourism sector.
- This multi-use, year round facility will expand recreation opportunities and related economic benefit by serving as a venue for running, mountain biking, adventure races and more in addition to the Nordic Ski and Biathlon opportunities.
- The Casper Mountain Biathlon Team and the Wyoming National Guard Biathlon Team would have a home training site and would no longer have to travel outside the state for quality training, thus keeping their dollars in our local economy as opposed to spending outside the state in Colorado or Montana.
- Increased business in Nordic skiing and outdoor gear for youth and adults.

- Casper's convenient location on I-25, quality airport, lodging, food and entertainment in addition to the short distance to the proposed venue make it an ideal location for building such a venue. Casper Mountain's thriving Nordic and Biathlon programs, ideal elevation and consistent snow make it an ideal location for a successful biathlon venue.

In conclusion, this venue will strengthen Wyoming's appeal to visitors, future residents, businesses, professionals, students and athletes by showcasing what the state has to offer. Wyoming is becoming a state that is attracting and retaining new generations of workers with job growth and cities that support a healthy lifestyle; the biathlon venue is directly in line with this trend. Casper Mountain Biathlon Venue will be a great addition to the Casper area and positively contribute to the area economy as well as the city's goal to be the "Adventure Capital of Wyoming".

Sincerely,



Mark Pepper
EDJPB Chair

February 23, 2014

RE: Biathlon Range Funding Request for Casper Mountain

To whom it may concern,

As a US Olympian in Biathlon, I am writing in support of the Range Development funding request for 30 point biathlon range at Casper Mountain. Casper Mountain is an ideal setting because there is room for a 30 point range, the ski trails are world class, and there is snow on the ground 5+ months of the year. The venue is very close to the population center of Casper, and would be easily accessible for racing and training camps for competitors across the state.

In recent years, interest in biathlon in the Casper area has greatly increased through the efforts of Rob Rosser and the Casper Mountain Biathlon Club. Both Youth and Paralympic programs already exist, and would have the potential to grow exponentially with a range close by. Casper Mountain Biathlon Club is seeking funds to pay for the initial construction costs to develop a venue capable of hosting national and international competitions and training camps.

As an Olympian, coach, and Chair of the USOC's Athlete's Advisory Committee, I want to make my complete support for the project absolutely clear. A biathlon range on Casper Mountain would open up so many opportunities to people across the state. Although I have retired from international competition, I still enjoy biathlon racing, and currently have to travel to Colorado to race. Given the culture of outdoor recreation and hunting in our state, I have long been amazed that we do not have more top level biathletes emerging from our youth. This range would give youth in our state the opportunity to excel at Europe's most popular winter sport, and consequently open doors for them in Wyoming, the nation, and the world.

Sincerely,

Sarah Konrad
2006 Olympian
Chair, US Athlete's Advisory Council
Board Director, US Biathlon Association
64 Corthell Rd
Laramie, WY 82070

Friday, February 28, 2014

To Whom It May Concern:

The Casper Nordic Club fully supports the BBC Community Enhancement projects "Casper Mountain Biathlon Venue" that is being proposed by Natrona County and the Casper Mountain Biathlon Club.

The Casper Nordic Club shares the love and excitement of skiing with the Casper Mountain Biathlon Club.

We applaud Harry Brubaker and Rob Rosser for their past and present dedication and knowledge in the efforts to establish a world-class biathlon program in Casper.

- Biathlon is a great sport for our area.
- Biathlon is a natural outgrowth of the thriving Nordic Community in Natrona County.
- We are excited to see the sport of biathlon growing in Casper, Wyoming.
- The venue would provide another opportunity for Casper youth and adults to enjoy outdoor exercise.
- Biathlon is appealing to many in Wyoming because of the combination of shooting and skiing that are already individually popular in our area.

Our Club would directly benefit from the proposed biathlon venue. The increased trail system would give our members more areas to ski and a rare opportunity to try the biathlon sport. In support we, the Casper Nordic Club, voted at our February meeting, to give the biathlon club a \$1000 this year. In conclusion, the Casper Mountain Biathlon Venue will be a great addition to the Casper area and will positively contribute to our club as well as the city's goal to be the "Adventure Capital of Wyoming."

Sincerely,

The Casper Nordic Club

VERMONT NATIONAL GUARD
NATIONAL GUARD BIATHLON OFFICE
113 ETHAN ALLEN ROAD
JERICHO, VERMONT 05465-9706

VT-PTS-BI

12 February 2014

MEMORANDUM FOR RECORD

SUBJECT: Use of Casper Mountain Biathlon Club (CMBC) facility for the National Guard

1. I am the National Guard Biathlon Director writing this memorandum in support for Casper Mountain Biathlon Club (CMBC) project.
2. The National Guard Biathlon Office has been looking for a quality biathlon venue in the western United States with reliable early snow and high altitude for many years. The site on Casper Mountain is a perfect match for our needs.
3. Upon completion of phase 1 of their Biathlon Venue project National Guard Biathlon Office will use the venue as it's Western Regional site to host annual events and training camps such as our Western Regional event. This event which typically has about 100 soldier/athletes is used to determine who will qualify for National Guard Biathlon Championships, our largest Biathlon event in the country.
4. I reiterate my support CMBC in their venue project.
5. POC is the undersigned at #802-899-7120 or at christopher.t.ruggerio.mil@mail.mil.



CHRISTOPHER T. RUGGERIO
MAJ, IN
NG Biathlon Coordinator



Kristin Underwood
701 Carriage Lane
Casper, WY 82601

2-25-2014

To Whom It May Concern:

It is my pleasure to write a letter to support the BRC Community Enhancement project "Casper Mountain Biathlon Venue" that is being proposed by Natrona County and the Casper Mountain Biathlon Club.

I have known Rob and Cathy Rosser for the past 2 years and fully support their efforts to establish a world-class biathlon program in Casper. They have taken the time to teach my students a skill that is growing in popularity. It also became an interest of my student's to watch biathlon on the Olympics this year. My PE club has been able to take advantage of this program and learn how to cross-country ski but also how to use electronic guns and shoot at targets. My club the first year had about 8 students, this year we had about 24 as well as parents and siblings join. This community is winter for many more months and it is a goal of mine to introduce all types of activities that children can participate in as well as maybe even grow into a serious sport as they get older. This type of activity can be done by just about any age as well as developmental and physical ability.

- Biathlon is a great sport for our area.
- I am excited to see the sport of biathlon growing in Casper.
- The venue would provide another opportunity for Casper youth and adults to enjoy outdoor exercise.
- Biathlon is appealing to many in Wyoming because of the combination of shooting and skiing that are already individually popular in our area

The Casper Mountain Biathlon Venue will be a great addition to the Casper area and positively contribute to our youth and families of our school, but I see this program growing into the schools as a possible school program in the future.

Sincerely,

Kristin Underwood
Physical Educator/Coordinator
Natrona County School District



543 SOUTH CENTER / CASPER / WYOMING / 82601 / 307-266-1136 / FAX 307-268-8463

February 24, 2014

Wyoming Business Council
214 West 15th St.
Cheyenne, WY 82002-0240

Dear Members of the Wyoming Business Council,

I am writing in support of the Casper Mountain Biathlon Club's grant request for developing a world class biathlon facility. I have been in the outdoor recreation business for over 40 years in Casper and would love to see this facility developed. Of course, this would benefit my business in a limited way but, to a much greater extent, it would greatly benefit all of Central Wyoming for the following reasons.

1. The promise of early snow, ideal training altitude and excellent trails will attract athletes from throughout North America. These athletes will use the airport, restaurants and lodging facilities in Casper. Already, with just a make shift facility, athletes are coming to Casper Mountain to train. Word is out and a complete facility is already highly anticipated.
2. The facility and trails will be multi-use and will enhance year round recreational opportunities for trail running and mtn biking along with summer and winter biathlon. This facility will also be a very desirable venue to host a whole variety of outdoor competitions in any of these disciplines. Each of these activities will only add to the economic impact mentioned above.
3. Every user of this facility will leave with a positive impression of Wyoming and a desire to return to visit or live.

The Casper Mountain Biathlon Club is uniquely qualified to develop this project. President and head coach Rob Rosser has international biathlon experience as a world class athlete and coach. His work with Paralympic athletes and his years of international biathlon competition and coaching have allowed him to create a vast amount of knowledge, contacts and resources. Rob is not a homegrown fellow learning his way. He chose to come to Casper because he recognized the potential for a world class biathlon program in Wyoming. He picked Casper Mountain for its ideal location with regards to weather, elevation, access and topography. He knows what he is doing and will use the same determination, skill and attitude that won him several National Biathlon Championships to make this facility and program successful.

I would ask you to support this program to whatever extend possible.

Sincerely,

Bruce Lamberson
Pres. Mountain Sports

February 24, 2014

To: Wyoming Business Council

Re: Biathlon proposal

This letter is written in complete support of any further development of the local biathlon range and trail system on Casper Mountain.

The biathlon range will enhance the Nordic Ski Trail System that has already been developed and will be an important part of the future plan for Casper Mountain. Interest in the biathlon will come not only from the local community but also from the entire state and nation. It will expand year around recreational opportunities for all ages.

Please give this project careful attention.

Sincerely yours,

Jim Miller, Teacher /Coach

Rob Rosser, President of the Casper Mountain Biathlon Club, spoke in favor of building a world class international standard Biathlon/Multi Sport venue.

Also speaking in favor: Leif Johanson (Casper), Vice-President of Fat Fish Racing; Roy Buck (Casper), Owner Ragged Edge Sports; Mason Sale (Casper); Ken Mick (Casper) WY National Guard Biathlon Team Member; Christopher Smith (Casper) Hogadon Ski Area Manager; Chloe Sale (Casper) Elite Team Member/Casper Mountain Biathlon Club; and Keith Tyler (Casper) gave history of the Nordic System in Natrona County.

Hearing no comments in opposition, Chairman McDowell closed the public hearing.

Commissioner Wingerter moved for approval of submitting the Grant Application and Resolution 06-14. Commissioner Chadwick seconded the motion. Motion carried.

B. CUP13-0015

Jason Gutierrez, Development, reported this is a request by Rocky Mountain Power, a division of PacifiCorp, for a Conditional Use Permit to allow construction and operation of the new Bar Nunn Substation and supporting 115kV transmission line; property is addressed as 3540 Zuni Trail. On January 14, 2014, the Planning & Zoning Commission recommended approval incorporating all staff's findings of facts. To date staff has received no public comments.

Chairman McDowell opened the public hearing.

Leslie Blythe, Rocky Mountain Power and Tom Fargen, Rocky Mountain Power Project Manager, reported on the project; both were available for questions.

Hearing no comments in opposition, Chairman McDowell closed the public hearing.

Commissioner Chadwick moved for approval of the Conditional Use Permit including finding of facts and staff's recommendations. Commissioner Wingerter seconded the motion. Motion carried.

Contracts, Agreements, Resolutions:

A. Contingency Agreement between NC & Mountain West Technologies Corporation

Attorney Knight reported this is a revision to a previously approved Agreement as part of the Grant Application. As per the WY Business Council's request the following changes have been made: Page 2 (dates inserted beginning May 2014 and completed expansion by December 13, 2014); Page 3 section e (county will only reimburse the electrical and broadband costs related

BIATHLON

Paralympian biathlon athlete calls Casper home

Bermejo joins push for biathlon facility on Casper Mountain



MAY 03, 2014 6:00 PM • BY TOM DIXON STAR-TRIBUNE
STAFF WRITER

A big smile lights up Casper resident Omar Bermejo's face when he remembers the Olympic Village at the 2014 Winter Paralympics.

"They have everything for you there, man," Bermejo said with a laugh.

He recalled the gym, the food, and the games, but most of all he remembers the people.

Bermejo met Nordic skiers from every corner of the world. Even athletes representing nations in turmoil broke bread together, he said.

"I hung out with guys from Russia and Ukraine. We talked about it a little, and then we moved past it," Bermejo said. "That's what I love about sport. It has the ability to bring everybody together."

In Bermejo's case, sport has helped him overcome tragedy.

Bermejo crushed his right arm against a guardrail in a June 2008 motorcycle accident shortly after returning from his fourth tour in Iraq. The wreck left his nerves severed and his arm useless.

In December 2011, he finally had it amputated.

During rehab, Bermejo was introduced to skiing. After his amputation, biathlon coach Rob Rosser asked him to give the sport a try competitively.

"It had shooting, which I was already pretty good at," Bermejo said. "It reminded me of my time in the Marines."

Biathlon combines the endurance of Nordic ski races as long as 12-miles with the mental focus and steady nerves required for sharpshooting.

For Paralympic athletes, the gun is mounted onto a metal spring, which allows the gun to move freely, Bermejo said.

He was invited to join the U.S. National team in 2012. He became a national champion in the standing division and earned a trip to Sochi. He has trained all over the world, including at the

renowned facilities at Lake Placid, New York.

Now, he lives and trains in Casper, splitting time between the mountain and the Platte River Parkway.

Bermejo shares a vision with Rosser of turning the cross country skiing on Casper Mountain into a world-class Nordic and biathlon venue with outdoor and indoor ranges and other training facilities.

"I have friends in Washington, Oregon. Right now everyone on the West Coast has to go to the East Coast to train," Bermejo said. "They tell me (that) if this was built, they would already be here."

Natrona County commissioners have sponsored a \$500,000 grant application to the Wyoming Business Council to help make that vision a reality. The club had raised another \$500,000 as of February.

The work would also open mountain biking and other summer opportunities, Rosser said in an earlier interview.

It could be a five- to 10-year process. But Bermejo said he's in it for the long haul.

"I told Rob, whatever he needs, I want to help," Bermejo said. "I'm excited to see what Casper has to offer."

Casper youths fare well at National Biathlon Championships



MARCH 19, 2014 3:45 PM • BY JACK NOWLIN

JERICHO, Vt. -- Five Casper youths came home with four first-place medals and 10 podium finishes at the U.S. National Biathlon Championships this past weekend.

Competing in the girls 15-16 age division, Rylie Garner took first in the Individual Race, the Sprint Race and the Mass Start, with Katherine Gruner placing second in all three events. Madison Tinker was third in both the Sprint Race and the Individual Race.

Jake Pearson was first in the Sprint for the boys 15-16 division and also was third in the Mass Race and fourth in the Individual. Christian Bjorklund was fourth in the Mass Race, fifth in the Individual and sixth in the Sprint.

All five kids compete for the Casper Mountain Biathlon Club.

SLIB

2 Casper projects, others receive OK from State Loan and Investment Board



JUNE 19, 2014 6:30 PM • STAR-TRIBUNE STAFF

Wyoming communities will soon receive millions of dollars after the Wyoming State Loan and Investment Board approved 19 grants Thursday in Cheyenne.

The Wyoming Business Council recommended \$16.3 million in Business Ready Community grants May 29 for everything from an electrical substation transmission line to a biathlon complex on Casper Mountain, according to a release from the business council.

The State Land and Investment Board consists of the five statewide elected officials: Gov. Matt Mead, Secretary of State Max Maxfield, state Treasurer Mark Gordon, state Auditor Cynthia

Cloud, and state Superintendent of Public Instruction Cindy Hill.

Grants include:

- \$2.9 million to build a 20,000-square-foot building and utility extensions for the expansion of Melvin Brewing in Alpine
- \$1 million to build an inpatient hospice facility in Albany County
- \$500,000 to build the Sheridan Senior Center Day Break facility in Sheridan
- \$3 million for sewer line and street resurfacing in Afton
- \$243,800 to extend water and sewer lines and make road improvements for a commercial area in Edgerton
- \$1.4 million to install conduits for a fiber line to be looped through Sage Junction in Lincoln County
- \$442,000 to build a new road and bring water and sewer to three lots on the east entrance of Rawlins
- \$1.9 million to build a new electrical substation, transmission line and underground line extension into Cold Springs Business Park in Torrington
- \$500,000 to renovate the county-owned Nellie Iles School building in Albany County
- \$500,000 for Phase One of the Platte River Revival in Casper
- \$500,000 to finish the Cowley Recreation Complex in Cowley
- \$498,655 for the Bear Meadows Enhancement Project in Evanston.
- \$500,000 for the convertible street/public plaza project in Gillette.

- \$320,000 for improvements to the Herb Asp Community Center in Greybull.
- \$500,000 for improvements to the Kemmerer Sports Field Access and Parking Facilities in Kemmerer.
- \$31,695 to improve the Lovell Free Camper Park in Lovell
- \$500,000 to build a biathlon complex on Casper Mountain
- \$485,391 to build a facility and make other improvements to the Park County Fairgrounds.
- \$500,000 to renovate and expand the Rock Springs Community and Visitor Complex.

BIATHLON

USOC gives \$25k grant to Casper biathlon club to continue disabled veterans program



APRIL 13, 2014 7:00 PM • BY TOM DIXON STAR-TRIBUNE
STAFF WRITER

Thanks to a \$25,000 grant, the Casper Mountain Biathlon Club can continue reaching out to disabled military veterans this year through sport.

"A lot of these guys ... have lost legs from bombs in Afghanistan. Now they're dealing with this life-altering injury and leaving the military and trying to figure out what direction to take their life," said Cathy Rosser, the club's managing director.

"Sports is an amazing tool for rehabilitation and

adjusting."

The U.S. Olympic Committee grant means the club's biannual one-week camps are once again open for disabled veterans nationwide.

The grant will pay for the veterans' expenses and will also go toward the purchase of some of the equipment they need to navigate the course and shoot at targets. This is the fourth year in a row the program has received the grant.

The club's program is part of a pipeline feeding athletes into the Paralympics, which are held every four years.

About 30 athletes participated last year, according to Rosser.

"A nice byproduct is all the athletes that are able-bodied, they will volunteer, and a lot of those guys are in high school," Rosser said. "They get to help serve people who have served our country. It helps eliminate the stigma associated with disability when these kids get to see these people being successful."

The Natrona County Commissioners sponsored a \$500,000 grant application to the Wyoming Business Council in February to help build the first phase of a world-class \$7 million biathlon range.

If that grant is approved, the Casper Area Economic Development Alliance will contribute an additional \$25,000 toward the first phase.

"I believe our ski trails are certainly ... one of the better-kept secrets of skiing in Wyoming," said Bob Sutter, board member and chairman for the project. "I think that mountain has been

underutilized for recreation for many, many years, and this is a great way to utilize it."

Sutter called the project well-designed and well-planned, pointing to the increase in year-round recreation the project will bring to the mountain.

The club expects the new terrain and gun range to be ready for year-round operation by summer 2015.

Over the next decade, the club hopes to build a lodge, athlete dorms, paved loops, an indoor gun range and 30 outdoor lanes on 40 acres of land donated by Mick McMurry.

The range would attract Olympic and Paralympic athletes from around the nation, Rosser said.

"It's a really important part of everything we do," Rosser said. "Part of our mission is to serve people of all abilities, and this gives us the opportunity to fulfill that part of the mission."

The application goes in front of the Wyoming Business Council for recommendation May 29.

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Biathlon winners



Five Casper athletes recently returned from competing at the U.S. Biathlon Nationals in Jericho, Vt. The team finished with 10 podium finishes over the three-day event. Pictured are (back row, left to right) Madison Tinker, Rylie Garner and Katherine Gruner; (front row, left to right) Christian Bjorklund and Jake Pearson. The individual boys' race was 12.5K with four shooting stages; girls' race was 6K with four shooting stages. The sprint boys' race was 7.5K with two shooting stages; the girls' race

was 6K with two shooting stages. The mass start boys' race was 15K with four shooting stages; the girls' race was 12.5K with four shooting stages. In the girls' 15-16 division, Gamer placed first in individual, sprint and mass start; Gruner placed second in individual, sprint and mass start; and Tinker placed third in individual and sprint. In the boys' 15-16 division, Pearson placed fourth in individual, first in sprint and third in mass start; and Bjorklund placed fifth in individual, sixth in sprint and fourth in mass start. The team trains locally with the Casper Mountain Biathlon Club and also races for the Natrona County and Kelly Walsh high school Nordic ski teams.

March 26, 2014 1:11 pm · Courtesy photo

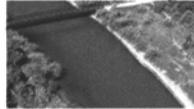
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Tags Biathlon, Individual Race, Spring Race, Mass Start Race, Madison Tiner, Rylie Gamer, Katherine Gruner, Christian Bjorklund, Jake Pearson, U.s. Biathlon Nationals

More Sports Stories



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Biathlon course promises big benefits

By [The Star-Tribune Editorial Board](#) · STAR-TRIBUNE EDITORIAL BOARD

(0) Comments

It's got guns and skiing. How could the sport of biathlon be any better for Wyoming?

The sport combining Nordic skiing and target shooting has appeared this week on your television screen from the Olympics in Sochi. Now it has a shot at making a splash on Casper Mountain, which happens to have the perfect elevation for training (7,800 feet) and an already active biathlon group.

Natrona County commissioners are sponsoring a \$500,000 grant application to the Wyoming Business Council to help build the first phase of a world-class, \$7 million biathlon range on the mountain.

Casper Mountain already has a busy biathlon culture at a site adjacent to the county's Nordic ski area. The Casper Mountain Biathlon Club includes seven teenagers competing nationally, armed with state-of-the-art Anschutz rifles worth \$4,000 each.

The club hosted a bike and shoot biathlon with the Wyoming State Games in 2013 as well as a Paralympics training event for 90 athletes; 65 were veterans with disabilities.

In the past two years, nearly 1,000 athletes have trained at the Casper biathlon site.

The proposed facility would start small, as it should, with matching money and in-kind services bringing new terrain and a gun range by summer 2015.

Casper Mountain Biathlon Club members painted a vivid picture of building an Olympic-grade race venue, better than any other in North America. As appealing as it sounds to ponder future Olympic athletes moving to Casper to train, the plan has benefits for ordinary citizens and the economy as well.

When Casper hosts sporting events, whether they are state high school tournaments, the College National Finals Rodeo or Nordic ski races on the mountain, the entire economy benefits.

But there's more than economic benefit to like about the idea of Casper building a facility that could someday host an official Olympic training site.

Just as we applaud when gun makers move to Wyoming, we encourage gun users and skiers to make their home on Casper Mountain. Building on the biathlon programs that already exist makes sense and promises opportunity for young people and for the growing number of athletes competing in events.

Wyoming is transitioning into a state that attracts new generations of workers with technical jobs and families with a love of healthy lifestyle. With the inauguration of the Cowboy Tough Expedition Race in 2013, our state stepped onto a world stage, drawing attention to Wyoming's unique outdoor recreation opportunities.

Building a biathlon facility on Casper Mountain is a perfect next step in showcasing what Wyoming has to offer.

Tags Biathlon, Sports, Casper Wyoming, Wyoming, Cross-country Skiing, Casper Mountain, Wyoming Business Council, Casper Mountain Biathlon Club, Olympic, Skiing, 2014 Winter Olympics

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TOURISM

New sports tourism director focuses on Casper Mountain

MAY 03, 2014 2:00 PM • BY TOM DIXON STAR-TRIBUNE STAFF WRITER

John Giantonio doesn't look at the sprawling, forested, snow-covered range south of Casper and see Casper Mountain.

He sees Casper Mountain Outdoor Sports Complex and Biathlon Center, and in his new role as director of sports and events at the Casper Area Convention and Visitors Bureau, that's exactly how he intends to market it.

"That mountain is one of the greatest assets Casper has," said Giantonio, who started just two months ago. "We have to promote Casper Mountain as being more than just Hogadon."

He intends to start by turning Casper into the host of one race in a national mountain bike racing series as soon as 2015. Giantonio is also in talks to bring orienteering events to Casper.

The first step in making it happen is establishing a venue, according to Giantonio. Hence the "Outdoor Sports Complex."

"You talk about the venue, you talk about the events we already host, and it gives people a comfort level that we aren't inventing something," Giantonio said.

Casper has done a good job of promoting more traditional sports, he said. High school basketball, volleyball, wrestling and track all hold their culminating tournaments here.

Add the College National Finals Rodeo and the National Junior College Athletic Association volleyball finals, and Casper has a solid foundation as a sport destination.

The two high school basketball tournaments, the wrestling tournament, and the spirit cheerleading tournament have already resulted in \$5.3 million in direct spending – fuel, food, lodging and retail – this year, according to the visitors bureau's formula.

Those events brought an additional \$64,000 in sales tax revenue directly into Casper's coffers, Giantonio said.

"It doesn't take much for it to start adding up," Giantonio said. "It's a small investment in the event from our side, but it provides maximum results to an awful lot of people."

Tourism boards didn't always think this way. When Giantonio started his career in southern Florida, the entire game plan for bringing in visitors was to focus on leisure or business.

2/9/2015

New sports tourism director focuses on Casper Mountain

The only sports events people had their eye on were the Final Fours, World Cups and Super Bowls of the world.

Giantonio focused on the small, regular events that consistently injected money into the county.

"By the time I left, sports eclipsed everything we did," Giantonio said.

The longer Giantonio spitballs about creating new events and reviving old ones, the more animated he gets.

He flicks the clutch of an imaginary motorcycle envisioning a downtown event that could lure riders bound for Sturgis, South Dakota, off the interstate in the summer, and he traces a possible route for a reborn Casper Classic bicycle race on an invisible map.

He is excited to be back out West, he explains, and back in sports. Now, he's looking forward to putting the Casper Mountain Outdoor Sports Complex on the map.

RESOLUTION NO. *06-14*

**A RESOLUTION SUPPORTING SUBMISSION OF APPLICATION TO THE
WYOMING BUSINESS COUNCIL (WBC) THROUGH THE
COMMUNITY READINESS GRANT AND LOAN PROGRAM
ON BEHALF OF THE CASPER MOUNTAIN BIATHLON CLUB (CMBC).**

WITNESSETH

FOR THE PURPOSE OF constructing a world-class, 30-point biathlon venue and appurtenant facilities, to be located on Casper Mountain.

WHEREAS, the governing body of Natrona County desires to participate in the Community Readiness Grant and Loan Program to assist in financing this project; and,

WHEREAS, the governing body of Natrona County recognizes this project will encourage additional business development in the Natrona County area, as well as provide year-round recreational opportunities for Central Wyoming residents; and,

WHEREAS, there exists a need to support new and existing businesses and create additional economic development and recreational opportunities in the greater Casper/Natrona County area; and,

WHEREAS, the Community Readiness Grant and Loan Program requires that certain criteria be met, as described in the WBC's Rules governing the program, and to the best of the County's knowledge, this application meets those criteria; and,

WHEREAS, the governing body of Natrona County will follow state procurement standards inclusive of W.S. § 16-6-101, *et seq.*; and,

WHEREAS, the governing body of Natrona County acknowledges that the Wyoming Preference Act (W.S. § 16-6-201 through 16-6-206, inclusive) will be adhered to throughout the project; and,

WHEREAS, the governing body of Natrona County plans to match the requested Community Readiness Grant and Loan Program funds from the following sources: Casper Area Economic Development Alliance (CAEDA), and the Casper-Natrona County Economic Development Joint Powers (EDJPB); and,

WHEREAS, the governing body of Natrona County held a public hearing for approval on Tuesday, February 4, 2014 to give full consideration to all comments received.

NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE COUNTY OF NATRONA, WYOMING: That the Natrona County Commission supports a grant application submitted by the Casper Mountain Biathlon Club (CMBC) to the Wyoming Business Council, up to the amount of \$500,000, for the construction of a 30-point biathlon venue and appurtenant facilities, to be located within Natrona County, Wyoming.

BE IT FURTHER RESOLVED, that the CMBC is hereby designated as the authorized representative of Natrona County to execute and submit applications and certifications for these funds on behalf of the Governing Body on all matters relating to this grant application.

PASSED, APPROVED AND ADOPTED this 4th day of February, 2014.

**BOARD OF COUNTY COMMISSIONERS
NATRONA COUNTY, WYOMING**

Bill McDowell
Bill McDowell, Chairman

ATTEST:



Renea Vitto
Renea Vitto, County Clerk

My term of office expires
January 5, 2015

**NOTICE OF PUBLIC HEARING 2014 BUSINESS READY
COMMUNITY GRANT AND LOAN PROGRAM APPLICATION
FOR CASPER MOUNTAIN BIATHLON VENUE COMMUNITY
ENHANCEMENT GRANT PROJECT**

The Wyoming Business Council is seeking grant and loan applications from counties, incorporated cities, towns, joint powers boards, and tribes for the 2014 Business Ready Community (BRC) Grant and Loan Program. The intent of this program is to ready a community for new business development through economic or educational development projects which may include, but not limited to, water, sewer, streets and roads, telecommunications, airports, purchase of rights of way, purchase of land, buildings, facilities, industrial and business parks, industrial site or business district development, amenities within a business or industrial park, landscaping, recreational and convention facilities, and or other physical projects.

The rules governing the BRC Grant and Loan Program are available through the Wyoming Business Council or <http://www.wyomingbusiness.org>.

The **Natrona County Commission** intends to submit an application for a BRC Community Enhancement Grant, to fund the first phase of a CASPER MOUNTAIN BIATHLON VENUE. Casper Mountain Biathlon Club and Natrona County propose a partnership to build a Biathlon Venue to be constructed on Casper Mountain adjacent to the current Nordic Ski Trails. This grant will fund the work on the first phase of the development including preparation of the site and completion of 7 of the eventual 30-lane facility. The proposed phase I development will allow Casper Mountain Biathlon Club to grow and serve its growing programs. The proposed venue, that includes a .22 cal range and ski loops, will be a multi-use year round facility. The venue will serve as a competition and training site for summer and winter biathlon, adaptive recreation programs for people with disabilities, cross country skiing, running and mountain biking events. This venue, when completed, will establish Casper as a premier national training and competition site for biathlon as well as enhance the local economy and increase local recreation opportunities. Those wishing to comment on this project are encouraged to attend a public hearing on this subject on February 4, 2014 at 5:30 in the Large Courtroom of the Natrona County Courthouse, located at 200 N. Center, Casper, WY. Citizens can also submit written comments to:

Bill McDowell, Chairman, Natrona County Commission, 200 N. Center, Casper, WY 82601. All written comments must be received no later than noon on February 4, 2014. The Natrona County Commission will take all comments made at the public hearing and written comments submitted on or before the deadline into consideration before considering a resolution in support of submitting an application for a 2014 BRC Community Enhancement Grant Award.

BIATHALON

Biathlon training facility planned for Casper Mountain

Elevation and quality attract Olympic interest



FEBRUARY 10, 2014 10:03 AM • BY GREG FLADAGER

The Casper Mountain Biathlon Club last week came one hopeful step closer to its dream of Casper Mountain becoming home to the nation's premier biathlon training course and center.

Natrona County Commissioners agreed to be the applicant for a \$500,000 state grant to start transforming the club's existing training site into an Olympic-grade race venue. The 40-acre site is adjacent to the county's Nordic ski area, just past Tower Hill.

About the course

"It's the best area on the mountain for this facility, and it will connect to the existing trails that you have up there already, plus we'll make more trails along that, as well as single track mountain bike trails," said Rob Rosser, president of the Casper Mountain Biathlon Club. "We plan on putting in an orienteering course, and eventually there's going to be a paved roller ski loop, 5Ks worth, and lit trails.

The site already has a natural amphitheater, which would be developed into the main starting and viewing area for biathlon competitions and events.

"The site is as good as you're going to find geographically for what we need to do," explained project supporter Randy Hall. "We do, however, need to move about 300,000 yards of dirt to make the theater shape and get the flat spot ... It's about a seven-year, \$7 million total build-out for this whole thing. We're just trying to get the dirt moved for phase one, get the trails built, get someplace where we can shoot, and then we'll work on lodges and stands and timing buildings, and all those other things."

The commissioners were told they were up against a short time frame, as the Wyoming Business Council only makes these grants once a year, with the application deadline March 1. Another condition was the site, currently privately owned, must eventually become county property.

"Since 2007 the Nordic Club has had an access agreement through the McMurry ranch, and we've already cut the trails and we've been grooming them since then," County Parks Manager Dick O'Hearn told the commission. "... I understand that the McMurrays will be willing to deed

that entire 40 acres for the trails and the venue itself to the county.”

Why Casper?

The construction timing is also important, as new biathlon venues are being developed elsewhere in the U.S. and Canada; however, Rosser said Casper is positioned to be a leader.

“Quebec is looking at renovating their facility within the next year and a half, so if we put this in place over the next 12 months or so, we’ll beat it, we’ll have the most up-to-date facility in North America,” Rosser said. “That’s kind of neat, and as the governor said, it will put Casper on the map, not just for biathlon, but for endurance sport in general. It will be a big draw ...

“One of the many things we have going for us is the high altitude, it’s almost the magic number. A little bit too high, and it’s too much stimulus; a little bit low, it’s not enough; 7,800 (feet) is the perfect number for physiology’s sake, so it’s kind of fortunate in that respect,” Rosser added. “We’re also in a pretty good location because even though it’s a great distance between different states, it’s easy to get to, we have a great airport, and we also have a college. Those are key factors to drawing young athletes to a training site, and we have all that here.”

Rosser said it shouldn’t be underestimated that Casper already has several athletes competing regionally and nationally in the biathlon.

“There’s no other town in the entire U.S. that has seven to eight young athletes, that has state-of-the-art Anschutz rifles, which is about a \$4,000 rifle, made specifically for biathlons,” Rosser said. “We’ve already had medalists here training, and I’ve had some of the top younger guys on the current Olympic team say, ‘Hey, Rob, if that venue was already in place, we’d move to Casper.’ I mean they’re looking for a new, more up-to-date facility to train at.

“So, there’s a lot of people in upper echelon U.S. Biathlon, and U.S. Olympic Committee, that are already looking at Casper to provide them future athletes and Olympians, and that’s no exaggeration,” said Rosser, who was on the 1998 U.S. Olympic Biathlon team.

What is the biathlon?

Rosser explained the biathlon is cross-country ski racing combined with target shooting along a course.

“It’s both an Olympic and a Paralympic, sport,” Rosser said. “On the Olympic side of things, the athletes carry the rifle, and on the Paralympic side, the coach hands the rifle to the athlete. On the Paralympic side, it’s an air rifle target at 10 meters; and on the Olympic side, it’s a 50-meter target set up for .22 caliber(s). On the Olympic side they race and shoot both prone and standing, and then on the Paralympic side they only shoot lying down.

“It’s a very high-paced sport,” Rosser commented. “There’s no more physiologically demanding sport than cross-country, and then shooting, with the heart rate in on that. It’s a pretty cool sport, challenging to say the least.”

Rosser is a biathlon trainer, and Casper’s facilities have been used for Paralympics, as well as Wyoming National Guard biathlon teams.

“It’s a year-round sport. There’s summer biathlon, there’s winter biathlon, and really to excel in

this sport, the kids and young adults need to train year-round. That's why it's a huge deal to have seven in Casper already doing that, training for biathlon year-round," Rosser said.

"Last summer the club hosted a bike and shoot biathlon with the Wyoming State Games, and we did a run and shoot as well," Hall commented.

"We've done all our homework and due diligence in preparing for this," added Rosser. "That's why we've taken so long, to make sure that we've got it right with our range design and such. Now we're ready to pull the trigger, no pun intended."

BIATHLON

Biathlon coaches seek Casper Mountain training facility



FEBRUARY 10, 2014 6:00 PM • BY TOM DIXON STAR-TRIBUNE STAFF WRITER

Casper Mountain could serve as the training grounds for the United States' elite biathletes within a decade if local biathlon organizers have their way.

"Casper Mountain is uniquely qualified to be a great venue. It's almost perfect," said Rob Rosser, Casper Mountain Biathlon Club president. "It will be the best facility in North America, hands down."

Rosser first visited Casper in April 2002. He was an Olympian, a three-time North American champion and five-time national champion in biathlon, but it was time to transition to coaching.

He met with Harry Brubaker, a National Guard biathlon athlete who had a vision of turning Casper Mountain into a training destination for Olympians like Rosser.

"We sat down, and for two and a half hours we looked over blueprints, goals and dreams," Rosser said.

Last week, the Natrona County commissioners sponsored a \$500,000 grant application to the Wyoming Business Council at their Feb. 4 meeting to help build the first phase of a world-class, \$7 million biathlon range.

Biathlon combines the endurance of cross country skiing with the mental focus of sharpshooting. Competitors race as much as 20 kilometers -- about 12 miles -- with a rifle strapped to their back. When they get to their target, they must slow their racing heart long enough to register a bullseye. Rosser calls the sport a perfect fit with Wyoming culture.

The Biathlon Club has raised \$490,000 of the \$765,000 in cash and in-kind services it needs to make the first phase a reality. If it can make up the gap, Rosser expects the new terrain and gun range to be ready for year-round operation by summer 2015.

Natrona County Commissioners Chairman Bill McDowell emphasized this is a baby step, but he called the growth a "natural addition" to the amenities Casper Mountain offers.

"This is just to move dirt -- that's how basic this first step is," McDowell said. "We are given to understand that, once you have the basic set up for a biathlon range, that there's a wide range of outside funding ... available to support that type of facility."

Rosser also emphasized moving slowly and carefully to make sure the facility gets built in a safe and environmentally sound way, but he and Brubaker are still dreaming big.

Over the next five to 10 years, project leaders envision a lodge, athlete's dorms, paved roller loops, a three-lane indoor gun range and 30 outdoor lanes going up on 40 acres of land Mick McMurry intends to donate to the project.

"Not only is it going to be a huge improvement in the quality of training, but the growth of the sport in town is just going to skyrocket," Rosser said.

Right now, the Biathlon Club boasts seven teenagers competing regionally and nationally in the sport even though they have no shooting facilities.

Rosser said the National Guard Games, the largest biathlon competition in the country, is already champing at the bit for the new facilities to be built so Casper can host its 100-participant event. Rosser also expects the North American championships, Junior Olympics and Paralympics competitions to line up, too.

However, Rosser wants the elite athletes to be only part of the story.

Just two years ago, 1,200 people participated in training camps on the mountain, Rosser said.

When the Nordic lodge was first built a decade ago, the parking lot was half full on a good day, Rosser added. Today people have to park below at Skunk Hollow.

"That's a beautiful sight for anyone passionate about the sport," Rosser said. "I anticipate filling our 250-vehicle parking lot, too, and that will bring a huge smile to all our faces."

The year-round facilities will boast new hiking and mountain biking opportunities. Groups like 4-H and ROTC could use the gun range, while the Windy City Striders, adventure racing groups, high school ski teams and others could use the trail system in the summer and winter.

After life-altering crash, Mills man trains for biathlon



NOVEMBER 25, 2011 7:00 AM • BY JOSHUA WOLFSON
 STAR-TRIBUNE STAFF WRITER

Taylor Weber lies belly-down on the carpet of the Parkway Plaza Hotel, aiming an electronic rifle across a nearly empty hallway.

He props himself on his elbows and steadies the weapon. His target is 10 meters away — a gray box with five bull's-eyes, each about the size of a golf ball.

There's no shot when he pulls the trigger. Instead, a robotic voice with a Finnish accent speaks from a laptop to Weber's right.

"You hit," it says. "6.29 o'clock."

Weber's empty wheelchair sits several feet away. Behind it, a small group of athletes kill time by checking cell phones and chatting with one another.

They're here in Casper for the U.S. Paralympic Nordic Biathlon training camp. For a week, the competitors will race in time trials, hone their shooting skills and build endurance on ski trails. Some are already members of the national team, with years of experience. Weber, a 20-year-old college student living in Mills, has little more than a week's worth of training.

Before the accident, he played football and basketball at his school in Midwest. Biathlon is nothing like those sports. It blends the aerobic demands of cross-country skiing with the precision of riflery.

The sport offers Weber something he didn't find during his recovery: A chance to compete again.

"Rehab was learning how to operate in life again," he says. "Here, you are trying to do more than just get by."

Paralyzed

A 2009 car accident killed Weber's mother and crushed his spinal cord. He woke from a coma to discover he was paralyzed from the waist down.

Rehab in a Craig, Colo., hospital taught him how to function in a wheelchair. But afterward, Weber did little to exercise.

A friend suggested he call Rob Rosser, an Olympian and Iraq War veteran who trains athletes

for the national Paralympic biathlon team. Rosser, who lives on Casper Mountain, visited Weber at his home in Mills and encouraged him to try the sport.

Biathlon, Rosser says, gives athletes new focus following spinal cord injuries or lower-body amputations.

“They’ve undergone a terrible experience and they see their world and options may be diminished,” he explains. “Maybe seeing this out there ... hopefully it gives him a ray of light, saying, ‘Well, if this is there, what else is there?’”

Weber spent a week last winter training with the team. It wasn’t easy. He felt out of place when he arrived, wearing a Carhartt jacket instead of the ski gear worn by other biathletes.

Skiing also proved difficult. Paralympic athletes use sit-skis — basically a seat attached to a set of cross country skis — for the Nordic portion of their sport. Weber borrowed a heavy ski that barely moved with each push of his poles.

The experience didn’t exactly set his world on fire. When the camp ended, so did his focus on the sport.

Rosser called Weber this summer and encouraged him to give biathlon another try. Weber seemed reluctant at first. College remained his top priority.

But on the first day of training camp, Weber arrived early.

“He has been 10 minutes early to each event,” Rosser says. “That’s sometimes rare for some of our adult athletes. Those things show me a lot.”

Power and endurance

After the shooting drill, Weber wheels into the Parkway gym, where coaches have set up a “SkiErg” — a treadmill-like device for cross-country skiers.

Cords attached to the machine allow athletes to mimic the pole movements of Nordic skiing. The SkiErg also measures power and endurance.

Weber waits as two more experienced athletes take their turn on the machine. Both are military veterans. One broke his back in a helicopter training accident. Another lost his lower legs after he stepped on a mine in Afghanistan.

Weber doesn’t dwell much on his own injury.

“I just woke up this way, and ‘All right, you have to deal with it,’” he says. “I don’t really compare it to my life before I was paralyzed.”

When it’s Weber’s turn, a coach runs him through a series of 30-second intervals on the SkiErg. The former quarterback pulls down on the cords and exhales as he lunges forward. Muscles flex in his arms and back. Strain shows on his face.

When it’s over, he smiles and shakes the soreness from his arms. He remains unsure about biathlon. But he wants to show he’s up to the task.

“There [were] a lot of people watching me, and I was kind of nervous before about not even finishing,” he says. “I don’t know...kind of had something to prove.”

The workout

Weber made sure he didn’t repeat his Carhartt mistake. Before this year’s camp, he spent hundreds on workout gear.

He’s wearing the new clothes when he arrives at the Casper Nordic Center for the next day’s training.

“I look weird enough,” he jokes. “I got to look good on the outside.”

Most competitors spent the morning in a time trial. Weber, who’s studying to become a teacher, had to attend classes.

He waits quietly as the coaches prepare his sit-ski. Elite biathletes have customized sit-skis. Since Weber is starting out, he’s borrowing one. It doesn’t exactly fit his body, so the coaches attach pads to the seat with duct tape.

Balancing isn’t all that difficult. Developing the endurance to propel the ski presents a bigger challenge, says Cathy Nyrkkanen, an assistant coach for the team. That’s especially the case for athletes with spinal cord injuries, who must build muscle in their weakened core.

“It just takes time to gain it back,” she says.

Once he’s secure, Weber maneuvers to a trail behind the Nordic center. The other athletes glide into their workouts.

Taylor is last to begin. He looks nervous, and at first, struggles to keep his momentum. The second lap is mostly uphill, and it shows on Weber’s face. He works for every foot.

Rosser skis alongside, offering advice. Concentrate on technique. Develop good habits now to break bad ones later. The light begins to fade and the trail, which had been full of high school skiers, starts to thin out. Rosser wants a few more laps from his athlete.

They train as the sun sets and the wind picks up. Rosser’s suggestions appear to be working. Weber glides along a little easier than before. There’s more confidence in his movements; less strain to keep the ski moving along.

“Better,” the coach says. “Much better.”

Finally, the workout is over. Weber is drained. His arms fail him for a moment when he maneuvers his wheelchair back into the lodge.

Burning muscles aside, he’s happy with his performance. “I feel more confident this time around,” he says. “I feel like I was actually progressing.”

He still hasn’t decided whether he’ll commit to becoming a Paralympic athlete. But for now, he’ll keep training.

2/13/2014

After life-altering crash, Mills man trains for biathlon

“Today, I’m feeling a lot more into it,” he says. “It depends on the day. Today, I felt great. I wanted to get out there.”

Disabled athletes train for biathlon on Casper Mountain

Paralympics in sight



AUGUST 27, 2011 11:00 AM • BY JOSHUA WOLFSON STAR-TRIBUNE STAFF WRITER

Sean Halsted is breathing heavily when he rolls onto the ground and reaches for his weapon.

He steadies himself and aims his rifle at a small target 10 meters away in the trees. A shot rings out as he squeezes the trigger. Four more follow. Then he rights himself, drives his ski poles into the ground and heads down a wooded path.

Halsted, 40, is a member of the U.S. National Paralympic Biathlon Team. A paraplegic since a 1998 training accident, he uses a specially designed ski to compete in a grueling sport that combines cross country skiing and shooting.

He and five other disabled athletes traveled to Casper Mountain this week for a summer training camp. The athletes, who've all experienced spinal cord injuries or lower-body amputations, are training for a shot at the 2014 Winter Paralympics in Sochi, Russia.

But the sport offers more than a chance at a medal. It also provides a new sense of purpose following a life-altering injury.

"You are getting out of the comfort zone," said Halsted, who competed in cross country skiing at the 2010 Winter Paralympics. "You are going out and doing something versus sitting on your couch and getting weaker."

There's no snow on the mountain, so the athletes use modified mountain boards with wheels to simulate cross country skiing. Seats are bolted onto the boards and the men use ski poles to push themselves along the course.

Some, like Halsted, have years of experience in Paralympic sports. Others are rookies, with only a few days of training.

Halsted served in Air Force special operations before injuring his spine when he fell from a helicopter. At first he worried about spending the rest of his life playing video games. Then someone at Veterans Affairs introduced him to "adaptive sports" that have been modified for people with disabilities.

The Idaho resident tried several sports but gravitated toward cross country skiing. Then he decided to give biathlon a shot. The sport requires strength and endurance, but also the ability

to accurately fire a rifle as your heart pounds.

Halsted craves the intensity of the race.

"It's that lactic-acid burn," he said. "It's that taste in your mouth."

The sport has a way of reducing the obstacles that come with being paraplegic. The inconveniences. The aches and pains that come with sitting in a wheelchair.

"The hurdles no longer become a mountain," Halsted said. "They become an anthill."

Rob Rosser is a director of the Casper Mountain Biathlon Club. He's also a coach for the U.S. National Paralympic Biathlon Team and recruits new athletes for the program.

Five of the six athletes at this week's training camp served in the military. The sport gives them a chance to represent their country in a different role, Rosser said.

Moving and shooting

One Navy SEAL-turned-biathlete told Rosser the sport had a lot in common with his old job. They both involve moving and shooting.

"The biggest thing is it gives them a real focus and goal," said Rosser, himself a veteran of the Iraq War.

This week's training camp was John Kremer's first attempt at the biathlon. The 27-year-old lost his left leg when he stepped on a land mine in Afghanistan last September. Doctors later amputated the right one as well.

Kremer saw a biathlon demonstration while recovering at the Naval Medical Center in San Diego. He decided to give the sport a try.

"It looked interesting, I guess," he said, after completing a time trial race near the Casper Mountain Nordic ski center.

The sport requires adjustments. Kremer developed his leg muscles in order to use his prosthetic limbs but is now working on his upper body to handle the demands of cross country skiing.

He's also working on balancing himself on the mountain board. He fell the first time he tried a turn.

Still, Kremer is enjoying himself.

"I'd probably give it a 10 out of 10 for a sport," he said.

Augusto "Goose" Perez is the only athlete at the camp without military experience. The 38-year-old, who was born in Spain and lives in Syracuse, N.Y., lost his left leg to cancer in 2003.

Perez has competed twice before at the Paralympic Winter Games, but as a curler. He wanted a new challenge and decided to try biathlon

As a civilian, Perez lacks the shooting experience of the other athletes at the camp. But he has a passion for competition, whatever the activity.

“If I was making an omelet with my mom,” he said, “I’d compete with her.”

KW Jr. gives biathlon a shot



APRIL 20, 2011 5:39 AM • BY CHRISTINA SCHMIDT

Although this year's ski season is coming to a close, the ski career of Casper resident Karsyn Hornby may just be beginning.

Hornby, a junior at Kelly Walsh High School, lost her leg above the knee in July 2008 after an accident in the garage at her home in Buffalo.

"I was standing in front of the car and the person driving accidentally hit the gas," she explained. "The car pinned me between the hood of the car and a bench. They tried to save the leg but after

three days, decided to amputate."

Hornby then endured three surgeries. The first surgery removed her right leg above the ankle; the second surgery went further above the shin and a third surgery then removed the leg above the knee. Since that time, she has worn a prosthetic.

Hornby continues to be physically fit and works out regularly. In fact, she works at a health and fitness facility and it's through her job that she had a chance encounter with some other athletes who've encouraged her to begin training for a biathlon.

"I work at Lifetime Health and Fitness and I was just working the front desk and these two guys came in," she said. "One guy was a double amputee and I noticed he has the same knee-part as I do. We started talking and one of the guys was asking me about myself [if she participated in any sports] and I said 'I don't do anything.'"

Hornby and the visitors briefly talked and the two men then continued on with their workout. However, after their workout, they approached Hornby again with a unique offer.

The men Hornby had met were biathletes who were training on Casper Mountain with local Paralympic coach Rob Rosser and they wanted to introduce Hornby to the sport.

"They said they are Paralympic skiers and were about to go to Russia for the World Cup," she said. "They said 'We would like you to come up' [to training camp]. They wanted to introduce me to skiing."

Shortly thereafter, Hornby found herself on Casper Mountain, trying out the sport of biathlon.

"I was able to go up on the mountain and tried it out and introduced myself to it and had some fun," she said. "I had skied before, but it wasn't a hobby or anything. Ever since my accident, I haven't really thought about skiing too much."

Biathlon actually combines two sports, skiing and precision shooting. Competitors ski a designated course, and stop at various locations to shoot at targets. The event is timed and shooting competency is measured as well. Biathletes compete in various competitive events around the world each winter and also aim to eventually make the U.S. Paralympic Team for the Paralympics held every four years.

"When I went up there I got to practice shooting, so that was pretty cool," Hornby said. "I have shot a little bit, but not regularly. I did shoot up there and I did all right. But they said the shooting coach for the team is incredible so I don't have anything to worry about."

"She shot well," said coach Rob Rosser. "Her father shot after her and beat her so she came back and topped that score. Looks like it may end up with the entire family being involved and actively participating. This is a sport that requires many hours of training to succeed so everyone needs to be on board and supportive. There will be times when you don't feel like training but if you want to make it to the top you have to. This is where discipline and a strong work ethic come into play. You have to be self-driven."

Even though she had some skiing experience before her accident, Hornby said she will need to learn new techniques and work on building strength and stamina in muscles that are used in the "sit-ski" chair she'll likely compete in.

"It's so much work with your arms and abdominals," Hornby said. "But it was really cool. It's good to be able to push myself. When I'm working out, I don't necessarily push myself. But up there, the guys kept pushing me and pushing me and I haven't been pushed like that in a very long time. It was awesome. It was just cool to experience something that I was able to do."

"I just wanted her to get exposed to the sport and see if she was really interested," said Rosser. "It requires great interest and motivation as it's such a demanding sport. She was a quick learner with very good balance and body awareness. Like all new skiers, we'll focus on increased core and upper body strength as these are key to proper and powerful double-poling technique."

"It was just the two guys and Rob and they're incredible people," Hornby added, about her initial introduction at the training camp. "They're such an inspiration to me. They've been through a lot and their accidents are a lot more recent than mine. It's one of those experiences where you wouldn't get to meet these guys in ordinary life and when you do meet them, you feel special. They're amazing people. They're the type of people you would definitely want to be around."

Although Hornby is still in the very beginning stages of training for a future biathlon, she plans to coordinate with Rosser on her training schedule, how her workouts should be focused, what she should be eating while training and other aspects of preparation for competition.

"My mother told our entire extended family and everyone is behind me," said Hornby. "I did like it a lot. It's definitely a challenge and you have to learn a lot. I think you have to commit to it pretty fully. But, I would like to give it a shot. I'm going to try as hard as I can, and we'll see how it goes."

Volunteers push for more, better trails



JANUARY 11, 2012 5:00 PM • BY CHRISTINE PETERSON
 STAR-TRIBUNE STAFF WRITER

A chaotic mix of children, adults, skis and poles surrounded the Casper Mountain Trails Center on Sunday.

Harry Brubaker stood in the middle of everything. He barked directions for teachers and students on the first day of classes.

A record number of people registered for the Mangus Ski League, a nonprofit group giving ski lessons for all ages.

Brubaker, a seasoned Mangus Ski League volunteer, checked on classes and moved back and forth between buildings including the lodge and timing shed he fought to build. As he walked, he planned. Next year he'd build exercise bars by the timing shed and a pagoda over the results board. One day, he'd convert that old log hut to a restroom closer to the start line.

Dreams abound at the Casper Mountain Trails Center, and Brubaker isn't the only dreamer.

It's taken dozens of dedicated volunteers more than 30 years to turn a few narrow miles in the woods into a trail center with more than 20 miles of groomed trail, a lighted loop and lodge, rivaling most centers in the region.

And the volunteers aren't done.

From rags to riches

Casper's first Nordic ski community was a small one. Backcountry skiers wandered through the woods with no formal trail system.

Then-Casper Nordic ski coach Don Jacobson cut the original trails in 1970. He asked the Girl Scouts at Camp Sacajawea and several private landowners if he could use their properties. Volunteers created a three-mile loop just wide enough to use for classic skiing, the traditional form of Nordic skiing

"We had a small sled that we would set classic tracks with that was made in the Kelly Walsh High School shop and we had volunteers with snow machines that would pull it around," Jacobson said.

In the 1980s, people started skate skiing, a kind of cross-country technique in which skiers look a bit like they're ice skating on skis. Skiers needed wider trails, and many wanted longer ones,

said Keith Tyler, a Casper attorney and avid Nordic skier.

A core group of skiers started looking elsewhere for trails. They settled on a piece of undeveloped county and city land with a few miles they shared with snowmobilers.

The skiers paid county fees for grooming and maintenance and their trails continued to split from the snowmobile trails.

"We kept growing the system little by little through different volunteer efforts," Tyler said.

Tyler helped arrange leases with landowners allowing some trails to snake through their properties.

By the early 1990s the volunteers were planning for even more trails and amenities. Jacobson and others from a local ski club asked for Optional One Cent money for a new groomer, lighted loop and warming hut. All grants were approved, but when it came time to dole out the requested money, the lighted loop turned out to be twice as much as anticipated, Jacobson said.

They had to choose and decided to cut the warming cabin.

"I'd read some articles about night skiing mainly in New England, and I thought it would be neat," Jacobson said.

"There are a lot of people up here who work and don't have the opportunity to ski other than on the weekends."

Then came the big dream: a lodge. Volunteers wanted somewhere people could warm up, socialize and buy something to eat or drink. Brubaker and others had talked about a lodge for decades, about how great it would be to have a place for skiers, snowshoers and other mountain users to call their own.

The volunteers realized the best way to build a lodge was to build it themselves. With a mixture of county and grant money, Brubaker organized dozens of volunteers and built the two-story lodge.

Christened the Casper Mountain Trails Center about a decade ago, recreationists had a place to call home.

Still the dreamers didn't stop.

Big plans

"Harry, do you have enough teachers for the adult skate class?" asked Paula Wade-Cropsey, a Mangus Ski League volunteer during registration on Sunday.

"There are almost 20 in the class."

Brubaker told her he had two teachers in the skate class, but only one in the classic. In the chaos of registration, he set out to find another coach for a classic-skiing class that had grown larger than anticipated.

Countless volunteers like Brubaker and Wade-Cropsey sent their children through the Mangus Ski League, helping the program that taught their children.

The children's program formed decades ago as part of a national Bill Koch Youth Ski League. Volunteers in the Casper Nordic Club later changed the name to honor the Mangus family who helped form the early trails.

More than 200 people registered for the Mangus ski classes this year: a new record.

Ski pass sales increased from \$20,203 in 2005 to \$27,760 last winter, said Mike Haigler, Natrona County Road and Bridge superintendent.

Even with ski passes and about \$8,000 generated from the lodge, professional grooming is a costly endeavor. The county brings in about \$71,000 from leases, camping, food service and tickets during the year on the mountain, but spends about \$300,000 on maintenance, hauling camping garbage and grooming, Haigler said.

Brubaker anticipates the pass sales and usage will only increase as he and others expand the system.

The system plateaued for many years with about 17 miles of trails. Then, several years ago, Brubaker started his next big dream: a biathlon park. Biathlons combine skiing and target shooting and require more miles of trails and a shooting stadium.

Locked by private land, the Casper Nordic Club could only expand its trail system by approaching private landowners. Local businessman Mick McMurry owns about a large track of land bordering the ski area to the east and approved volunteers' request to build trails on about 100 acres. The club received a grant, hired the Wyoming Conservation Corps and created another several miles of trails with the possibility for more, Tyler said.

Brubaker and the Casper Biathlon Club are working to find an engineer to design the biathlon shooting range.

He also sees another lodge, this one with dormitory-style sleeping for biathlon athletes. If completed, the biathlon range on Casper Mountain will be the highest-altitude biathlon training facility in the country. He wants Olympians to train here.

Jacobson finally found a way to build the warming hut he wanted decades ago. He and his family paid for the materials, and vocational students in Casper are building it.

Later this month volunteers will build mileposts on the trails to mark locations in case of emergency.

"We work at it every day," Brubaker said.

"All of us."

Biathlon booms at ski festival

By MELEA BURKE West Yellowstone News | Posted: Monday, December 2, 2013 12:59 pm

It attracts 700 million television viewers annually. It's the most popular winter sport in Europe, combining skiing and guns with tremendous athletic ability and skill.

Imagine racing 5 kilometers on cross-country skis before shooting a rifle at five targets 50 meters away. Your heart is pounding; your legs are shaking; your fingers numb — and you only have five shots.

“(Biathlon) typifies the essence of sport — the perfect confluence of mind, movement and endurance,” according to the U.S. Biathlon Foundation. “Success is elusive because it requires combining the most physically demanding sport of cross-country skiing with the intense precision of rifle marksmanship — with the world watching.”

It's easy to see why the sport is catching on in the United States, although most Americans would respond with a blank stare if asked to define “biathlon.” But in West Yellowstone, it's a cornerstone of winter activity.

The Yellowstone Ski Festival brought hundreds of Nordic skiers and biathletes to town, and nearly 150 signed up to compete in Wednesday's novice biathlon race. Skiers lined up by the dozens to take practice shots, a requirement for participants in novice biathlon, under blue skies and bright sunshine Tuesday morning.

“The turnout is just great,” noted Bridger Biathlon Club co-director Jim Sites, who spent much of his day at the biathlon range providing support to his kids and others on the team.

Ten-year-old Ben Sites and 9-year-old teammate Alex Love honed their shooting skills under the direction of Rob Rosser, coach of the U.S. Paralympic Biathlon Team. The two young athletes started competing in biathlon two years ago when the Bridger club formed, Jim said, and the Yellowstone Ski Festival is one of their season's biggest events.

“(Biathlon) is a lot harder than these boys make it look,” Jim added.

At least one Olympic hopeful, Dave Poole of Bozeman, was on hand to compete Wednesday in the biathlon sprint race. Results were not available by press time.

The Yellowstone Ski Festival continues through Saturday, with the spectator favorite SuperTour Sprint Freestyle race at 9 a.m. Friday and SuperTour Freestyle at 10 a.m. Saturday. Masters and juniors 5K freestyle races will be at noon and 1 p.m. Saturday.

Comparison of other regional biathlon venues with proposed Casper Mountain Biathlon Venue

Venue	Club	Coaching and recreational racing opportunities	Suitability for hosting National races
Proposed Casper Mountain Biathlon Venue	Active club that includes youth, adults, and Paralympians	Currently has Regular training sessions for all levels of athletes. After phase 1 would be able to host a race series	Yes. Spectator facilities/hotels. Altitude just under 8000ft. Regularly has snow 5+ months a year.
Snow Mountain Ranch Winter Park, CO	Mainly adults	Hosts a race series, no regular coaching/training Not easily accessible for paralympic athletes	No. Lacking hotel/spectator facilities, altitude too high.
Rendezvous Ski Trails West Yellowstone, MT	Mainly adults	Hosts a race series, no regular coaching/training	Has previously hosted National races, but is remote and often difficult to get to in the winter.
Bohart Ranch Bridger Valley, MT	Less than a year old	No regular race series some coaching for youth and paralympic athletes	No. Targets are inadequate. Possible technical difficulties with course.
Soldier Hollow, UT	No active club	No regular race series. No regular coaching/training	Yes. Salt Lake City 2002 Olympic Venue. But often has poor snow and requires snowmaking.
Beaver Creek Ski Area Lander , WY	Lander Biathlon Club, small club of mostly adults	Hosts a race series	No.

Wyoming Business Council Regional Project Assessment System - Project Description

Casper Mountain Biathlon Club in Natrona

Project Name: Casper Mountain Biathlon Club **Start Year:** 2015 **Last Update:** 2/11/2014
Region: Natrona **Industry Type:** Tourism
New Employees: 66 %

Annual Project Data

Year	Number of Visitors	Length of Stay (Days)	Average Daily Spending per Person:				Override Tax Rates:	
			Food and Drink	Lodging	Transportation	Entertainment	Retail	Local Sales
1	300	3	\$100.00	\$100.00	\$50.00	\$50.00	\$100.00	<input type="text"/>
2	450	3	\$100.00	\$100.00	\$50.00	\$50.00	\$100.00	<input type="text"/>
3	500	3	\$100.00	\$100.00	\$50.00	\$50.00	\$100.00	<input type="text"/>
4	750	3	\$100.00	\$100.00	\$50.00	\$50.00	\$100.00	<input type="text"/>
5	1,000	3	\$100.00	\$100.00	\$50.00	\$50.00	\$100.00	<input type="text"/>
6	0	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	<input type="text"/>

Wyoming Business Council Regional Project Assessment System - Project Description

Casper Mountain Biathlon Club in Natrona

This economic impact analysis has been prepared using the information provided to us on the operations of your company/project. This analysis is not intended to be used as a feasibility study. It is simply an estimate of the economic and revenue impacts based on assumptions and present knowledge about future company operations. However, even if the assumptions outlined in this report were to occur, there will usually be differences between the estimates and the actual results because events and circumstances frequently do not occur as expected. This analysis is based on the best available information at this time, and is intended to aid the Wyoming Business Council and others in making decisions relative to the development of the project. In no way will the Business Council be held responsible or have any liability or be subject to damages as a result of this analysis.

Wyoming Business Council Regional Project Assessment System - Impact Summary
Tourism Impacts of Casper Mountain Biathlon Club on Natrona

Year	Economic Impacts					Revenue Impacts		
	Total Visitor Days	Total Spending	Avg. Daily Spending	Employment	Personal Income	Output	Local Tax Revenues	State Tax Revenues
2015	900	\$360,000	\$400	7	\$177,948	\$507,540	\$10,328	\$14,987
2016	1,350	\$540,000	\$400	10	\$266,922	\$761,310	\$15,492	\$22,480
2017	1,500	\$600,000	\$400	11	\$296,580	\$845,900	\$17,213	\$24,978
2018	2,250	\$900,000	\$400	16	\$444,870	\$1,268,850	\$25,819	\$37,466
2019	3,000	\$1,200,000	\$400	22	\$593,160	\$1,691,800	\$34,426	\$49,955
2020	0	\$0	\$0	0	\$0	\$0	\$0	\$0
Total:	9,000	\$3,600,000			\$1,779,480	\$5,075,401	\$103,277	\$149,866

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Wyoming Business Council Regional Project Assessment System - Economic Impact by Type
Tourism Impacts of Casper Mountain Biathlon Club on Natrona

Impact Type	Fiscal Year	Employment	Personal Income	Output
Direct				
	2015	5.3	\$122,905	\$360,000
	2016	8.0	\$184,357	\$540,000
	2017	8.9	\$204,841	\$600,000
	2018	13.4	\$307,262	\$900,000
	2019	17.8	\$409,683	\$1,200,000
	2020	0.0	\$0	\$0
	Total:		\$1,229,048	\$3,600,000
Supplier				
	2015	0.7	\$33,076	\$89,997
	2016	1.0	\$49,613	\$134,996
	2017	1.2	\$55,126	\$149,995
	2018	1.7	\$82,689	\$224,993
	2019	2.3	\$110,252	\$299,990
	2020	0.0	\$0	\$0
	Total:		\$330,757	\$899,970
Consumer				
	2015	0.5	\$21,968	\$57,543
	2016	0.7	\$32,951	\$86,315
	2017	0.8	\$36,613	\$95,905
	2018	1.2	\$54,919	\$143,858
	2019	1.6	\$73,225	\$191,810
	2020	0.0	\$0	\$0
	Total:		\$219,675	\$575,431

Wyoming Business Council Regional Project Assessment System - Economic Impact by Type
Tourism Impacts of Casper Mountain Biathlon Club on Natrona

Impact Type	Fiscal Year	Employment	Personal Income	Output
Total				
	2015	6.5	\$177,948	\$507,540
	2016	9.8	\$266,922	\$761,310
	2017	10.9	\$296,580	\$845,900
	2018	16.3	\$444,870	\$1,268,850
	2019	21.7	\$593,160	\$1,691,800
	2020	0.0	\$0	\$0
	Total:		\$1,779,480	\$5,075,401
Multipliers		1.22	1.45	1.41

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Wyoming Business Council Regional Project Assessment System - Direct and Total Revenue Impacts
Tourism Impacts of Casper Mountain Biathlon Club on Natrona

Year	Local			State		
	Real Property Tax	Lodging Tax	Sales Tax	Total	Sales Tax	Total
Direct Impact						
2015	na	\$2,700	\$3,150	\$5,850	\$12,600	\$12,600
2016	na	\$4,050	\$4,725	\$8,775	\$18,900	\$18,900
2017	na	\$4,500	\$5,250	\$9,750	\$21,000	\$21,000
2018	na	\$6,750	\$7,875	\$14,625	\$31,500	\$31,500
2019	na	\$9,000	\$10,500	\$19,500	\$42,000	\$42,000
2020	na	\$0	\$0	\$0	\$0	\$0
Total	na	\$27,000	\$31,500	\$58,500	\$126,000	\$126,000
Total Impact						
2015	\$3,926	\$2,700	\$3,702	\$10,328	\$14,807	\$14,807
2016	\$5,889	\$4,050	\$5,552	\$15,492	\$22,210	\$22,210
2017	\$6,543	\$4,500	\$6,169	\$17,213	\$24,678	\$24,678
2018	\$9,815	\$6,750	\$9,254	\$25,819	\$37,016	\$37,016
2019	\$13,087	\$9,000	\$12,339	\$34,426	\$49,355	\$49,355
2020	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$39,261	\$27,000	\$37,016	\$103,277	\$148,066	\$148,066

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Casper Mountain Biathlon Club

Economic Impact – Raw Data Projections

5 year projection – venue use

Year	Biathlon Specific	Cross Country Ski	Other Uses	Totals
2015	600	700	300	1600
2016	900	800	400	2100
2017	1200	850	450	2500
2018	1500	900	500	2900
2019	2000	1000	550	3550

Other Uses: Includes snowshoe, and non-biathlon summer use such as mountain bike races and running races.

CMBC Payroll Projections – Staffing includes growing from one part time Manager and coach to Full time Executive Director, Manager in addition to full and part time coaches.

2014	15,000
2015	40,000
2016	60,000
2017	85,000
2018	100,000
2019	160,000

Gear Sales – Sales from T-shirt, mugs, etc

2014	2000
2015	2500
2016	2700
2017	3100
2018	3500
2019	3800

Phase 1 Construction Costs

1.5 million – Excavation costs

65,000 – Target buildings/generator house

Phase 1 Equipment

4000 – Generator

6800 – Storage container

4000-Race timing system

3000 – lap tops, printer, lpad

Estimated Visitors for biathlon races and camps

Average estimated length of stay 3 nights

2015 300

2016 450

2017 500

2018 750

2019 1000

Casper Mountain Biathlon Club

1046 Lemmers Rd.

Casper, WY 82601

307-215-4054

casperbiathlon@gmail.com

www.caspermountainbiathlonclub.org



Mission & Vision Statement

Casper Mountain Biathlon Club's mission is to provide opportunity and training for youth and adults of all abilities to achieve excellence through the sport of Biathlon

The Casper Mountain Biathlon Club is a Wyoming based 501 c 3 nonprofit organization dedicated to:

- Providing a sustainable world class national biathlon training site that will enhance the local community and economy.
- Providing quality coaching and competitive opportunities for amateur athletes to participate in the sport of biathlon on a local, regional, national and international level.
- Providing year-round programs that support biathlon training and competition; including cross-training activities such as roller-skiing, cycling, running, strength training and other related activities.
- Providing an avenue for athletes to reach their Olympic and Paralympic goals and objectives.
- Ensuring access to the sport of biathlon to youth and adults of all abilities and economic status.
- Promoting and serving as a national leader in the sports of biathlon and parabiathlon.
- Providing programs of therapeutic value specifically tailored for injured military, people with disabilities and disadvantaged youth.
- Expanding recreational opportunities for the community.
- Enhancing winter sports in the State of Wyoming.

Organization History and Profile

Timeline	2008	2009	2010	2011	2012	2013	2014
2008	<i>Organization Founded</i>						
	<i>Formation of the "Critical Path" planning document</i>						
2009	<i>First grant from the Natrona County Recreation Joint Powers Board via the Casper Nordic Club</i>						
	<i>New trails are cut for the planned biathlon range site</i>						
2010	<i>501 c 3 status established</i>						
	<i>First grant from the Olympic Opportunity Fund</i>						
	<i>Begin hosting camps for the US Paralympic Nordic Program</i>						
2011	<i>First Mountain Bike Biathlon race held</i>						
	<i>2 Athletes from Casper compete in the Junior World Trials in Anchorage Alaska</i>						
	<i>CMBC is named a Paralympic Sport Club</i>						
	<i>9 standard biathlon targets & 6 Paralympic targets plus range markers are purchased for the future biathlon venue</i>						
	<i>Letter of intent is signed committing land donation for the future biathlon venue</i>						

2012 Mangus League offers biathlon to over 80 participants
 7 athletes from Casper compete at the US Biathlon Nationals in West Yellowstone
 Begin offering summer youth camps
 Increase Board of Directors from 3 directors to 8 directors
 2 Summer Biathlon races held, 3 summer youth camps held
 Increase of 2 Paralympic camps to 4 Paralympic camps

2013 Formation of the Youth Development "Elite Team" 5 members train year round
 Begin offering travel camps to Mt. Bachelor, OR; West Yellowstone, Big Sky State Games
 and Sun Valley, ID
 2 Athletes compete in the Junior/Youth World Team Trials in Presque Isle, Maine
 422 Unique Individuals served in programs/over 1118 "Experiences" in 2013
 2 part time paid staff positions are added to the organization
 Engineering Study, Survey work, and Environmental Stewardship plan completed for
 future biathlon venue

2014 to date: Youth Development "Elite" team grows from 5 athletes to 7 athletes
 Team Sponsorship is introduced
 10 week introductory biathlon program is introduced

Summary of Programs

Name of Program: *Paralympic/Adaptive Program*

Purpose: *Ensuring access to the sport of biathlon to youth and adults of all abilities and economic status*
 • *Promoting and serving as a national leader in parabiathlon* • *Providing programs of therapeutic value specifically tailored for injured military, people with disabilities and disadvantaged youth.*

Description of current scope and scale of activities: *This program includes 5 components: 1) 2 ten day camps with US Paralympic Nordic Program and 2 five day development/novice military athlete camps 2) Coaching and hosting individual athletes throughout the year 3) Inclusive measures for all CMBC programs 4) Hosting 1 Paralympic Sport Experience annually 5) Outreach: Travelling to other programs, hospitals and military institutions to offer introduction and training*

Name of Program: *Youth Programs*

Purpose: *Providing year-round programs that support biathlon training; including cross-training activities such as roller-skiing, cycling, running, strength training and other related activities*

Description of current scope and scale of activities: *CMBC currently offers a variety of programs for athletes of all abilities, ages 8 – 21.*

Offerings:

-Introductory 10 week biathlon lesson series using electronic rifles

-Youth Development "Elite" Team: This team is comprised of 12 to 18 yr old athletes focused on training for biathlon year round. Athletes compete in regional races as well as U.S. Biathlon Nationals and Junior World Team trials for those who qualify.

-Travel Camps: CMBC puts on camps at Mt. Bachelor, OR, Sun Valley, ID; West Yellowstone, MT and Bridger Valley, MT serving youth from Casper, Oregon, Idaho and Montana.

-School Field trips

-One to three day Introductory clinics and mini camps

Over all in 2013 CMBC served 320 individual youth in a total of 875 "experiences".

Name of Program: Competitions

Purpose: *Providing quality coaching and competitive opportunities for amateur athletes to participate in the sport of biathlon on a local, regional, national and international level • Providing an avenue for athletes to reach their Olympic and Paralympic goals and objectives.*

Description of current scope and scale of activities: *2 fully inclusive, Summer Biathlon Races annually. CMBC provides coaching and support to athletes at biathlon competition events. In 2013 CMBC hosted a summer biathlon race as part of the Wyoming State games and also facilitated a summer biathlon race in Sun Valley, ID. CMBC also sent 2 athletes to the Youth/Junior World Team Trials, 6 athletes to US Biathlon Nationals and 6 athletes to the West Yellowstone Biathlon and Super Tour Races.*

Summary of Operations

Staff: 1 part time Managing Director, 2 part time paid coaches

Number of board members and volunteers: 6 board members, 25 core volunteers

Board Members:

Robert Rosser, President

Harry Brubaker, Vice President

Cathy Rosser, Secretary/Treasurer

Randy Hall

Kerrie Pearson

Mason Sale

Steering Advisors:

Keith Tyler

Bill Luben

Financial

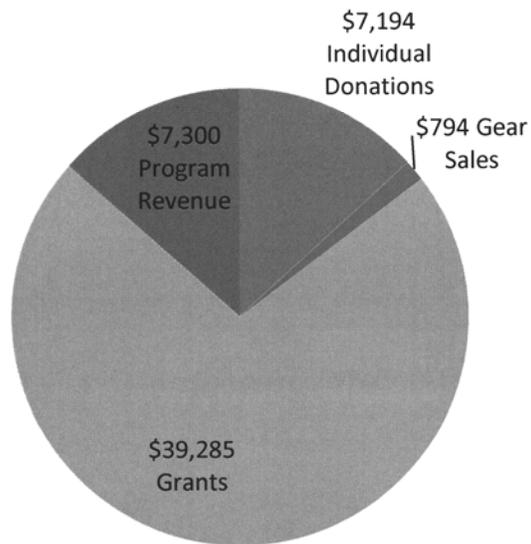
Balance Sheet as of Feb 10, 2014

	<u>Feb 10, 14</u>
ASSETS	
Current Assets	
Total Checking/Savings	30,865.67
Accounts Receivable	
2000 - Accounts Receivable	<u>2,370.00</u>
Total Accounts Receivable	<u>2,370.00</u>
Total Current Assets	33,235.67
Other Assets	
2 Biathlon Electronic Rifles	10,428.54

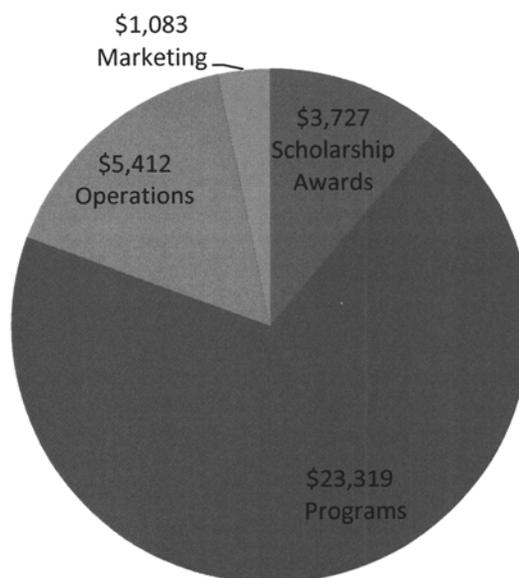
3 Junior Biathlon Rifles	5,000.00
4 Biathlon Electronic Rifles	19,571.00
6 Para-Olympic Targets	6,000.00
9 .22 Biatlon Targets	37,000.00
Accumulated Depreciation	-54,109.00
Adaptive Equipment	5,000.00
Gun Safe	682.49
Range Design	23,670.00
Storage Building	7,311.53
Trail Signage	1,435.50
Training Equipment	1,400.00
VI Rifle	<u>5,795.07</u>
Total Other Assets	<u>69,185.13</u>
TOTAL ASSETS	<u>102,420.80</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	<u>5,511.83</u>
Total Accounts Payable	<u>5,511.83</u>
Total Current Liabilities	<u>5,511.83</u>
Total Liabilities	5,511.83
Equity	
Opening Balance Equity	69,157.56
Unrestricted Net Assets	13,509.50
Net Income	<u>14,241.91</u>
Total Equity	<u>96,908.97</u>
TOTAL LIABILITIES & EQUITY	<u>102,420.80</u>

2012/13 FY CASH FLOW

2012/13 FY Income - \$54,573



2012/13 FY Expenses \$ 33,541



Casper Mountain Biathlon Club

Key Personnel



Rob Rosser, Board President, is currently employed as a coach for the U.S. Paralympic Nordic and Biathlon team and also directs their athlete recruitment. Rob was an Olympian in the 1998 games in Nagano, 3 time North American Biathlon Champion, 5 time U.S. National Champion, former U.S. Army World Class Athlete (WCAP) team and National Guard Biathlon. Captain Rosser spent 21 yrs in the Army National Guard and is an Operation Iraqi Freedom veteran.

Personal Statement:

I want to build a biathlon program in Casper because I see an eagerness to embrace this sport. Wyoming, and Casper in particular, is the perfect place to grow a biathlon program. Biathlon is a rugged endurance sport that also involves an appreciation for marksmanship. The sport reflects qualities and interests that are embraced and respected inherently by the general population in Wyoming. Casper Mountain offers a very attractive venue for biathlon. Its elevation of 7800 ft. results in both early and late season snow. The opportunity for additional on-snow training time will attract biathlon and Nordic clubs and athletes to Casper to train. In my experience, there are really only a handful of quality biathlon venues in the United States. On Casper Mountain, we have the opportunity to build a venue and a program that will meet the needs of all biathletes: recreational, elite, and adaptive. I envision a facility that will not only be self-supporting, but will also significantly contribute to Casper's economic and recreational opportunities. It will be a monumental task to achieve this vision of a world-class program and facility, but this is a challenge I find motivating and exciting. This sport has been great to me as an athlete and a person. Now as a coach, I also get to witness what this sport has to offer to others. I am a firm believer that sport teaches us valuable lessons and builds positive character traits that stick with us for the rest of our lives. Traits such as discipline, work ethic, team cohesion, and teamwork will help kids succeed in school, family, occupation, and sport. Participation in sports ultimately builds better citizens who will continue to "pay it forward" to society.

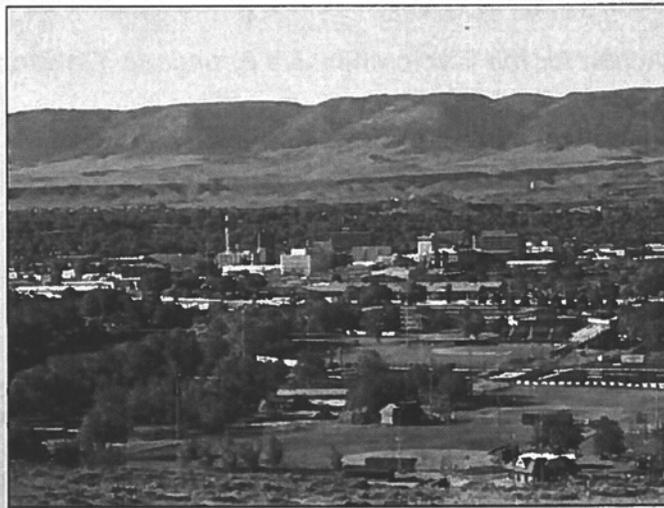
Harry Brubaker, Board Vice President, is a former Wyoming National Guard Biathlon Team member. Harry Brubaker retired from the Wyoming National Guard as a Lieutenant Colonel and later from the Army Reserves as a Colonel. He skied on the Wyoming National Guard Biathlon Team from 1978 through 1996, competing at the National Guard Bureau Championships each year, which involved National Guard teams from twenty-two states. Harry has served as a Natrona County School District cross-country ski coach for sixteen years. Harry has also served as a biathlon coach at the Olympic Training Center in Colorado Springs, Colorado. Harry serves as President of the Casper Nordic Club Board of Directors as well as serving on the CMBC board. Harry has been instrumental through leadership, advocacy and personal effort to the development of the Casper Nordic Trail System and Nordic Trails Center Lodge.

Cathy Nyrkkanen Rosser currently serves as the Managing Director for the organization. Cathy brings over 10 years of experience as a Director in the Non-Profit sector, as well as experience managing ski and adaptive recreation programs.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

FOR

CASPER-NATRONA COUNTY, WYOMING



**CASPER AREA ECONOMIC
DEVELOPMENT ALLIANCE, INC.**

300 S WOLCOTT STE 300
CASPER WY 82601



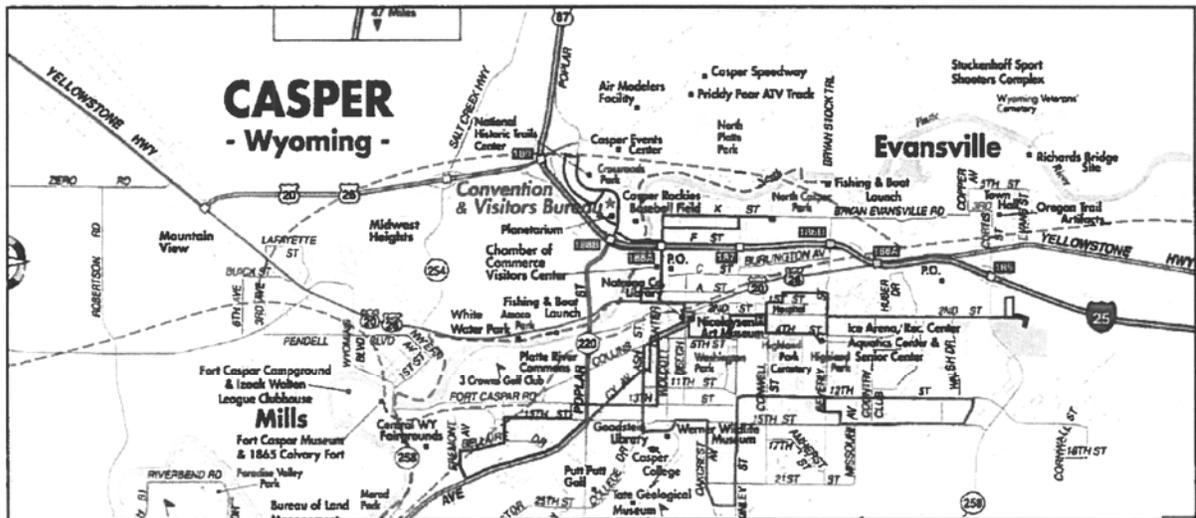
Casper College

**Economic
Development**

Joint Powers Board

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INTRODUCTION

This document is the Comprehensive Economic Development Strategy for the City of Casper, Wyoming, the surrounding Natrona County area, and several other municipalities within Natrona County. It covers the period 2005-2010 and has been developed entirely with local funding.

The Strategy Committee responsible for developing this CEDS consists of two existing independent organizations: the Casper Area Economic Development Alliance, Inc., and the Natrona County Economic Development Joint Powers Board.

- The Casper Area Economic Development Alliance (CAEDA) was established in 1987 to help develop business opportunities in Natrona County. This public-private partnership works to expand and diversify the area's economic base. CAEDA recruits new business and economic activities, assists in the expansion and diversification of established facilities, and proactively markets the region's competitive advantages as a location for economic activity. CAEDA's Board of Directors is comprised of public officials (2), representatives of institutions of higher education (1), and unaffiliated private individuals representing the community at large (1), as well as representatives, owners, and managing partners of private businesses (11) who are also general community leaders.
- The Economic Development Joint Powers Board (EDJPB) is chartered under Wyoming law to serve as the public arm of the Natrona County's public-private economic development team. It is comprised of two Casper City Council members, two Natrona County Commissioners, and one private business representative. As a public body, it is eligible to receive tax dollars, receive public and private grants, participate in business transactions, and is responsible to meet all open record and open meeting laws.

The EDJPB contracts with CAEDA, a private non-profit corporation, to provide economic development services to Natrona County.

In addition to serving as the Strategy Committee for the CEDS, CAEDA and the EDJPB have extensive ongoing responsibilities; including maintaining relations with departments and agencies of the City of Casper, Natrona County, and the State of Wyoming; state, regional, and national/international economic development organizations, such as the Wyoming Business Council and the International Economic Development Council and professional, business, and service organizations. In the individual chapters of this document, there are specific examples of the ways in which local, state, and federal organizations are cooperating to achieve economic development objectives.

CHAPTER 1

BACKGROUND INFORMATION

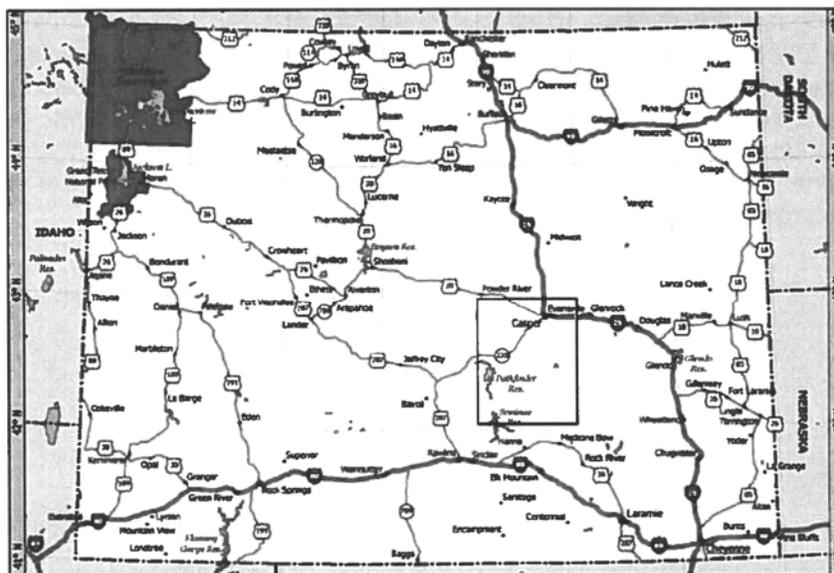
Geography

The City of Casper and surrounding Natrona County are located in east central Wyoming. From a natural geographical perspective, Natrona County is along the eastern edge of the Rocky Mountains, near their boundary with the Great Plains. Casper's elevation is about 5,200 feet above sea level. Nearby mountains exceed 8,300 feet. The regional climate is characterized as semi-arid, with an average of about a foot of liquid precipitation per year and an average of 275 sunny days.

The City was founded because it was a logical place for pioneers heading west to cross the North Platte River and proceed west toward the South Pass of the Rocky Mountains.

Wyoming is the nation's tenth-largest state in area, but it is the smallest in number of residents (estimated at 515,000 as of early 2007), and is the least densely populated of the lower 48 states. The State considers over 91% of its land to be rural but only a quarter of its residents live there, so the countryside is indeed lightly settled. Half the land in Wyoming is owned by various federal agencies, another 6% is owned by the State; much of the remainder is in large private tracts such as ranches (http://wyoming.gov/state/wyoming_news/general/narrative.asp). Natrona County has an area of 5,369 square miles and is larger than the State of Connecticut.

Casper is one of only two metropolitan areas in the state. The other is Cheyenne, state capital and home of several public facilities including Warren Air Force Base. Because of Cheyenne's large government sector, (which makes its economy different from the natural resources-based economy of the rest of Wyoming), and its location in a "corner" of Wyoming adjacent to the Denver region, Cheyenne is commonly seen as atypical of the state. Casper is often cited as the city most typical of Wyoming as a whole, not just because of its central location but because its economy, identity, and overall character are most closely aligned with statewide conditions.



Population

Natrona County's 2007 estimated population was 71,750 which is an increase of 7.8% since the 2000 US Census. This percentage increase is greater than that of both the United States as a whole (7.2%) and Wyoming (5.9%). During that same time period Casper grew at a rate of 6.6% to 53,003. The Natrona County Town of Bar Nunn grew 81.6% during this same time and has been Wyoming's fastest-growing municipality. The population of the relevant areas is given in the following table:

Location	April 1, 2000 Population	July 1, 2007 Population Estimate	Per Cent Change
United States	281,421,906	301,621,157	7.2
State of Wyoming	493,782	522,830	5.9
Natrona County	66,533	71,750	7.8
Bar Nunn Town	936	1,700	81.6
Casper City	49,740	53,003	6.6
Edgerton Town	169	175	3.6
Evansville Town	2,255	2,329	3.3
Midwest Town	408	432	5.9
Mills Town	2,591	3,133	20.9
Unincorporated Natrona Co.	10,530	10,978	4.3

In recent years, tens of thousands of people have come to work in Wyoming because of its growing energy and mining businesses; and many of those are believed to have come to Natrona County. These workers may not be fully enumerated in the above statistics. Some local business establishments such as construction and services to energy have stated that over half of their employees are not natives of Wyoming. Studies by the Wyoming Department of Employment and other agencies indicate that a majority are transient, have no plans to settle permanently, and typically remain for short periods of perhaps six months. Relatively little is known about the characteristics of this group, other than that they are predominantly male and often come from distant locations. It is not known what proportion of these workers are candidates to become permanent residents, if certain basic requirements such as acceptable, affordable housing can be met.

Economy

This section provides a brief overview of the local economy. Details of specific issues are in the following chapters.

The region's energy and extractive businesses form the largest economic cluster, but there is also a successful set of business sectors in Casper and Natrona County which are independent in varying degrees from mining, drilling, and services to those industries. Exhibit 1 shows employment, establishments, and payroll of major sectors.

Due to fluctuations in the energy business, Casper and Natrona County have experienced three boom and bust cycles in the last 125 years. The area is presently in its fourth boom period. Since the energy industry impacts the area to such a great extent, it is important to understand the past in order to get some perspective on the present situation.

Historic Perspective: Petroleum-Based Boom and Bust Cycles

The First Boom During the late 1880's, a combination of events occurred that would have profound consequences for the newly founded City of Casper and Natrona County: the arrival of a railroad being constructed westward into Wyoming from Nebraska, the discovery of large regional oil deposits, and the global development of a strong new demand for petroleum, based heavily on the automobile. Casper and the surrounding oil fields became a major center for extracting and refining petroleum, the first refinery in the city and state was constructed in Casper in 1895, and the regional economy began its long-term association with energy and extraction. This first boom lasted until the 1930's when the Depression negatively impacted all aspects of the economy and Natrona County lost population.

The Second Boom World War II restarted a demand for petroleum products such as aviation gasoline. Then, the postwar highway expansion and nationwide growth of auto and truck usage of the 1950's generated additional markets. However, the demand for and price of Wyoming oil began to decline in the 1960's as cheap oil became more extensively imported from abroad. That decline appears to have been more gradual than some other busts, but certainly contributed to lackluster local economic conditions and growth in Casper and Natrona County until the 1970's.

The Third Boom Casper experienced another boom starting in the 1970's. Oil price stability was upset by the Arab oil boycott of 1973, which caused a 400% increase in the price of oil and a renewed demand for reliable domestic sources. The US President declared that addressing the energy crisis was "the moral equivalent of war." The Iran-Iraq war, starting in 1979, raised further fears of oil flow disruption. A new dimension to Wyoming's energy economy began about this time as greater volumes of coal were mined in the state. Based primarily on energy, the local economy became quite strong. By the time of the 1980 US Census, Natrona County had grown to nearly 72,000 residents and was clearly the largest in the state. Casper was declared an official US metropolitan area. During the early 1980's, however, various events lead to an "oil glut." Casper again experienced a bust cycle. Casper and Natrona County both began to grow again in the 1990's, but at only modest rates.

EXHIBIT 1

NATRONA COUNTY EMPLOYMENT AND ESTABLISHMENTS BY INDUSTRY AND TRENDS

NAICS Code	Industry	Employment			Establishments			Total Annual Payroll (000)		
		2005	2006	Change	2005	2006	Change	2005	2006	Change
21	Forestry, fishing, hunting, agriculture support	0-19	0-19	NA	4	5	NA	NA	NA	NA
22	Mining	1,572	2,790	1,218	131	139	8	\$101,757	\$162,798	\$61,041
23	Utilities	20-99	20-99	NA	7	8	NA	NA	NA	NA
31	Construction	2,728	3,071	343	350	362	12	\$115,696	\$142,077	\$26,381
42	Manufacturing	2,020	2,183	163	90	87	-3	\$84,238	\$101,464	\$17,226
44	Wholesale trade	2,154	2,314	160	189	186	-3	\$101,033	\$121,012	\$19,979
48	Retail trade	4,835	4,958	123	402	402	0	\$112,354	\$126,585	\$14,231
51	Transportation & warehousing	1,093	1,199	106	115	112	-3	\$46,113	\$57,106	\$10,993
52	Information	502	524	22	37	35	-2	\$15,635	\$16,783	\$1,148
53	Finance & insurance	1,381	1,021	-360	140	146	6	\$51,973	\$48,058	-\$3,915
54	Real estate & rental & leasing	683	807	124	146	165	19	\$24,614	\$30,485	\$5,871
55	Professional, scientific & technical services	1,390	1,515	125	249	276	27	\$57,990	\$65,254	\$7,264
56	Management of companies & enterprises	28	72	44	11	15	4	\$1,422	\$5,573	\$4,151
61	Admin, support, waste mgt, remediation services	1,871	2,270	399	135	149	14	\$32,841	\$39,286	\$6,445
62	Educational services	109	146	37	21	24	3	\$1,670	\$1,588	-\$82
71	Health care and social assistance	4,496	4,420	-76	261	268	7	\$164,797	\$172,966	\$8,169
72	Arts, entertainment & recreation	407	364	-43	55	53	-2	\$5,403	\$5,984	\$581
81	Accommodation & food services	3,378	3,406	28	185	178	-7	\$37,533	\$40,275	\$2,742
99	Other services (except public administration)	1,596	1,551	-45	274	273	-1	\$36,722	\$39,055	\$2,333
NA	Unclassified establishments	<u>20-99</u>	<u>0-19</u>	<u>NA</u>	<u>9</u>	<u>12</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>	<u>NA</u>
Total		30,371	32,724	2,353	2,811	2,895	84	\$998,942	\$1,184,260	\$185,318

Present Day: Fourth Boom In 2002 conditions began that have led to another local boom, which continues today. The outside world urgently needs the energy and other natural resources Wyoming has to offer. Population and many aspects of development in Casper and Natrona County have begun another growth spurt. Natural gas has assumed a larger role in this boom as the price of gas has risen sharply in recent years. In some US gas fields, the low-hanging fruit has been picked and remaining reserves will be more expensive to tap. In Wyoming, some established gas wells continue to be worked and a number of new ones have been drilled. The southwest part of the state has traditionally supplied the largest amount of gas, but coal bed methane in the Powder River Basin near Casper is now providing 20 to 25% of the state's gas volume.

Even though Natrona County is in another boom period there are several characteristics in which the current conditions may differ from the 1973-82 period. The degree of local economic and population growth has not been as great. At this time in history, the oil companies are leaner and more automated than before, which may mean fewer personnel coming to the area and greater use of technology such as remote sensing. The advanced technology now used provides greater opportunities for Natrona County to build new business activity.

The boom of 1973-82 was driven heavily by political factors, such as the desire by governments of certain oil-rich nations to flex their muscles and exert greater influence. The current energy market is driven by more normal economic conditions such as the emergence of China and India into the community of industrialized nations and their urgent need for energy and other resources to build their economies.



Transportation and Communication

Casper and Natrona County have an extensive network of transportation facilities including commercial passenger and cargo/courier air service, rail, and highway-based activities.

Casper Natrona County International Airport

The community's public airport (ICAO Designation: KCPR) has a number of facilities and capabilities.

The airport has four runways, the larger of which are capable of handling a variety of commercial aircraft:

Runway	Dimensions	Maximum Weight Capacity <i>(landing gear wheels)</i>
3/21	10,165 X 150 feet	270,000 pounds double-tandem
8/26	8,679 X 150 feet	260,000 pounds double-tandem
17/35	7,211 X 60 feet	260,000 pounds double-tandem
12/30	6,489 X 60 feet	12,500 single

About 90 aircraft including jets are based on the field and it averages about 129 take-off and landing operations per day. A variety of services are available including aviation gas and Jet-A fuel, as well as major airframe and engine maintenance. It has an instrument landing system and lighting to accommodate operations.

<http://www.airnav.com/airport/KCPR>

Commercial air service is available to and from Chicago, Denver, Las Vegas, Minneapolis, and Salt Lake, by Delta, Northwest, Allegiant and United Airlines. The terminal facility is attractive and gives a favorable first impression to arriving passengers. Besides passenger and baggage handling systems, it includes adequate waiting space, typical retail/commercial activities oriented to travelers, and offices for airport management and support.

The airport grounds include a general purpose Foreign Trade Zone (No. 157), which is beneficial to companies receiving materials subject to certain import taxes and regulations. Customs agents are available around the clock.

Several hundred acres of developable land are available for industrial purposes in the vicinity of Casper-Natrona International Airport. A main line of the BNSF Railway is also close by. Plans are under way to develop "CTRAN" a 700-acre facility whose initial use would primarily be for transloading materials shipped in via rail such as bulk liquids, the components of wind turbines, and construction materials is currently in development.

Rail Service to Natrona County is provided by the BNSF Railway. From the east and south, rail lines enter Wyoming by way of Torrington and Cheyenne and converge at Wendover before continuing on via Douglas to Casper. From Casper northwestward, the line passes through Bonneville and Thermopolis on its way to Montana.

At Orin, a line heads north into the Powder River Basin coal fields. Thus an advantage to the line through Casper is that it is largely separate from those that carry the large volumes of coal traffic from the Powder River Basin and is better able to accommodate merchandise and general freight.

The recent increase in transcontinental railroad traffic and the demands of coal and other mineral transportation have caused reconstruction, retention, or upgrade of several rail lines which at one time were underused, torn up, or candidates for abandonment. Plans are underway for a new railroad from the east into the Powder River Basin coal fields. There are also plans to reconstruct part of a railroad established in the booming 1920's which until the Depression connected Casper with Midwest in northeastern Natrona County. The proposed modern reconstruction would take place only along the Montana part of the original North & South Railway line.

(<http://www.northernplains.org/news/federal-board-oks-final-segment-of-tongue-river-railroad>)

Highways and Public Transportation Casper's location along I-25 provides for efficient driving by car and truck. It is a major north-south route, connecting the Casper area with Cheyenne and the Denver/Front Range Metro Areas to the south, and to Billings and other Montana cities to the north. I-80 and I-90 are respectively located one county south and north of Natrona County and provide generally east-west routes. The Casper area is also served by a number of federal and state highways.

A public transit system owned by the City of Casper and operated by the Casper Area Transportation Coalition, operates six bus routes through the urbanized part of the community.

Although there are always pressures for additional highways and transit, most indicators suggest relatively high existing quality and level of service based on population, density, and use of existing facilities. Test usage of the transit system showed significant patronage without overcrowding. Most of Wyoming's major highways below the interstate level are high-quality, well-graded, well-maintained four- and two-lane roads. The topography and other natural conditions generally allow excellent visibility. Thus speed limits are usually high and travel is usually possible at speeds approaching those of limited-access highways.

Communication Telecommunications services to Casper are provided by Qwest. According to the company, the central areas of Natrona County are served by a high-quality fiber optic network which is equivalent to that of its other major metropolitan area service territories such as Denver.



Workforce Development

Regional workforce development has received much attention in recent years. Casper and the State of Wyoming are in an ironic position of having, on the one hand, an inadequate local supply of candidates for certain types of in-demand jobs, such as those related to mining, energy, construction, and services to those industries. On the other hand, the community and state lose a large number of educated young Wyomingites who leave because of the perception of an inadequate number of openings for educated persons not desiring to work in energy or tourism. These issues are well-known to local and state officials, who are seeking creative ways to address both of these needs.

Because of the small population base of Wyoming and its cities and counties are too small to conduct such programs independently; most workforce development efforts are conducted at the state level. Most workforce development activities in the Casper area are conducted by two educational systems, described below.

Natrona County Schools Public education in the Casper area is conducted by the Natrona County School District. By most indicators, the quality of public schools is very high. Teachers are relatively well paid. Several new school facilities are under construction. Compared to many other districts, the system has low problems of crime and violence.

Even so, some of the statistics are troubling. The high school dropout rate is 26%. The poverty rate of students is high. Among elementary school students, 38% are under the poverty line, defined as qualifying for free or reduced-cost school lunches.

Casper College Founded in 1945 as Wyoming's first community college, it now occupies a large 200 acre, 28 building campus on the south side of Casper. It has approximately 350 full-time and 150 part-time faculty and staff, with over 80% of the faculty having a master's or doctoral degree. The full-time-equivalent enrollment is about 3,200 students, which reflects actual involvement of over 4,000 persons in a typical academic year. Casper College is uncommon among community colleges in many respects including the fact that it has on-campus housing and attracts students from beyond the immediate driving distance.

Casper College's core functions are to provide the first two years of a four-year collegiate academic program and a variety of technical and career training programs ranging from associate degrees to shorter courses focused on specific skills. About 50 academic and 30 technical/career programs are offered.

One of the most striking features of Casper College however, is its extensive set of programs allowing persons to receive baccalaureate and graduate degrees entirely or predominantly in Casper. Via the University of Wyoming/Casper College Center and arrangements with other universities, students may complete requirements for 15 bachelor's degrees, 13 master's degrees, and other advanced academic programs. There are also several research facilities on campus with connection to R&D activities associated with the University of Wyoming.

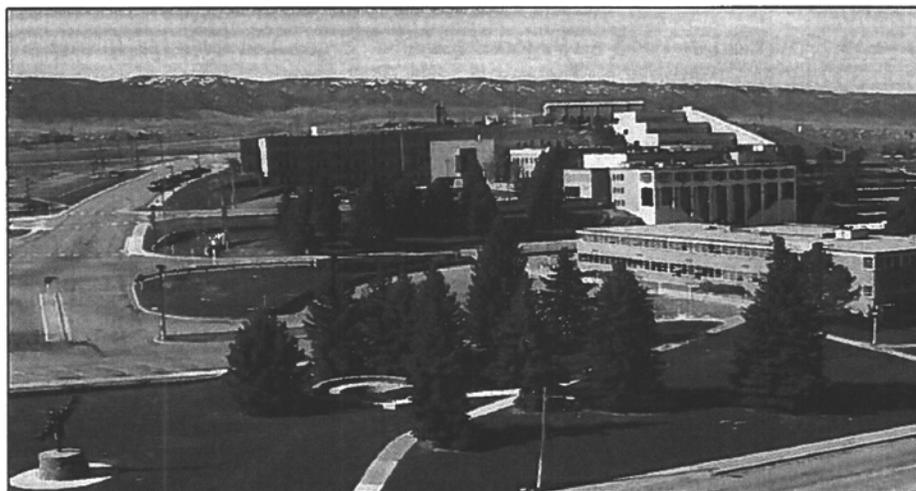
Further, Casper College has entered into agreements with several universities outside Wyoming to offer degrees not otherwise available. These are primarily public colleges and universities in nearby states, such as Montana State University and Chadron (Nebraska) State College. A list of advanced degrees available via Casper College is provided starting on the following page.

The costs of tuition and other services is quite low—the CC website states that tuition for Wyoming residents is about two-thirds the national average for two-year colleges, and about a quarter of the national average for public four-year colleges. There is also a program where students from 13 participating states outside Wyoming may attend for costs equivalent to 150% of in-state tuition. Given Wyoming's basically low costs, this means that some out-of-state students attend Casper College for less than they would pay to attend a state-supported school in their home state.

The Casper College Thunderbirds compete in basketball, volleyball, and rodeo, providing another dimension to the student experience as well as an addition to local entertainment options.

Perhaps the biggest shortcoming to Casper College as a component of Casper's economic development assets is that a high percentage of students who complete the academic track leave the community. This is primarily because studies beyond the sophomore year are not offered in some important disciplines.

Private Training Facilities Business and industrial-related training is also provided by private facilities and organizations. A new 22,000-square foot facility recently developed as a public-private venture and sponsored by the McMurry Training Center.



Advanced Degrees and Special Programs at Casper College

Certificates

University of Wyoming/Casper College

(online, compressed video, or on campus)

- Early Childhood Program Director
- Land Surveying
- Real Estate

Bachelor's Degrees

University of Wyoming/Casper College

(on-line, compressed video, or on campus)

- Biology
- Business Administration
- Communication
- Criminal Justice
- Elementary Education
- Family and Consumer Science
- Humanities and Fine Arts
- Journalism
- Technical Education
- Mathematics and Science
- Nursing
- Psychology
- Secondary Education Science
- Social Science
- Social Work

Franklin University (online)

- Accounting
- Business Administration
- Computer Science
- Digital Communication
- Health Care Management
- Human Resources Management
- Information Technology and Management
- Management of Information Systems
- Marketing
- Public Safety Management
- Technical Management

Montana State University (on-line)

- Elementary Education
- Health Administration & Organizational Communication
- Health Administration & Public Relations

University of Mary (on Casper College campus)

- Accelerated Bachelor's Completion Degree

Masters Degrees

University of Wyoming/Casper College

(online, compressed video, or on campus)

- Adult and Post-Secondary Education
- Business Administration
- Executive MBA
- Counselor Education
- Curriculum and Instruction
- Instructional Technology
- Kinesiology and Health
- Nursing
- Public Administration
- Special Education
- Speech-Language Pathology
- Social Work
- Teaching and Learning

Chadron State College (online)

- Public School Administration
- Educational Technology
- Teacher as Leader

Franklin University (online)

- Business Administration

Montana State University (online)

- Elementary Education
- Health Administration

San José State University (online)

- Occupational Therapy

University of Mary (on campus)

- Accelerated Master's in Management Degree
- Accelerated Master's in Business Administration Degree

University of North Dakota (on campus)

- Occupational Therapy

Analysis of Workforce Issues

Perhaps the most critical difficulty of current business operating conditions in Casper and Natrona County, and almost certainly the biggest problem for recruiting new private sector facilities, is the perception of an inadequate pool of people from whom new and expanding firms can select their employees. Concerns focused on the inadequate size of the regional labor force and the percentage of the applicant pool which apparently falls short of many companies' preferred employment standards.

A widely-held belief is that the Casper economy has been growing rapidly for several years and the "real" unemployment rate is virtually zero. Anyone who is minimally qualified already has a job.

There are relatively few new entrants to the labor pool. A study conducted in 2005 by Wadley Donovan projected 143 new yearly entrants from graduates of Natrona County high schools. Another study conducted by the Wyoming Department of Employment and titled *Where Are They Now? Wyoming Community College Graduates' Labor Market Outcomes 2004* found that only 61.3% of the Casper College's May, 2002, graduates (about 210 people) were confirmed to be working in Wyoming in 2003. Adding these two figures together, if all 353 of these people were working in Natrona County (certainly not the case), they would still fill only a fraction of the net new jobs that have been created in the county in most recent years.

Wyoming faces a unique set of issues. There is an outflow of its young people and a shortage of local people to fill local jobs.

The Wyoming Department of Employment reports that the "exit rate" from the state for young Wyomingites (under 35 years old) is 63%, and even greater for those with higher education. Some migration is normal for people in this age bracket, but while the Department does not have detailed figures, it believes that the Wyoming figure is well above the national average.

The Department generally believes that the key cause for loss of young people is lack of quality, career-oriented jobs. The main industries in which Wyoming has had significant job growth are mining and tourism; for many well educated and ambitious people, these positions are not suitable. The department has been able to trace some of the out-migrants via professional relationships it has with similar agencies in nine other states, mostly close to Wyoming, and is aware that many people relocate to Colorado. However, over half the out-migrants do not show up in any of the other nine states and are thus most likely to have moved even farther away.

Another Wyoming Department of Employment study shed light on this subject from a different direction, showing that between 2000 and 2005, the number of Wyoming workers aged 16 to 34 declined from 116,229 to 71,102

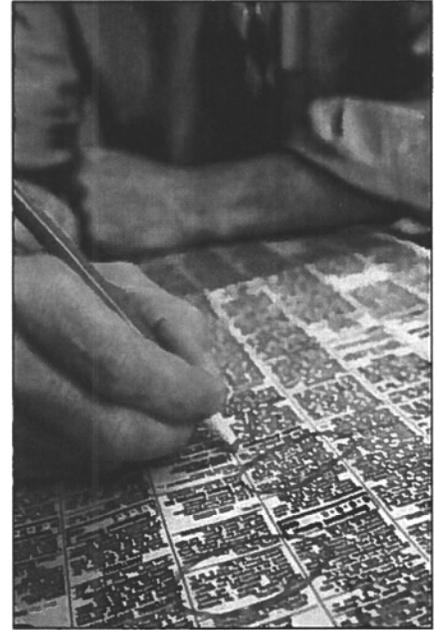
(http://www.wyomingnews.com/articles/2007/10/13/opinion/staff_editorials/ourview699.txt). The clear indication from all this information is that Wyoming is suffering a severe loss of its young people, including many of its best and brightest.

At the same time, the majority of new employment positions recently created in Wyoming have been taken by people who are not residents and apparently do not intend to become residents. Many are so transient that they stay in Wyoming for less than six months. A Department of Employment study found that in 2004-2006, the number of jobs in the state increased by 27,094. During this same period, the number of resident Wyoming men workers increased by

455 and the number of resident Wyoming women workers decreased by 1,108. This suggests that the number of nonresident workers increased by 27,747, or that the state was virtually 100% dependent on nonresidents to fill the newly created jobs.

Another nationwide labor problem which appears to have a large impact on the availability of potential workers in the Casper area is a decline in the traditional level of "elasticity"—the ability of a given area's population to provide more workers and the ability of a labor force to expand by drawing from certain existing but underutilized resources to add to the pool of potential employees.

The fundamental characteristics including size and growth of the overall national labor force are in flux at this time. The work force is changing as workers on the leading edge of the post-WWII baby boom enter their 60's and begin to retire in significant numbers. On the other hand, many of these people remain in the work force past age 65 due to improved health, their need to maintain health insurance (since fewer retirees are now covered by company insurance policies), and many other diverse conditions.



The components of workforce elasticity have often included:

- Persons who are underemployed. These are people who have a job which is at a lower level of skill, compensation, and other characteristics than they are capable of performing.
- Secondary wage earners in a family or household.
- Students, volunteer workers, and other people doing something other than working for a wage.
- Persons living in the less developed areas around a larger community who are willing to drive fairly long distances to get a job.
- Teenagers not ready to enter the job market full-time and retirees seeking to continue to work on a selective or part-time basis.
- Other persons not forced to work, but interested in doing so if a suitable opportunity becomes available.

The 2005 Wadley Donovan Locational Assessment of Wyoming Zone 12 stated a labor force participation rate of 68.2%, significantly higher than the national average rate of 63.7%. It covered both Natrona and adjacent Converse County, but its findings are probably reflective of Natrona County since over 80% of the Zone 12 work force was around Casper. The period covered was approximately 2003, at which time the local job market was heating up but had not reached its peak. (<http://www.tamerica.com/wyoming/documents/Zone12Assessment04-29-05.doc>)

There is not a direct correlation, but it may be inferred that the percentage of the Casper area population in the workforce at that time was already well above the national average and thus closer to the potential maximum participation rate. With the large increase of local jobs since 2003, it is probable that this rate has gone up still further.

Some previous studies such as the Wadley-Donovan Zone 12 Report indicated 9,116 underemployed and 11,202 unemployed/willing to work, which suggests a large pool of available talent. It is understood, however, that these numbers were developed from household surveys and no investigation was made of the actual capabilities and willingness of these persons to accept any job.

Underemployment has also changed in a way that reduces the effectiveness which it sometimes has provided as a means of expanding a regional workforce. Workers' tolerance and acceptance of underemployment due to lack of knowledge about alternative employment opportunities is less common now due to greater knowledge and communication. Via the internet and other readily available means, workers can now get information about the pay which someone of their skill level can earn, the availability of other jobs in their area, and other data. They can post their resumes anonymously and see what response they get from potential employers. The job marketplace can function freely. Indeed, it is operating as vigorously as possible in many places and in some places may be overexcited so that—in the opinion of employers—people flow a little too easily from job to job.

Compensation

It is reported anecdotally that minimally qualified and motivated people in the Casper area can make over \$50,000 per year, excluding overtime, in relatively unskilled jobs related to energy and mining. With overtime, annual pay can go to \$75,000 and up. This would clearly be a tough standard against which a manufacturing plant might compete, where typical starting rates may be around \$20,000.

However, available statistics indicate that workers in Natrona County generally make less than the national average pay for their industry sectors. The exhibit on the following page shows average pay in Natrona County, Wyoming, and the US by economic sector (NAICS Code).



Annual Average Payroll

<u>Industry Sector</u>	<u>Natrona County</u>	<u>Wyoming</u>	<u>United States</u>
All Categories	\$32,891	\$32,315	\$38,539
Mining	\$64,731	\$60,829	\$61,985
Construction	\$42,411	\$36,538	\$43,136
Manufacturing	\$41,702	\$49,248	\$43,951
Wholesale Trade	\$46,905	\$43,023	\$51,754
Retail Trade	\$23,238	\$21,705	\$22,691
Transport & Warehousing	\$42,189	\$38,433	\$37,038
Information	\$31,145	\$32,332	\$59,698
Finance & Insurance	\$37,634	\$37,192	\$69,458
Real Estate	\$36,038	\$31,427	\$38,147
Prof & Tech. Services	\$41,719	\$37,807	\$59,362
Mgt of Companies	\$50,786	\$69,700	\$85,165
Administrative Services	\$17,553	\$23,808	\$27,521
Educational Services	\$87,895	\$21,190	\$28,660
Health & Social Care	\$36,654	\$32,130	\$36,796
Accommodation & Food S	\$11,111	\$13,081	\$13,892

Source: US Commerce Dept, County Business Patterns, 2005 Data Released in 2007. Users should be aware of the specific definitions used in this data series and understand that the data and methodology are different from those used by some other organizations including some governmental agencies.

There are shortcomings in the exhibit, including the fact that the figures may not reflect possible recent large local increases due to major economic growth. The figures do seem to conflict with what would be expected from anecdotal comments. To the extent that the average pay in Natrona County is lower than the national average for a given economic sector, this may shed light on the high exit rate discussed previously in this section. Additional information is also available in the report at <http://eadiv.state.wy.us/wef/Outlook2007.pdf>.

Additional Workforce Statistics' for Natrona County

Workforce Distribution

Agriculture3%
Accommodations	9.7%
Administrative Services	4.5%
Arts/Entertainment	1.2%
Company Management.....	.5%
Construction.....	7.5%
Finance & Insurance.....	3.1%
Government	3.7%
Health Care.....	13.9%
information	1.7%
Manufacturing.....	5.6%
Mining	11.4%
Other Services.....	4.2%
Professional Services.....	3.9%
Real Estate.....	2.9%
Retail Trade	15.4%
Transportation	3.1%
Wholesale Trade.....	7.4%

Education Levels

Total population 25 years and older:.....	31,884
High school graduate (includes equivalency) or higher:	89.1%
Bachelor's degree or higher:.....	22.1%

Source: U.S. Census Bureau



For additional community statistics please see the *Casper-Natrona County, Wyoming Community Data* book published by CAEDA. It is available on-line at www.casperworks.biz.

CHAPTER 2 ANALYSIS OF ECONOMIC DEVELOPMENT PROBLEMS AND OPPORTUNITIES

Purpose

This chapter provides an in-depth analysis of the economic development problems and opportunities of Casper and Natrona County. It identifies strengths and weaknesses in the regional makeup of human and economic assets, and problems and opportunities posed by external and internal forces affecting the regional economy.

Strengths

Natural Resources Wyoming and the Casper area are rich in a wide range of energy and mineral resources. Extraction, processing, and handling of these assets have always been a large part of the State's economy- this economic sector generates the most jobs and the highest-paying jobs in the state. Having so many mineral resources means that the State of Wyoming collects significant tax dollars each year from mining and extraction operations. Thus the tax burden on individuals and most other businesses in Wyoming is small, resulting in a higher quality of life and better business climate.

Due to the volatility of the demand and price in global markets for such assets and the unpredictable aspect of managing impacts on Wyoming; diversification has been deemed necessary. It is certain that energy and extraction will be the biggest part of Casper's and Wyoming's economy for years to come. The key strategic planning need of this sector is to respect and sustain energy and extractive industries in Wyoming while managing the roller-coaster effects they have historically had on the local economy.

Strong State Business Climate Wyoming is consistently rated highly for having a positive business climate with many public laws, regulations, and policies that are supportive of the private sector. Its assets include the absence of taxes, such as personal and corporate income, and low liabilities for many other taxes. The state is helped by hundreds of millions in annual taxes based on its natural resources, but it also is regarded as generally prudent in use of its funds.

Wyoming's right-to-work law is considered an asset in industrial development and reflective of a pro-business attitude. The absence of taxes on personal income, retirement income from other states, and other income often taxed in other states, places Wyoming in an especially attractive position as a residential location for many including senior professional persons that may provide important services and contribute to its economic development.

The state's primary economic development organization, the Wyoming Business Council, is well regarded in the profession, and other state and state-supported organizations such as Casper

College and the University of Wyoming place a strong emphasis on actions that support business development and expansion.

Most Wyoming laws and regulations including environmental permitting for new industrial plants do not appear burdensome. Natrona County is "attainment" for all categories of air pollutants, which means that companies seeking permits for new plants need not do more than the basic requirements applicable by federal law in all parts of the US. Probably the biggest issue in permitting for new plants is the large number of parks and other protected areas in and near Wyoming.

Growing Manufacturing Base Although somewhat overshadowed by the area's large energy and extractive activities, Natrona County has a significant base of manufacturing and related industrial activities that are an important part of the economy and at least partly independent from it.

The county has the largest volume of manufacturing activity in Wyoming, with over 2,000 employees working in 90 plants. (US Commerce Department, *County Business Patterns, data for 2005*). The Casper area thus has about 20% of the State's manufacturing positions.

Manufacturing is usually considered a desirable business for a community to attract and maintain—it tends to have better compensation for its employees and to generate favorable multiplier effects within the local economy. Natrona County's manufacturing employment represents an impressive 38.5% increase in the 2000-2005 period.

Wyoming gained 8.0% or 778 manufacturing jobs during this period, which is favorable given that the US lost 2.8 million manufacturing jobs at the same time. Since Natrona County gained 561 jobs, it accounted for over 72% of the state's net gain. It is significant and a favorable indicator for Natrona County that its expansion of manufacturing has occurred at a time when the overall state's economic diversification has decreased to its lowest point in recent history. *Wyoming Economic and Demographic Forecast, 2007 to 2016* by the Wyoming Department of Administration and Information, indicates that the state currently has the lowest economic diversification of any state (<http://eadiv.state.wy.us/wef/Outlook2007.pdf>). It is especially important that Casper area manufacturers include some in business areas completely independent from energy and mining.

Besides manufacturing, Natrona County has a larger portion of its jobs than the state average in several other important employment sectors including wholesale trade, finance and insurance, real estate, and certain areas of professional and administrative services. There are a particularly high number of local wholesale jobs; one out of three Wyoming positions in this industry are in Natrona County.

This is a very positive finding, in that it demonstrates that the Casper area can recruit new business at a time when some companies appear to be struggling to find and keep qualified personnel. Even if the local manufacturing jobs are linked to energy, such facilities still have a degree of mobility and it is likely that the owner made a conscious decision to locate in Casper. It is important to maintain a vigorous local economic development and business recruitment effort.

Local Investors and Developers The Casper area benefits from local firms and individuals that have shown a willingness to invest in the community. Several impressive new speculative real estate developments have been constructed and are under way. Private parties have

invested their assets in a commendable manner, including a 500-acre office and service park on the east side of Casper. Potential new businesses receive a very favorable impression from evidence that companies already located here are willing to invest in themselves and their communities. It is desirable that the public sector follows their lead and show willingness to spend money on items likely to generate new business.

Low and Moderate Costs in Several Key Areas Some of the costs of living and doing business in the Casper area are very competitive nationally.

- The average cost of industrial electricity provided by Rocky Mountain Power is under 4.5 cents per kilowatt-hour (Casper-Natrona County Community Data Book), compared with a national average of 6.25 cents (US Energy Information Administration).
- The R.S. Means Construction Cost Estimating System projects that construction of a typical factory building in Casper would cost about 82.4% of the national average. (<http://www.rsmeans.com/calculator/index.asp>)
- For most business facilities, the largest geographically-variable cost is labor. Based on the most recent statistics (2005) available from the US Commerce Department, the average cost of labor in Natrona County is 85.3% of the comparable national figure (and about 1.8% above the Wyoming statewide average).
- The tax burden on most citizens and companies in Wyoming is low, typically among the least expensive US states. A key reason is that the state is currently receiving about a billion dollars per year in severance taxes. Another is that the state has been moderate and prudent in its financial policies.

With regard to cost of living, Casper has not recently participated in a widely used cost of living survey, administered by the Council for Community and Economic Research (formerly ACCRA, the American Chamber of Commerce Research Association). In its report for Second Quarter, 2007, the only Wyoming location to participate was Laramie, which received a grade of 104.3 relative to an average among all participating locations of 100.0. A 2006 living cost study by the Wyoming Department of Administration and Information covering only the state ranked Natrona County at 98, compared with 101 for Laramie/Albany County and 134 for Teton/Jackson County.

Significant Advantages to Local Labor Supply Many local firms are very concerned about labor availability. One problem commonly cited is that a high percentage of the labor pool is inadequately qualified, prepared, and/or motivated. Then, from the supply of capable personnel, the energy and extractive industries and their support services hire large numbers of persons at very high wage rates, so that employers in other industries cannot compete. Clearly these concerns are valid.

A number of Natrona County companies said that they have been successful in recruiting and maintaining a core of employees with whom they were pleased. A majority of Natrona County companies interviewed expressed a general level of satisfaction with their own core employees.

Companies advised that they had to work hard to recruit/screen/hire/maintain good workers, however. One company summed up their labor experience to the effect that there are qualified, competent, dedicated people in the Casper area labor force, who do not wish to work in energy,

mining, or services, and are capable of being recruited into a career in other fields of business and industry.

Casper College Casper College is a strong economic development asset, as described elsewhere in this report.

Health Care and Some Other Regional Activities Of Wyoming's urban areas, Casper is arguably the most centrally located and best served with transportation facilities, and so logically should be a center for much activity such as retail, commercial, and health care. This has occurred in Casper's health care facilities and some professional service areas but not as much as might be expected in retail.

The Wyoming Medical Center, the largest in the state, and more than 450 other Natrona County health care facilities provide a wide range of medical and related services to consumers over a broad geographic area and are also a key part of the economy. Several additional health care facilities are being developed. There is evidence that Casper functions as a center for other professional and technical services, including some support services related to energy and mining. It also captures a significant amount of state convention, sports, and travel business.

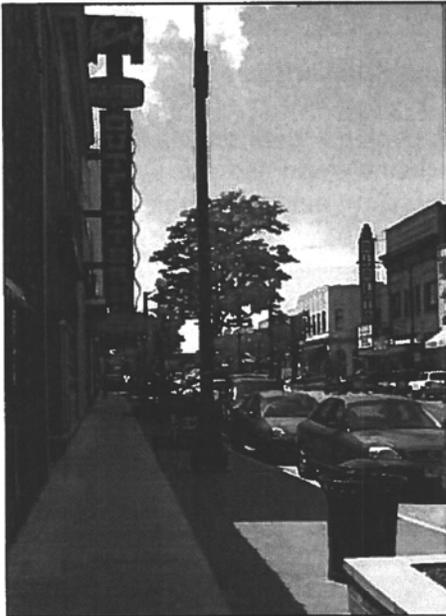
Casper has excellent medical and health care facilities. Wyoming Medical Center is the state's largest and most comprehensive health care facility and, as an independent not-for-profit corporation, has the ability to engage in business ventures. The health care industry is one of the fastest-growing in Wyoming and now employs nearly 15,000, with approximately that many more in related fields. Natrona County has about 15.9% of this employment, which appears low relative to the size and quality of local medical facilities.



Public Infrastructure Most public services needed by companies and residents are good. The City of Casper's water treatment system has a capacity of 40 million gallons per day and a current use of about 24 MGD, which represents a generous surplus that may possibly be attractive to appropriate industrial users. The system was designed when the City was rapidly growing in the boom of the 1970's and early 1980's, and it was assumed that its population would soon reach 100,000.

The local and regional telecommunications infrastructure provided by Qwest is a major asset. There is a dense network of fiber optic lines in most of the urbanized area of Natrona County. Qwest indicates that the level and quality of telecommunications service in this area is comparable to that in Denver and other major metropolitan areas. Casper also lies along a major fiber optic "backbone" which allows for high-speed transmission of high volumes of data to and from national and global locations. The good telecom conditions are especially attractive, as telecommunications was cited as a serious weakness of the state in the 2000 Deloitte & Touche Study done for the Wyoming Business Council. There may be a need for more widespread distribution of some infrastructure.

Strong Central Business District The downtown area of Casper has many assets. It is clean, well maintained, active, and appears economically very robust with a diverse range of retail, office, and service functions. It gives the strong impression of being safe, with numerous persons and families patronizing the businesses in the area. Historic buildings are being reused for modern purposes while maintaining their interesting architectural features. It has specialty restaurants, some of which are part of Casper's colorful past history and others which reflect new cuisine trends.



The former BP Amoco Refinery is well along in a major redevelopment effort as Salt Creek Heights Business Center including both historic and new buildings, land available for lease, and Three Crowns - a Robert Trent Jones golf course. A part of downtown which was oriented to providing support services to the old refinery is also in process of redevelopment as the Old Yellowstone District.

The Casper area has a higher level of some public services than is often found in a community of this size. "The Bus," a public transit system owned by the City of Casper and operated by the Casper Area Transportation Coalition, operates six routes through the urbanized part of the community.

Close to downtown is the South Wolcott Historic District, a vibrant residential neighborhood dating back to the 1800's. It contains stately houses in a variety of architectural styles

including Colonial Revival, Tudor Revival, American Four-square/Prairie, and Craftsman/Bungalow (Casper Historic Preservation Commission, *Historic Casper, Wyoming*).

Quality of Life This feature of Casper and Natrona County is both strength and weakness. Putting such an extraordinary combination of features and perceptions in context is challenging. The conclusions drawn about the local quality of life made by different individuals, families, and companies vary widely. It is more often stated as an asset.

Among the Quality of Life characteristics of Casper most often praised are:

- A safe, clean, community rarely troubled by traffic congestion, violent crime, and other problems often found in larger metro areas.
- A size and scale which are appealing.
- Efficient and approachable local and state government, in which it is usually possible to know political leaders personally and speak with them directly.
- Generally good schools, health care, and other public services.
- Shopping and dining facilities which are adequate for most routine needs and tolerably easy access to Fort Collins/Denver for a weekend several times per year.
- Outstanding opportunities for outdoor recreation including remarkably accessible fishing, skiing, hiking, and other opportunities. The ability to get to the "wide open spaces" quickly. Absence of crowds in most locations.

- A culture with many appealing characteristics—respectful, tolerant, self-reliant, appreciation for freedom and independence combined with willingness by many neighbors and even strangers to help someone in need.
- A climate that many find bracing most of the time; sunny; usually moderate temperatures except for periodic cold and hot spells; tolerable winter weather—a tendency for snowfalls to be followed by clear weather and hot spells to pass quickly.
- The pleasant surprise that Casper College, although technically only a junior college offers or promotes a large number of educational programs, research capabilities, and community amenities.
- Low taxes, low/moderate costs for some aspects of living and doing business.

A number of employers stated that it was often easier to recruit people in their thirties and older. They were more likely to have established key relationships in their life and perhaps have children for which Casper's safe environment, good schools, abundant outdoor recreation, and other assets would be more relevant and compelling.

Commercial Air Service The airport facility itself is very attractive and used by many Casper area businesses and citizens.

Current scheduled commercial service to NCIA consists of:

- Four daily flights from Salt Lake City by Delta Connection/SkyWest Airlines using Embraer 120ER Brasilia turboprop aircraft.
- One flight daily from Minneapolis-Saint Paul by Northwest Airlines Airlink/Pinnacle Airlines using Canadair Regional Jet aircraft.
- Five daily flights from Denver by United Express/Mesa Airlines using Canadair Dash 8-200 turboprop aircraft.
- Two daily flights from Chicago by Delta Connection/SkyWest Airlines using Canadair Regional Jet aircraft.
- Two flights per week from Las Vegas by Allegiant Air using McDonnell-Douglas MD-80 aircraft.



Airlines use sophisticated programs to plan their service and it can be difficult influencing them to make changes. There is probably more passenger traffic via Casper than may be evident from its basic demographics. An example is the large numbers of energy workers who fly in and out regularly. Thus it may be possible for the community to craft a business case for improved commercial air service. Comments are made that Casper has a better chance to improve air service than Cheyenne, which is too close to Denver to generate much passenger business and

whose current service consists only of five turboprop commuter flights to and from Denver each day.

It is an unfortunate issue of timing that the demand for air service in Casper is taking place at a time when airlines are reducing flights because of the high price of fuel and other economic problems. Due to the airport's 5,354-foot elevation above sea level and occasional hot weather, there may be weight restrictions on some smaller aircraft, which can lead to passengers and baggage being removed from flights.

Although not directly related to air transportation, it will be desirable to improve the visual impression presented as passengers travel by ground from the airport into downtown Casper. Much of the existing development is old, lower end industrial and commercial, which does not present the best impression of the community.

Weaknesses

Boom/Bust Cycle; Numerous Problems Caused by or Related to Economic

Volatility The sensitivity of the Casper and Natrona County economy to issues outside local control—primarily the global demand for and cost of energy and other natural resources—is a serious problem.

Labor Availability and Quality Problems Established employers have in many cases developed a core of reliable employees (although they, too, have problems with recruitment and new hires); but facilities in a situation of developing an employee base from scratch often have great difficulty.

It is important to note, however, that while these problems appear more severe in Casper and Wyoming, they are not that different from labor supply problems now occurring in many parts of the US.

Lack of Prepared Industrial Sites and High Land Development Costs The Casper area has a large amount of undeveloped or incompletely developed land, but a shortfall of land that is reasonably well prepared for new development; and a high price for what is available.

Wyoming governments have policies which are different from those in many other states and affect the cost of land development. One is a disinclination by the public sector to provide infrastructure such as water and sewer lines to private land. It can be argued that this is a financially prudent approach; but it is contrary to policies by many other states and communities with which Casper is competing for new business. The requirement that the developer or property owner pay for extending infrastructure drives up the cost of land.

Many locations in the western US offer land at a fairly advanced level of preparedness for prices of \$15,000 per acre. Some sites in Casper are several times that price.

The Casper area should strongly consider developing a publicly-owned industrial park, capable of offering prepared land at a moderate price to companies which show signs of serving the community's economic objectives. The readiness of sites is vital—most business site selection projects now are on a fast track and do not have the time for the community to prepare land.

Indeed, many US locations offer sites which are "certified" to be at an advanced level of preparedness.

The cost is also important. Many of the businesses which Casper needs in order to diversify will not have the revenue stream which mining and energy have. They will already be in competition for labor with industries able to pay much more. The opportunity to reduce their capital investment by acquiring moderately priced land could be an important competitive advantage for the Casper area.

High Costs and Insufficient Selection of Housing

Evidence from many interviewees indicates that the cost of housing in Casper is currently high and the supply is limited. This hinders the ability of the community to attract new residents.

Insufficient Amount of Child Care There appear to be an inadequate number of child care facilities in Casper. Having such capabilities could be critical in getting some parents into the work force.

Inadequate Infrastructure for Outbound

Transmission of Energy Resources A serious problem for further development of the region's natural resources is inadequate capacity of several systems in the area that "export" energy and other assets. These include insufficient capacity of petroleum pipelines, electric energy transmission lines, and possibly highways and rail lines.

Interviewees reported that the price of Wyoming's natural gas is reduced in the market because there is insufficient pipeline capacity to transport it to its key markets. Electric lines are also reported to be inadequate, which is especially problematic as Wyoming moves up the scale and extracts more value from its natural resources, such as sending out electricity in addition to coal to be used by others to generate electricity and profits. Also, since new Wyoming wind generation facilities are under development, the regional grid must be robust enough to transmit that additional electric energy. Announcements have been made that plans are under way to construct new pipelines and electric transmission lines.

Wyoming provides over 40% of the nation's coal. Two major rail companies, BNSF Railway and Union Pacific Railroad, have worked cooperatively to serve the coal fields of the Powder River Basin and have recently invested billions of dollars in infrastructure and equipment. These coal fields are mostly to the northeast of Natrona County, but the economic effects of this huge industry are significant to the Casper area and the State as a whole. Even with the railroad's large investment, there have been shipping problems. An accident in 2005 delayed coal shipments on the Joint Line caused serious problems for their coal customers, which include utilities and other users in over 30 states. For several years, there has been a proposal by a third railroad to construct a new line into the Powder River Basin. This company, Dakota, Minnesota, & Eastern Railroad Corporation, obtained some of the regulatory approval needed to construct the line but as a relatively small company (a regional or "Class II" railroad), it had not been successful in obtaining financing. In September 2007, DM&E announced its merger with the much larger Canadian Pacific Railway. The new arrangement will require approval from regulatory authorities; if it goes through, it will clearly add strength to the proposal for new service into the Powder River Basin.



Quality of Life Issues This is a characteristic which was rated both as a strength and a weakness.

Among the quality-of-life shortcomings cited most commonly are:

- Remoteness; isolation; a sense of intimidation about driving outside urban areas due to long distances and lack of amenities such as service stations.
- Unattractive climate: perceived harsh winter weather, potential for hot weather in the summer, and constant wind.
- A predominantly blue-collar character.
- Inadequate shopping and dining.
- A population which does not appear diverse.
- A low proportion of young people who are ambitious, upwardly mobile professionals. This may be related to the fact that a high percentage of well-educated young Wyoming residents leave the state after graduating from high school and/or college, as described elsewhere in this report.
- An economy which is narrow in several respects and in particular does not provide an adequate supply of quality, career-oriented jobs to meet the needs of two-professional families. A person offered an excellent job requiring relocation to Casper may reject it because his or her spouse could not find a suitable job in the area.
- Absence of a major comprehensive university which offers continuing education, a source of special expertise (i.e., professors who can consult on special business projects), a supply of recent graduates committed to the community available as job candidates, intercollegiate sports, a venue for traveling concerts and art exhibits, a market generated by students for interesting, slightly offbeat shopping and eating establishments (bookstores, coffee houses, bars, places for local musicians to perform).
- At the present time, high cost and limited availability of housing and concerns about the quality of new housing being constructed rapidly, combined with questions about whether such high investment is risky due to the likelihood of another energy bust and sudden, massive declines in housing values and marketability.
- Concerns about the thousands of transient workers that pass through the State en route to mines and oil rigs.

Socioeconomic Issues Casper appears to be enjoying general prosperity, but significant sectors of the population are apparently not achieving optimal economic status. There is evidence that much of the population is not benefiting from the community's prosperity—38% of elementary public school children are under poverty level, defined by eligibility for free or reduced-cost school lunches. There is also a steep high school drop-out rate of 26%.

Opportunities

Higher Added-Value Use of Existing Resources The energy industry is vital to the Casper area and represents opportunities for new technology, as well as its current importance. Areas of discussion include the use of coal and other resources (wind and solar) to generate electricity and send it out of the State instead of the "raw" materials. A tremendous amount of research is being conducted globally to address energy problems and the Casper area needs to position itself to move into emerging fields.

Technological and Business Expertise in Development of Natural Resources

Extraction and processing of natural resources has been a major part of Casper's economy for over a century. There is evidence of much expertise in the community's business, academic, and government sectors, which can be used to enhance economic development. Opportunities include the provision of consultation and specialized support services to energy/extractive businesses in the region and perhaps a wider geographic area. Another is increasing the economic value added locally by these industries—instead of just shipping out raw coal, Casper's area specialists in this field may encourage local facilities to process it and develop it into higher-value products.

The very impressive existing resources in the Casper area include Casper College, the US Energy Department's Rocky Mountain Oilfield Testing Center, and private companies. The University of Wyoming also has a strong outreach program which includes several means by which its research and other capabilities can be made available to users in the State.

This is a well-established strength of Casper and Natrona County, which also generates opportunities to expand economic activity based on these assets. CAEDA is currently considering ways in which it can partner with these organizations and assist marketing them to a local and global audience. For example, the US Energy Department's Rocky Mountain Oilfield Testing Center in Natrona County is an entity of the US government and so is limited in its ability to "market" itself, but is allowed to play an appropriate support role in efforts to enhance economic development.

Expanded Economic Development Effort The recent expansion of Casper's businesses and industry in areas separate from energy and mining show that it is possible to expand and diversify the regional business base. The need to continue and expand professional economic development programs is critical, to diversify and stabilize the economy, to retain more of the young, well-educated Wyomingites that are now exiting the state, and to attract in capable people from other locations.

Proximity to Higher Level of Commercial Development Several people expressed their expectation that Casper is close to reaching a favorable "critical mass" or "tipping point" with regard to attracting new economic development and especially expanded local quantity and quality of retail, commercial, entertainment, and personal services.

Comparisons were made with other urban centers in the North Central and Northwest US, which underwent a significant transformation when they reached a population of about 75,000 to 100,000, which the Casper area appears poised to do. If this happens, it could improve the quality of life and expand the range of people for whom Casper is an attractive place to live

It does appear reasonable that Casper is not far from a level of economic and demographic development at which it can support a greater volume and wider variety of certain activities. An expansion of the local retail opportunities would be seen as a major improvement in the quality of life.

Opportunities to Expand Existing Resources that Draw and Support Younger People

One of the most serious and commonly stated problems in Casper is an insufficient number of reasonably well educated, ambitious young people. Such a presence often provides many assets to the community—more and better qualified people in the labor pool;

entrepreneurship; a market that can support a larger and more diverse variety of shopping, eating, and entertainment facilities; a focus and energy level that can build new business activities such as music, arts and crafts, and specialty retail. Once such activities reach a critical mass, they often become self-sustaining.

Casper obviously lacks certain youth-oriented assets available in some other locations, such as a major university. However, having a university is no guarantee of appeal to younger people—in fact, many communities with schools do not take full advantage of the opportunities they generate, but may have unresolved “town vs. gown” relationship problems. Likewise, many communities without colleges and universities have established an excellent draw for young residents.



Casper deserves compliments for some actions that it has already taken, such as upgrades to parts of its central business district in a way that opens up new and interesting space for retail and eating establishments, as well as for its overall good work in keeping the downtown clean, safe, walkable, and economically vibrant. In some cases, the “hangouts” for young people have been fruitful recruiting grounds for businesses that need new staff.

It is likely that future economic development will include greater and more regularized support for actions to make Casper more attractive to younger people.

Opportunities for Capturing Expanded Travel and Tourism Dollars Obviously the greatest amount of tourism in Wyoming is concentrated in its northwest corner, where the magnificent features of Yellowstone and Grand Teton National Parks. There is evidence that Casper is already capturing some tourism expenditures and may do more. Its location along I-25 makes it a logical place to intercept travelers coming from the south and east that may make a loop around multiple Wyoming destinations such as Yellowstone, the many historic trails, and Devil’s Tower.

There are numerous examples in the US where major tourism-based economies have been generated in areas that are otherwise fairly unremarkable—Branson, Missouri; Sturgis, South Dakota—due to concerted efforts by citizens. It is unlikely that Casper could parallel the development of such facilities in current economic conditions. For example, tourism requires large numbers of relatively low-level staff, a requirement difficult to meet under the labor shortage in Casper and Wyoming. However, expanding local lodging, dining, shopping, and entertainment opportunities could assist with a variety of other of Casper’s needs and opportunities, such as drawing in more young people and engaging more of the transient work force.

Opportunities to Recruit Executives and Professionals Some previous efforts to recruit workers for Wyoming companies have concentrated in locations such as Michigan, where it was perceived that there were many unemployed persons with what might be called high-level blue-collar skills relevant to the needs of companies here. However, these individuals were also often limited in their ability to migrate. They may have owned residences in their

economically depressed hometowns that were difficult to sell at a reasonable price, and they may have had trouble finding suitable affordable housing in Natrona County.

One possible area for further action is recruitment of more senior professional candidates. Interestingly, some companies interviewed reported that they found it easier to transfer and recruit middle and upper-middle management into Casper than they did junior professional staff.

The more senior and established staff were more likely to have started their families and appreciate the quality of life conditions that Casper offers for raising a family. They were also more likely to be financially established so that the need for their spouses to work was less. They were appreciative of the favorable tax situation in Wyoming for many older people. Their work was of a type which could be conducted telephonically and electronically at a distance, whereas many people earlier in their careers need more face-to-face contact for training and mentoring.

Threats

Continuation of the Boom and Bust Cycle The vicious cycle is clearly more than an "urban legend" in Casper. The downside of the local economic cycle related to energy can be extremely harsh.

There is universal agreement that such events are very damaging and need to be prevented. Addressing this threatening condition will be a long and complex process but must be kept as a high priority.

Problems Associated with Businesses Startups and Expansions That May Impact Casper's Reputation A new firm starting its workforce from scratch must depend heavily on that pool, and thus is likely to experience many problems. Interviews included complaints by local companies about failures of new hires. Such distressing experiences are bad for the new company and as well as for Casper's reputation. Community leadership should consider ways of assisting new companies, as well as existing companies that must hire new staff, to help them avoid problems and avoid developing a perception that the Casper area workforce is flawed.

Troubling Demographics Professionals in the Wyoming Department of Administration and Information pull no punches in their assessment of demographic trends here. "Wyoming's population will be aging fast in the near future. Therefore, the tight labor market will probably hang around, or could be getting worse for many years in the state. . ." *Wyoming Economic and Demographic Forecast 2007 to 2016* by the Wyoming Department of Administration and Information (<http://leadiv.state.wy.us/wef/Outlook2007.pdf>)

Numerous causes contribute to this. One is that many Wyomingites now of child-bearing age left during the "bust" period of the 1980's and 90's and are now bearing their children somewhere else. Another is an ongoing outmigration trend by nearly two-thirds of the state's younger people, and even more of those with advanced education. A study by the Wyoming Department of Employment which identified 116,229 persons aged 16-34 working in Wyoming in 2000 found that only 71,102 of them remained in the state's workforce in 2005, representing a loss of 45,127 young workers in five years.

(<http://www.doe.state.wy.us/LMI/wyopass091307.pdf>)

Problems Associated With Natural Conditions Availability of water for general public and business use was not cited by any interviewee as a problem. The Casper area is in a fairly arid region, which can occasionally lead to problems with forest fires in wooded areas of Natrona County. There have also been periods of severe drought.

The Casper municipal water system was planned during a boom period when it was assumed that the City would grow larger than it has; so the system has surplus capacity. Its supply is about 30% from the North Platte River and 70% from aquifers, some of which depend on the river for replenishment. The river begins as snowmelt and drains an area of nearly 35,000 square miles; also there are lakes impounded upstream of Casper. These conditions have led to a generally reliable flow. Even so, water is likely to be an issue here as it is in most growing parts of the US. Wyoming has the nation's second-highest per capita use of water, although this is due more to the presence of water-using industry and agriculture rather than bad conservation habits. (<http://pubs.usgs.gov/fs/2006/3099/pdf/fs2006-3099.pdf>)

Other Economic Clusters

The leadership of Casper and Natrona County has determined that diversification and the development/expansion of economic activities not related to natural resources are vital community objectives. Already, as a result of successful economic development efforts in the past, the Casper area has a broader and more diversified economy. Several of the following economic clusters have already been discussed earlier in this chapter.

Natrona County has Wyoming's largest manufacturing sector and many of these facilities are in economic sectors totally unrelated to energy and mining. Many had a choice of where to locate and were successfully convinced that Casper was the right place. Manufacturing is still a relatively small part of the local economy, but it is growing impressively. This trend substantiates the fact that an appropriately aggressive and focused economic development effort can attract non-energy business to Casper.

Casper is a major medical center with 4,500 persons working in over 250 local facilities related to health care and related services. The Wyoming Medical Center, located in Casper, is the state's largest.

Casper and Natrona County have historically had a major role supporting Wyoming's agricultural business, which predominantly consists of cattle and sheep ranching, but also includes crops such as wheat. Statewide, this is about a \$1 billion activity.

Many production and service businesses in Natrona County that started by servicing energy and mining may have the ability to expand their customer base and serve new markets in different fields.

Casper College is the core of a small, but important and growing, educational and training sector. The school has moved far beyond the traditional aspects of a community college, offering an extensive set of programs and degrees in partnership with other institutions. It has residence halls and attracts students from outside the immediate area. It has several distinguished sports teams.

As mentioned earlier in this chapter tourism, outdoor recreation and related activities are a multi-billion dollar part of Wyoming's economy.

CHAPTER 3

ANALYSIS OF MARKETING TARGETS

CAEDA sought to identify a small number of recommended "targets" for certain of its forward-looking direct marketing programs. For an economic development agency to attempt to recruit every possible business would result in a diluted and ineffective program. (There are about 700 types of business activities in the US, as defined in the North American Industry Classification System.) Targeting allows a focused, concentrated "rifle" approach to pursuing prospects rather than a scattered "shotgun" or broadcast effort.

Targeting studies assist in guiding economic development toward a stable, win-win situation for both investor and community by serving the legitimate self-interests of both. A new facility that benefits the community, but which is badly sited from the owner's standpoint is probably unsustainable; one which takes advantage of Casper's assets, but provides little economic benefit in return rarely merits the recruitment effort. For example, an auto plant would be a desirable catch from Casper's perspective, with its large capital investment and high-wage jobs; but Central Wyoming is unlikely to serve that industry's locational needs. The US automotive assembly industry is geographically constrained by market locations/density, logistics costs, proximity to suppliers, and numerous other conditions that make it disproportionately expensive to locate plants outside a Michigan to Alabama corridor. Likewise, some businesses and industries are not attractive targets from Casper's perspective—they may not pay their employees well; their business may be declining; they may create environmental problems.

Another advantage to targeting is that it allows CAEDA's marketing materials to focus specifically on the selected industry. Tailored documents, which discuss current issues of the industry and the ways in which the Casper area can help provide solutions, make a much more compelling argument than generalized promotional materials.

For a business to be an effective and practical target, it must be readily identifiable so that further research can be conducted to identify specific companies and contacts; and eventually CAEDA can make direct contact with them. Economic development groups that declare that their marketing targets are "high-technology electric equipment" or "advanced manufacturing" have not really completed their targeting effort—there is no list of companies recorded by such vague and general fields. Sectors must be selected for which there are data bases and sources of information which CAEDA can access. Further, the industry needs to be large enough to have multiple prospect companies that can be approached by CAEDA. A sector with fewer than 5,000 nationwide employees in 50 plants may not generate enough new facilities to merit marketing attention. The method used by all US government agencies and most private data bases is the North American Industry Classification System (NAICS), by which economic data are kept in reasonably consistent form in the US, Canada, and Mexico.

Professional economic developers recognize the limits of targeting methodology. While serious study is important, selection of marketing targets must be seen as a pragmatic and rather inexact technique. A company's plans for new capital investment and staffing are based upon factors specific to it (typically kept highly confidential), which no amount of outside economic analysis can definitively predict. The establishment of a new manufacturing plant often serves a firm's unique internal objectives, such as penetrating a new geographic market area now

dominated by a competitor. A targeting study cannot absolutely assure that a given facility can work in Casper/Natrona County, since many business, engineering, permitting, and other technical issues related to its siting cannot be determined without detailed knowledge of the proposed plant. Wise economic development organizations may adjust and rotate their priority target from time to time.

This study is intended to help CAEDA use its marketing resources wisely and is not a tool for screening prospects or as a reason to discourage or exclude prospective economic activities that happen not to be on the list.¹ The potential may arise opportunistically to recruit new facilities in businesses other than those currently the focus of marketing efforts.

Finally, it is important to remember that the program addressed here—the marketing of Casper and Natrona County to outside prospects which do not already have a presence in the community—is only one of several essential parts of the total CAEDA economic development effort. Target marketing should be part of a holistic economic development program. Community leadership must not underestimate the need for other programs including working with existing companies, encouraging entrepreneurial startups, and other vital economic development activities.

Criteria for Recommending Targets Certain basic criteria are relevant to selection of business and industry targets regardless of geography.

The sector's current economic health, past growth, and future growth potential are obviously vital. A trend of increasing US employment and facilities is a prime requirement for recommending a sector as a marketing target.

The ability for the community to make a strong, logical business case that it can serve the self-interests of the companies is vitally important. Targets facilities should be reasonably mobile, free from geographic restrictions that inhibit the industry's ability to respond to economic development recruitment efforts.

It is desirable for a community to have balance and variety in its targets. This helps accommodate shifts in global economic conditions that can occur rapidly. Facilities that may appear to be a long shot, but whose presence in Natrona County would be especially attractive, may be considered.

Casper and Natrona County should consider prospects with a view to the advantages that a new facility would create for them. Diversification is a key goal. Other community needs include the generation of high quality jobs, expansion of the property tax base, creation of supply sources or markets for existing and potential future local businesses, and potential to attract other activities such as suppliers, customers, and subcontractors.

Another critical goal is retention of the rising generation of Wyoming natives. Target facilities were analyzed based on their ability to compete in the Casper area labor market. It will also be best for new facilities and least troublesome for existing employers if they hire only a moderate number of new employees at a given time.

¹ The leadership of Casper and Natrona County does indeed have the right and obligation, within certain limits, to evaluate prospective new business activities and determine whether it wishes to encourage their locating a facility here. For example, a prospect seeking to build a pesticide plant, employing five people at minimum wage, hauling large volumes of toxic chemicals past local homes and schools, using huge amounts of water and sewer capacity, with a flaky safety record, and asking for large incentives, is a questionable addition to the local business community. That, however, is a separate issue from targeting.

**Exhibit
2**

ILLUSTRATIVE STATISTICAL SCREENING OF POTENTIAL TARGETS

Industries Listed in Order of Annual Average Nationwide Pay. Standards for Selection of Industry as Candidate Target Shown at Bottom of Exhibit.

NAICS Code	Industry	National	National Employment	Total US	Average Employees per Establishment	Annual Emp. Growth	
		Average Ann.Pay		Establish- ments		Number	Per Cent
334517	Irradiation Apparatus Manufacturing	\$82,130	18,078	168	108	2,648	17.16%
325413	In-Vitro Diagnostic Substance Manufacturing	\$71,505	26,834	236	114	1,219	4.76%
336411	Aircraft Manufacturing	\$71,371	148,623	265	561	2,881	1.98%
325411	Medicinal and Botanical Manufacturing	\$70,446	25,346	365	69	4,083	19.20%
336412	Aircraft Engine and Engine Parts Manufacturing	\$62,166	72,833	417	175	3,949	5.73%
333611	Turbine and Turbine Generator Set Units Manufacturing	\$60,592	18,005	133	135	1,588	9.67%
333132	Oil and Gas Field Machinery and Equipment Manufacturing	\$59,741	30,580	568	54	1,946	6.80%
336992	Military Vehicle, Tank, and Tank Component Manufacturing	\$57,607	6,328	53	119	476	8.13%
311930	Flavoring Syrup and Concentrate Manufacturing	\$56,904	5,992	163	37	138	3.26%
327310	Cement Manufacturing	\$56,823	17,140	238	72	Loss but promising	
333313	Office Machinery Manufacturing	\$56,798	9,283	108	86	245	2.71%
336413	Other Aircraft Parts and Auxiliary Equipment Manufacturing	\$54,982	96,131	797	121	7,312	8.23%
333291	Paper Industry Machinery Manufacturing	\$53,029	10,356	281	37	388	3.89%
333293	Printing Machinery and Equipment Manufacturing	\$52,118	14,694	453	32	30	0.20%
325193	Ethyl Alcohol (Ethanol) Manufacturing	\$51,379	3,763	127	30	707	23.12%
333298	All Other Industrial Machinery Manufacturing	\$51,370	37,688	1,333	28	189	0.50%
333922	Conveyor and Conveying Equipment Manufacturing	\$50,723	30,498	796	38	831	2.80%
339113	Surgical Appliance and Supplies Manufacturing	\$49,251	101,546	1,858	55	2,988	3.03%
333131	Mining Machinery and Equipment Manufacturing	\$49,140	10,033	265	38	579	6.12%
333923	Overhead Crane, Hoist, and Monorail System Manufacturing	\$48,978	14,201	297	48	863	6.47%
335314	Relay and Industrial Control Manufacturing	\$48,918	40,710	1,075	38	539	1.34%
333514	Special Die and Tool, Die Set, Jig, and Fixture Manufacturing	\$48,891	57,357	3,351	17	785	1.39%
311942	Spice and Extract Manufacturing	\$48,646	15,872	320	50	429	2.78%
332912	Fluid Power Valve and Hose Fitting Manufacturing	\$48,517	36,143	384	94	2,044	5.99%
335110	Electric Lamp Bulb and Part Manufacturing	\$48,513	9,939	95	105	Loss but promising	
333996	Fluid Power Pump and Motor Manufacturing	\$47,992	13,672	182	75	565	4.31%
327910	Abrasive Product Manufacturing	\$47,967	14,440	340	42	9	0.06%

325910	Printing Ink Manufacturing	\$47,571	12,114	513	24	Loss but promising	
333995	Fluid Power Cylinder and Actuator Manufacturing	\$47,143	20,101	322	62	2,229	12.70%
339114	Dental Equipment and Supplies Manufacturing	\$46,426	18,062	788	23	1,069	6.29%
333120	Construction Machinery Manufacturing	\$46,315	59,343	774	77	5,127	9.46%
334611	Software Reproducing	\$46,184	3,269	213	15	933	39.94%
334514	Totalizing Fluid Meter and Counting Device Manufacturing	\$45,870	14,853	260	57	761	5.40%
333994	Industrial Process Furnace and Oven Manufacturing	\$45,864	10,907	341	32	17	0.16%
333319	Commercial and Service Industry Machinery Manufacturing NEC	\$45,594	52,501	1,349	39	1,706	3.36%
334418	Printed Circuit Assembly (Electronic Assembly) Manufacturing	\$45,385	77,419	906	85	869	1.14%
339115	Ophthalmic Goods Manufacturing	\$45,326	24,833	593	42	62	0.25%
333613	Mechanical Power Transmission Equipment Manufacturing	\$44,969	16,013	235	68	101	0.63%
336330	Motor Vehicle Steering and Suspension Component Mfg.	\$44,674	37,810	246	154	538	1.44%
332111	Iron and Steel Forging	\$44,363	23,280	386	60	1,976	9.28%
332722	Bolt, Nut, Screw, Rivet, and Washer Manufacturing	\$44,249	43,842	924	47	1,670	3.96%
332992	Small Arms Ammunition Manufacturing	\$43,473	8,167	109	75	1,101	15.58%
332213	Saw Blade and Handsaw Manufacturing	\$43,377	7,445	144	52	428	6.10%
333515	Cutting Tool and Machine Tool Accessory Manufacturing	\$43,254	35,558	1,592	22	781	2.25%
335932	Noncurrent-Carrying Wiring Device Manufacturing	\$43,162	15,148	168	90	1,224	8.79%
336321	Vehicular Lighting Equipment Manufacturing	\$43,059	14,962	102	147	220	1.49%
331513	Steel Foundries (except Investment)	\$42,889	16,964	213	80	1,859	12.31%
327211	Flat Glass Manufacturing	\$42,766	10,472	86	122	955	10.03%
327999	All Other Miscellaneous Nonmetallic Mineral Product Manufacturing	\$42,757	9,825	464	21	972	10.98%
332811	Metal Heat Treating	\$42,736	21,378	783	27	1,741	8.87%
	Industrial Truck, Tractor, Trailer, and Stacker Machinery						
333924	Manufacturing	\$42,253	24,003	425	56	2,330	10.75%
332114	Custom Roll Forming	\$42,083	17,849	424	42	998	5.92%

Industry Requirements for Inclusion in This List:

1. Average Annual Pay of \$42,000+ (basically equal to \$20/hour X 2,080 hours/year).
2. US Employment Base of 5,000 or more (Exceptions for industries such as Ethanol and Software, whose published numbers are lower but which are believed to be growing significantly at this time).
3. At least 100 US plants.
4. Average plant employment minimum of 20 and maximum of 150 (exceptions where experience suggests that some new plants are in this range even if established plant average is not).
5. Nationwide increase in employment over most recent annual period for which CBP data are available.

Base Data: US Commerce Department, County Business Patterns (<http://censtats.census.gov/cbpnaic/cbpnaic.shtml>), BFPC Experience.

DISCUSSION OF CANDIDATE BUSINESS AND INDUSTRY TARGETS

Below is a summary of the Targeted Industries, more detailed information is available in the full report on each category.

Turbine and Turbine Generator Set Units Manufacturing (NAICS Code 333611)

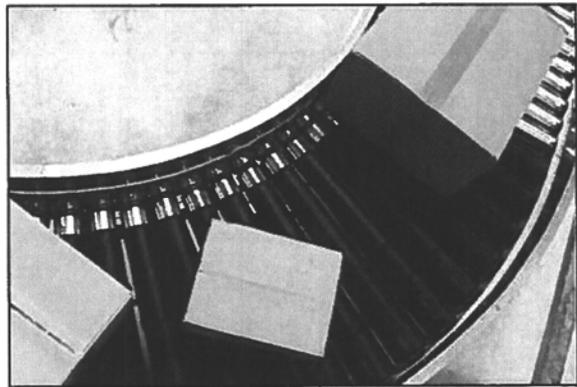
This industry manufactures a range of mechanical devices based on turbines, which are rotating devices that are turned by the flow of a fluid substance such as water, steam, gas, or air. Turbine engines are used in two primary applications: generation of electricity and powering certain transportation equipment. The apparatus included in this NAICS Code are not for transportation, so one of the most common types of turbine—the jet aircraft engine—is not relevant here.

Casper's benefits for this industry include the regional demand for turbines; good rail connections for inbound supplies and to ports for exporting, moderate costs for the large amount of electricity needed in fabricating equipment, and the skills available in the regional workforce relevant to assembling such equipment.

Conveying and Materials Handling Equipment (NAICS Code 333922);

Overhead Crane, Hoist, and Monorail System Manufacturing (NAICS Code 333923); Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing (NAICS Code 333924)

This cluster covers a wide range of facilities which manufacture systems to move and handle various types of materials, usually in an industrial or business setting. The materials processed may be bulk liquids, powders, pellets, and other industrial raw materials for a factory; items in process of being manufactured or assembled on a production line in a factory; packaged goods being collected in a distribution center for shipment; transport of passenger baggage in an airport, office functions such as processing of checks and business forms and numerous others.



Industrial Services and Production Facilities:

Special Die and Tool, Die Set, Jig, & Fixture Manufacturing (NAICS Code 333514);

Machine Shops (NAICS Code 332710); Heat Treating (NAICS Code 332811)

These types of facilities often have a role in the production of large mechanical items. For example, a gas-fired electricity generating turbine contains parts that must be forged under specific conditions, machined precisely, and heat-treated, so that they will work well and withstand high heat and pressure for many years. Services by this target may also include maintenance of equipment, especially machines that see heavy use as in mining and often need parts to be replaced or upgraded. Specialized machine shops are often called upon to design and build new components that work better than the original.

Customers of a Casper-based facility in this business may include mining and other industrial firms in Wyoming and adjacent states, but also clientele virtually anywhere needing services and materials such as short-run manufacturing of machine parts. The target envisioned in this category is small to medium-sized facilities, which provide high-technology technical support services for industrial and commercial clients.

Irradiation Apparatus Manufacturing (NAICS Code 334517)

This industry includes the manufacture of all devices and equipment which use radiation for medical and industrial purposes, including x-ray, beta, gamma, and nuclear radiation. It is closely associated with several other medical and diagnostic manufacturing sectors such as nuclear magnetic resonance imaging (often called

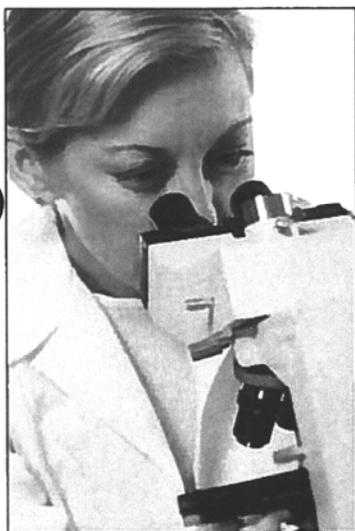
MRI) equipment, which is based on generation of strong magnetic fields rather than radiation. Such devices serve a similar objective and are often produced by the same firms.

Many of the jobs which this industry generates are challenging and sophisticated and can serve the urgent need to provide jobs for the well-educated Wyomingites, especially the young natives that are educated here, but must move out of state to find appropriate employment. The industry's labor needs are for people with both high technical savvy and practical, hands-on capabilities. Manufacturing plants of this industry often are integrated with R&D, customer applications and installations, and other functions that demand people with both technical and business knowledge.

Much of the existing manufacturing is found in locations that have higher business and personal costs than the Casper area, so a case can be made that target companies can save money by locating here. The industry has shown the ability to decentralize geographically and states such as Colorado have been successful recruiting new plants.

Medicinal and Botanical Manufacturing (NAICS Code 325411); In-Vitro Diagnostic Substance Manufacturing (NAICS Code 325313)

Medicinals and botanicals are basically the active ingredient "raw materials" for the compounding of pharmaceuticals and medicines. Examples include antibiotics, analgesics (painkillers), and steroids. Traditionally, their manufacturing has involved chemical synthesis processes. Over the past 25 years, it has included more biosynthesis, the use of live organisms. Bacteria or other living media are treated with chemicals or enzymes and induced in some manner to produce a useful substance via their metabolism. This



is a way of manufacturing proteins, enzymes, and other complex products that would be difficult to produce otherwise. Human insulin was first produced in this manner in 1982 and a wide range of other products; both established materials and new products have been developed since then.

Medical Laboratories (NAICS Code 621511 and 621512)

This industry consists of facilities in which specialists study organic materials such as blood and tissue samples (Code 621511), as well as diagnostic imaging centers which clients visit for x-ray, MRI, ultrasound, and other studies (Code 621512). Nearly a quarter-million employees work in about 12,000 such facilities across the nation. The average pay is approximately \$52,000.

Casper has already been successful developing this sector. Its dozen medical laboratories are largest number in Wyoming; this sum does not include facilities that are primarily health care practitioners' offices or facilities for primary care such as kidney dialysis. The positive results so far are part of the rationale for expanding this industry further.

Office Facilities

Four specific types of professional offices show promise as a marketing target for the Casper area.

Administrative Offices Most corporate administrative functions were traditionally associated with the firm's headquarters, but have recently been decentralizing. A small core of senior executives, sales people, and lawyers may stay to fly the company's flag in a prestigious urban center. It is advantageous for both the company and its employees however for most white collar staff to take advantage of expanded communications technology and relocate to smaller cities with better operating environments, lower costs, easier commuting, and other advantages.

The Casper area is well positioned to accommodate many facilities of this type. According to Qwest, the telecommunications infrastructure in and around Casper is equivalent to that of major cities such as Denver. It is likely that capital and operating costs in Casper will be significantly below those of many other possible

locations. Easy access within the community and absence of traffic congestion mean that productivity is likely to be higher. The regional workforce is relatively well educated and often complimented by employers for having a "take-charge" attitude that helps to identify problems and develop solutions, valuable traits for offices that deal directly with customers and clients.

Information Technology and Data Management Centers Often called "server farms," these facilities are deliberately located in geographically dispersed areas to assure redundancy. Locational requirements for such facilities include excellent IT infrastructure, a generally secure environment away from likely natural or manmade problems, reasonable electric energy costs (for hundreds of computers and the cooling that they need), and a moderate number of qualified computer specialists (typically 50 to 100 employees).

Professional Services The opportunity exists to cultivate one or more centers of professional expertise in Casper, which can be a business activity as well as a means of assisting other businesses in the region. Studies of the Casper area business community have identified the presence of many individuals with education and deep experience in business areas for which there is much demand for consultation. Another fact is that many senior managers and professionals seek to move away from traditional fulltime work (for many, this meant 50- and 60-hour workweeks) and perhaps seek a new location, but wish to maintain some level of business.

Research and Development Casper has several existing facilities which have excellent R&D capabilities, which could benefit from business partners to assist in commercial application of their capabilities. Casper College is, as noted in previous reports, an extraordinary asset with resources well beyond what might be expected. The Rocky Mountain Oilfield Testing Center is a US Energy Department laboratory with first-rate capabilities in certain fields but with limits on what it can do to promote itself since it is a federal government organization.



CHAPTER 4

GOALS AND OBJECTIVES OF THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Introduction

This chapter sets forth key goals and objectives necessary to solve economic problems of Casper and Natrona County, and capitalize on the resources of the region. They amount to a definition of a long-term strategic target. The programs and activities identified in the CEDS should work to fulfill these goals and objectives.

Goals are broad and primary regional expectations.

Objectives are more specific than goals, clearly measurable, and stated in realistic terms considering what can be accomplished over the five-year time frame of the CEDS.

Goals

1. Create a community that is attractive to new capital investment and job creation.
2. Create a community in which existing companies, industries, and manufacturers are encouraged to grow, expand, and create new capital investment and job growth.
3. Diversify our community's job/employment mix to become less dependent upon the boom-and-bust traditionally experienced by energy and mineral based economies.
4. Encourage research, development, investment, and grow new companies/firms that will result in diversified employment opportunities within the traditional energy and minerals sectors.
5. Encourage and support investment and growth of value-added energy sectors and services.
6. Create a community and business environment that is attractive to, and supportive of, entrepreneurs and small businesses with high growth potential.

Objectives

Goal 1: *Create a community that is attractive to new capital investment and job creation.*

- Develop a comprehensive SWOT Analysis.
- Develop a comprehensive Targeted Industry Analysis.
- Develop a community-wide committee structure reflective of the issues identified in the SWOT Analysis.
- Develop and implement a plan that ensures community priorities are integrated with CEDS goals and objectives.

- Develop a strategic Targeted Marketing Plan reflective of the Targeted Industry Analysis.
- Develop broad based infrastructure and incentive programs required to support the industry sectors identified by the Targeted Industry Analysis.
- Communicate to the public and existing industry the benefits of diversification and its anticipated impacts.

Goal 2: *Create a community in which existing companies, industries, and manufacturers are encouraged to grow, expand, and make new capital investment and job growth.*

- Design and implement a proactive Business Retention & Expansion (BR&E) Program.
- Focus on the redevelopment and reinvestment into older, traditional industrial areas of the community.
- Assess the telecommunication needs of current business base.
- Assess the workforce training needs of current business base.
- Assess the community's transportation systems and their impact upon the transfer of goods and services into and out of the Natrona County market.
- Develop a plan that monitors & evaluates the BR&E Program and market opportunities.

Goal 3: *Diversify our community's job/employment mix to become less dependent upon the boom & bust traditionally experienced by energy and mineral based economies.*

- Develop a strategic Targeted Marketing Plan reflective of the Targeted Industry Analysis.
- Develop broad based infrastructure and incentive programs required to support the industry sectors identified by the Targeted Industry Analysis.
- Help local companies to diversify their customer/product base to become less dependent upon energy and mineral activities.
- Develop advanced transportation systems easing the transfer of goods and services into and out of the Natrona County market.
- Develop workforce training and retraining programs to meet the demand of current employers and targeted industry.
- Improve the community's retention of students and young citizens through partnerships with educational institutions and private businesses.

Goal 4: *Encourage research/development, investment, and grow new companies/firms that will result in diversified employment opportunities within the traditional energy and minerals sectors.*

- Establish a Center of Excellence for Energy at Casper College.
- Establish a Center of Excellence for Energy Field Recovery & Redevelopment.

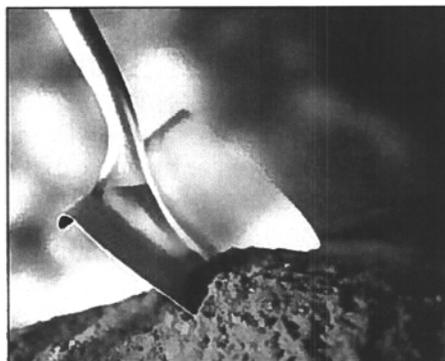
- Develop a small business incubator program.
- Establish a local loan/grant fund targeting start-up energy companies.
- Educate and refer businesses to appropriate organizations which provide various business assistance programs.
- Develop local incentive programs to encourage alternative energy development.

Goal 5: *Encourage and support investment and growth of value-added energy sectors and services.*

- Encourage coal fired and nuclear power plant development and construction in Natrona County.
- Establish a research and development center for wind and alternative energy.
- Establish a local loan/grant fund targeting early stage companies developing, improving, and expanding alternative energy solutions.
- Support state-wide and develop local incentive programs to encourage the growth and development of alternative energy companies.
- Encourage technology infrastructure development adequate to support targeted growth.

Goal 6: *Create a community and business environment that is attractive to, and supportive of, entrepreneurs and small businesses with high growth potential.*

- Develop a small business incubator program.
- Establish a local loan/grant fund targeting start-up energy companies.
- Establish a local loan/grant fund targeting early stage companies developing, improving, and expanding alternative energy solutions.
- Focus on the redevelopment and reinvestment into older, traditional industrial areas of the community.
- Create "shovel-ready" business/industrial sites and parks.



CHAPTER 5 COMMUNITY AND PRIVATE SECTOR PARTICIPATION IN ECONOMIC DEVELOPMENT

Unique Features of Casper-Natrona County Economic Development

Implementation of the CEDS requires an effective working relationship among all communities in Natrona County, other public and citizen organizations, a range of public and economic development agencies at regional and state levels, and key business, industrial, and other private sector participants. Casper and Natrona County are fortunate in that they have already developed such relationships as part of established, ongoing programs. As clearly shown in previous sections of this report, the community and state have suffered severe economic problems in the fairly recent past. Leadership recognizes that effective cooperation is essential to manage economic and other conditions to avoid future problems. Thus the structure for coordinating the CEDS is in place and works well.

The Casper Area Economic Development Alliance (CAEDA) is the lead organization and has been in this role for over two decades. Some local economic development agencies are purely public, perhaps as a department of a city or county government; this type of group may not receive appropriate input from business and other nonpublic sectors of a community. Some are entirely private and obtain little input from the public sector. Either may intentionally or otherwise exclude vital elements of a community. This potential problem was wisely foreseen in Casper and Natrona County and action was taken to ensure broad and diverse involvement across the community.

The Casper Area Economic Development Alliance was deliberately chartered as a public-private partnership with a mission to engage all components of the community to expand and diversify the area's economic base. CAEDA recruits new business and economic activities, assists in the expansion and diversification of established facilities, and proactively markets the region's competitive advantages as a location for economic activity. CAEDA's Board of Directors is comprised of public officials, representatives of institutions of higher education, and unaffiliated private individuals representing the community at large, as well as representatives, owners, and managing partners of a wide spectrum of businesses who are also general community leaders. The Economic Development Joint Powers Board is the public arm of the Casper/ Natrona County team. It is comprised of two Casper City Council members, two Natrona County Commissioners, and a private business representative. More details of the local development effort are provided elsewhere in this report.

Coordination with State Economic Development Efforts

The Wyoming Business Council is the statewide agency charged with improving the State's economy. Established in 1998, the WBC was deliberately structured to conform to a corporate structure similar to that of the clients which it assists, and uses private business practices in the management of its programs. It has offices throughout the state including one in Casper in the same building as CAEDA.

Other state organizations set certain types of policies to guide specific areas of development. The field of energy, for example, is obviously vital. State leaders in Wyoming have established a policy for development of energy resources which is centered on three imperatives:

1. Balance development of resources;
2. Improve market access; and
3. Move the state up the value chain.

While collaborating with state policies and programs, CAEDA may have the ability to “take ownership” of this opportunity at the local level and coordinate among the various players to expand business development. There is wide-spread agreement among knowledgeable persons in Wyoming that the State has an economic development opportunity to move up the value chain in the energy and mining industries.

Business and Community Input to the CEDS

As part of the economic development studies that comprise the CEDS, interviews and meetings were conducted with more than 70 people and organizations in Casper and Wyoming, as well as some native Wyomingites now living in other places, who offered their observations, knowledge, and insight to this research. At various points in the process, in-depth meetings and presentations took place with a variety of professional and business groups (bankers and financial organizations, realtors, media), boards, citizen organization, and elected and appointed officials. Employers of virtually all types were engaged, such as manufacturing and other industrial plants, offices and white collar facilities, educational systems, and others.

The economic development studies have received excellent coverage in local and state media, so that there has been widespread public awareness of the effort and numerous opportunities for input from all segments of the community.



CHAPTER 6

STRATEGIC PROJECTS, PROGRAMS, AND ACTIVITIES

The items listed below are regional projects, programs and activities that CAEDA is currently engaged in to help meet the Goals and Objectives of the CEDS.

Develop Targeted Industry Analysis and Corresponding Marketing Plan.

Solicit proposals from, and retain the services of, qualified professional economic development consultants, analysts, and researchers to provide the following services:

- SWOT analysis of Casper – Natrona County, Wyoming.
- Competitive and comparative analysis of Casper – Natrona County, Wyoming.
- Target Industry Analysis for economic development marketing activities.
- Detailed analysis and marketing report for the top four (4) selected targeted industry sectors.

Respond within 48 Hours with Professional Up-to-date Prospect Package.

Conduct research required to respond to prospects and info requests:

- Develop list of required data.
- Identify sources of information (State, web based, community based).
- Utilize community resources (e.g. City of Casper, private developers).
- Assemble and centralize data and sources for easy access/updates.

Develop Standard "Prospect" Package (Printed and Electronic Delivery):

- Design and publish the prospect package.
- Flexible and customized.

Continue to improve, update, and integrate www.casperworks.biz:

- Data sheets and demographics.
- Brochures.
- General industrial directory.
- Prospect package.
- Properties.
- Contacts.

Establish a pro-active and sustainable Business Retention and Expansion Program.

- Work with the Training and Workforce Development Committee.
- Enhance and maintain database and directory of local firms (NAICS).
- Conduct on-site visitation of local manufacturing and related companies.
- Serve as the primary contact for local manufacturing and related companies in matters relating to economic development and public policy.

Continue to Develop and Enhance the Basic Community Marketing Plan.

Promote Casper Area to Relocation Consultants and Strategic Partners:

- Update and maintain the database of relocation consultants.
- Update and maintain the database of strategic partners.

- Design and Print marketing material.
- Continue direct mail contact with targeted audience (consultants and partners).

Design and Execute Short-term “geographic based” Marketing Program:

- Attend Trade shows with WBC.
- Support, assist, and conduct tours with prospective industries.
- Monitor and facilitate specific project and prospect’s request through various government departments.

Serve as the Primary Authority and Recommending Agency for Property, Marketing, and Key Economic Development Issues:

- Work with and provide assistance to the ARAJPB marketing committee.
- Work closely with and provide assistance to the NCIA Board and staff.
- Be available to and work with area developers, realtors, planners, and other professionals in key matters of development and investment.

Retain and Expand a Quality Workforce for Central Wyoming.

- Enhance the Training and Education of the Local Workforce.
- Support and sustain the activities of the Training and Workforce Development Committee.
- Support and Participate in the Wyoming Department of Workforce Services” Workforce Awareness Campaign.
- Continue to build relationships and communications among Casper College, NCSD #1, UW, WDWS, MRTC, and WDES.

Be the catalyst for building teamwork and communication among investors, stakeholders and strategic partners in economic development.

Increase Community Leader’s Awareness of CAEDA’s Economic Development Initiatives:

- Identify member, strategic partners, and community contacts.
- Provide target audience with marketing/activity material.

Maintain Contact with Investors and Strategic Partners:

- Address and evaluate ongoing activities.
- Host quarterly meetings and/or events for leaders and investors.
- Publish the CAEDA quarterly newsletter.
- Meet with EDJPB Quarterly or as needed.
- Meet with City of Casper and Natrona County elected officials annually or as needed.



CHAPTER 7

PLAN OF ACTION FOR THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Objectives

The plan of action implements the goals and objectives of the CEDS. It is intended to achieve the goals and objectives described in Chapter 4 of this document:

CAEDA and the EDJPB serve as the professional economic development organization in Central Wyoming. This team serves in partnership the Wyoming Business Council, Wyoming Economic Development Association, Small Business Administration, Small Business Development Center, Wyoming Department of Workforce Services, the Wyoming Department of Labor, as well as with The New Development District of Eastern Wyoming. This role allows CAEDA to serve in a unique and powerful position to provide complimentary services to local, state, and federal economic and workforce development goals and strategies.

The CAEDA/EDJPB Team participates, facilitates, and encourages cooperation in a variety of collaborative efforts directed at improving the economic and quality of life conditions of Central Wyoming.

In regards to state efforts, this CEDS has been created to be compliant and cooperative to the State of Wyoming's economic development goals.

Specifically, the Wyoming Business Council has asked CAEDA to lead the process of targeting specific industry sectors that will diversify and compliment the statewide economy. Additionally, the Wyoming Department of Workforce Services has asked CAEDA to help create a strategic vision for economic development and workforce development organizations which will address the challenging issues facing our economy and workforce in the 21st Century. The vision and subsequent plan will address how the state will retain and address businesses and prevent layoffs, the services needed by area economic development and workforce development agencies, create a unified approach to business support services, and the re-focusing of long-term workforce development strategies in light of changing economic conditions.



The EDJPB and CAEDA were recently awarded a \$3 million grant from the Wyoming Business Council to construct a training facility with the McMurry Training Center, a private, locally owned, award winning training institute. As the public body, the EDJPB was the grant recipient. CAEDA is acting as the grant administrator for the construction of the custom-designed 22,000-square foot facility. This is a clear demonstration of how the local public-private partnership works successfully to impact local economic development.

CAEDA and the EDJPB have and will continue to participate in a set of regional activities that:

- Promotes economic development and opportunity.
- Fosters effective transportation access.
- Enhances and protects the environment.
- Maximizes effective development and use of the workforce consistent with any applicable state or local workforce investment strategy.
- Promotes the use of technology in economic development, including access to high-speed telecommunications.
- Balances resources through sound management of physical development.
- Obtains and utilizes adequate funds and other resources.
- Supports the coordinated and collaborative implementation of all CEDS goals and strategies.
- Supports technology growth and expansion in areas such as in alternative energy.



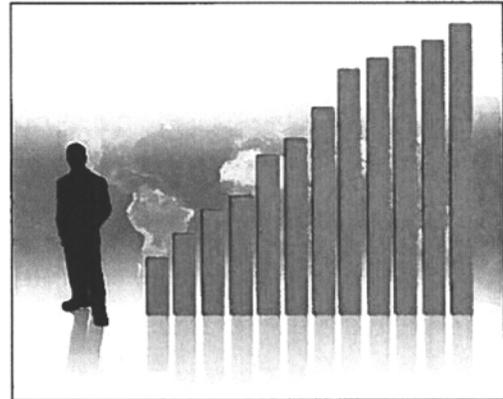
CHAPTER 8

PERFORMANCE MEASURES OF THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Purpose

Performance measures will be tied directly to the long-term economic development goals as previously identified in this document. The goals are to be accomplished in a manner protective of the county's environmental quality. The following data will be monitored as the data becomes available to monitor performance of the strategy:

- Computation and comparison of regional and county unemployment rates to state and national rates.
- Computation and comparison of regional and county job creation to state and national figures
- Computation and comparison of regional and county job retention to state and national figures.
- Computation and comparison of regional and county per capita income levels to state and national figures.
- Computation and comparison of regional and county economic development investment to state and national figures.
- Computation and comparison of regional and county economic cluster activity to state and national figures.
- Computation and comparison of regional and county industry diversity to state and national rates.



Trends in these key economic development indicators and any significant changes in the economy will be monitored by the WBC on a consistent and timely basis.

Effectiveness in meeting goals will be evaluated and adjustments will be made to the CEDS document as required to meet the performance goals of the document and/or the economic development needs of the area.

February 25, 2014

Natrona County Commissioners
Attention: Mr. McDowell, Chairman
200 North Center Street
Casper, Wyoming 82601

Mr. Robert Rosser, President
Casper Mountain Biathlon Club
1255 Crimson Dawn Road
Casper, Wyoming 82601

Re: Pledge to Lease and Transfer the Remainder
Interest to 40 Acre Tract Described in Exhibit
A

Dear Sirs:

Please let this letter serve as my pledge to make a gift of a 50 year lease to the Casper Mountain Biathlon Club and a transfer of the remainder interest to the Natrona County Parks Department with regard to the 40 Acre Tract described in Exhibit A enclosed herewith. This pledge is subject to and conditional upon the Biathlon Club successfully securing a \$500,000.00 Community Grant from the Wyoming Business Council and securing the balance of funding in order to complete Phase I of the Biathlon Range.

The ground lease will authorize the Biathlon Club to complete improvements as set forth in a site plan to be attached to the ground lease, subject to certain performance requirements. The start date for the ground lease shall coincide with approval of the Business Council Grant and shall include standard terms regarding insurance, performance, maintenance and repairs, all as mutually agreed to by the Biathlon Club, Natrona County and T Cross T Ranch, LLC.

Sincerely,

T CROSS T RANCH, LLC


Neil A. McMurry, Manager

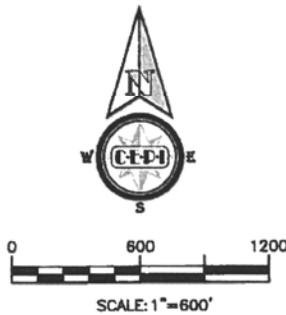
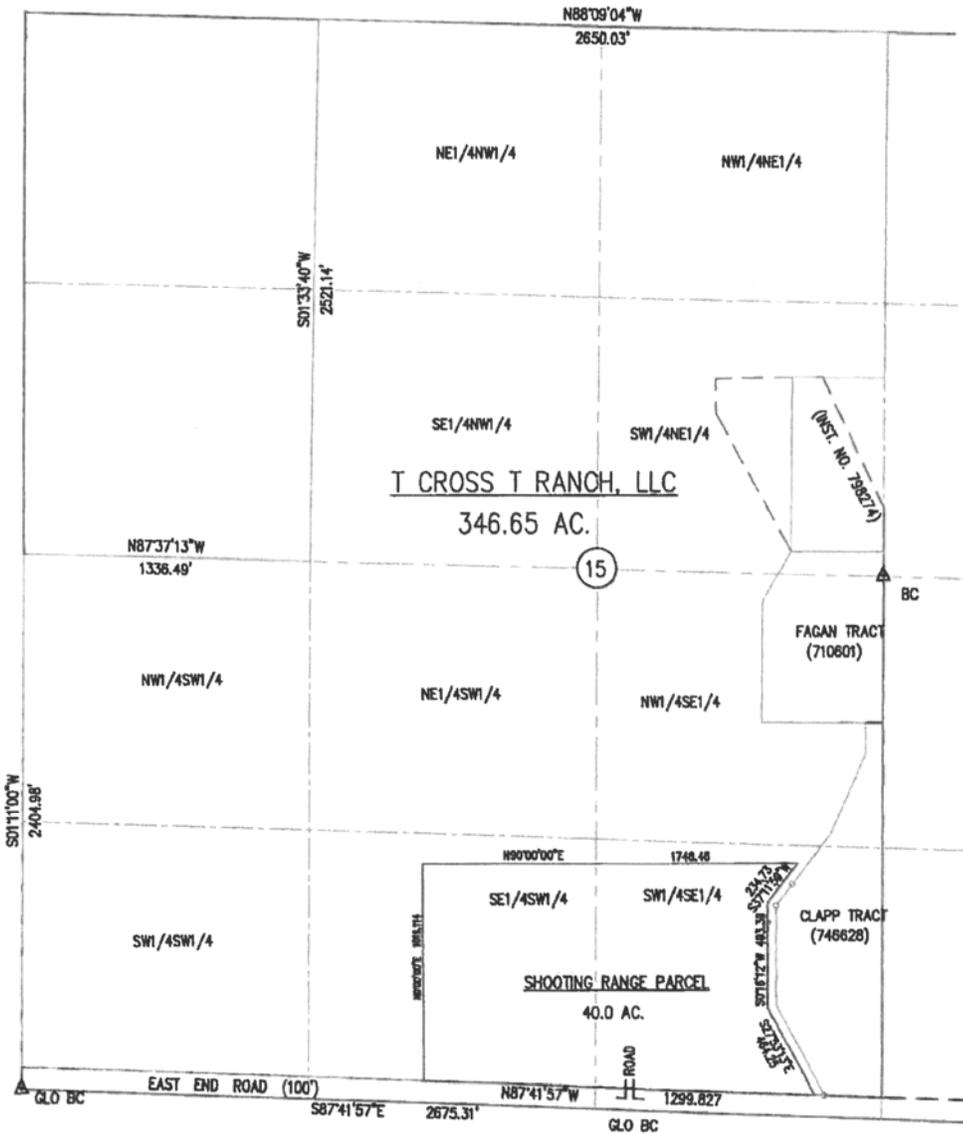


EXHIBIT "A"
 BOUNDARY EXHIBIT
 T CROSS T RANCH, LLC
 SECTION 15
 T.32N., R.79W.
 NATRONA COUNTY, WYOMING
 October 31, 2009
 W.O. 09-231



Natrona County Parks Department

538 SW Wyo Blvd
PO Drawer 848
Mills, WY 82644
(307) 235-9325; 265-2743 (f)

February 28, 2014

Robert Rosser, President
Casper Mountain Biathlon Club (CMBC)
1046 Lemmers Rd.
Casper, WY 82601

Subject: Letter of Intent to Accept the Land Transfer for the Biathlon Venue

Dear Rob:

On behalf of the Natrona County Parks Board, this is my letter of intent to accept the "transfer of the remainder interest...with regard to the 40-acre" Casper Mountain Biathlon Venue, as described on the attached Pledge and Transfer from Neil A. McMurry, Manager; T Cross T Ranch, LLC.

This acceptance is subject to the CMBC successfully securing a \$500,000 BRC Grant from the Wyo Business Council for Phase 1 construction of the Biathlon Venue. Subsequent thereto, a 50-year Lease Agreement will be effectuated by and between the T Cross T Ranch, Natrona County and the CMBC, and shall include standard terms and conditions re insurance, performance requirements, operations, maintenance, repairs, etc., all as mutually agreed to by its signatories.

The Parks Board will ratify this intent at their April 17th meeting. If necessary, the Board of County Commissioners will effectuate this acceptance via a Resolution of Support at their May 6th meeting.

Please call or type with any questions.

Sincerely,

Dick O'Hearn, PE (Civil)
Parks Director

GROUND LEASE AGREEMENT

THIS LEASE made this _____ day of _____, 2014, between T Cross T Ranch, LLC, a Wyoming limited liability company, hereinafter called the Lessor, and Casper Mountain Biathlon Club, a Wyoming non-profit corporation, hereinafter called the Lessee. The Lessor, for and in consideration of the covenants and agreements hereinafter set forth to be kept and performed by Lessee, does hereby demise and let unto Lessee the premises described on Exhibit "A" attached hereto in Natrona County, Wyoming.

1. Term. The initial term of the lease shall be for a period of fifty (50) years, which shall commence on _____, 2014 and shall end on _____, 2064, unless the term of this lease shall be sooner terminated as provided herein. This lease shall be renewable for two additional twenty-five year terms upon Lessee providing Lessor with written notice at least six (6) months prior to _____ of the following year of its intention to renew this lease, together with payment of the Lease Renewal Rent Payment described in paragraph 2 below.

2. Rent. No rent shall be owed for the initial 50-year term of this Lease. In the event that Lessee renews the Lease, the Lease Renewal Rent for the first renewal term shall be \$10,000.00, payable upon notice of Lessee's intent to renew the Lease. In the event that Lessee renews the Lease for a second renewal term, the Lease Renewal Rent for the second renewal term shall be \$20,000.00, payable upon notice of Lessee's intent to renew the Lease. The rent shall be payable at Lessor's address at P.O. Box _____, Casper, Wyoming 82602, or at such other place as the Lessor may, from time to time, designate in writing.

3. Property Taxes. Commencing with the effective date of this lease and thereafter during the entire term hereof or any renewal term, and in addition to any other rental herein required to be paid, Lessee agrees to pay and discharge when due and before the same shall become delinquent, all real estate taxes, all taxes other than real estate taxes, including taxes, assessments, special assessments, duties, license or permit fees and all other impositions and burdens whatsoever assessed, charged or imposed, whether by the United States, the State of Wyoming, or its subdivisions, the County of Natrona, or any other public authority, or by any landowner's association in the subdivision of which said lands are a part, which shall be levied and assessed against said lands and premises as the same become due and before the same shall become delinquent, and if not so paid, then the same may be paid by Lessor, at its option, and if so paid, together with an interest and penalty thereon, shall be immediately due and payable to Lessor on demand, and if not paid on demand, shall draw interest at the rate of fifteen percent (15%) per annum until paid.

4. Insurance. Lessee covenants and agrees to secure and maintain during the entire term hereof, with an insurance carrier or carriers, the following insurance:

A. General public liability insurance against claims for personal injury to or death of any person occurring in, on or about the said lands and premises, as well as property damage. Acceptable liability policy limits must equal or exceed One Million Dollars (\$1,000,000.00) for bodily injury and property damage combined.

Should Lessor and Lessee be adjudged to be liable for injury to any third person or persons by reason of their presence on the leased premises and to any extent exceeding the actual proceeds paid on account of the policy of insurance required to be carried by the provisions of the paragraph above, the amount of such excess shall be paid by the Lessee regardless of who is at fault.

B. If any buildings are constructed on the premises, fire and extended coverage insurance including, but not limited to, water and flood damage, waiver of subrogation against Lessor, loss of rents, and vandalism and malicious mischief insurance, each in an amount equal to not less than ninety percent (90%) of full replacement cost of the insured depreciation, naming as insured Lessor, Lessee and any mortgagee or mortgagees, as their representative interests may appear with respect to physical damage property coverage regarding any buildings located on the premises. Lessee shall give or cause to be given, to Lessor written notice of cancellation of any such insurance by the insurer not less than thirty (30) days prior to the effective date of such cancellation.

5. Utilities. Lessee shall arrange for and bear the costs of all utility services furnished to the leased premises during the lease term including, but not limited to, water, gas, electricity, lights, telephone and garbage disposal as they from time to time shall accrue and be due and payable. Lessor shall not be responsible or liable for any interruption of any services and does not guarantee the present or future availability of any services.

6. Use of Premises. Lessee will lease said real property for the purpose of building and operating a biathlon range and related uses and for development and management of multi-use trail systems for nordic

skiing, hiking, mountain biking, etc., and for no other purposes, unless otherwise approved by Lessor in writing. Lessee shall not permit said premises or any part thereof to be used for any unlawful purpose or in any manner contrary to any state, federal or local law or ordinance. Lessee shall not commit or suffer to be committed any waste on the demised premises, or any nuisance. Lessee shall take good care of the demised premises and of any buildings and other improvements, hereafter erected thereon, both inside and outside and keep the same and all parts thereof in good order and condition, suffering no waste or injury, and shall, at the Lessee's expense, promptly make all needed repairs and replacements interior and exterior, structural and otherwise, regardless of the time remaining to the expiration of the term hereby granted, in and to any buildings and structures and equipment. Lessee shall not permit the accumulation of waste or refuse matter, or permit anything to be done upon the demised premises which would invalidate or prevent the procurement of any insurance policies which may at any time be required pursuant to the provisions of paragraph 4 hereof. Lessee shall otherwise maintain the premises in an attractive manner and shall not permit accumulation of trash or permit the dumping of chemical, oil or other waste on the premises.

7. Construction of Building and Improvements.

A. Lessee shall construct the biathlon range and any other structures, or improvements on the premises, or any part or parts thereof, without cost or expense to Lessor, in accordance with the requirements of all laws, ordinances, codes, orders, rules and regulations of all governmental authorities having jurisdiction over the premises, and in accordance with the currently approved plans dated _____, prepared by _____, per the site plan attached hereto as Exhibit _____. Any changes, additions or modifications to these plans must be approved by Lessor. In the event that Lessee has not completed construction of Phase I of the project by 2018, Lessee shall be deemed to be in breach of this Lease.

B. Lessee, at its own costs and expenses, shall apply for and prosecute with reasonable diligence, all necessary permits and licenses required for the construction mentioned in subparagraph (a) of this article. Lessor, without cost or expense to itself, shall cooperate with Lessee in securing building and other permits and authorizations necessary from time to time for the performance of any construction, alteration(s) or other work permitted to be done by Lessee under this lease, but such cooperation by Lessor shall not be construed as consent to the filing of a mechanic's lien or a notice of intention to file a mechanic's lien or any claim relating thereto.

C. Throughout the duration of this lease, Lessee agrees that all installations of the biathlon range, structures, and improvements that may be erected on the premises by Lessee or any subtenants, will be installed, operated, and maintained in accordance with the law and with the regulations and requirements of any and all governmental authorities, agencies, or departments, having jurisdiction thereof, without cost or expense to Lessor. Furthermore, Lessee agrees that it will not commence the alteration or construction of any structures or improvements without submitting the plans and specifications for such construction to Lessor for Lessor's approval.

D. Lessee may erect, on the premises, or on any portion(s) thereof selected by Lessee, any improvements, structures, and appurtenances thereto which Lessor has approved as part of this Lease or otherwise approved in writing, and in connection therewith, Lessee is authorized to remove, raze, and/or destroy such trees, plants, shrubs, and topsoil as Lessee may deem necessary.

8. Right of Inspection by Lessor. Lessee shall permit Lessor and their agents and employees to enter upon the demised premises at all reasonable times for the purpose of inspecting the same.

9. Operation of Biathlon Range. Lessee shall manage and operate the Biathlon Range in accordance with the operations manual titled "_____", dated _____, and otherwise in accordance with all Natrona County rules and regulations. Lessee further agrees that its operations will be subject to oversight by the Natrona County Parks Department which shall insure compliance with the operations manual and the rules and regulations of the Natrona County Parks Department, as they may be modified from time to time. If Lessee fails to operate an active local biathlon program for two consecutive years, Lessee shall be deemed to be in breach of this Lease.

10. Indemnity. Lessee agrees that it will protect and save and keep the Lessor forever harmless and indemnified against and from any penalty or damage or charges imposed for any violation during the term hereof of any laws, ordinances, rules and regulations, when occasioned by the neglect of Lessee or those holding under Lessee, and that Lessee will at all times protect, indemnify and save and keep harmless Lessor against and from any and all loss, cost, damage, or expense arising out of or from any accident or other occurrence on or about said premises during the term hereof causing injury to any person or property whomsoever or whatsoever and will protect, indemnify and save and keep harmless Lessor against and from any and all claims whatsoever and against and from any and all loss, cost, damage, or expense arising out

of the failure of Lessee, its employees or agents, in any respect to comply with and perform all of the requirements and provisions herein contained.

Lessee shall also indemnify Lessor against all liabilities, expenses and loss incurred by Lessor as a result of:

A. Failure of Lessee and its agents to perform any covenant in this lease required to be performed by Lessee.

B. Any mechanic's lien or security agreement filed against the leased premises or any labor and material used in the construction or alteration of any buildings or improvements thereon.

11. Insolvency. In the event of a petition of bankruptcy being filed by or against Lessee or if it be declared insolvent, or if it shall make an assignment for the benefit of creditors or otherwise, or if this leasehold interest herein shall be levied upon under execution or other process or a receiver be appointed for Lessee, whether under the operation of federal or state statutes, then, in any of said cases, the whole rent for the full and entire term of this lease shall, at once, become due and payable and shall become a fixed liability, absolutely owing to Lessor in the same manner as if by the terms of this lease the whole rent for the full and entire term were payable in advance and the same shall constitute a debt provable in bankruptcy or receivership, provided, however, that Lessor may, by written notice mailed to Lessee, waive any claim hereunder for such unpaid balance of rent and then, without further notice to Lessee or to any other person or persons, including any receiver or trustee, terminate this lease and immediately retake possession of the premises using such force as may be necessary without being deemed guilty of trespassing or forcible entry and without liability to Lessee.

12. Breach. Lessee agrees to observe and perform the conditions and agreements herein set forth to be observed and performed by Lessee and further agrees that if default be made by Lessee in the payment of said rent, or any part thereof, or, if after written notification that funds were advanced by Lessor on behalf of Lessee pursuant to the terms of this lease agreement, or if Lessee should fail to observe or perform any other of the covenants or conditions of this agreement, then, and in that event, and as often as the same may happen, it shall be lawful for Lessor at its election:

a. Shall give Lessee notice by certified mail at the Lessee's address that Lessee is in default and Lessee shall thereafter have sixty (60) days from receipt to cure such default or to substantially initiate a cure of said default. If Lessee fails to cure its default within sixty (60) days of receipt of written notice of said default or to substantially initiate a cure of said default within sixty days of notice, Lessor may with or without previous notice re-enter and repossess itself of said premises, or any part thereof, with or without legal proceedings, and expel Lessee or any persons thereon under this Lease, such termination to be without prejudice to Lessor's right to recover any claim for rent or to Lessor's right to pursue any other appropriate remedy or remedies based upon Lessee's default or defaults, and to re-enter and repossess itself of said premises as allowed herein.

13. Vacation or Abandonment. If Lessee should vacate or abandon the premises prior to the end of the term of this lease, Lessor may, at its option and without notice, enter the premises, remove therefrom any and all personal property belonging to Lessee, and re-let the same or rent the same or any part thereof for such term of terms and at such rental or rentals and upon such other terms and conditions as Lessor may deem advisable without voiding or terminating this lease, and for such purpose:

A. Lessor is hereby authorized to make such repairs, changes, alterations or additions to said premises as may, in Lessor's sole opinion, be necessary or desirable for the purpose of such re-letting; and

B. All rentals received by Lessor from re-letting or renting said premises or any part thereof shall be applied: First to the payment of rent due and unpaid hereunder; Second to the payment of the costs of any repairs, changes, alterations or additions to the premises or any part thereof which are necessary to rent said premises; and the residue, if any, shall be held by Lessor and applied payment of future rent as the same may become due and payable hereunder; and

C. If such net income resulting from such re-letting or rental is not sufficient, after deducting all costs and expenses of such repairs, changes, alterations or additions, to equal the rental agreed to be paid by Lessee hereunder, Lessee agrees to pay such deficiency and any other damages, if any, which may be suffered by Lessor; and

D. If, at the normal expiration of the lease term hereunder, Lessor should have received a net amount greater for said premises than it would have received from Lessee, such excess shall be paid over to Lessee after deducting all costs and expenses of re-letting the same; and

E. No such re-entry or taking possession of said premises by Lessor shall be construed as an election non its part to terminate this lease unless a written notice of such intention be given to Lessee or unless the termination thereof be decreed by a court of competent jurisdiction; and

F. Should Lessor terminate this lease for any breach, in addition to any other remedy it may have, it may recover from Lessee all damages it may incur by reason of such breach, including the cost of recovering the premises, and including the excess between the amount of rent reserved in this lease for the remainder of the stated term and the then reasonable renewable rental value of the premises for the remainder of the stated term, if the reasonable renewable rental value is less than the stated rent.

14. Nonwaiver of Default. No waiver by Lessor of any breach by Lessee of any one or more of the conditions or covenants of this lease whether repeated or not, shall be deemed to imply a waiver of any rights of lessor by reason of any succeeding breach hereunder, and further, the subsequent acceptance of rent hereunder by Lessor shall not be deemed to be a waiver of any preceding breach by Lessee of any one or more of the conditions or covenants of this lease other than the failure of Lessee to pay the particular rental so accepted, regardless of Lessor's knowledge of such preceding breach at the time of acceptance of such rent.

15. Termination. At the termination of this lease the Lessee shall peaceably and quietly deliver possession of the premises and all improvements, including any furnishings, fixtures and equipment, which Lessee may have brought, placed or constructed upon the premises, to the Lessor, and shall otherwise restore the property to its previous condition or better.

16. Notice. All notices provided for in this lease shall be in writing and sent by certified mail, return receipt requested, to such address as may be designated by one party, by notice, to the other from time to time. The current address for each party shall be as follows:

Lessor: T Cross T Ranch, LLC
P.O. Box _____
Casper, Wyoming 82602

Lessee: Casper Mountain Biathlon Club
1046 Lemmers Road
Casper, Wyoming 82601

17. Quiet Enjoyment. Lessor shall warrant and defend Lessee in the enjoyment and peaceful possession of the demised premises during the term of this lease against the claim of any and all persons claiming the same adversely to the Lessor or adversely to the Lessee during the time that Lessee's rental is timely paid and Lessee is in good standing with respect to other obligations and covenants of the lease hereunder. Subject to the limitations upon subletting and assignment, this agreement and all terms and conditions hereof shall be binding upon and inure to the benefit of the respective heirs, successors, and administrators, executors, and assigns of the parties hereto.

18. Time of the Essence. Time and manner of performance are of the essence of this lease.

19. Entire Agreement. Lessee acknowledges and agrees that it has not relied upon any statements, representations, agreements or warranties, other than such as are specifically set forth in this lease agreement and no amendment or modification of this lease shall be valid or binding unless expressed in writing and signed by the parties hereto in the same manner as this lease. This written lease agreement contains all of the commitments of the parties hereto.

20. Assignment and Subletting. The Lessee shall not assign or sublet the leased premises or any portion thereof without the prior written consent of Lessor. Lessor's approval shall not be unreasonable withheld provided the lease is not in default and provided the proposed tenant is at least as equally financially responsible as the Lessee was at the time of execution of this lease. In the event of a subletting, Lessee shall remain primarily liable under this lease. Furthermore, each sublease shall provide that it is subject and subordinate to the rights of Lessor under this lease.

In the event of an assignment of the lease by Lessor, or the fee ownership of the property, which is the subject of this lease, the assignee or fee holder shall stand in the place of the Lessor and the Lessee agrees to honor all obligations to the assignee or new fee holder under this lease.

21. Rights of Mortgage. If the interests of Lessor under this lease shall be transferred by reason of foreclosure or other proceedings for enforcement of any first mortgage of the leased premises, Lessee shall be bound to the transferee (sometimes called the "Purchaser") under the terms, covenants, and conditions of this lease for the balance of the term remaining, and any extensions or renewals, with the same force and effect as if the Purchaser were the Lessor under this lease, and Lessee agrees to attorn to the Purchaser, including the mortgagee under any such mortgage, if it be the Purchaser, as its Lessor, the attornment to be effective and self-operative without the execution of any further instrument upon the Purchaser succeeding to the interest of Lessor under this lease. The respective rights and obligations of Lessee and Purchaser upon the attornment, to the extent of the then remaining balance of the term of this lease, and any extensions and renewals, shall be and are the same as those set forth in this lease.

IN WITNESS WHEREOF, this lease has been executed in duplicate by the Lessor and the Lessee as of the day and year first above written.

LESSOR:

T CROSS T RANCH, LLC

By: _____
Neil A. McMurry, Manager

LESSEE:

CASPER MOUNTAIN BIATHLON CLUB

By: _____
Name/Title: _____

SUMMARY APPRAISAL REPORT

**"SUBJECT":
40 ACRES ON CASPER MOUNTAIN
LOCATED IN
NATRONA COUNTY, WYOMING**

**CLIENT:
MR. MICKEY MCMURRY
C/O MR. KEITH TYLER
ATTORNEY AT LAW
421 S. CENTER STREET
CASPER, WYOMING 82601**

**DATE OF INSPECTION:
SEPTEMBER 6, 2013**

**DATE OF VALUE:
SEPTEMBER 6, 2013**

**DATE OF REPORT:
NOVEMBER 19, 2013**

**APPRAISER:
NEAL W. HILSTON, MSA
CERTIFIED GENERAL REAL ESTATE APPRAISER**

**P.O. BOX 2910
CASPER, WYOMING 82602**



Mr. Mickey McMurry
c/o Mr. Keith Tyler
Attorney at Law
421 S. Center Street
Casper, Wyoming 82601

November 19, 2013

Dear Mr. Tyler:

Pursuant to your request, I have completed a **SUMMARY APPRAISAL REPORT** of the 40 acres of mountain land - Real Estate located in Natrona County, Wyoming herein referred to as the "subject".

The purpose of this appraisal report is to establish a supportable opinion of the "Market Value" for the "Subject" as of the effective date of the appraisal with the "subject" being considered as a fee simple estate of the surface estate excluding wind rights.

"Market Value" as defined in 12 CFR 34 is as follows:

"Market Value" means the most probable price which a property should bring in a competitive and open market under all conditions requisite to a fair sale, the buyer and seller each acting prudently and knowledgeably, and assuming the price is not affected by undue stimulus. Implicit in this definition is the consummation of a sale as of a specified date and the passing of title from seller to buyer under conditions whereby:

1. Buyer and seller are typically motivated;
2. Both parties are well informed or well advised, and acting in what they consider their own best interests;
3. A reasonable time is allowed for exposure in the open market;
4. Payment is made in terms of cash in U.S. dollars or in terms or financial arrangements comparable thereto; and
5. The price represents the normal consideration for the property sold unaffected by special or creative financing or sales concessions granted by anyone associated with the sale.

Continued ...

Page 2
Mr. Tyler

Market value implies the value of the property in its "as is" condition on the date of the Appraisal.

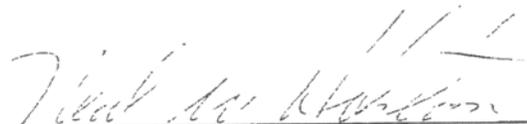
Based on my completed Appraisal, the contents of which are contained in the ensuing report, my opinion of the "Market Value" for the "Subject", as of September 6, 2013, is:

\$318,080

THREE HUNDRED EIGHTEEN THOUSAND EIGHTY DOLLARS

I, Neal W. Hilston, MSA, am currently certified by the State of Wyoming Appraisal Commission as a Certified General Real Estate Appraiser, which complies with F.I.R.R.E.A., Title XI of the Federal Financial Institution's Reforms, Recovery and Enforcement Act of 1989 - Permit No. 185.

Respectfully Submitted,



NEAL W. HILSTON, MSA
CERTIFIED GENERAL REAL ESTATE APPRAISER

USE AGREEMENT

THIS AGREEMENT is made and entered into this 1st day of October, 2007, by and between T Cross T Ranch, LLC, a Wyoming limited liability company, and Casper Nordic Club, a Wyoming non-profit corporation.

WHEREAS, T Cross T Ranch, LLC, is the owner of certain real property located on Casper Mountain, Natrona County, Wyoming, as more specifically described in Exhibit "A" attached hereto; and

WHEREAS, the Casper Nordic Club desires to develop and use nordic ski trails on a portion of Owner's property as shown in Exhibit "A" attached hereto; and

WHEREAS, T Cross T Ranch, LLC is willing to grant to Casper Nordic Club the right to clear, cut and prepare a non-motorized winter and summer use trail, to include such activities as cross country skiing, snow shoeing, hiking and mountain biking, on its property.

NOW, THEREFORE, the parties agree as follows:

1. T Cross T Ranch, LLC, hereby grants to Casper Nordic Club and the County of Natrona, their employees, representatives and agents, the right to enter upon T Cross T's property described in Exhibit "A" hereto for the purpose of clearing, cutting and preparing a non-motorized winter and summer use trail, as depicted in Exhibit "A" attached hereto.
2. The term of this agreement will be for five years, beginning October 1, 2007, and ending September 30, 2012. Either party may terminate this agreement for cause upon five days' written notice to the other party, and without cause upon twelve months' written notice to the other party.
3. Casper Nordic Club covenants and agrees that said trail will be non-motorized and shall only be used for such activities as cross country skiing, snow shoeing, hiking and mountain biking and related activities, such as grooming.
4. Casper Nordic Club agrees that it will stack, and within a reasonable period of time, will remove all materials that are cut or cleared from the subject property and will use their best efforts to minimize waste and unnecessary ground disturbance while clearing the trail site.
5. It is agreed that the work in every respect, from the execution of this Agreement and during the progress of the work shall be under the sole charge and in the sole care of the Casper Nordic Club and at their sole risk. They shall properly safeguard against any or all damages or injury (including death) to the public and to their employees and volunteers and shall alone be responsible for any damage or injury (including death) from their undertaking of the work to any person or persons or thing. The Casper Nordic Club will solely and without qualification be responsible for all construction methods and results, for use of equipment and personnel, for the safety of their employees, volunteers, and other persons, for the protection of public and private property, and for compliance with all Local, State and Federal Laws and regulations in performance of their work. T Cross T Ranch, LLC will

have no right to hire or fire, nor any power of supervision or direction over the construction methods nor over use of equipment or personnel, nor for or over the safety of the Casper Nordic Club's employees, volunteers and other persons, nor for or over the protection of public and private property, nor for Casper Nordic Club's compliance with Local, State or Federal Laws and regulations in performance of their work.

6. The Casper Nordic Club shall indemnify and save harmless T Cross T Ranch, LLC and its members, agents, and employees, from all claims, liabilities, suits, judgments, verdicts, actions or proceedings at law or equity of any kind whatsoever arising out of, connected with or caused by any operation or matter in, of or related to the project which is the subject of this agreement, including among other things, injury to property, and injury to and sickness and death of each and every person or persons whatsoever, including, without limitation, members of the public and employees of Casper Nordic Club, and Casper Nordic Club shall, if required by T Cross T Ranch, LLC, produce evidence of settlement of any such claims, suits, liabilities, judgments, verdicts, actions or proceedings. Casper Nordic Club shall defend or cause to be defended all such above described claims, liabilities, judgments, verdicts, suits, actions or proceedings, groundless or not, which may be commenced against T Cross T Ranch, LLC, and Casper Nordic Club shall pay or cause to be paid any and all judgments which may be secured in any such actions, claims, liabilities, judgments, verdicts, proceedings or suits, and Casper Nordic Club shall defray or cause to be defrayed any and all expenses, including costs and attorney's fees, which may be incurred in or by reason of such actions, claims, liabilities, judgments, verdicts, proceedings or suits.

7. Casper Nordic Club will obtain, maintain and pay for such workers' compensation insurance as may be required by this Contract or by law, comprehensive general liability insurance, comprehensive automobile liability insurance, protecting T Cross T Ranch, LLC against claims for bodily injury or death or for damage to property occurring upon, in or about the Trail Project, with limits in amounts at least equal to those specified below:

<u>Coverage</u>	<u>Limits of Liability</u>	
Bodily Injury Liability including automobiles	\$1,000,000.00	Each person
	\$3,000,000.00	Each Occurrence
	\$3,000,000.00	Aggregate
Property Damage Liability	\$1,000,000.00	Each Occurrence
	\$3,000,000.00	Aggregate
Property Damage-Auto	\$1,000,000.00	Each Occurrence

said insurance to be issued by a financially responsible company or companies; to furnish the Owner satisfactory evidence that it has named Owner as additional named insured and otherwise complied with this paragraph, and to obtain and furnish to the Owner an undertaking by the insurance company issuing each such policy that such policy will not be canceled except after fifteen (15) days notice to the Owner of its intention to do so.

8. Casper Nordic Club shall obtain a written release in the form attached hereto as Exhibit "C", from all its workers and volunteers, or will enter into a contract with such persons which contains appropriate release and indemnification provisions satisfactory to T Cross T Ranch, LLC.

9. Any and all notices, demands or other communications under or with respect to this Agreement shall be in writing and served or made by delivering the same in person or by mailing the same post-paid, by certified mail to the person to whom such notice, demand or other communication is directed, addressed to the parties hereto at the addresses beneath their signatures below, or such other address for a party as may be designated by notice pursuant hereto.

10. This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective successors and assigns provided, however, that neither party may assign this Agreement without the prior written consent of the other party.

11. This Agreement shall be governed by and construed in accordance with the laws of the State of Wyoming.

12. This Agreement embodies the entire agreement and understanding between the parties and supersedes all prior agreements and understandings relating to the subject matter hereof.

13. This Agreement may not be amended or modified in any respect except by a writing executed by the parties hereto. Any failure by any party to comply with any of its obligations, agreements, covenants or indemnities contained in this Agreement may be waived in writing, but not in any other manner, by each party against which enforcement of the waiver is sought.

14. This Agreement may be executed in any number of counterparts, each of which shall be an original, but all of which together shall constitute one instrument.

IN WITNESS WHEREOF, the parties have set their hands the date year first above written.

T CROSS T RANCH, LLC

CASPER NORDIC CLUB

By: *Neil A. McMurphy*
Name/Title owner/member

By: *Harry H. Brubaker*
Name/Title HARRY H. BRUBAKER
PRESIDENT

P.O. Box 3003
Casper, WY 82602

P.O. Box 1231
Casper, WY 82602