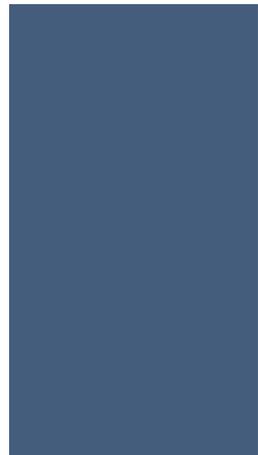
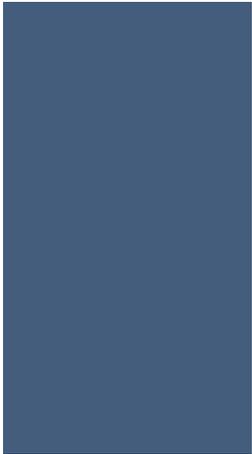


Great Divide Economic Development Coalition
Comprehensive Economic Development Strategy
(April 2020)



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Background

The Great Divide Economic Development Coalition (GDEDC) is a group of community and business leaders working to improve the economy in Carbon and Sweetwater Counties, Wyoming. GDEDC has sought official designation as an Economic Development District by the U.S. Economic Development Administration (EDA). This designation has not been made. However, community leaders have nonetheless found value in maintaining a current Comprehensive Economic Development Strategy (or CEDS).

EDA-designated Economic Development Districts, (EDDs) are multi-jurisdictional entities, commonly composed of multiple counties. EDDs help lead regional economic development planning processes, leveraging the involvement of the public, private and non-profit sectors to establish a strategic economic development roadmap. This roadmap, known as a Comprehensive Economic Development Strategy (CEDS), is a plan for regional economic development. It provides a coordinating mechanism for individuals, organizations, local governments, and private industry to engage in a meaningful conversation and debate about the economic direction of their region.

This document represents the roadmap for economic development in Carbon and Sweetwater Counties. As part of the planning process, community leaders, businesses and residents in this area have identified specific projects that can grow the economy and improve the quality of life. The issues and opportunities faced by the local economy are presented in this report, as well as an action plan that includes many ongoing and proposed economic development projects.

This Comprehensive Economic Development Strategy (CEDS) was thus created through the joint efforts of many stakeholders in Carbon and Sweetwater Counties. In addition, demographic and economic data have been provided by Community Builders, Inc., (CBI) a Wyoming-based consulting firm specializing in community and economic development projects. CBI also compiled information from stakeholders, including specific action steps, to create this report.

Special thanks to (Cindy Wallace, the longtime Carbon County Economic Development Executive Director who will soon be leaving that position). Cindy led this planning effort and, with the help of many community leaders who participated, has created a collaborative and realistic roadmap to growing the local economy and improving everyone's quality of life.

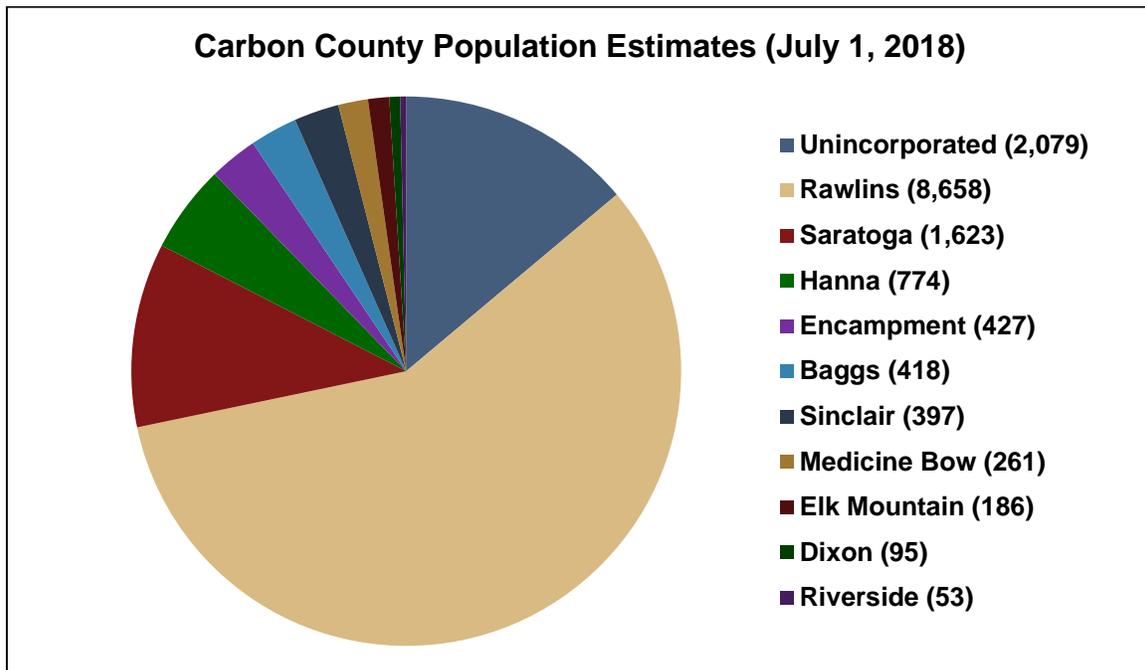
Contact info: Joe Coyne (Principal Consultant), Community Builders, Inc., 873 Esterbrook Road, Douglas, Wyoming 82633, telephone (307) 359-1640, and email: Joe@consultCBI.com

Demographic and Socioeconomic Data

Population Estimates

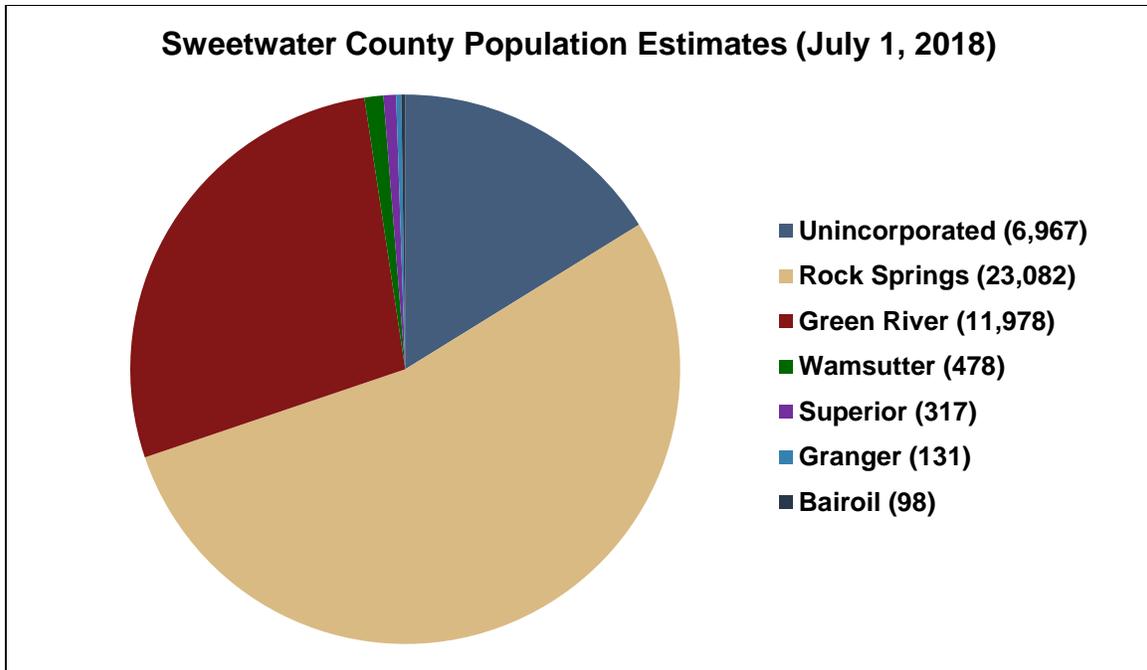
The GDEDC District covers a very large area of land (18,324 square miles) with a total population of a small city (estimated as of July 1, 2018 to be 58,022 residents). More than 75% of those residents live in one of three municipalities: Rock Springs (23,082), Green River (11,978), or Rawlins (8,658). Yet, because of the size of the two counties that comprise the EDA district, the population density is about 3.2 residents per square mile. Both counties are therefore considered to be very rural.

Carbon County's total population of 15,884 includes ten municipalities, ranging in size from Riverside (53) to Rawlins (8,658). Less than 14% of the population lives in unincorporated areas. The population of these municipalities and the unincorporated areas are compared in the chart below.



Data source: U.S. Census Bureau.

Sweetwater County's population is 43,806 residents, much larger than Carbon County. Sweetwater County includes six municipalities, the smallest of which is Bairoil (98). The population of Sweetwater County's municipalities and unincorporated areas is represented in the chart below.



Data source: U.S. Census Bureau.

Components of Population Change

There are three components to population change: Births, deaths, and net migration. Net migration is the number of people moving into the area, minus the number of people moving out of the area. Over time, the components of population change can be very revealing as to whether an area is booming (i.e., lots of people moving to the area) or stagnating (i.e., similar numbers of births and deaths).

Year-to-year patterns for change in population in the GDEDC District are driven by net migration, both positive and negative. However, since 2010, the total net migration for the district has significantly reduced the population size (by 5,063 residents, or 8.5% of the total population). Natural growth has only partially offset that loss. Since 2010, the number of births (6,746) has been nearly double the number of deaths (3,430), creating a natural increase of 3,316 residents. However, the number of residents leaving the area far exceeds natural growth, leaving the GDEDC District with 1,747 fewer residents since 2010, as summarized below.

Population Change by County	Components of Change			Net Total Change
	Births	Deaths	Net Migration	2010-2018
Carbon County	1,674	(1,095)	(1,497)	(918)
Sweetwater County	5,072	(2,335)	(3,566)	(829)
GDEDC District Total	6,746	(3,430)	(5,063)	(1,747)

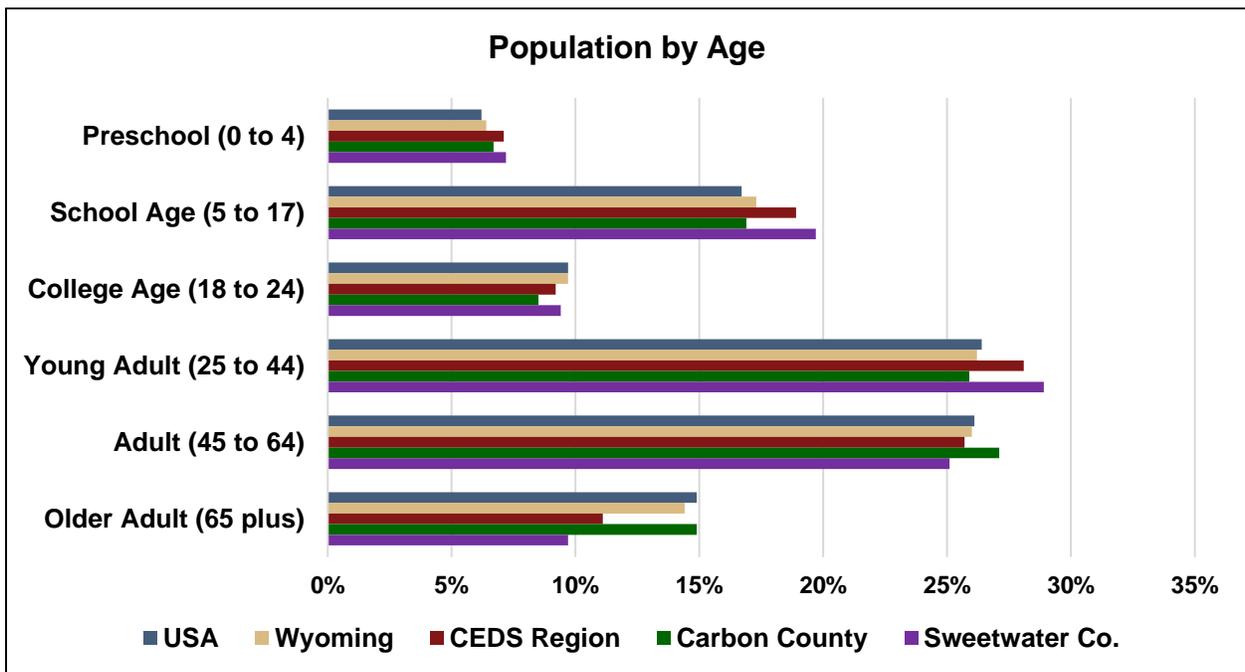
Data source: U.S. Census Bureau.

Households

According to ACS data from 2013-2017, the GDED District contains 22,474 households. There are about 6,205 households in Carbon County, of which 66.8% are family households (i.e., more than one related person in the household). The average household size is 2.39 persons. Sweetwater County has 16,269 households, of which 69.0% are families. The average household size in Sweetwater County is 2.70 persons.

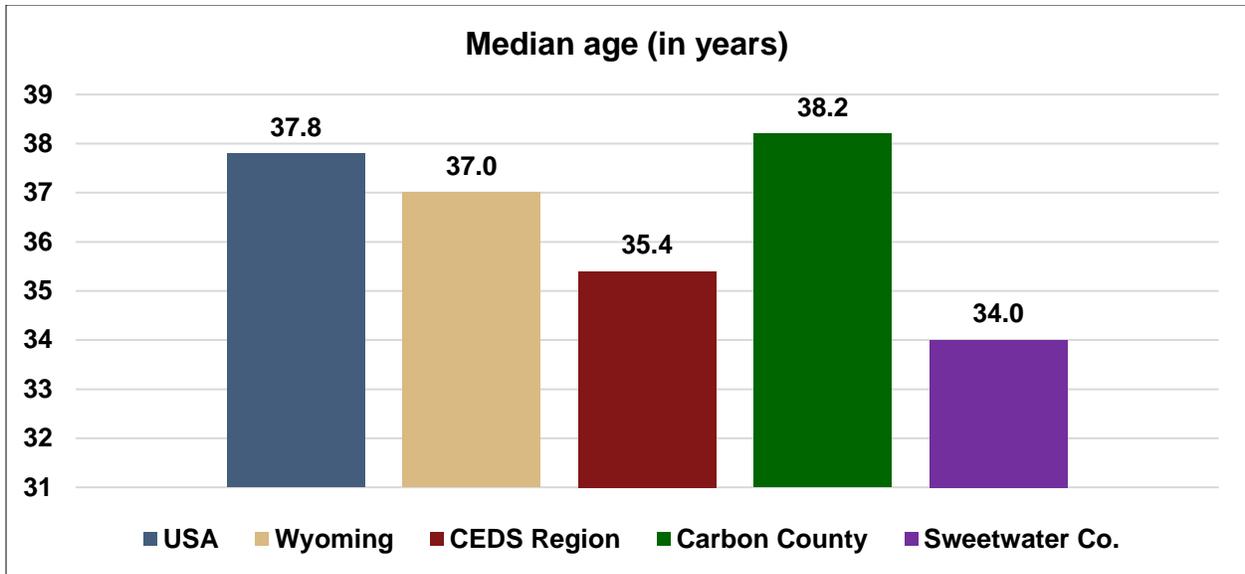
Population by Age Group

In many ways, Carbon County's population is older than Sweetwater County's. Yet, both counties differ from state and national trends. The percentage of people who are aged 45 and older is much higher in Carbon County (42%) than the other areas. The younger age groups, from birth to age 34, are dominated by Sweetwater County's population, as shown below.



Data source: U.S. Census Bureau, ACS data (2013-2017).

Because of the differences in the relative sizes of each age group, there are also differences in the median age for each area. Carbon County is “older” and Sweetwater County “younger” than the other areas, as identified in the following table.

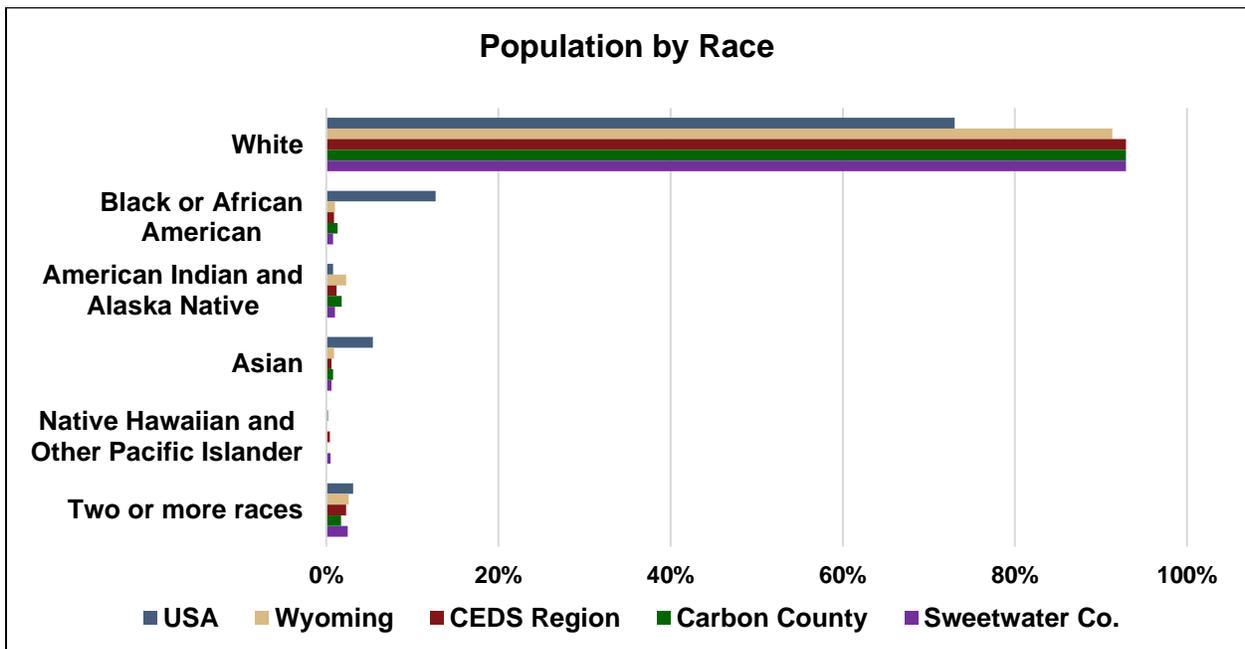


Data source: U.S. Census Bureau/ACS data (2013-2017).

One reason for the higher median age in Carbon County is the large number of retirees that reside in the eastern half of the county, including the Saratoga area. In contrast, the City of Rawlins' population has a median age of 33.9 years.

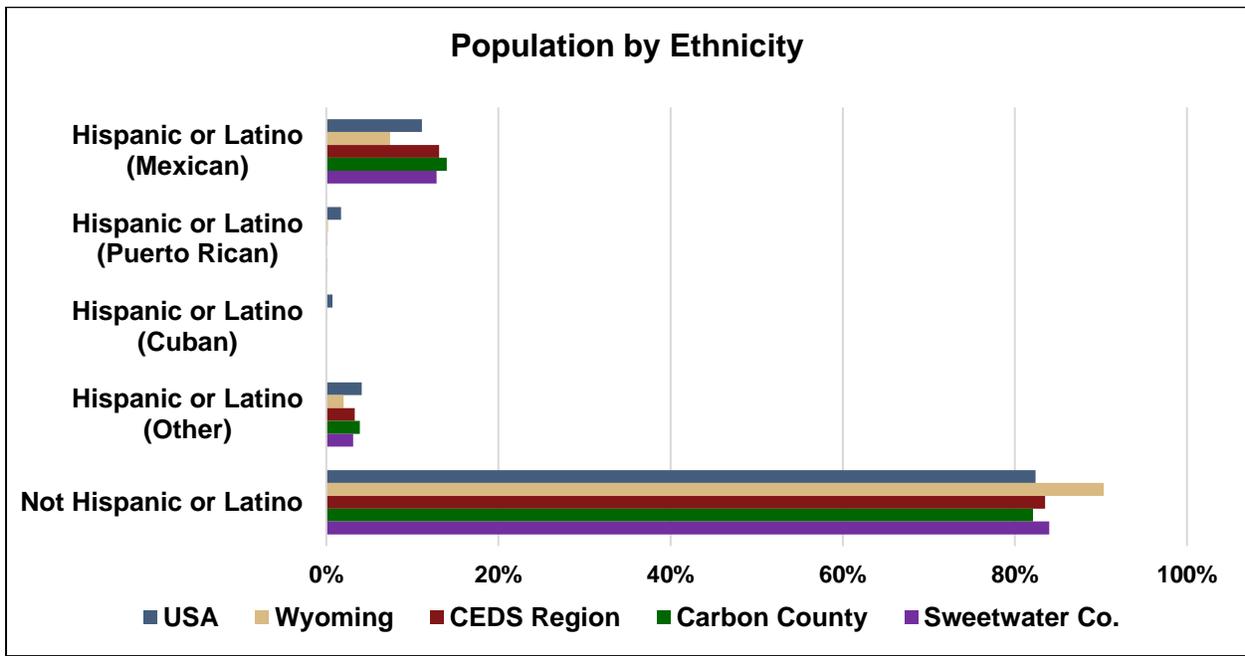
Population by Race and Origin

Like much of Wyoming, the population within the GDEDC District is mostly (92.9%) white, even more so than the state generally, as seen in the following chart.



Data source: U.S. Census Bureau/ACS data (2013-2017).

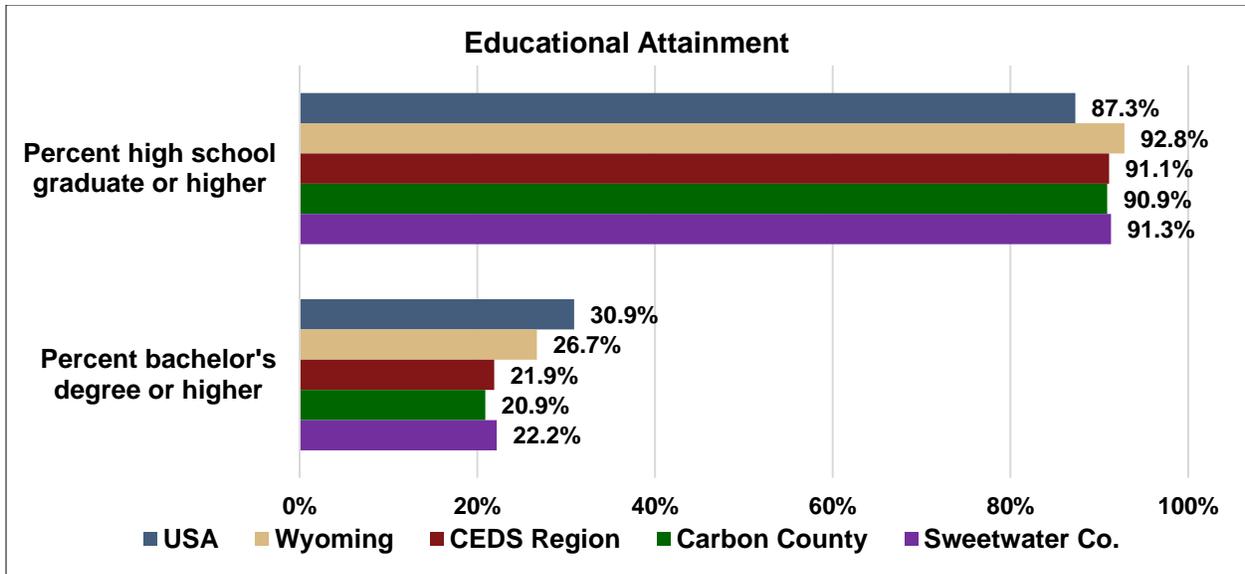
However, Carbon and Sweetwater Counties' Hispanic ethnicity is similar to the nation's, as seen below. (Note that the Hispanic ethnicity is a *cultural* identification, whereas race is typically considered as one's biological identity.)



Data source: U.S. Census Bureau/ACS data (2013-2017).

Educational Attainment

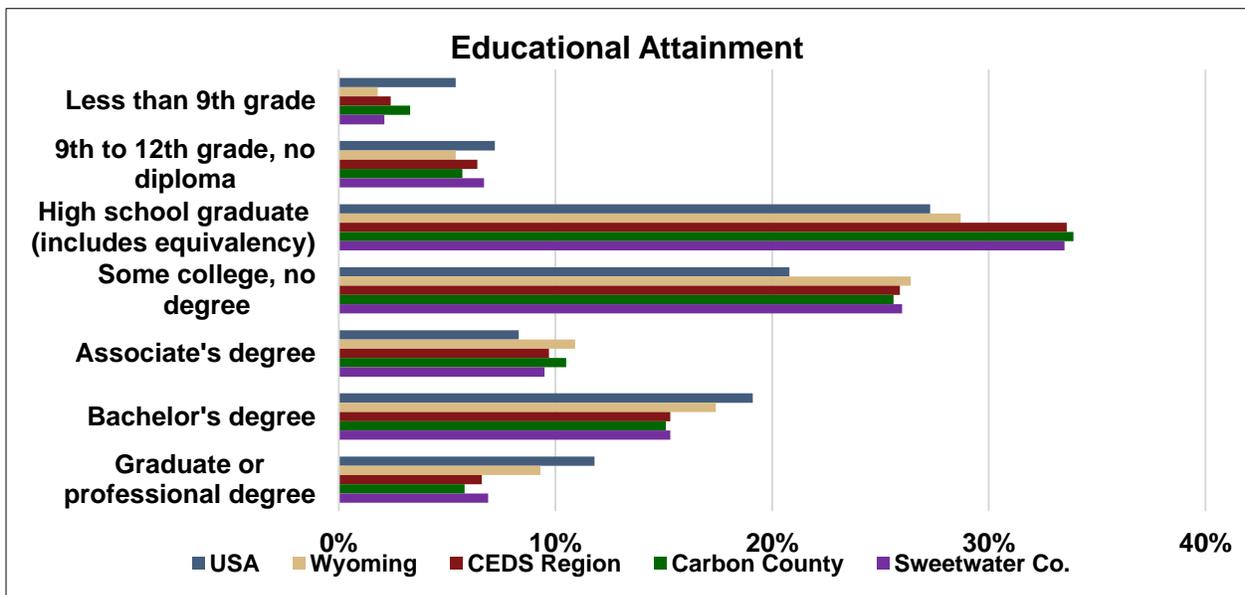
The GDEDC District is a little behind Wyoming with the average percentage of adults (25 years old or higher) who have at least a high school diploma (includes equivalency). In Carbon County, 90.9% of the adult population has a high school graduate or higher education, and in Sweetwater County, 91.3% of its adult population has at least that level of education. Those percentages exceed that national average (87.3%), but lag behind the State of Wyoming (92.8%), as shown below.



Data source: U.S. Census Bureau/ACS data (2013-2017).

Most of Carbon County’s adult population (57.0%) has some level of college. A higher percentage of Sweetwater County’s adult population has some college education (57.7%), perhaps because of the presence of Western Wyoming Community College in Rock Springs. However, both counties lag behind the national average (60.0%) and the state average (64.0%) for some level of college.

The highest level of educational attainment for adults aged 25 years or older is represented in the graph below. It demonstrates the slight tendency in the GDEDC District for adults to end their education at the high school or early community college levels.

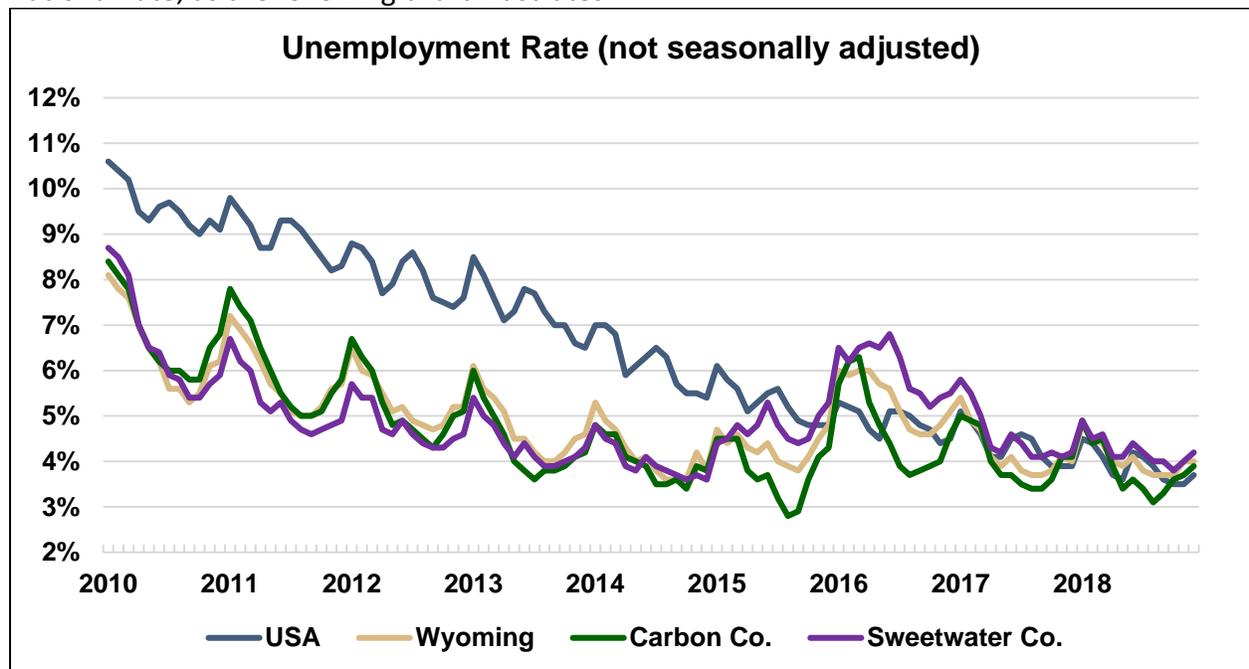


Data source: U.S. Census Bureau/ACS data (2013-2017).

Labor Force

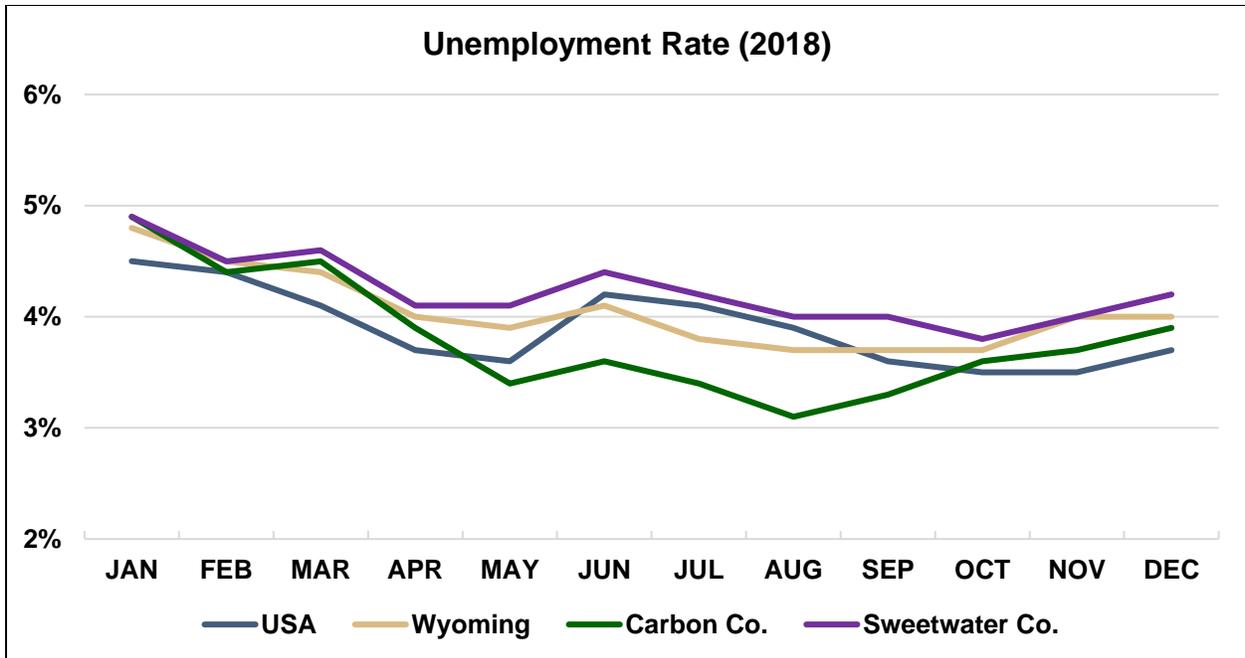
The labor force residing in the GDEDC District includes about 29,000 workers, with an average of 6,782 workers in Carbon County and 22,213 workers residing in Sweetwater County in 2017. As the population has declined, the region's labor force has also shrunk. Generally, unemployment rates in the two counties are similar to the statewide rate and lower than the national rate, as shown below.

However, the size of the local labor force peaked in 2012 and the GDEDC District has lost 11.3% of its labor force since then. Additionally, during the last five years, the national unemployment rate has steadily dropped while local employment conditions have faced some layoffs and uncertainty. Consequently, current unemployment rates in both counties are now similar to the national rate, as the following chart illustrates.



Data source: Wyoming Department of Workforce Services/LAUS data and U.S. Bureau of Labor Statistics/Current Population Survey.

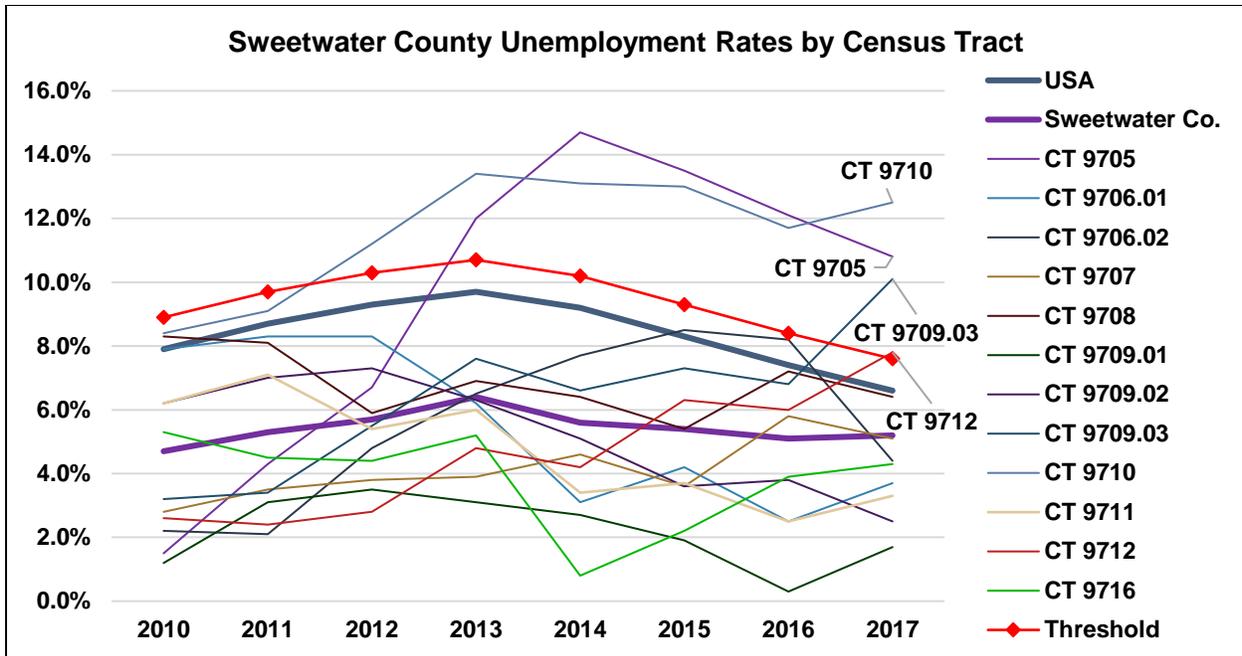
Analysis of monthly unemployment rates illustrates that neither Carbon nor Sweetwater Counties stray far from the seasonal labor flow that reflects the many ways that employment continues to be influenced by an agrarian-based calendar, as shown below.



Data source: Wyoming Department of Workforce Services/LAUS data and U.S. Bureau of Labor Statistics/Current Population Survey.

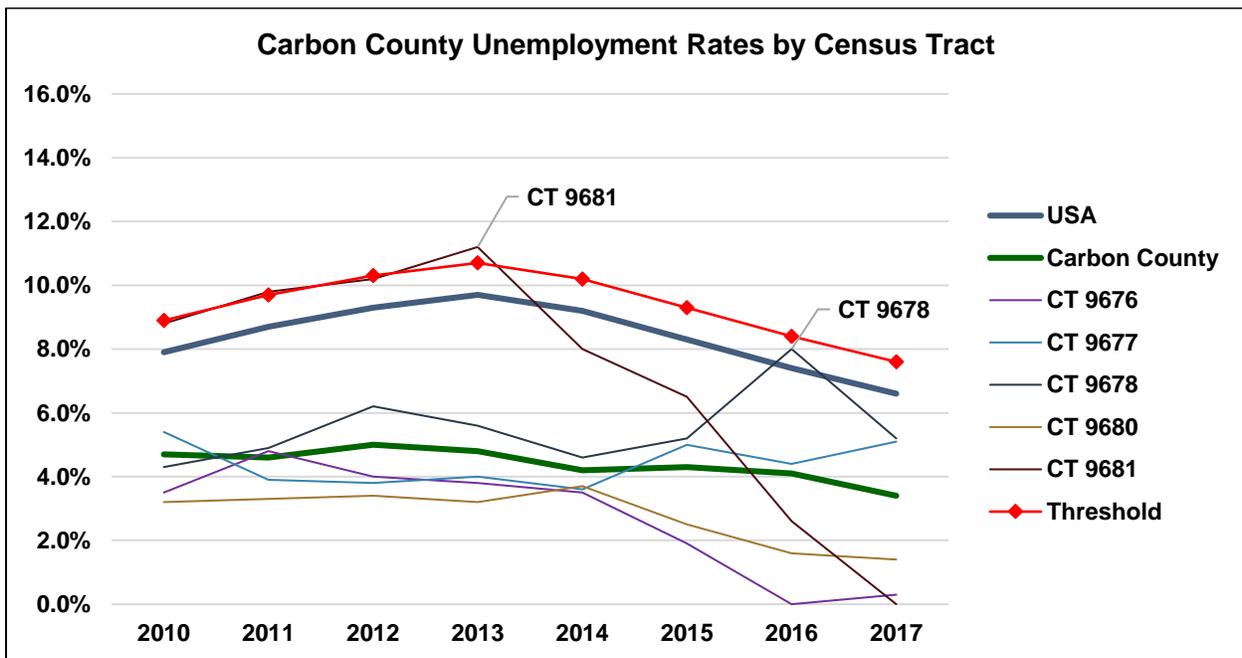
Unemployment rates are one of the key criteria that the EDA uses to determine whether a local economy is “distressed” and therefore eligible for grant funding. The EDA requires that the local economy have, for the previous 24-month period, a rate that is one percentage point greater than the national unemployment rate. Because unemployment rates in the GDEDC District have generally been lower than the national average, neither county is likely to qualify as a “distressed” economy by EDA standards, at least in their entirety.

At the Census Tract level, certain areas of Sweetwater County may qualify as being distressed for EDA funding. For example, the unemployment rates in Census Tracts 9705, 9709.03, 9710 and 9712 have exceeded the national rate by more than 1% in 2017, as shown below. That means that qualified economic development projects in those Census Tracts would currently be eligible for EDA funding.



Data source: U.S. Census Bureau/ACS data (2013-2017).

In Carbon County, there currently are no Census Tracts that sufficiently exceed the national unemployment rate. As seen in the following graph, there have been a couple of Census Tracts (CT 9678 and CT 9681) where unemployment rates have briefly spiked *near* the threshold rate, so unemployment rates in each Census Tract should be monitored for changes.



Data source: U.S. Census Bureau/ACS data (2013-2017).

Maps of Census Tracts in Carbon and Sweetwater County are included below (see pages 23-25).

Employing Units

The Wyoming Quarterly Census of Employment and Wages (QCEW) tracks all employers, employees, and wages paid for by employers that are covered by the state's Unemployment Insurance (UI) program. There are other sorts of employment situations that are not included in the UI reports, but QCEW data is considered the most reliable source of employment at the local level. According to QCEW data, there are an average of 2,277 employing units in the GDEDC District.

For 2017 (the most recent year for which data is available), Carbon County had an average of 657 employing units, or 0.8% more than 2011 (which is when the previous GDEDC CEDS was prepared). Similarly, Sweetwater County now has an average of 1,612 employing units, which is 0.2% more than the previous CEDS plan (2011).

Employees

According to the QCEW data, there are about 22,728 workers in the GDEDC District are covered by UI. This number is much lower than the resident labor force identified by the LAUS data, because UI data is collected by place of business instead of by residence of worker. It shows us that there are more workers commuting into the GDEDC District for work than there are workers commuting outside of the district.

The number of employees residing in Carbon County has increased, up to an average of 6,900 workers (was 6,672 in 2011). In Sweetwater County, the number of employees continues to decline. There are now 21,555 workers residing there, down from 24,298 in 2011.

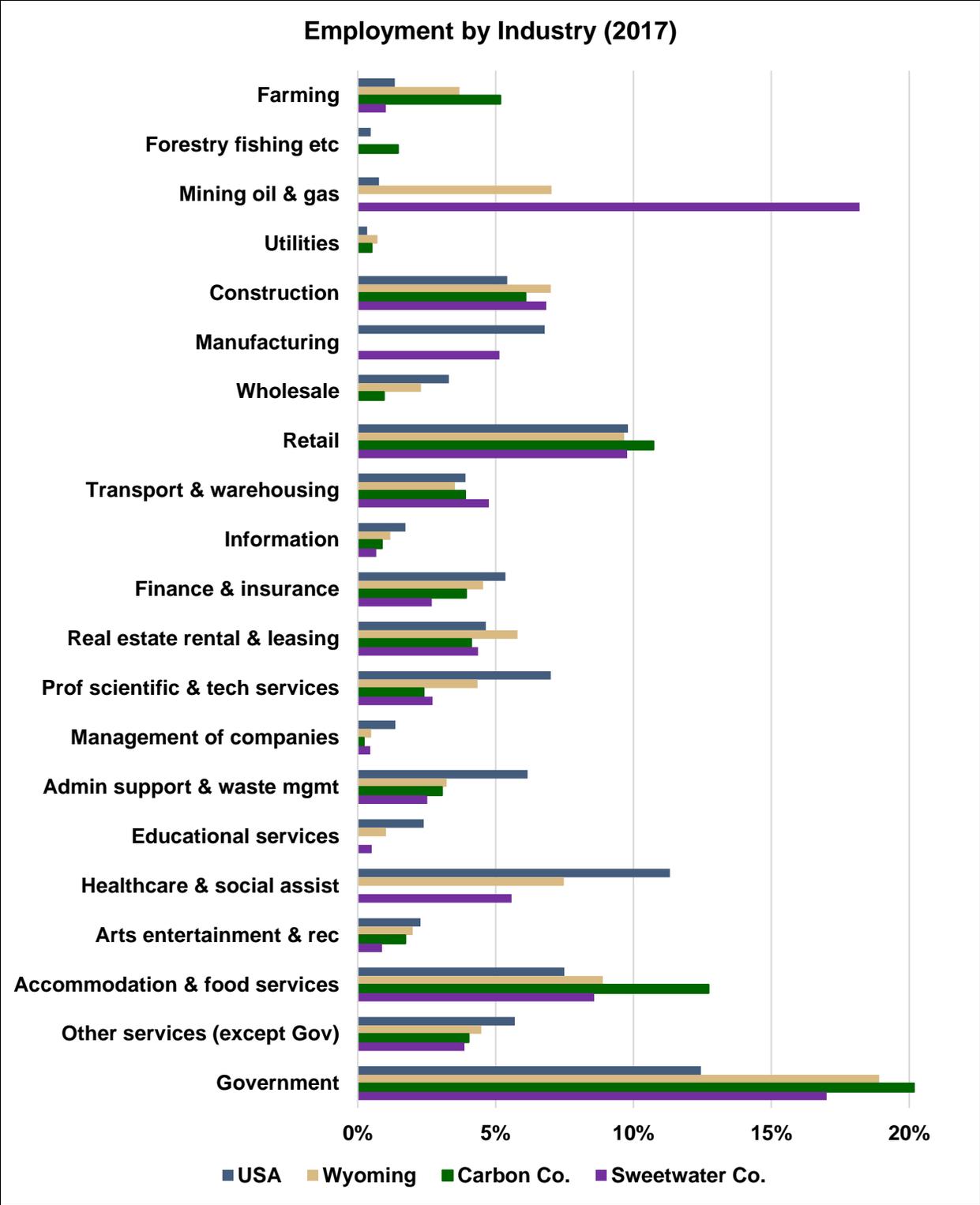
Average Wages

The average wages of employees covered by UI are significantly different between Carbon and Sweetwater Counties. As of 2017, average wages in Carbon County are \$895 per week. Sweetwater County wages are typically 25-30% higher than in Carbon County. As of 2017, wages in Sweetwater County are averaging \$1,170 per week.

Employment by Industry

The GDEDC District employment diversification reflects its natural resources and location. Like much of Wyoming, both Carbon and Sweetwater Counties have a relatively high percentage of Mining and Construction jobs. Interstate 80 traverses both counties, so they also have high percentages of employment in the tourism and travel industries (Transportation, Accommodation, and Food Service sectors). Both counties have a higher than average percentage of Government employees, which is quite common in rural states like Wyoming.





Data source: U.S. Bureau of Economic Analysis.

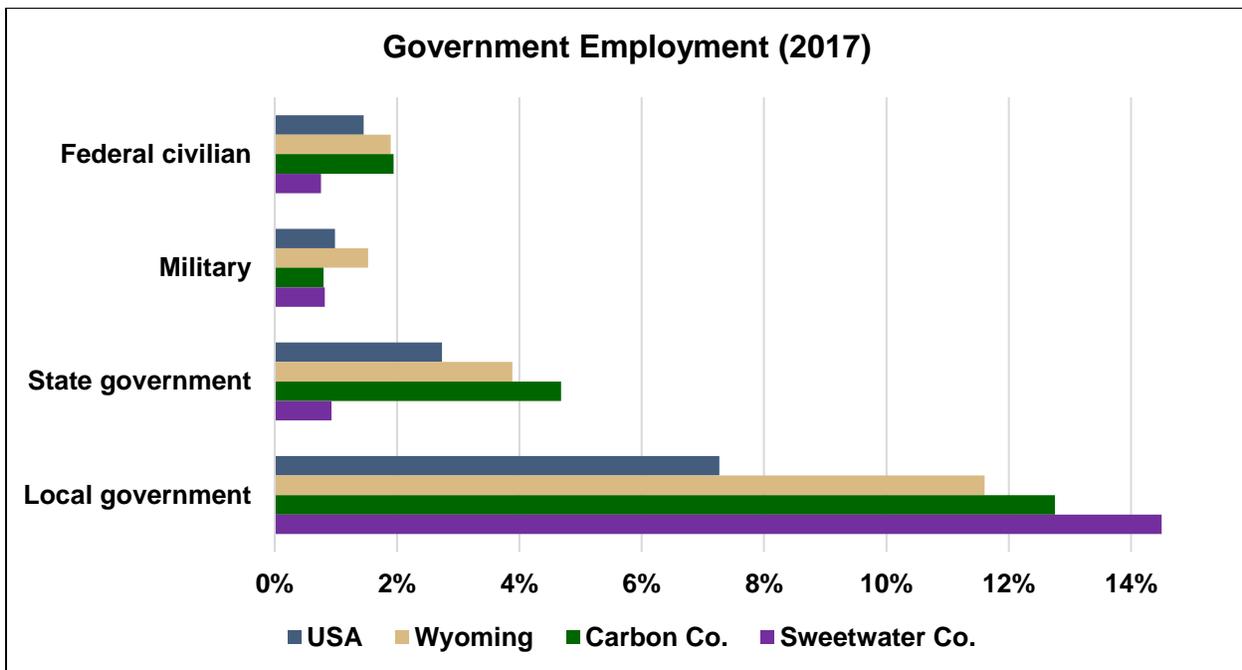
Based on the relative percentages of employees that are working in each industry in the GDED District, there are several strengths and weaknesses that should be noted. Although no economy

is as well diversified as the nation's, comparisons to it and to the state's economy can be helpful to identify which industrial sectors are strong, weak, or neutral. By comparing local employment to state averages for each sector, one can conclude whether any particular industry is in a position of relative strength or weakness.

Some sectors include just a few large employers (especially at the county level), and the government suppresses any public release of their information to protect their privacy. These "unknowns" may actually be significant strengths or weaknesses. For example, the Utility industry information has been suppressed for Sweetwater County, yet the Jim Bridger power plant is located there and is a significant employer (and tax base) for the local economy. Likewise, the Manufacturing sector data has been suppressed for Carbon County, even though the Sinclair Oil Refinery is located there and is a significant employer (and tax base) for that County's economy. The Manufacturing industry is a key economic driver for any economy, because it is a producer of goods that can be exported, bringing new capital into a community. However, because most Wyoming-based manufacturers are rather small and hard to identify, it is difficult to assess whether this particular industry in Carbon County is a strength or weakness. Nonetheless, an evaluation of employment by industrial sector is found in the following table.

Industry	Carbon	Sweetwater
Farm employment	Strength	Weakness
Forestry, fishing & related activities	Unknown	Unknown
Mining	Strength	Strength
Utilities	Unknown	Unknown
Construction	Strength	Strength
Manufacturing	Unknown	Neutral
Wholesale trade	Weakness	Unknown
Retail trade	Neutral	Neutral
Transportation & warehousing	Neutral	Neutral
Information	Weakness	Weakness
Finance and insurance	Weakness	Weakness
Real estate and rental and leasing	Neutral	Neutral
Professional, scientific, and tech.	Weakness	Weakness
Management of companies	Weakness	Weakness
Administrative & waste mgmt.	Neutral	Neutral
Educational services	Weakness	Weakness
Health care & social assistance	Unknown	Weakness
Arts, entertainment, and recreation	Neutral	Weakness
Accommodation and food services	Strength	Neutral
Other services, except public admin.	Neutral	Neutral
Government/Public Sector	Strength	Strength

Although the Government sector is seen as a strength from a "jobs" point of view, a large government sector is often seen as a drag on the community because it must be supported by taxes and because it impacts business decisions with regulations and laws. Therefore, it is important to know more particularly what levels of government are represented in that sector. Large local government sectors are common in Wyoming, where public schools tend to be one of the largest employers in the community.

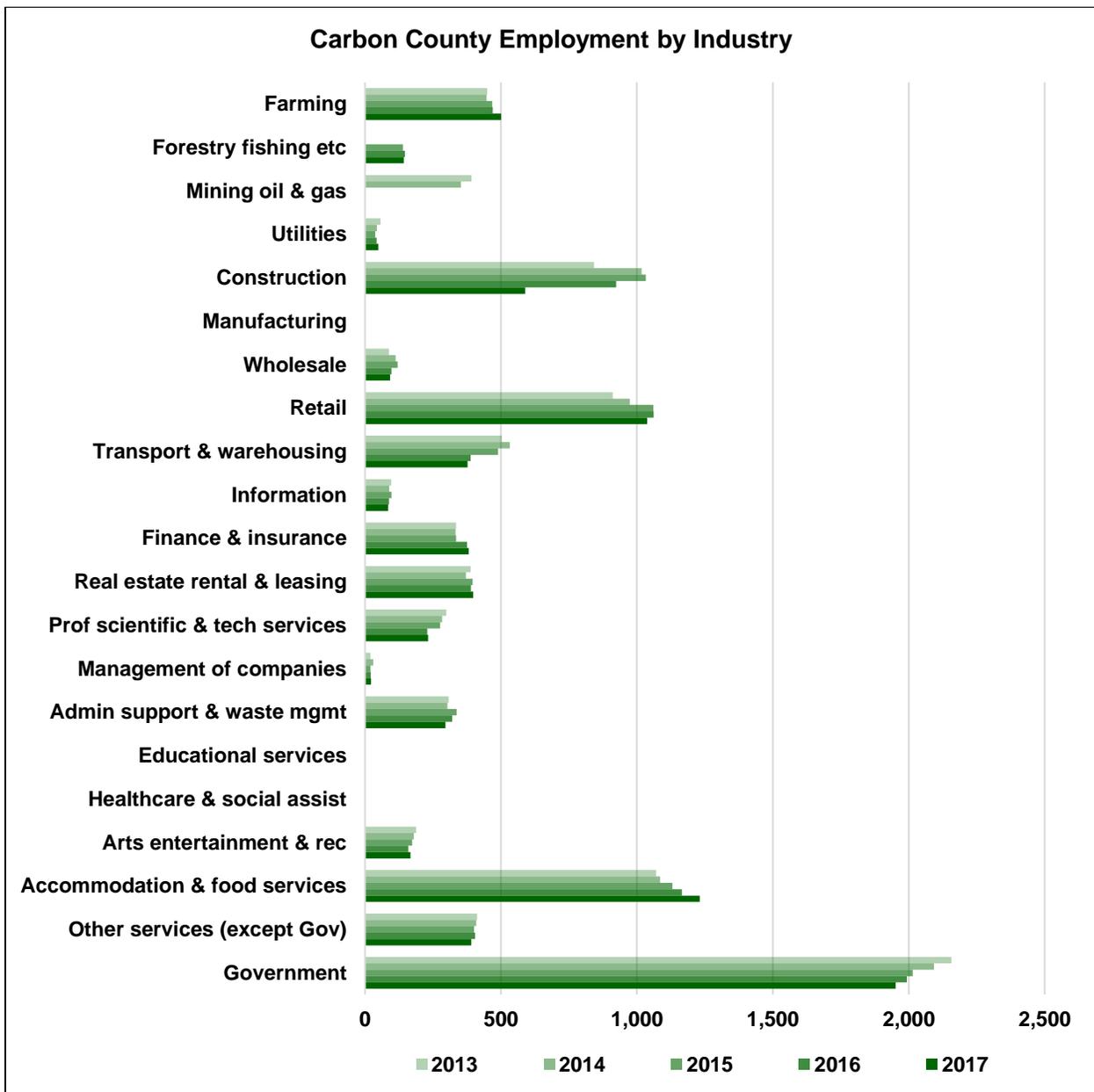


Data source: U.S. Bureau of Economic Analysis.

Carbon County has relatively high levels of federal and state government, in part because the Wyoming State Penitentiary is located there (in Rawlins) and because much of the county is publicly owned land (including the Medicine Bow-Routt National Forest). Both counties have high levels of local government employment, which includes municipalities, counties, and public schools.

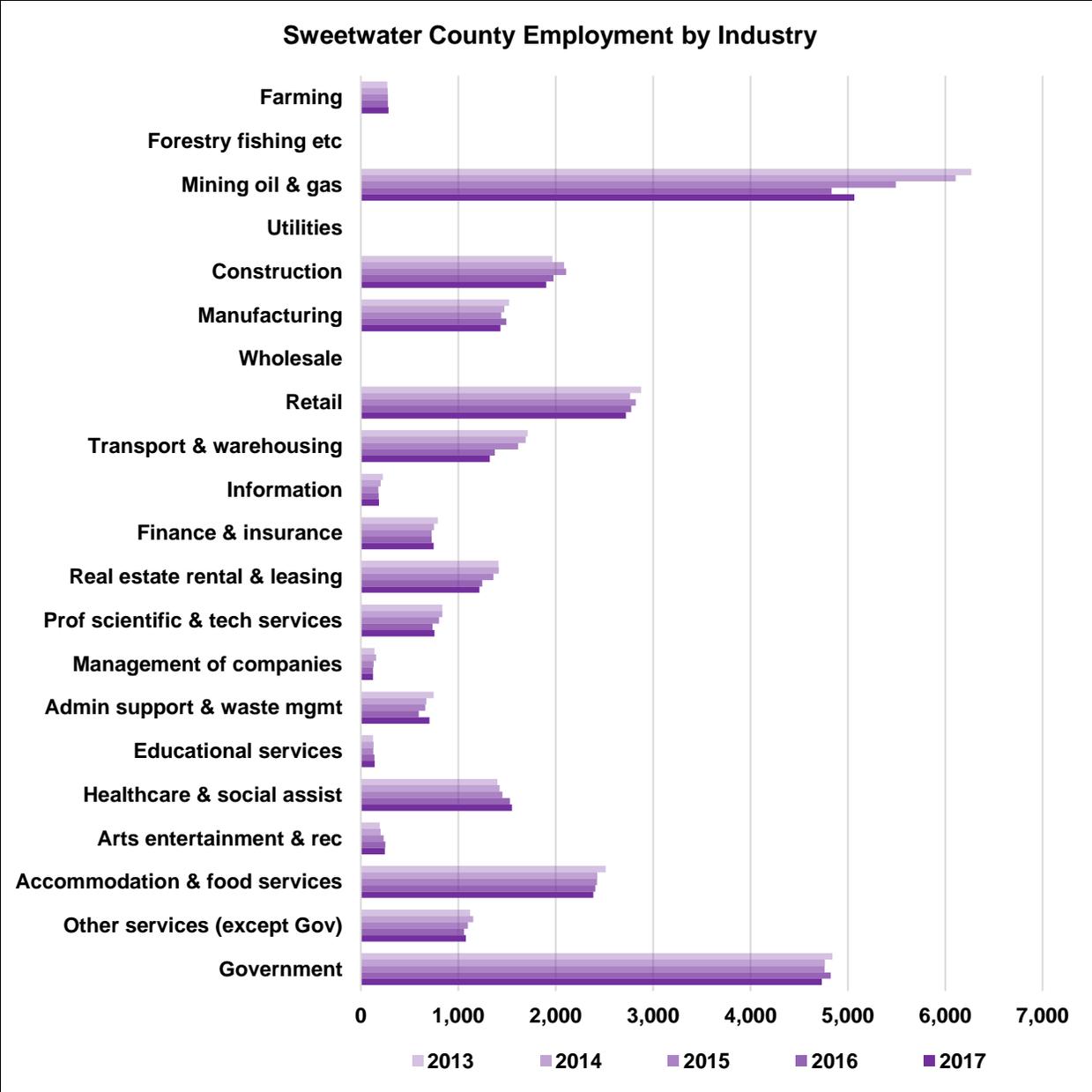
It also important to consider employment trends, rather than just one year of data, when considering jobs. For example, Carbon and Sweetwater Counties have both experienced a decline in the total number of jobs during the last five years (-3.3% and -8.4%, respectively), which suggests that the region’s economy is in trouble. However, deeper analysis reveals that the economy is already adapting to new global realities. In Carbon County, at least seven industry sectors have grown from 2013-2017, with some of the strongest gains coming from tourism (including Retail, Accommodation and Food Services).

Note that not all industries are shown in the next two graphs below, due to the occasional suppression of data to avoid breaching confidentiality standards (this happens especially in industries with small numbers of employing units or employees). The last few years of data, for example, have been suppressed in the Mining, Oil & Gas Extraction sector (there has been some consolidation of employing units, and a continuing decline in the number of employees in that sector). Similarly, data for Manufacturing, Educational Services, Healthcare & Social Assistance sectors are often suppressed. This is important to know, because some industries (such as Utilities) employ a lot of highly paid workers, yet because there are just a few utilities that serve any given area, their data is often suppressed.



Data source: U.S. Bureau of Economic Analysis.

Sweetwater County’s job market has also changed, losing ground in nearly every sector during the last couple of years. From the graph below, it is clear that Sweetwater County’s economy has continued to shrink. The lone sector that appears to be growing is Healthcare and social assistance, as shown in the following graph.



Data source: U.S. Bureau of Economic Analysis.

Income

Income can be measured in many ways. This analysis will look at three different measures of income in the GDED District:

- Per Capita Income (PCI)
- Median Household Income (MHI)
- Adjusted Gross Income (AGI)

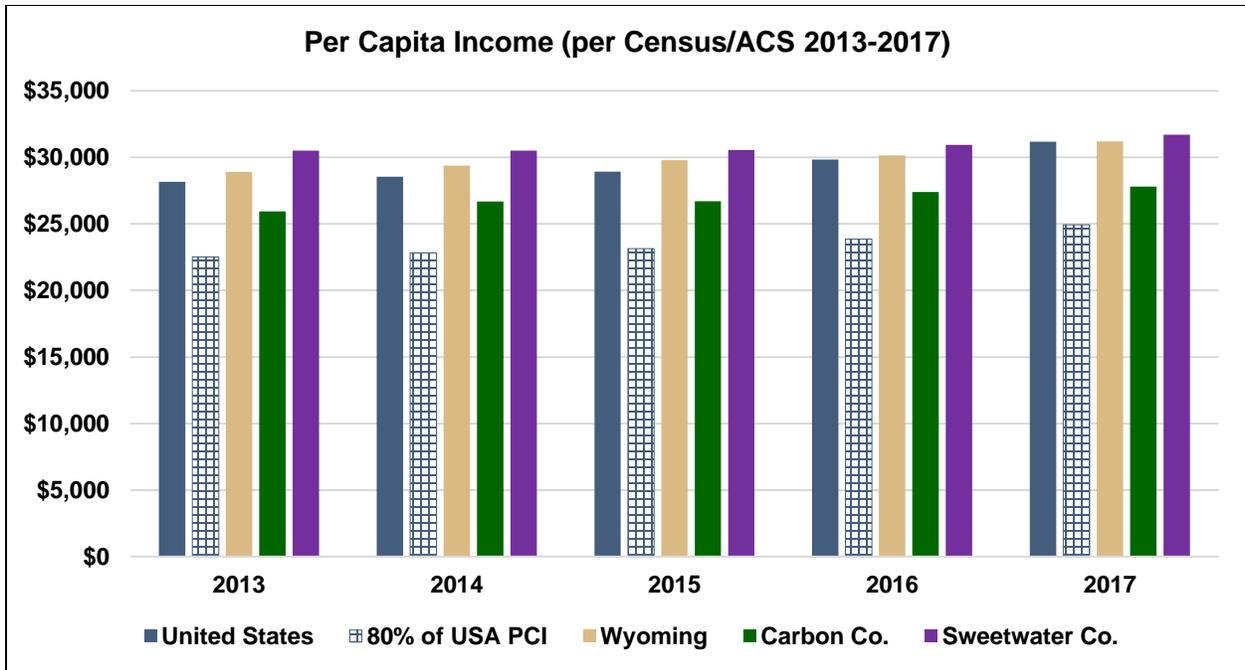
Per Capita Income

PCI is calculated by adding up all income within an area, and then dividing it by the number of people living in that area. The EDA allows grant applicants to use PCI data from the U.S. Bureau of Economic Analysis to establish that their local economy is distressed. A local economy is considered to be distressed (and therefore eligible for certain EDA funding) if its most recent PCI is 80% or less than the national PCI. That level of “distress” has not been present in Carbon or Sweetwater Counties. The last five years of relevant data are presented in the following table.

Per Capita Income	2013	2014	2015	2016	2017
USA	\$44,826	\$47,025	\$48,940	\$49,831	\$51,640
<i>Threshold = 80% of USA PCI</i>	<i>\$35,861</i>	<i>\$37,620</i>	<i>\$39,152</i>	<i>\$39,865</i>	<i>\$41,312</i>
Wyoming	\$53,082	\$56,605	\$57,182	\$55,452	\$57,346
Carbon Co.	\$48,199	\$51,081	\$51,649	\$50,699	\$52,575
Sweetwater Co.	\$47,736	\$48,978	\$49,256	\$47,555	\$49,870

Data source: U.S. Bureau of Economic Analysis.

It is important to note that, during the mid-2000’s, PCI in the GDED District grew more rapidly than the national PCI. In fact, in 2008, both counties exceeded the national PCI, although Carbon County has since then slipped behind the nation again. Sweetwater County, like much of Wyoming, continues to exceed the national PCI, as shown in the graph below.



Data source: U.S. Census Bureau/ACS data (2013-2017).

Eligibility for EDA Funding

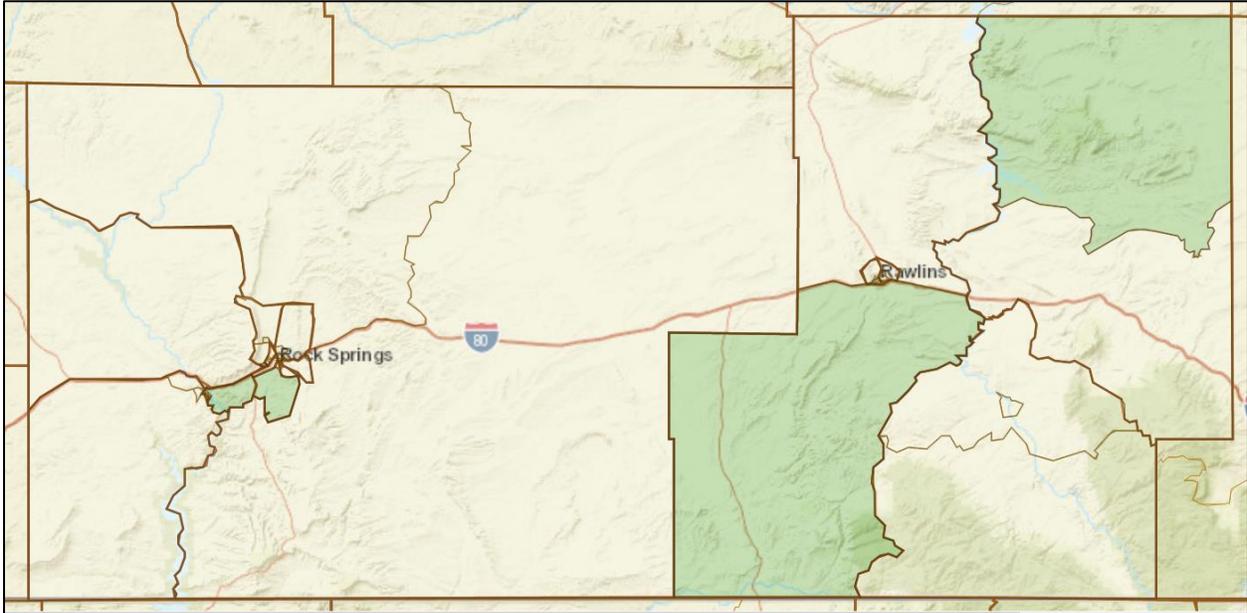
Although neither Carbon nor Sweetwater County can be considered in their entirety to be EDA-eligible based on their residents' per capita income, there are smaller areas within each county where PCI is sufficiently low as to qualify. The EDA will now consider the 5-year average data from the American Community Survey (ACS) to establish Per Capita Income levels for smaller areas, such as Census Tracts and Census Block Groups. The ACS methodology is different, but it allows accurate estimates for PCI at the Census Tract level, whereas the BEA estimates are only available down to the county-level.

The data in the PCI table above reflects the annual PCI as determined by the U.S. Bureau of Economic Analysis. The data below is different, because ACS uses a different methodology (including averaging) to calculate PCI. Because of the different methodologies in calculating PCI, the BEA's estimates should not be directly compared to ACS estimates. However, because the ACS methodology is internally consistent for all areas, the EDA is willing to accept ACS data for sub-county areas to establish that, at the micro level, PCI is in fact less than 80% of the nation's PCI.

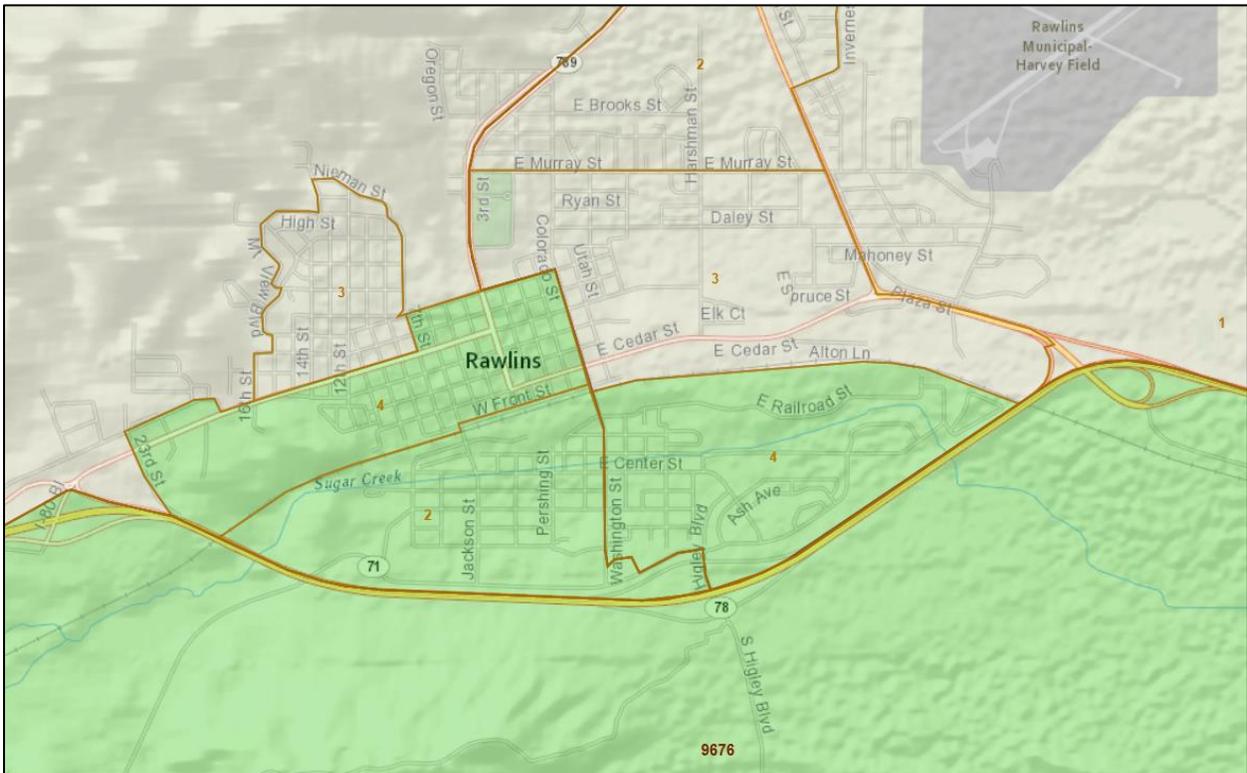
The ACS data shows that some Census Blocks within each County could qualify for EDA funding, based on their local PCI. If eligibility for EDA funding is sought, one should pursue funding at the largest geographic level for which eligibility is established. Since eligibility cannot be demonstrated at the county level, one must look to Census Tracts or even Census Block Groups.

Carbon County – Detailed PCI Analysis

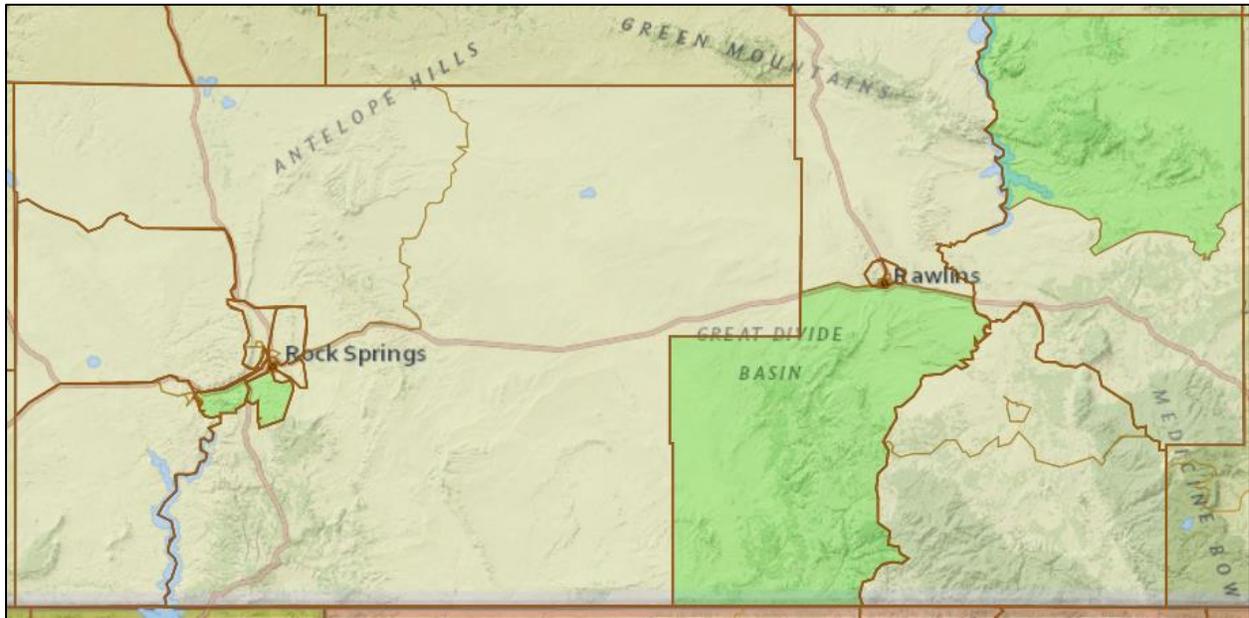
Carbon County includes five Census Tracts. A map of these Census Tracts is included in the map below, with the Tracts that are eligible for EDA funding shaded in light green.



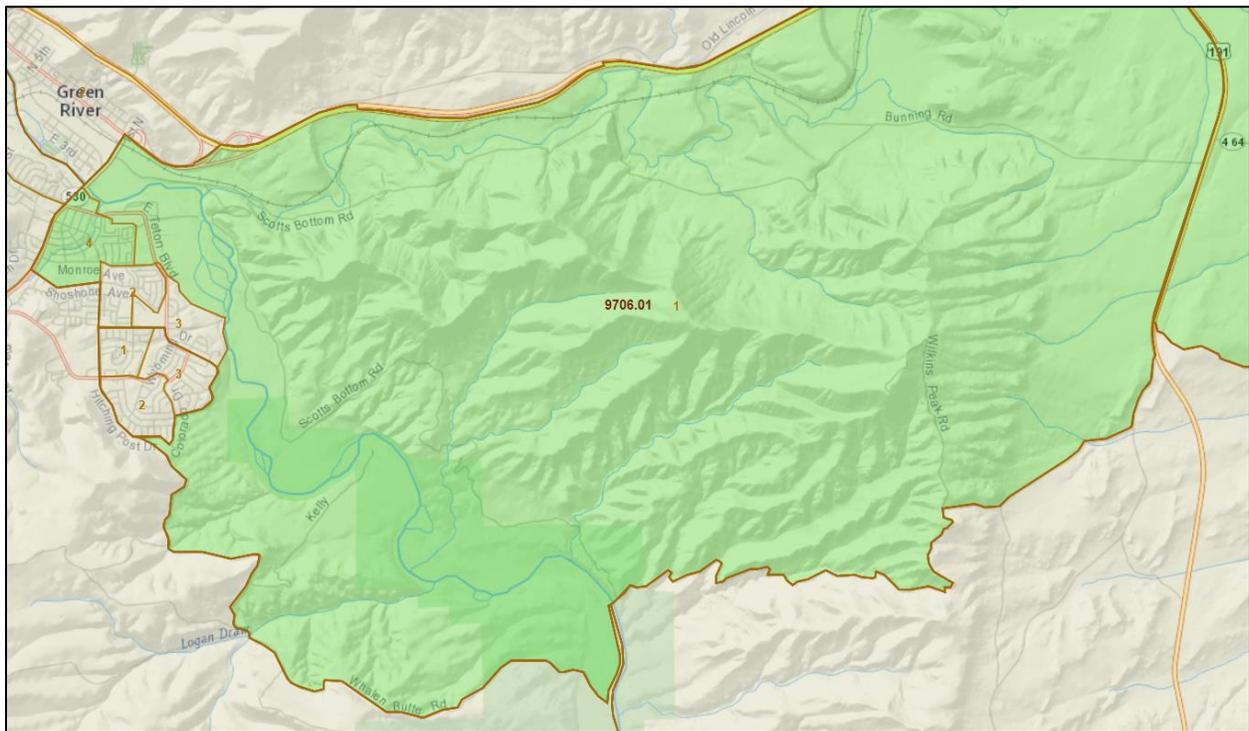
Graphic source: Map view of U.S. Census Bureau/ACS data (2013-2017).



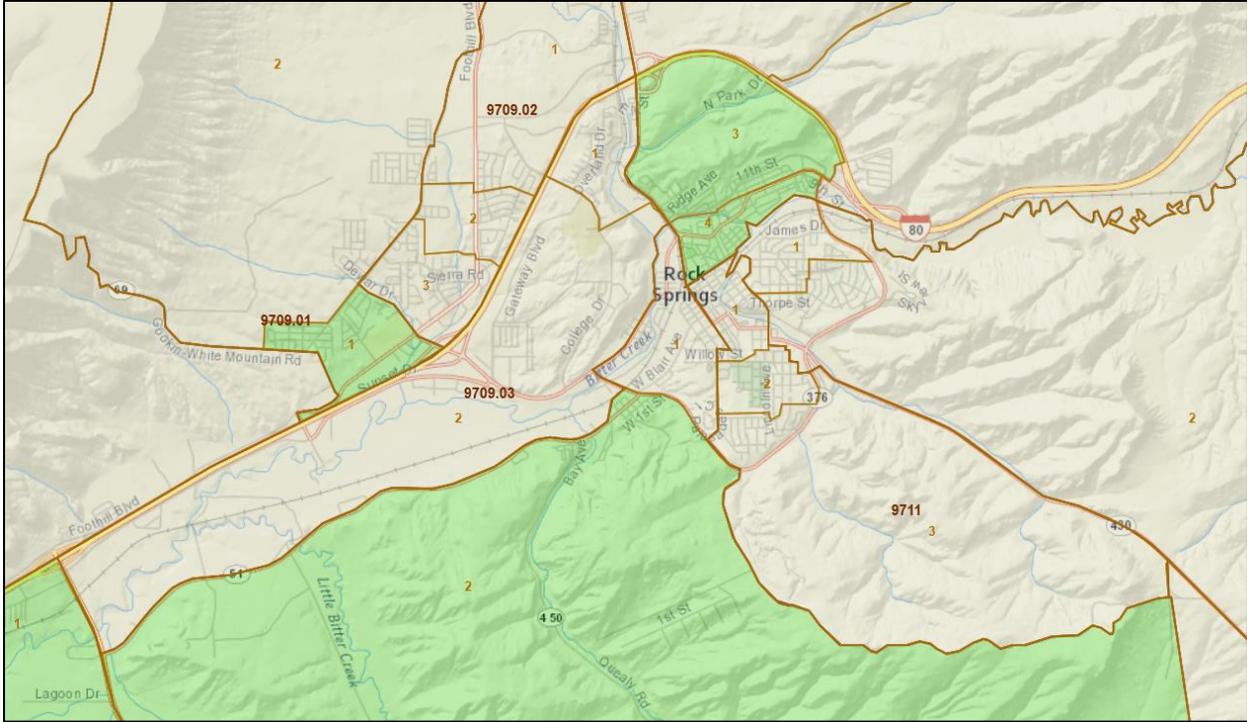
Graphic source: Map view of U.S. Census Bureau/ACS data (2013-2017).



Graphic source: Map view of U.S. Census Bureau/ACS data (2013-2017).

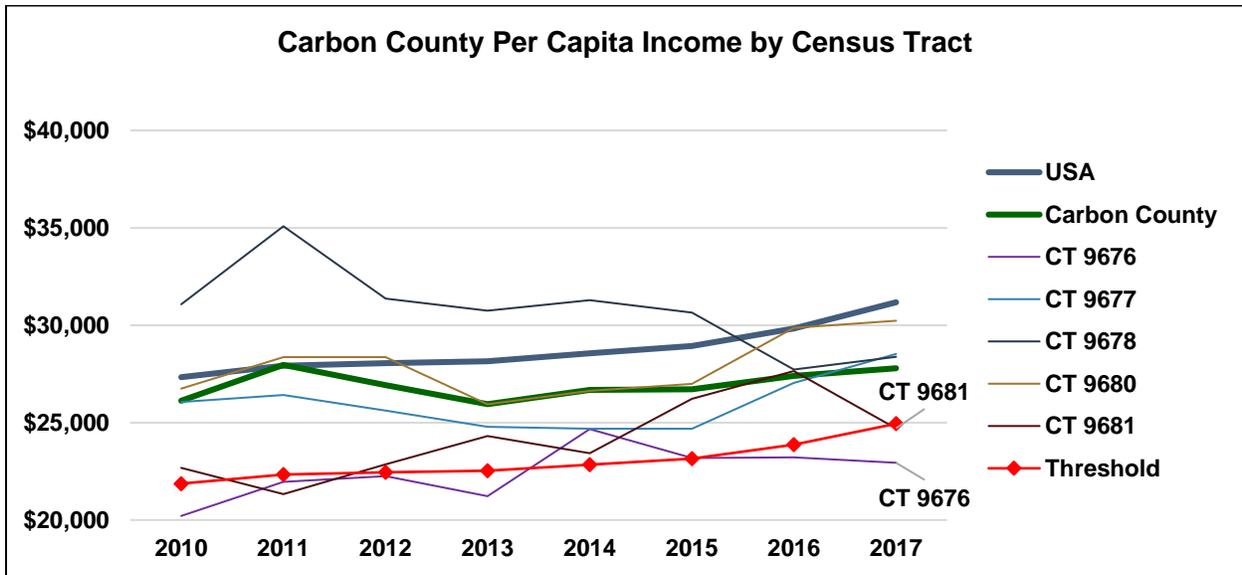


Graphic source: Map view of U.S. Census Bureau/ACS data (2013-2017).



Graphic source: Map view of U.S. Census Bureau/ACS data (2013-2017).

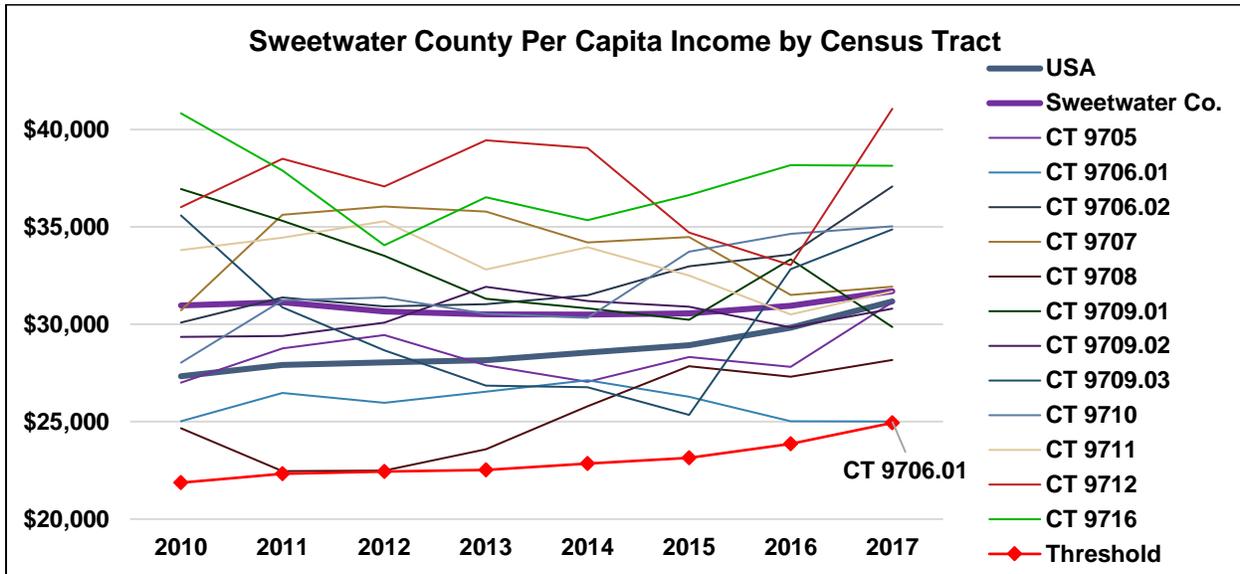
As of the most recent ACS data (2013-2017), one of those Census Tracts has sufficiently low PCI that it should qualify for EDA assistance. Census Tract 9676 had PCI has frequently been less than 80% of the national PCI during that time. Census Tract 9681 has also fallen to less than 80% of the national PCI as of 2017, something that had not happened there since 2011, as shown below.



Data source: U.S. Census Bureau/ACS data (2013-2017).

Sweetwater County – Detailed PCI Analysis

Similar detailed analysis is possible for Sweetwater County. There are twelve Census Tracts in Sweetwater County. Most of the county, because of its rural nature, is included in Census Tract 9716, which covers more than half of the county. However, none of the Census Tracts in Sweetwater County has sufficiently low PCI to be eligible for EDA funding. If Census Tract 9706.01 continues to decline, it will likely become EDA-eligible with next year’s data, as shown below. PCI for each Census Tract is presented in the chart below.



Data source: U.S. Census Bureau/ACS data (2013-2017).

While there are only two Census Tracts in the Great Divide EDC district that are EDA-eligible in their entirety, there are several Block Groups (smaller areas within certain Census Tracts) that are also eligible. The following table lists those Block Groups where PCI has fallen below the 80% national threshold.

EDA-Eligible Census Tracts (based on PCI)	PCI (2017)
Block Group 2, Census Tract 9676, Carbon Co.	\$18,691
Block Group 4, Census Tract 9677, Carbon Co.	\$21,168
Block Group 2, Census Tract 9678, Carbon Co.	\$18,815
Block Group 4, Census Tract 9678, Carbon Co.	\$24,548
Block Group 1, Census Tract 9681, Carbon Co.	\$23,161
Block Group 1, Census Tract 9706.01, Sweetwater Co.	\$17,459
Block Group 4, Census Tract 9706.01, Sweetwater Co.	\$24,543
Block Group 3, Census Tract 9708, Sweetwater Co.	\$24,457
Block Group 4, Census Tract 9708, Sweetwater Co.	\$19,031
Block Group 1, Census Tract 9709.01, Sweetwater Co.	\$19,734
Block Group 2, Census Tract 9710, Sweetwater Co.	\$22,965

Data source: U.S. Census Bureau/ACS data (2013-2017).

Median Household Income

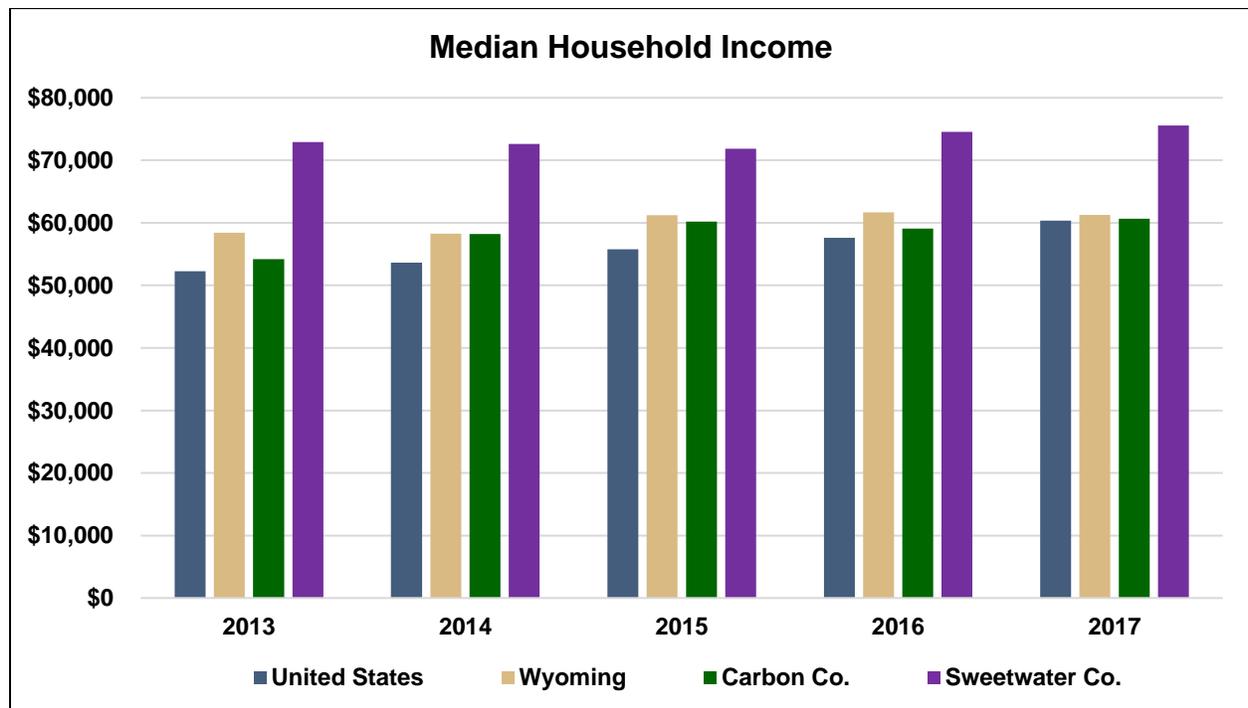
While PCI is a very important income measure to the EDA, it can be skewed by a few relatively high-income individuals. Therefore, it is important to examine other income measures, such as Median Household Income (MHI). MHI is measured by adding all the income of every person living in a household, and then by determining the point at which half of the local population has higher income and half of the local population has lower income. MHI is a midpoint, not an average.

The MHI for Carbon and Sweetwater Counties, along with the state and national MHI, for 2013 to 2017 is provided in the following table.

Median Household Income	2013	2014	2015	2016	2017
United States	\$52,250	\$53,657	\$55,775	\$57,617	\$60,336
Wyoming	\$58,424	\$58,291	\$61,213	\$61,686	\$61,279
Carbon Co.	\$54,210	\$58,225	\$60,209	\$59,103	\$60,634
Sweetwater Co.	\$72,899	\$72,604	\$71,867	\$74,546	\$75,590

Data source: U.S. Census Bureau, Small Area Income & Poverty Estimates.

The GDEDC District’s MHI metric has done well compared to state and national markets in the last decade. Both Carbon and Sweetwater Counties have enjoyed steady growth, and now exceed the national MHI, as seen in the graph below.



Data source: U.S. Census Bureau, Small Area Income & Poverty Estimates.

Adjusted Gross Income

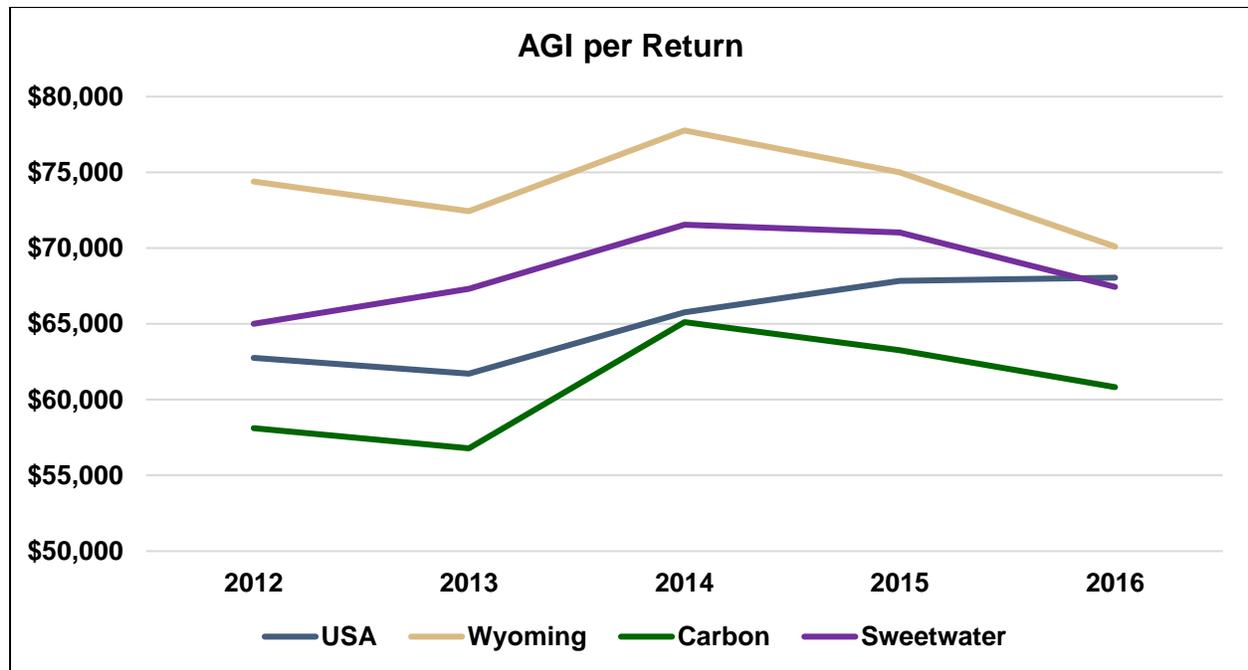
A third income measure is Adjusted Gross Income (AGI), as reported on federal tax returns. There is a long lag time to receive AGI data because it takes the Internal Revenue Service a few years to process and then release data for counties. However, it is a very precise calculation (not an estimate like the other measures), and it reveals the components of income, including wages, dividends, interest.

An average AGI is calculated by dividing the total amount of all AGI’s in the county, and then dividing by the number of tax returns that have been filed in that county. The average AGI for Carbon and Sweetwater Counties, along with the state and national average AGI, for 2012 to 2016, is provided in the following table.

AGI per Return	2012	2013	2014	2015	2016
USA	\$62,749	\$61,714	\$65,751	\$67,846	\$68,049
Wyoming	\$74,385	\$72,434	\$77,766	\$74,995	\$70,105
Carbon	\$58,119	\$56,787	\$65,117	\$63,255	\$60,825
Sweetwater	\$65,006	\$67,317	\$71,545	\$71,028	\$67,432

Data source: Internal Revenue Service/Statistics of Income.

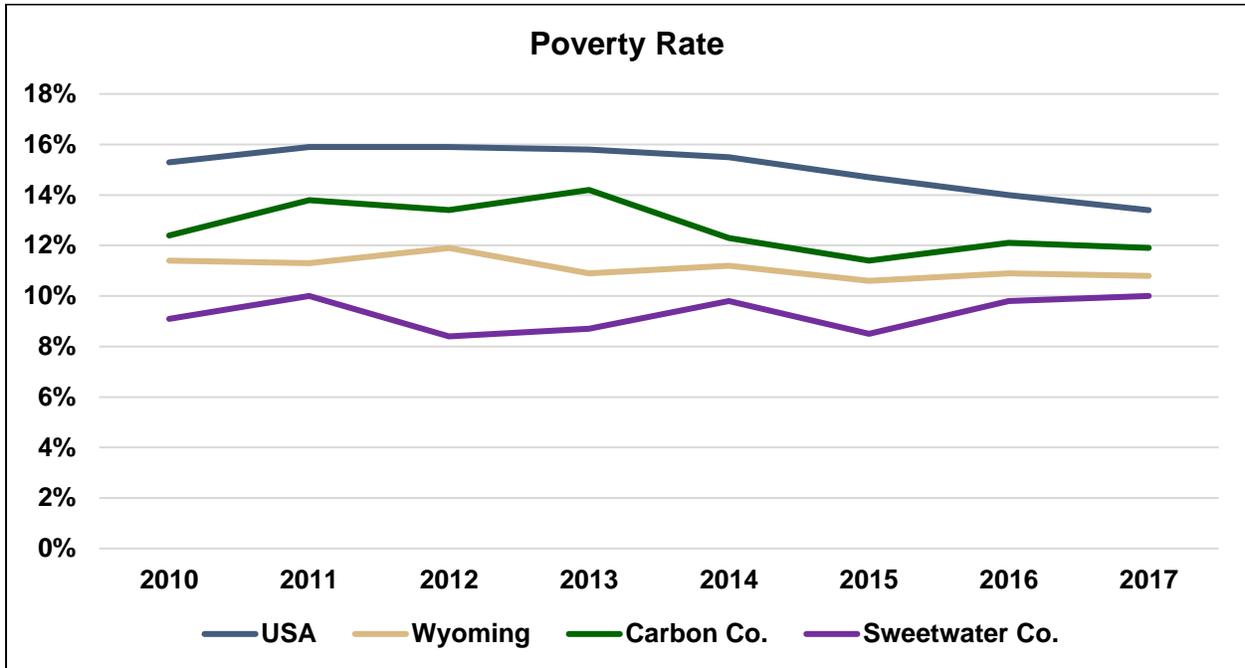
Carbon County’s AGI has lagged behind the other areas in the last several years. Like most of Wyoming, the GDED district’s AGI has fallen since 2014. In 2016, Sweetwater County’s MHI also declined below the national average AGI, as seen in the graph below.



Data source: Internal Revenue Service/Statistics of Income.

Poverty

Poverty rates in the GDEDC district vary by location. The poverty rate in Carbon County has bounced between the Wyoming poverty rate (low) and the national poverty rate (high). In contrast, Sweetwater County's poverty rate has been even lower, as shown in the graph below.



Data source: U.S. Census Bureau, Small Area Income & Poverty Estimates.

The actual poverty rates for all of these areas during the last ten years in Carbon County has averaged 11.8%, while Sweetwater County's poverty rate has averaged 7.7%, as presented in the table below.

Poverty Rate	2010	2011	2012	2013	2014	2015	2016	2017
USA	15.3%	15.9%	15.9%	15.8%	15.5%	14.7%	14.0%	13.4%
Wyoming	11.4%	11.3%	11.9%	10.9%	11.2%	10.6%	10.9%	10.8%
Carbon Co.	12.4%	13.8%	13.4%	14.2%	12.3%	11.4%	12.1%	11.9%
Sweetwater Co.	9.1%	10.0%	8.4%	8.7%	9.8%	8.5%	9.8%	10.0%

Data source: U.S. Census Bureau, Small Area Income & Poverty Estimates.

Geographic, Climate, Environmental and Natural Resource Profile

Location and History

The Great Divide economic district comprises Carbon and Sweetwater counties in south central and southwest Wyoming. This region, which encompasses 18,323 square miles, is characterized by a rich history.



Prior to the migration of white settlers, small bands of Indian tribes traveled throughout the region as they passed between the Great Basin at the west and the Great Plains to the east. Historians believe that permanent settlement by the Indians in the region did not occur until the arrival of European and American settlers.



In the early 1800's, fur traders, explorers, and pioneers migrated from the east to the west coast of the continental United States using the Oregon, Overland, Cherokee and Emigrant trails. Settlements began to emerge. Military outposts such as Fort Halleck and Fort Bridger were established to provide some safety to overland travelers migrating to the west. Construction of Union Pacific's Transcontinental Railroad in 1868 brought new residents and the establishment of new communities such as Medicine Bow and Rawlins. Carbon and Dana (now ghost towns) were born because of the access to coal resources in the Hanna Basin. Fort Steele was established to protect the Platte River railroad bridge. Cattlemen and shepherders, who arrived in the 1870's and 1880's, helped foster the establishment of communities such as Saratoga and Medicine Bow.

At the turn of the 20th century, minerals such as gold and copper attracted both prospectors and wealthy mining interests to the Sierra Madre Range on the Continental Divide. This led to the establishment of Encampment in southern Carbon County.



Mineral and energy development continues to dominate the regional economy. The exploration, production, and transport of oil and natural gas, as well as the mining of trona and coal, are primary sources of regional employment. However, these activities are highly cyclical due to their influence from variable commodity prices, market demands, and global energy and mineral supplies.



Climate

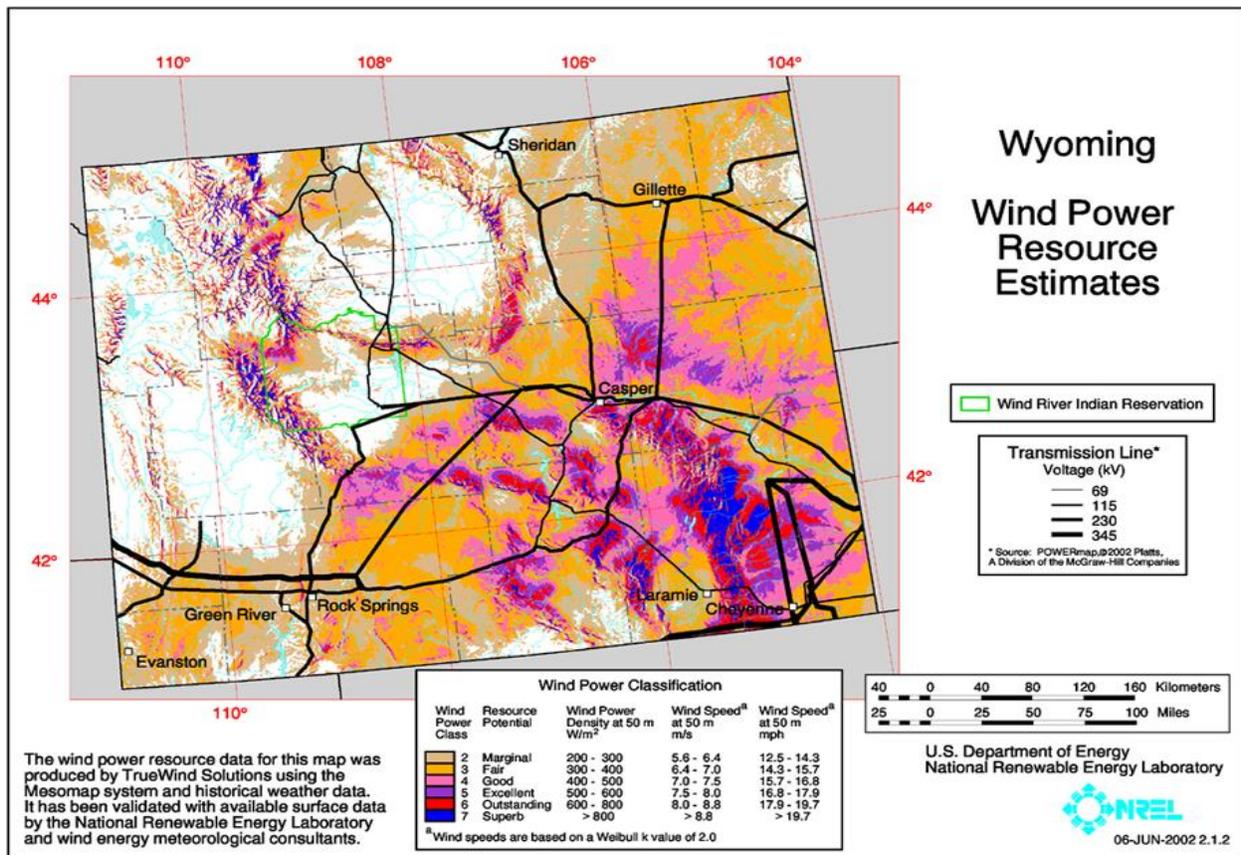
Both Carbon and Sweetwater County generally represent an arid, high desert environment. Alpine trees and vegetation that characterize portions of the Continental Divide and Medicine Bow Mountains in Carbon County contrast the climate associated with high desert areas.

	Avg. Max Temp - Jan	Avg. Max Temp - July	Avg. Min Temp - Jan	Avg. Min. Temp - July	Avg. Annual Precipitation (inches)	Avg. Annual Snowfall (inches)
Carbon County						
Rawlins	29.4	83.5	11.5	49.4	8.18	47.8
Saratoga	33.3	83.3	10.5	49.5	9.70	52.1
Baggs	32.2	86.2	5.3	48.4	9.98	38.9
Medicine Bow	32.0	83.6	11.6	47.7	10.48	44.2
Sweetwater County						
Rock Springs	31.7	86.2	9.8	51	8.75	47.2
Green River	32.0	87.2	4.7	49.9	7.97	29.0
Wamsutter	28.7	84.6	7.2	48.9	7.09	27.3
Farson	25.9	83.5	-6.4	44.2	7.35	28.3

Data source: Western Regional Climate Center

Wind

Although average wind speed is not typically monitored and recorded in small towns, the U.S. Department of Energy has developed a wind resource map that includes Carbon and Sweetwater Counties, seen below. The colors represent the “Class” of wind power resource, ranging from 1 (weakest) to 7 (strongest). While most of Sweetwater County’s wind resources are fair, Carbon County has very good wind resources, some of which is considered to be outstanding (Class 6) or even superb (Class 7), as seen in the map below.



Source: U.S. Department of Energy/NREL

Environment

The Great Divide region has a significant amount of oil and gas activity, mining and other natural resource development. Thus, it is prone to potential adverse impact to air and water quality if mitigation measures are not rigorously applied. The wind levels throughout the region generally help keep air quality at acceptable standards.



Water quality is also potentially impacted by the number of unlined landfills in the region (and throughout Wyoming). Mitigation and remediation measures are being addressed at the solid waste facilities through Wyoming DEQ.

Natural Resources

Sweetwater and Carbon counties contain significant natural resources that primarily include minerals, groundwater and surface water resources, and abundant wildlife. Each of these resources is generally described in the following paragraphs.

Minerals

Trona

Trona is naturally occurring sodium carbonate/bicarbonate mineral. Extensive deposits are located in southwest Wyoming east of Green River. Bedded deposits characterize the trona found in the Eocene Green River Formation. In Sweetwater County, trona is refined onsite into soda ash, as well as the manufacture of other sodium-based products. This mineral is an essential ingredient used to make glass containers, flat glass, and fiberglass. Soda ash is also utilized to control pH in various environments and to scrub sulfur dioxide gases in coal-fired power plants.

Oil and Gas

Significant oil and natural gas reserves are situated throughout much of Sweetwater County. Oil shale bearing strata occurs primarily in the Green River Basin west of Green River, as well as the Washakie Basin in the southeast part of the county. Significant oil and gas production has taken place in the Greater Green River Basin for many decades.

In Carbon County, the eastern portion of the airport Green River Basin extends about 10 to 40 miles in the west portion of Carbon County. Gas reserves are primarily located in the east side of the Great Divide and Washakie Basins. These two basins are characterized by stratigraphic traps and produce from younger geologic formations.

Coal

Sweetwater County contains both sub-bituminous and bituminous coals. East of Rock Springs, surface coal mining is taking place at the Bridger Coal and Black Butte/Pit 22 mine which are located east and south of Point of Rocks. Subsurface mines include the Black Butte and Bridger Coal mines. The coal mined from these sources is primarily used as a source of energy for the nearby Jim Bridger Power Plant, which is situated north of Point of Rocks. There has been interest in developing new coal mine resources for possible exportation to Asian markets. However, the lack of a seaport to handle coal has proven to be a stubborn obstacle, and efforts to create that seaport have been prevented thus far.

Higher Btu coal that ranges between 8,500 and 10,200 British thermal units per pound, are located in Carbon County's Hanna Basin. There are substantial existing coal reserves in this area, but no known efforts to develop this resource.

Clearly, there is a nationwide decline in coal production and use. Cheaper alternatives, especially natural gas, and concerns about pollution have combined to lead to a steep

decline in the number of coal-fired power plants throughout America. PacifiCorp, the owner of several power plants in Wyoming, has, unveiled early retirement plans for multiple coal-fired electrical generating units in the region, including the Jim Bridger and other plants. The utility's draft 2020 Integrated Resource Plan calls for retirement of one Jim Bridger unit in four years and another in 2028. The impact of PacifiCorp's decision, consistent with utility providers nationwide, will result in closing most coal-fired power plants in the next 10-20 years. This threat has led to multiple coal mine bankruptcies and closures, and it will have a lasting impact on Wyoming's economy.

Potash

In Sweetwater County, rocks in the Leucite Hills, including Boars Tusk and Steamboat Mountain, are known sources of potash. During the First World War, potash was mined by the Liberty Potash Company on Zirkel Mesa. Potassium chloride was processed in a plant in Green River for the production of fertilizer.

Uranium

Uranium resources, which are developed via in-situ production, are located in Carbon County's Shirley Basin. Other uranium resources are situated in the Poison Basin west of Baggs. In Sweetwater County, uranium resources are available in the Great Divide Basin. Historically, mining claims were made over the Rock Springs Formation and/or Ericson Formation of the Cretaceous Mesa Verde Group.

Surface Water Resources

Sweetwater County

Surface water resources in the Sweetwater County are part of the Green River/Great Divide Basin.



The Green River originates in the Wind River Mountain range and the Bridger-Teton National Forest. Perennial stream flows generally characterize upland mountain drainages of the Green River Basin that are generally north of Sweetwater County. Tributaries to the Green River (within Sweetwater County) include the Big Sandy and Blacks Fork. The Flaming Gorge Reservoir, located in the southwest part of Sweetwater County, is used to help regulate flows along the Green River, which is a major tributary to the Colorado River System.

The Great Divide Basin is a topographically closed hydrologic unit that lies in between Sweetwater and Carbon counties. This basin comprises 3,959 square miles.

Carbon County

Carbon County generally includes portions of three hydrologic basins:

1. Upper North Platte River;
2. Little Snake River; and,
3. The east portion of the Great Divide Basin.

The upland basin boundaries reflect the upper elevation of the Continental Divide. Most of Carbon County is situated within the North Platte River Basin. The upper North Platte River originates in northern Colorado. Within Carbon County, the North Platte River is fed by surface flows from the Encampment River and Medicine Bow River. The North Platte River subsequently drains into the Seminoe and Pathfinder reservoirs where surface waters are stored and released to downstream users in Wyoming and Nebraska. The Little Snake River originates within the upper elevations of the Sierra Madre Mountains in Wyoming and Colorado's Routt National Forest. Within Carbon County, primary tributaries include Savery Creek, Battle Creek, and Muddy Creek. The Little Snake River eventually flows south of Baggs to the Yampa River that flows into the Green River, a tributary to the Colorado River. High Savery Reservoir has recently been developed as an additional surface water storage and release source for Carbon County.

As stated earlier, the east portion of the Great Divide is again a closed hydrologic unit that discharges no surface flows outside the Great Divide Basin. Intermittent streams within

the basin occasionally flow in response to surface runoff generated from rainfall and snowmelt.

Fish and Wildlife

Fish

In Wyoming, there are approximately 49 extant native fish and 27 established nonnative fish species. Most of the species occur in the GDEDC District. Game fish species that can be found in the GDEDC District include trout (brown, brook, lake, cutthroat, grayling, golden, rainbow, splake, tiger trout, cutbow, and other trout hybrids), walleye, whitefish, largemouth and smallmouth bass, channel catfish, northern pike, tiger musky, yellow perch, black bullhead, stonecat, crappie, , rock bass, bluegill, pumpkinseed, green sunfish, green sunfish-bluegill hybrid, freshwater drum, sauger, shovelnose sturgeon, and burbot (ling).

There are more than 1,000 creeks, streams, rivers, lakes, and reservoirs in the GDEDC District, including the Green River and North Platte River drainages, making it a highly desirable fishing and boating environment. Outdoor Life magazine has named Saratoga as one of the best hunting and fishing towns in America (#10).

Wildlife

People traveling along Interstate 80, state highways and county roads can view a considerable amount of wildlife in both Carbon and Sweetwater counties.



The pronghorn antelope is highly migratory; however, its habitat typically includes grasslands and sagebrush communities. Mule deer and white-tailed deer are also highly migratory and use a variety of habitats such as forested areas, riparian areas and lowland drainages, and brushy foothill areas.

Rocky Mountain elk tend to seasonally migrate to locate grasses on transitional range areas between April and mid-June. During the summer, most Rock Mountain elk migrate to higher elevations. At the close of summer, elk return to winter range areas that include wooded and brushy areas in lower elevations.



Mountain lions are rarely observed by local residents as these animals prefer coniferous and deciduous forests, shrub lands, rocky cliffs and ledges, and meadows at higher elevations. Black bears also enjoy forested areas; however, they also spend considerable time in riparian areas and moist meadow areas at higher elevations.



Various bird species occur in Sweetwater and Carbon counties. Bald and golden eagles are commonly observed in the vicinity of the North Platte River drainage in southern Carbon County. State biologists desire to conserve selected habitats where sagebrush and riparian areas are available. Habitats for a wide variety of other mammals such as shrews, bats, rabbits, prairie dogs, gophers, kangaroo rats, and beavers are also present in both counties.



Infrastructure

Water

Sources and storage capacity of municipal systems in Great Divide communities can be found on the following chart:

Carbon Co.	Source	Wells	Springs	System Capacity (gallons/day)	
				Treatment	Storage
Baggs	Little Snake River	0	0	288,000	420,000
Dixon	Little Snake River	0	0	86,400	100,000
Elk Mountain	NA	2	0	144,000	200,000
Encampment	N. Fork Encampment River	0	0	576,000	529,000
Hanna	Rattlesnake Creek	1	0	21,000,000	6,000,000
Medicine Bow	None	4	0	303,240	1,500,000
Rawlins	North Platte + reservoirs	3	≈30	8,000,000	19,000,000
Sierra Madre Water & Sewer JPB	NA	3	0	518,000	279,500
Saratoga	NA	5	0	1,500,000	2,000,000
Sinclair	North Platte River	0	0	720,000	360,000
Sweetwater Co.	Source	Wells	Springs	System Capacity (gallons/day)	
Bairoil	NA	1	1	Treatment	Storage
Granger	Green River	0	0	300,000	350,000
Green River	Green River	0	0	700	500,000
Rock Springs Green River JPB	Green River	0	0	6,380,000	6,380,000
Superior	NA	3	0	16,000,000	12,000,000
Wamsutter	NA	4	0	430,000	450,000
				1,224,000	400,000

Data source: Wyoming Water Development Commission/2018 Water System Survey

Carbon County

Each of the 10 incorporated municipalities in Carbon County is served by a community water system. The system serving the Town of Riverside is owned and operated by the Sierra Madre Joint Powers Board.

Sweetwater County

Community water systems serve the 6 incorporated Sweetwater County communities. The largest purveyor of water in Sweetwater County is the Rock Springs/Green River Joint Powers Water Board (JPWB). The Joint Powers Water Board obtains and treats surface water from the Green River. Its treated surface water supplies are purchased by the City of Rock Spring and the City of Green River. The capacity of the JPWB water treatment plant is 32 million gallons of water per day. There is considerable capacity available for greater treatment and consumption.

While the JPWB owns water transmission and distribution systems to and within Green River and Rock Springs, separate lease operation agreements give the responsibility for the operation and maintenance of these systems to both Green River and Rock Springs. Rock Springs also includes transmission and distribution systems that serve the Town of Reliance.

Sewer

Carbon County

Most of the communities in Carbon County are served by zero discharge sewage lagoon systems, both aerated and passive. Planned expansions will be based on the needs and parameters established by the Wyoming DEQ and EPA.

Sweetwater County

The Green River/Rock Springs Joint Powers Board operates conventional wastewater treatment facilities, and they serve much of Sweetwater County's needs. The other communities in Sweetwater County typically utilize a zero discharge lagoon system for sewer treatment.

Solid Waste Management

A 2009 Integrated Solid Waste Planning report showed the groundwater contamination caused by unlined landfills have caused operating costs to rise beyond the financial capabilities of many local governments in Wyoming. At that time, it was determined that shared landfills can help control the rising costs. As a result, many small landfill operators have moved to transfer their waste to more cost-effective regional landfills, and then close their local landfills.

A community can't close its landfill until the infrastructure for waste transfer is in place. The process of constructing a transfer station may take years because of the time needed to determine community needs, secure funding, complete permitting, design and construction. Depending on community size and transport distances, the infrastructure needed can range from a refuse collection (packer) truck to a large transfer station.

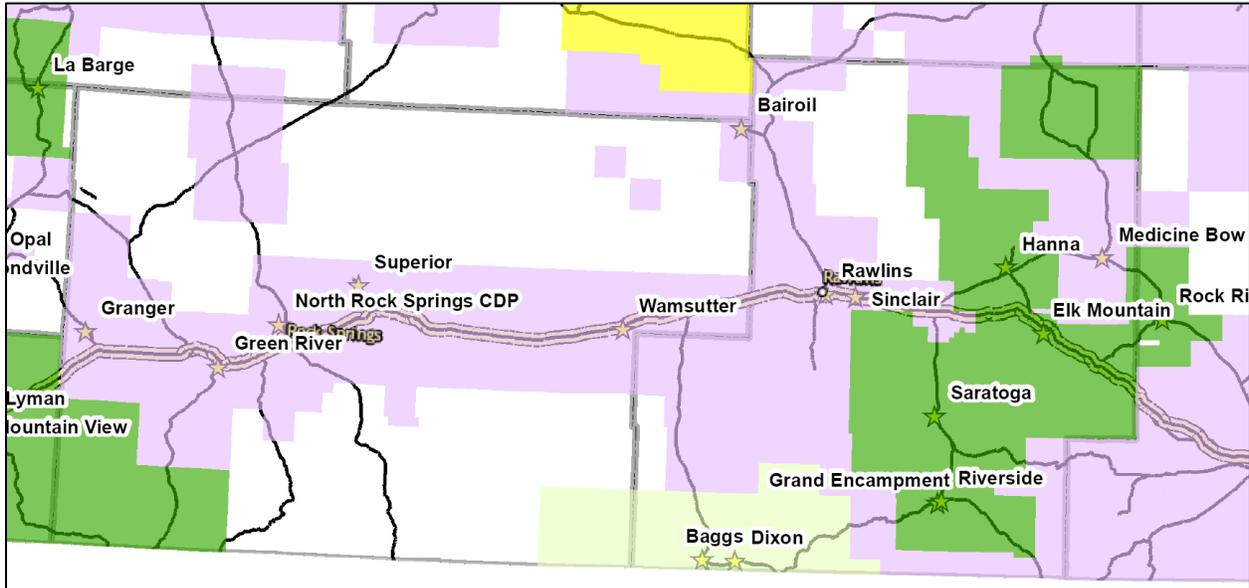
The Wyoming DEQ evaluated local landfills across the state and, in December 2013, produced a prioritization list. This list details which communities served by small landfills need to transfer their solid waste to a regional landfill and the timeframe recommended for each transfer and subsequent closure.

Contamination of groundwater beyond protection standards has been identified at most, if not all, of the solid waste disposal facilities in Carbon and Sweetwater Counties. In 2018, the State of Wyoming provided funds to the High Country Joint Powers Board (Hanna), for a new transfer station and closure of the existing facility. Several other communities in the GDEDC have received priority status for future funding, including Eden Valley, Upper Platte River SWDD (Saratoga), Rawlins, and Baggs SWDD. These projects are expected to be funded and completed in the next few years.

The City of Green has closed its landfill, built a transfer station, and is currently contracted with Wyoming Waste for pick-up to a regional landfill.

Telecommunications

Carbon and Sweetwater communities are served by three telecommunication service providers, CenturyLink (in purple-shaded areas below), Union (dark green below), and Dubois Telephone Exchange (light green), as shown on the following map.



Source: Wyoming Public Service Commission

Cell Service

Numerous other companies exclusively provide internet and cellular services to both counties although there are pockets of the region with limited cell service. Primary cell service is provided by Verizon Wireless and Union Wireless.

Fiber Optic Facilities and Broadband Services

There are at least eleven long-haul fiber optic routes that traverse Carbon and Sweetwater Counties. Most of these routes run parallel to Interstate 80, but some are parallel to U.S. Highway 30 in Carbon County (which runs through Medicine Bow and Hanna).

Fiber optic telecommunications are accessible wherever there is a Point of Presence (PoP). According to the Wyoming Business Council, there are many fiber “huts” within the GDED, but

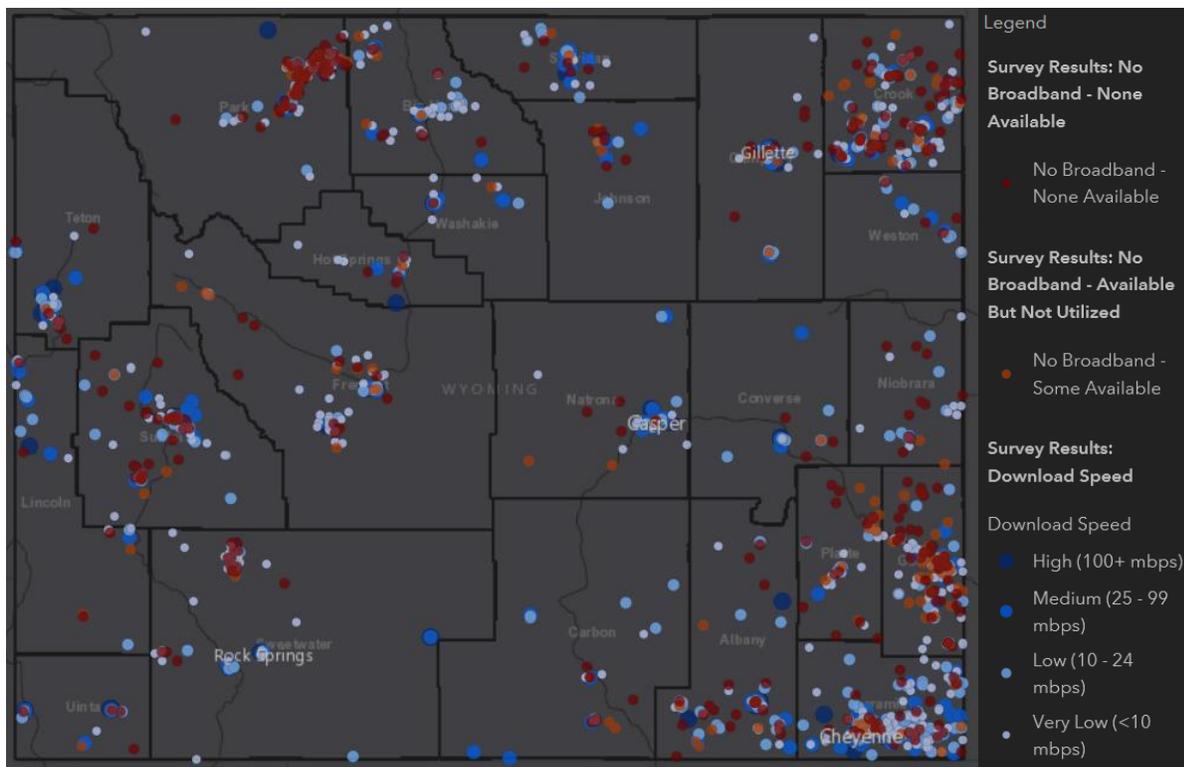


most of them have not been upgraded to PoP's. Instead, they serve as regeneration points for the signal that is carried on the fiber lines. Upgrading the huts can be expensive, and typically is only done when a long-haul carrier believes that it can profitably benefit from the expense.

Several communities along the Interstate 80 corridor have explored the possibility of further

enhancing their access to long-haul fiber optic telecommunication routes. In Saratoga, for example, Union Wireless (a wireless/landline/fiber provider) has built out fiber broadband to every downtown and highway business (up to 100Mbps) in Saratoga. They will be continuing to every home and business within city limits by next fall. Better connectivity can help existing businesses grow, and it can also be critically important to recruit or develop new businesses within the technology industries. Data centers, in particular, are a good fit.

The Wyoming Business Council (WBC) is leading the effort to improved connectivity in Wyoming. The WBC is working to ensure that businesses and residents have the broadband services they need. The WBC, working with the Wyoming Broadband Council, is currently evaluating connectivity speeds throughout Wyoming, and they have created a mapping tool to identify initial results (see map below). In Sweetwater County, there is the Joint Powers Communication Board which runs the fiber optics to many government entities.



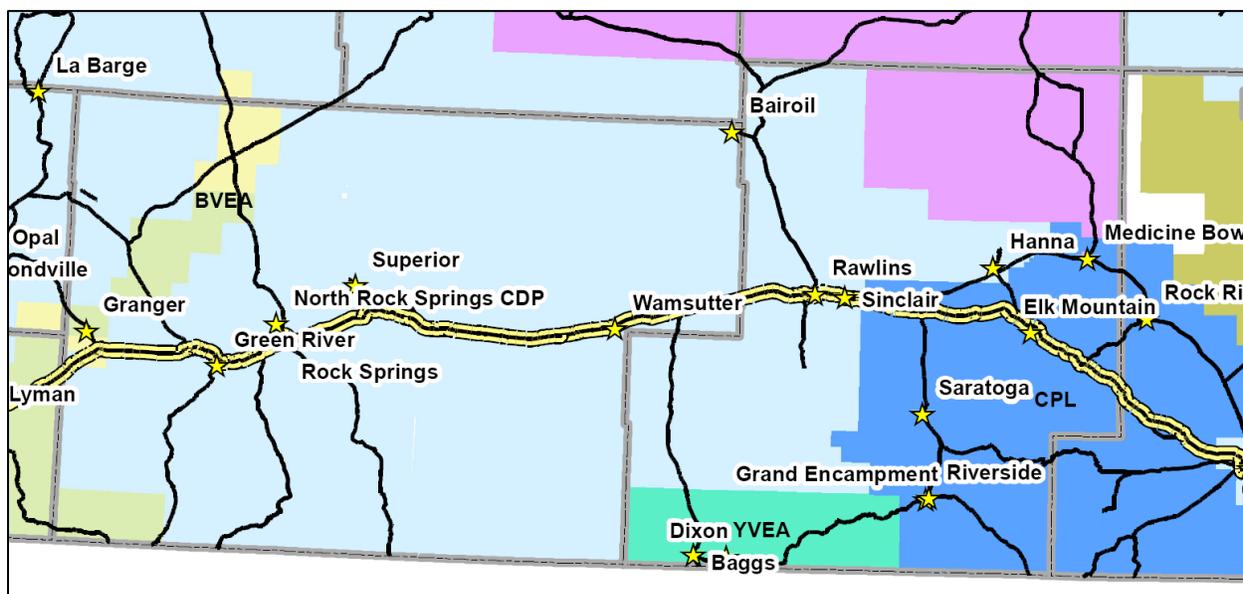
Energy Distribution

Electrical Transmission and Distribution Systems

PacifiCorp is the only utility company that generates and distributes power within the Great Divide District. This corporation is the majority owner (2/3) of the Jim Bridger Power Plant in Sweetwater County. PacifiCorp also owns and operates one of the larger privately held transmission systems in the United States.



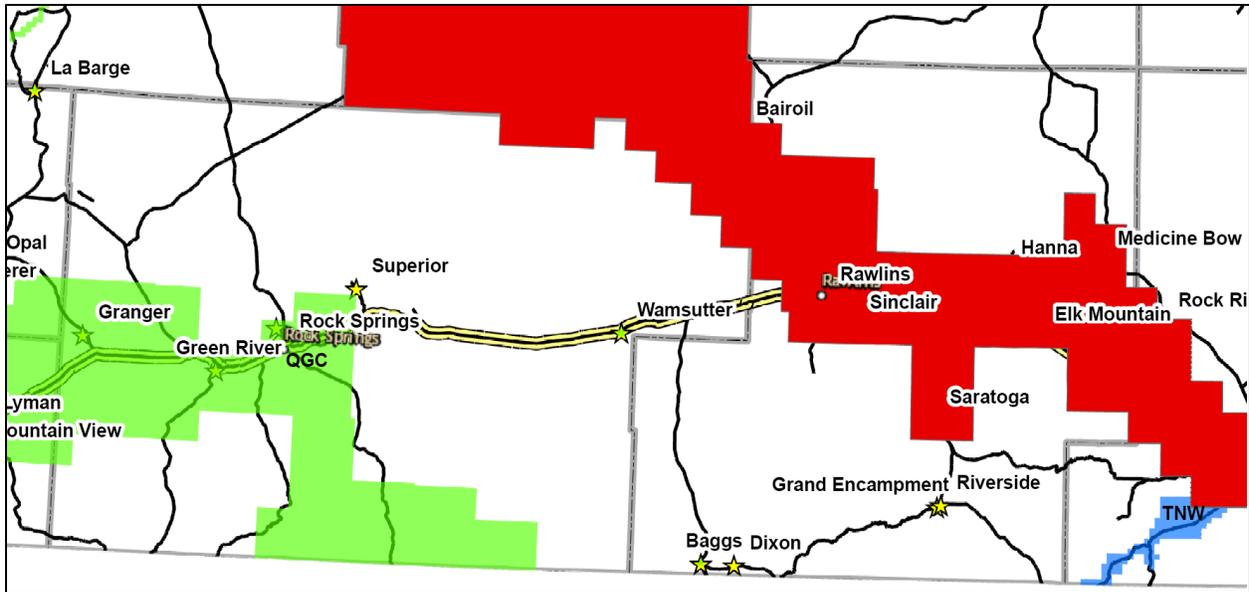
Within the Great Divide District, Rocky Mountain Power, a division of PacifiCorp, serves all of Sweetwater County with the exception of Granger (Bridger Valley Electric Association) and most of the area north of Interstate 80 in Carbon County. Three rural electrical utilities are distributors of electrical power to selected portions of Carbon County. Carbon Power and Light serves the communities of Saratoga, Encampment, Elk Mountain, and Riverside. Yampa Valley Electric Association provides electrical power service to the Little Snake River communities of Baggs and Dixon. High Plains Power, Inc. is the distributor of electrical power to Medicine Bow and much of the Energy Basin that is situated north and northwest of Medicine Bow.



Source: Wyoming Public Service Commission

Natural Gas

Natural gas service is provided in Sweetwater County by Questar Gas Co. d/b/a Dominion Energy Wyoming (green-shaded areas in map below). Much of Carbon County is served by Black Hills Gas Distribution d/b/a/ Black Hills Energy (red-shaded areas below). Areas not served by natural gas typically use propane, wood, or other fuel for heating.



Source: Wyoming Public Service Commission

Transportation

Ground Transportation

Transportation represents an essential hub of the regional economy that significantly influences existing commerce and future economic development within the Great Divide district. Both counties contain a significant amount of transportation facilities that include:

- Interstate 80, as well as State highways and county roads;
- The Union-Pacific rail corridor; and,
- Community airports located at Rock Springs, Green River, Rawlins, and Saratoga.

Interstate 80

Interstate 80 is a primary vehicular corridor that links commercial truck and passenger traffic between the east and west coasts of the United States. Recent traffic counts for the portion of Interstate 80 (see chart on next page), that extends within Sweetwater and Carbon County indicate that average daily traffic volumes range from 10,000-19,000 vehicles per day with 40-55% of those, on average, consisting of truck traffic.

2017 Annual Average Daily Traffic - Interstate 80	Milepost	All Vehicles	Trucks	Truck %
Uinta - Sweetwater County Line	57.0	5,782	2,556	44.2%
Jct Route 1910 (Cedar Mtn Route Int)	61.6	5,544	2,451	44.2%
Jct Route 12 (Granger Jct Int)	66.1	6,941	3,487	50.2%
Jct Route 374 (Little America Int)	69.0	6,941	3,487	50.2%
West Vaco Int	72.3	7,211	3,575	49.6%
Ramp 77	82.6	6,942	3,442	49.6%
Jct Route 374 (LaBarge Int)	83.0	7,713	3,456	44.8%
Covered Wagon Road Int	85.7	7,713	3,456	44.8%
Jct Route 52 (West Green River Int)	89.4	7,093	3,148	44.4%
Jct Route 52 (East Green River Int)	91.5	12,971	4,070	31.4%
Jct Route 17 (Flaming Gorge Int)	99.1	10,729	3,415	31.8%
Jct Route 53 (Dewar Drive Int)	102.4	10,729	4,240	39.5%
Jct College Drive Int	103.8	9,582	4,253	44.4%
Jct Route 13 (Elk Street Int)	104.8	8,384	3,721	44.4%
Jct Route 53 (Pilot Butte Int)	107.1	7,297	3,238	44.4%
Jct Route 1904 (Baxter Road)	111.2	6,888	3,057	44.4%
Jct Route 1905 (Superior Int)	122.3	6,749	2,996	44.4%
Jct Route 1911 (Point of Rocks)	130.8	6,222	2,761	44.4%
Black Butte Int	137.0	6,137	2,723	44.4%
Red Hill Int	139.5	6,137	2,723	44.4%
Bitter Creek Int	142.2	6,081	2,699	44.4%
Patrick Draw Int	146.8	6,050	2,685	44.4%
Table Rock Int	150.8	6,050	2,685	44.4%
Bar X Int	152.5	5,943	2,638	44.4%
GL Road Int	156.0	5,943	2,638	44.4%
Tipton Int	158.5	5,933	2,633	44.4%
Red Desert Int	165.6	5,933	2,633	44.4%
Rasmussen Road Int	170.7	5,965	2,648	44.4%
Wamsutter Int	173.4	6,191	2,748	44.4%
Continental Divide Int	184.3	6,168	2,737	44.4%
Jct Route 18 (Creston Jct, Wy 789)	187.2	6,297	2,795	44.4%
Riner Int	196.2	6,308	2,800	44.4%
Sweetwater - Carbon County Line	199.1	6,308	2,800	44.4%
Daley Int	201.2	6,329	2,809	44.4%
Knobbs Int	204.2	6,329	3,225	51.0%
Hadsell Int	206.2	6,329	3,225	51.0%
Johnson Road Int	209.5	6,931	3,531	50.9%
Jct Route 54 (Spruce Street Int)	211.8	6,986	3,559	50.9%
Jct Route 4573 (Thayer Int)	214.1	7,427	3,784	50.9%
Jct Route 54 (Cedar Street Int)	215.6	7,942	4,046	50.9%
Jct Route 411 (West Sinclair Int)	219.6	6,695	3,411	50.9%
Jct Route 411 (East Sinclair Int)	221.9	6,374	3,247	50.9%
Fort Steele Int	228.3	6,319	3,219	50.9%
Jct Routes 22 & 410 (Saratoga Int)	235.3	5,417	2,760	51.0%
Peterson Int	238.2	5,406	2,754	50.9%
Jct Route 404 (W Elk Mountain Int)	255.6	5,513	2,808	50.9%
East Elk Mountain Int	260.2	5,524	2,814	50.9%
Wagonhound Int	267.2	5,513	2,808	50.9%
Jct Route 105 (Arlington Int)	272.1	5,513	2,808	50.9%
Carbon - Albany County Line	280.9	5,513	2,808	50.9%

Source: Wyoming Department of Transportation Planning Department

Interstate trucking and passenger traffic along Interstate 80 is an important market for the Great Divide district. This traffic generates significant retail expenditures for fuel, convenience foods, prepared meals, as well as tires, batteries and accessories. The same traffic also creates other retail service expenditures such as emergency towing and vehicular repair. Most of these expenditures are made at local truck stops along Interstate 80. Existing truck stops in Carbon County are located along Interstate 80 at Walcott Junction, Sinclair, and Rawlins. In Sweetwater County, truck stops are situated at Wamsutter, Point of Rocks, Rock Springs, and Little America, with a new facility coming soon west of Green River.

State Highways and County Roads



Highways that comprise the Wyoming State highway system are generally classified as primary or secondary. Primary highways generally handle more traffic and typically are:

- Auxiliary routes off a U.S. highway route (for example, Wyoming 130 and 230 are auxiliary routes off U.S. highway 30;
- Primary state routes from other another state (e.g., Wyoming 789); and,
- Routes that come close to fitting into the U.S. highway grid.

In Sweetwater and Carbon counties, primary state highways often provide the connections to communities within each county. Secondary state highways and county roads in both counties provide vehicular access to ranches and rural residences, oil and gas exploration and production areas, mining sites, and recreation areas within and outside of the Great Divide area. However, in some cases,

secondary roads provide direct access from Interstate 80, e.g., Wyoming 371 from I-80 to Superior.

Rail Transportation

Union Pacific Railroad (UPRR) operations in Sweetwater and Carbon counties support UPRR's successful freight transportation business between Chicago and Los Angeles. UPRR's rail freight service primarily includes the delivery of various commodities such as soda ash and coal, petrochemicals, automobiles, and inter-modal freight, e.g., containerized and roll-on/ roll-off freight. A number of railroad sidings



have been removed by UPRR which greatly limits the value of having a railroad transportation system in the region.

Air Transportation

Most of the airports located in the Great Divide region have current Airport Master Plans that can be consulted for additional information.

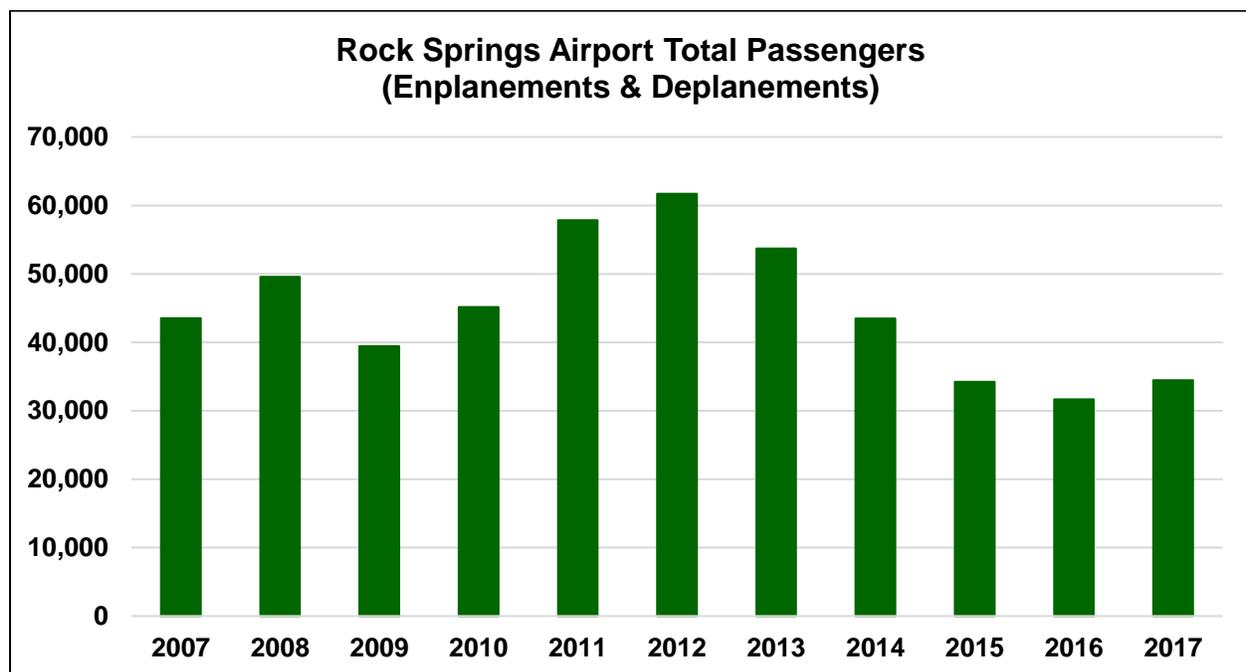
Greater Green River Intergalactic Spaceport

The Greater Green River Intergalactic Spaceport is a small public use airstrip about five miles south of Green River, Wyoming on a mountain known as South Hill. It has one runway, 5,800 by 130 feet gravel.

Rock Springs Airport

The primary and only commercial airport in the Great Divide District is the Southwest Wyoming Regional Airport. Operated by the Rock Springs/Sweetwater County Airport Joint Powers Board, the Rock Springs Airport provides passenger and air cargo service to and from Denver International Airport. The airport contains a 10,000-foot lighted runway, with a second 5,228-foot runway, an instrument landing system, a passenger terminal and lounge area. A fixed base operator also provides fuel, as well as air taxi service.

According to the FAA, annual passenger traffic at the Rock Springs Airport was 18,109 passengers in 2017, an increase of 12.4% from 2016, with an average of about 50 passengers per day. Total air passenger traffic (enplanements and deplanements), according to WYDOT, reached 34,448 passengers in 2017, as shown in the following chart.



Data Source: Wyoming Department of Transportation, 2018 Transportation Facts.

Rawlins Airport

Rawlins Municipal Airport, also known as Harvey Field, is a public airport located on the northeast side of Rawlins. An average of 22 aircraft operations take place at the airport each day. The airport is owned by the Rawlins Carbon County Airport Board. The airport board is currently recruiting an operator to provide fuel, aircraft parking, a passenger terminal and lounge, pilot supplies, and courtesy transportation. The airport contains two asphalt runways. Runway 4/22 is 7,008 feet long, and runway 10/28 is 4,322 feet in length. There is no air control terminal. However, runway edge lighting is available.

Shively Field Airport

Shively Field Airport is owned by the Town of Saratoga and located on the southwest side of Saratoga. An average of 23 aircraft operations occur at the airport each day. One paved and lighted runway is available. The length of runway 5/23 is 8,801 feet and is in good condition. Hangars and tie downs are available as well as the sale of jet fuel. The Town of Saratoga is considering industrial park development adjacent to the airport to allow business fly-ins for corporate meetings.

Dixon Airport

Carbon County owns the general aviation airport in Dixon. A 7,000-foot asphalt runway serves this airport in the Little Snake River Valley.

Medicine Bow Airport

The Town of Medicine Bow owns a turf-dirt runway airport with two runways, one 2,680 feet in length and one 3,170 feet in length.

Major Sectors of the Economy

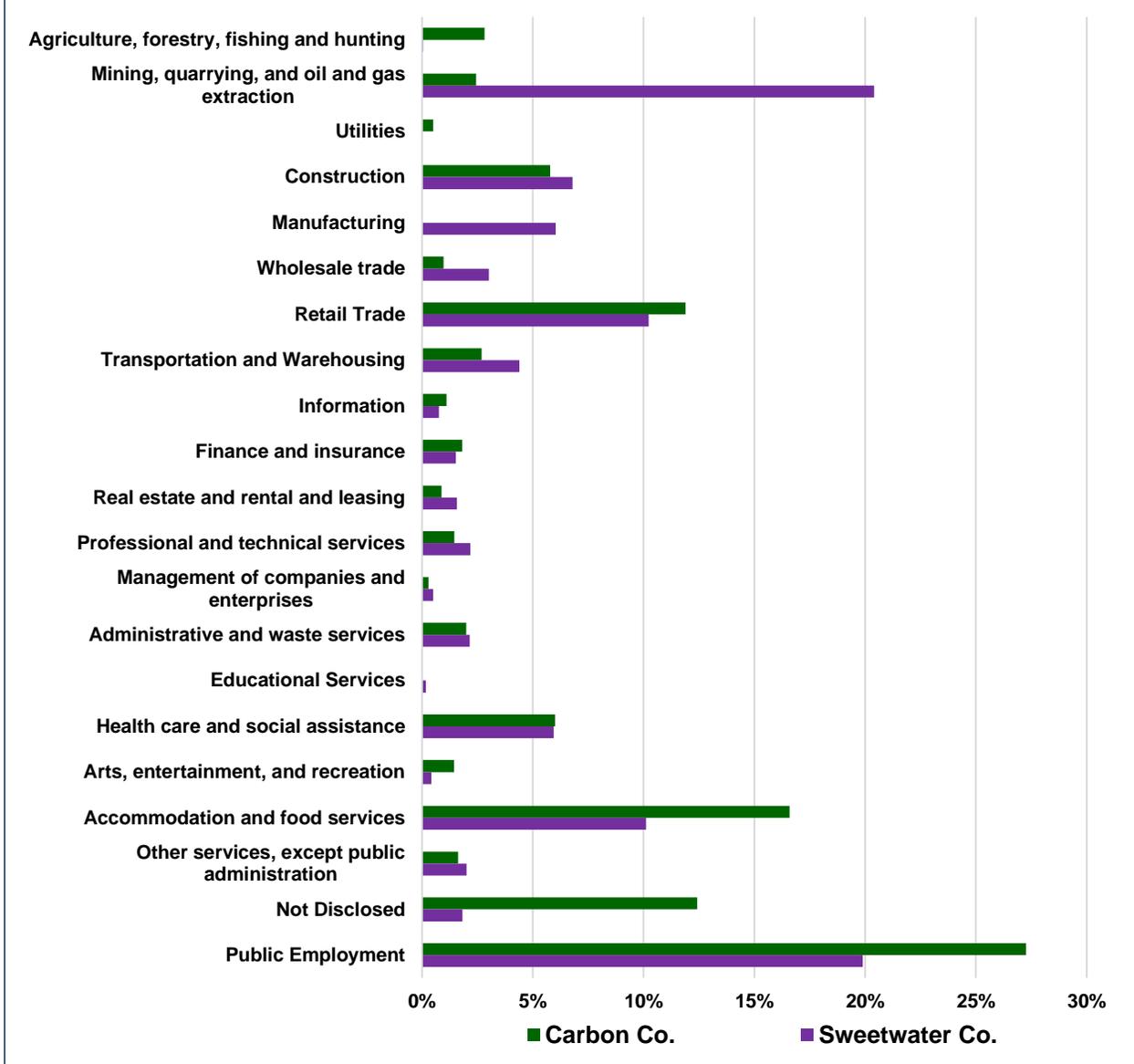
The Carbon and Sweetwater County economies are similar in many ways. Analysis of the number of jobs, total wages, average annual wages, and excise taxes generated by each industry demonstrates the relative size and tax impact of every economic sector. The following table provides this data, highlighting the top three industries in each category. (Note that some data is suppressed by the reporting agency, for jobs and wages because there are too few employers in certain industries and disclosure would violate their right to confidentiality, and for property taxes simply because data is not typically collected by industry. In this case, some very significant economic sectors are obscured. The cumulative effect of this nondisclosed industries is included at the bottom of the table below.

GDEDC Economy by Industry (2017)	Employment	Total Wages	Excise Taxes
Mining, quarrying, and oil and gas extraction	4,698	\$461,520,454	\$27,152,006
Construction	1,903	\$115,187,233	\$5,156,671
Wholesale trade	735	\$43,310,517	\$7,164,131
Retail Trade	3,080	\$87,802,171	\$31,092,600
Transportation and Warehousing	1,159	\$70,701,780	\$735,369
Information	244	\$8,839,259	\$2,008,746
Finance and insurance	461	\$22,201,005	\$114,659
Real estate and rental and leasing	410	\$22,632,131	\$3,731,338
Professional and technical services	582	\$33,920,644	\$316,152
Management of companies and enterprises	132	\$11,635,563	\$0
Administrative and waste services	614	\$24,842,141	\$152,186
Health care and social assistance	1,729	\$56,213,915	\$3,931
Arts, entertainment, and recreation	193	\$4,408,790	\$185,888
Accommodation and food services	3,372	\$58,334,824	\$11,932,037
Other services, except public administration	556	\$17,019,205	\$4,966,514
Public	6,267	\$292,365,253	\$11,382,601
<i>Not Disclosed/Other*</i>	2,862	\$273,851,102	\$13,781,896
Total	28,995	\$1,604,785,987	\$119,876,725

Source: Wyoming Department of Workforce Services (QCEW data for Employment and Wages); and Wyoming Department of Revenue (Excise Taxes). **Not Disclosed/Other*** includes: Agriculture, forestry, fishing and hunting; Utilities; Manufacturing; Wholesale trade; and Educational Services.

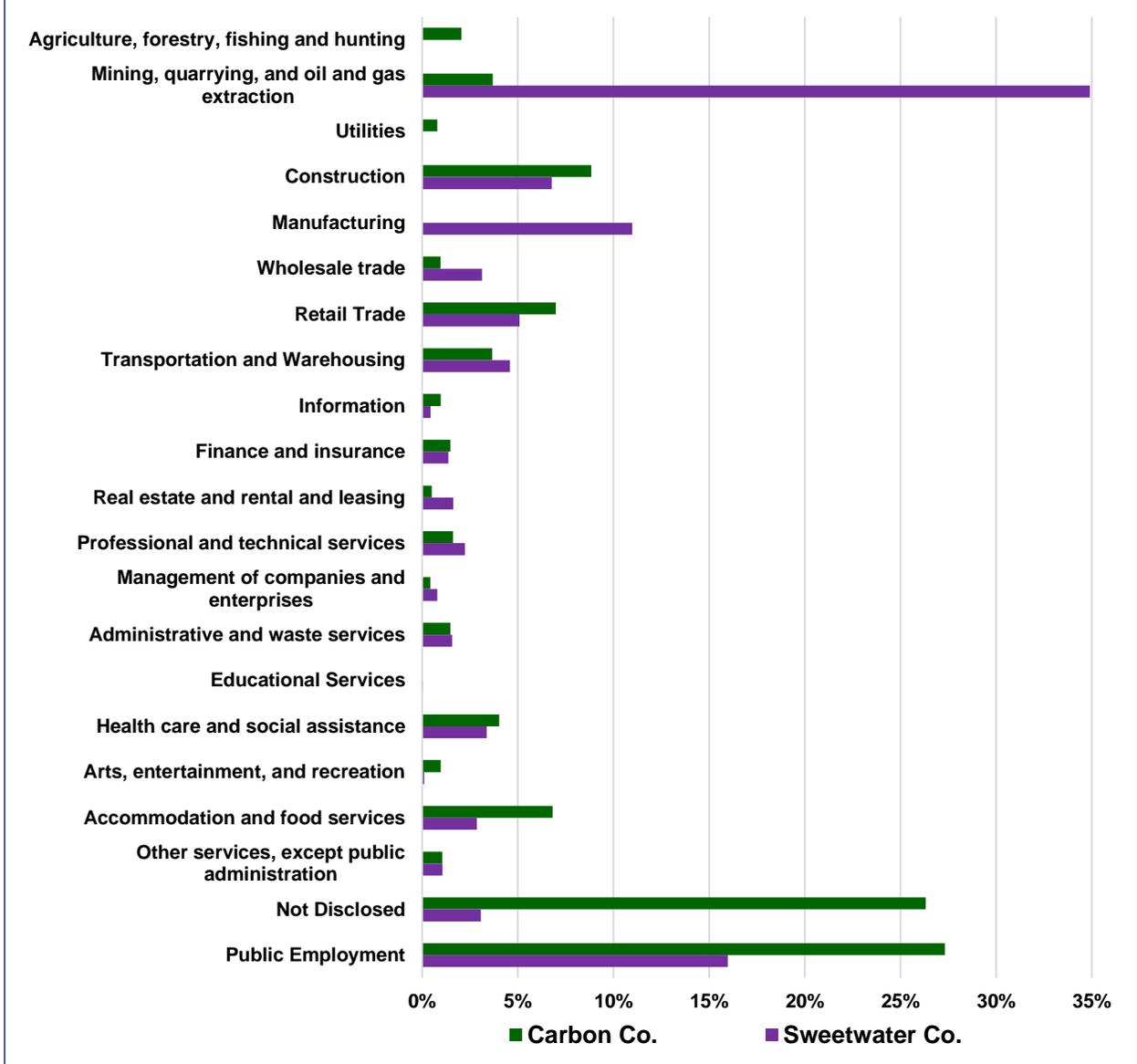
In the following chart, jobs and wages data for several economic sectors has been suppressed to protect employer confidentiality. However, cumulative data for those industries is included in the Non-Disclosed (ND) row below.

Employment by Industry as Percentage of County Total (2017)

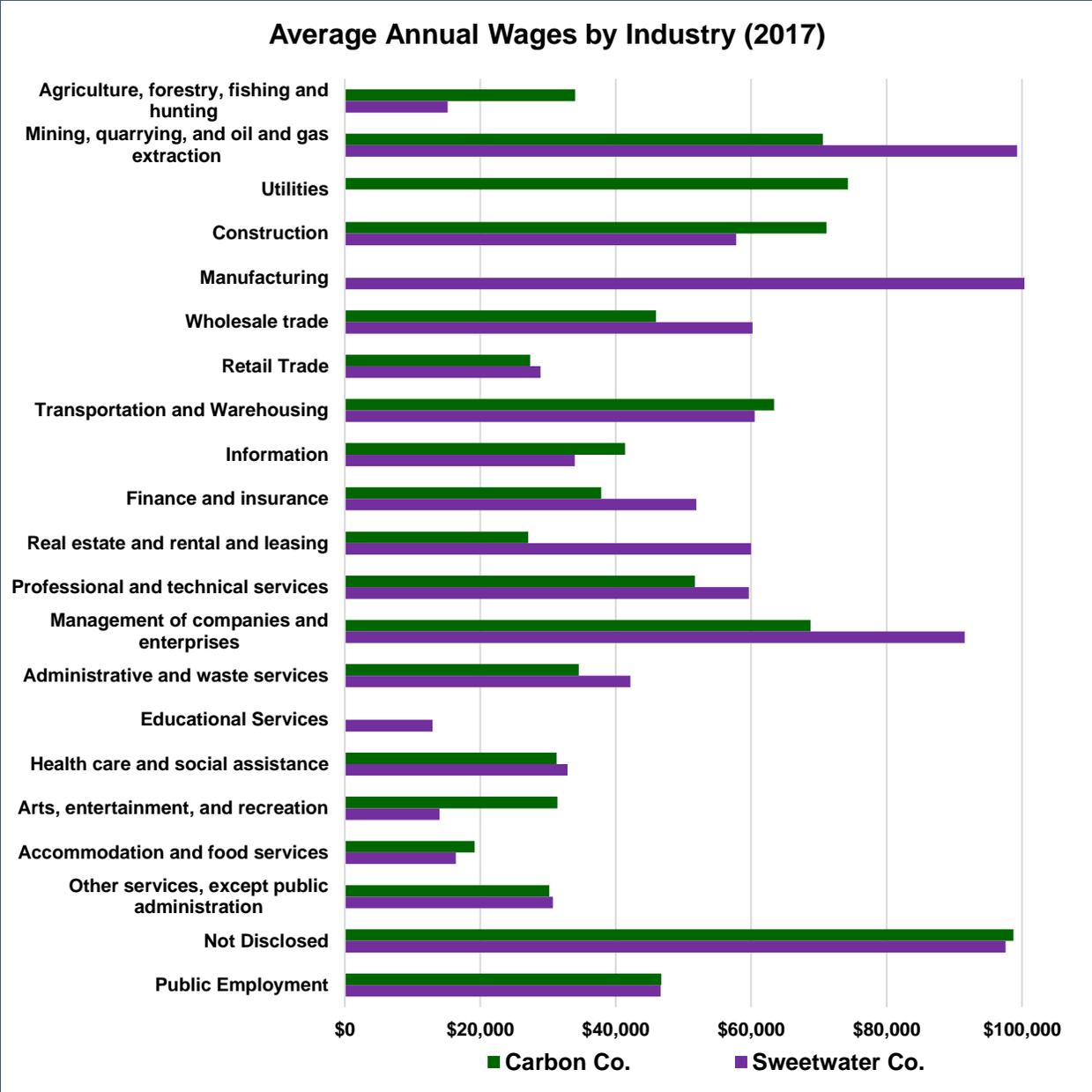


Data source: Wyoming Department of Workforce Services/QCEW.

Total Wages by Industry as Percentage of County Total (2017)

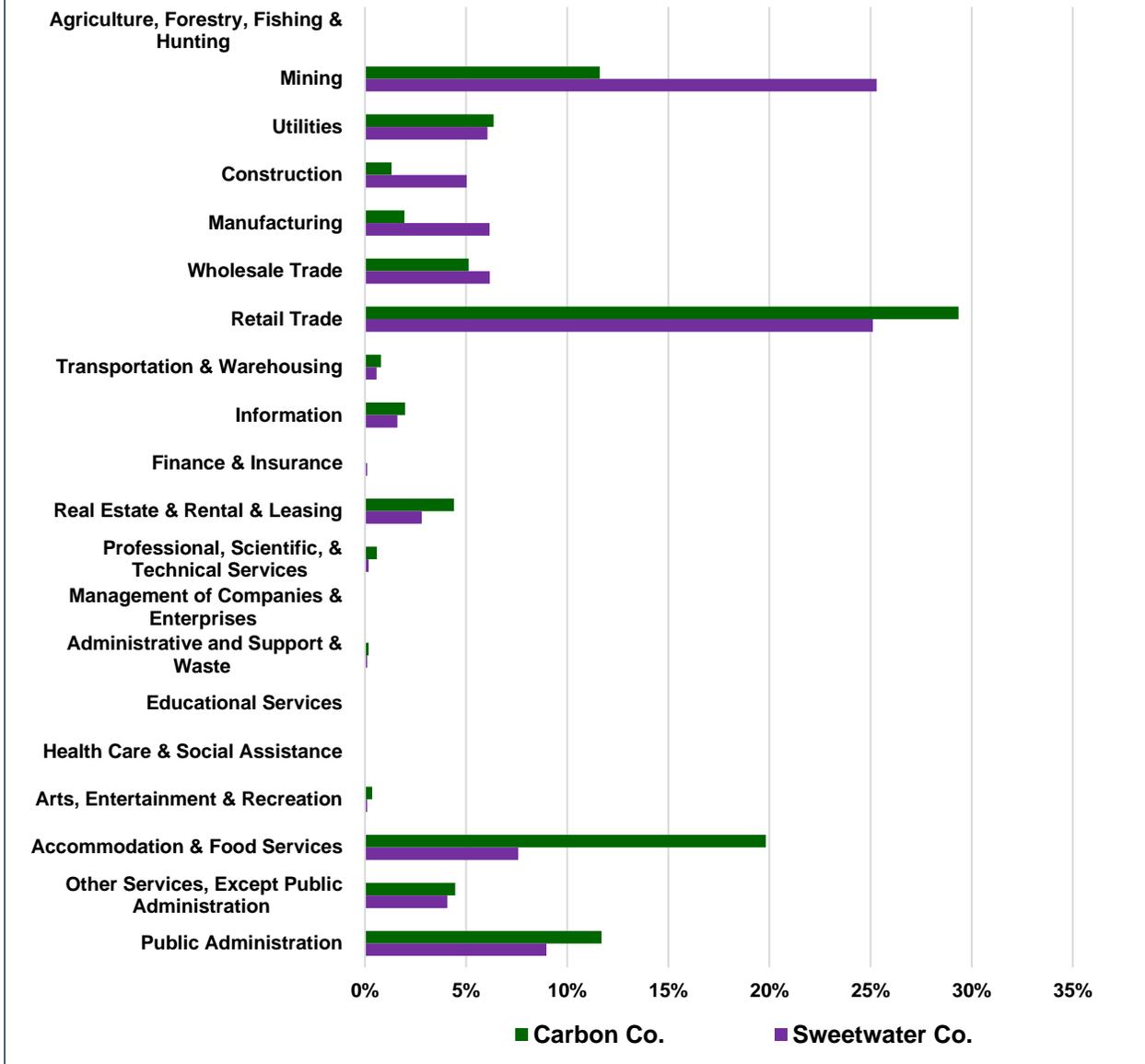


Data source: Wyoming Department of Workforce Services/QCEW.



Data source: Wyoming Department of Workforce Services/QCEW.

Excise Taxes by Industry as Percentage of Total (2017)



Data source: Wyoming Department of Workforce Services/QCEW.

Relationship to Global Economy

Local advantages and disadvantages

The GDEDC District economy is very much tied to the global economy. Its strategic location along Interstate 80 and the Union Pacific Railroad, underscores the area's importance to interstate commerce. The trona field in Sweetwater County, near Green River, is one of the largest in the world. This area provides much of the trona and soda ash needed by global markets. Likewise, the electrical power produced in the GDEDC District (wind and, for now, coal-fired) keep the lights on for hundreds of thousands of homes and businesses throughout the western power grid region.

Recent interest in the exportation of coal from the Great Divide region may open new markets for this natural resource. The price of uranium is dictated by global markets, nuclear disarmament and foreign relations with former Soviet Union states. This creates a great deal of volatility for the uranium market.

Because of these ties to the global marketplace, the GDEDC District's economy can be particularly vulnerable to certain changes. Tariffs and international restrictions can quickly threaten the competitiveness of locally produced trona. Accordingly, it will remain important for Sweetwater County's trona industry to continue working with Wyoming's Congressional delegation to protect its profitability. If international restrictions are minimized, then the vast trona fields in the area will continue to be a very significant asset for the economy.

The trona field creates many good-paying jobs in the Mining sector, and also in the Manufacturing sector, where trona is processed into useful products. Given the proximity of trona production, it is unlikely that these manufacturing jobs will ever be outsourced or sent overseas. Thus, while the Manufacturing sector has been shrinking nationally for the last two decades, local manufacturers continue to provide skilled jobs that pay well.

The price of gasoline, and the taxes imposed on each gallon of gasoline or diesel fuel, can have profound impact on commercial truck traffic and railroad freight. Interstate 80 is also a key route for hunters, fishermen and vacationers travelling going to Wyoming's destinations and points beyond, so the local economy is affected whenever there is a significant change in gasoline prices.

Much of the GDEDC District is a high plains desert. Very little land is irrigated, leaving most agricultural interests dependent on the weather for water. Recent drought conditions will force many ranchers to cut back on the size of their herds. The drought will also greatly reduce the production of crops from farms. Unlike other agricultural areas that are irrigated (many using water that originates in Wyoming), the GDEDC District is hugely impacted – for better or for worse – by the amount of precipitation. In turn, nearly all Wyoming agriculture products are

eventually shipped to other parts of the nation for processing, creating another tie to the global economy.

Factors that Affect Economic Performance

Local laws

Carbon and Sweetwater Counties are both zoned, as are most of the incorporated municipalities. Zoning regulations have been adopted for a variety of reasons and have varying impacts on economic development. These zoning laws have typically been established to preserve a healthy balance of business development and improvements to quality of life. Other local laws and ordinances may apply.

State laws

There are many federal, state, and local laws that affect the region's economy, particularly the energy sector. The Wyoming Department of Environmental Quality Air Quality Division monitors air quality, and drilling activities in the area have created air quality issues that could impact future industrial development in the Great Divide Region. The Industrial Siting Council is responsible for permitting and imposing mitigation measures for large-scale industrial projects.

Federal law and regulation

The major industrial sectors in the region often operate on public lands. About 53% of Carbon County's land is owned by the federal government, and even more (69%) of Sweetwater County is federal land. The U.S. Bureau of Land Management (BLM) alone owns more than 6.3 million acres of land in the two counties (combined). Accordingly, some of the region's key economic drivers (especially the mineral extraction industries) operate within the purview of the National Environmental Policy Act (NEPA). Some industry leaders have claimed that BLM regulations are an additional cost and time barrier to development. Since the BLM owns the 85% of federal land in the area, the agency has a big influence on the local economy.

Financial Resources

Sweetwater County has a very healthy financial picture although many of the smaller communities have lack a local banking presence. Carbon County is similarly situated, with Rawlins having the most banking choices.

On a broader perspective, it should be noted that the region's trona exports (more than 20 million tons worth \$1.5 Billion/year) represent a direct link to the world's financial markets. Currency exchange rates, import/export incentives, tariffs, and many other global trade factors can and have had an impact on local financial resources.

Transportation systems

Much of Sweetwater and Carbon Counties have excellent ground access from I-80, as well as major rail connectivity, although the removal of rail sidings limits the accessibility of rail service.

A number of long-haul fiber lines run along I-80 across both counties. Airport access is somewhat limited and/or lacking in commercial service. Natural geographic barriers separate western Carbon County from Eastern Carbon County with the major connecting State Highway closed through much of the winter due to winter weather conditions. I-80 experiences significant winter road closures as well and access between Green River and Rock Springs becomes difficult.

Energy costs

Electrical costs in the GDEDC District are low, as they are throughout much of Wyoming, making it more profitable for businesses to operate there. Likewise, natural gas prices are low (especially in the current market), which can especially be a benefit to manufacturers.

Taxes

Mineral Royalty and severance tax increases and the loss of excise tax exemptions in certain industries poses concerns for industry leaders. This is offset by the distinction Wyoming has as a state income tax-free state.

Tax Base

In Wyoming, there are a few tax revenue streams that support local government. Data is available for excise taxes (which are sales and use taxes), property taxes (locally assessed and state assessed), and mineral taxes. This data can be used to identify the size of industry, growth trends, types of natural resources being commercially produced, and the extent of private investment in the local economy.

Excise Taxes

Excise taxes are assessed whenever a sale of a taxable good or service occurs, or when an item purchased tax-free is put into use by the buyer. As of April 2020, both counties' excise tax rate was 5.0%. Beginning in October 2020, Carbon County began collecting a special excise tax to fund several specific projects, raising the rate there to 6.0%. Voters in Carbon County authorized the extra tax (up to \$67,450,000) to pay for a wide variety of infrastructure projects throughout Carbon County. Sweetwater County is in the process of developing a special purpose excise tax proposal for voters to consider in 2020.

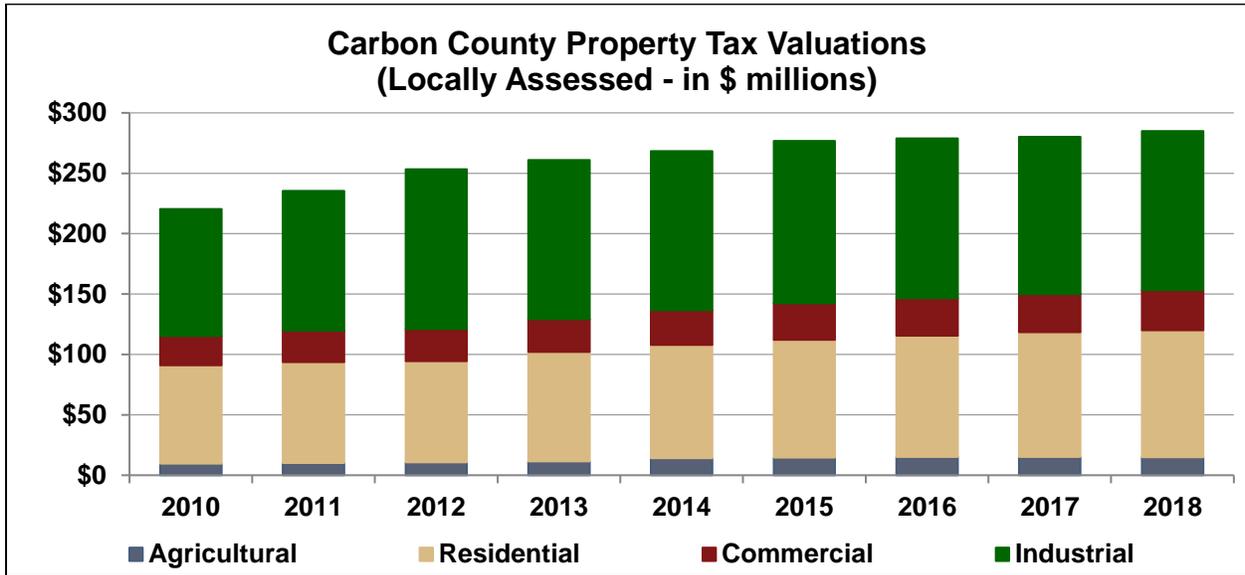
Property Tax Values

The responsibility for assessment of property taxes in Wyoming is split between local County Assessors and the State Department of Revenue. The value of all agricultural, all residential, and most commercial and industrial property is assessed by County Assessors. The value of certain types of properties (including airlines, electric utilities, pipelines, railroads and telecommunications) are assessed by the State.

Carbon County Property Tax Values

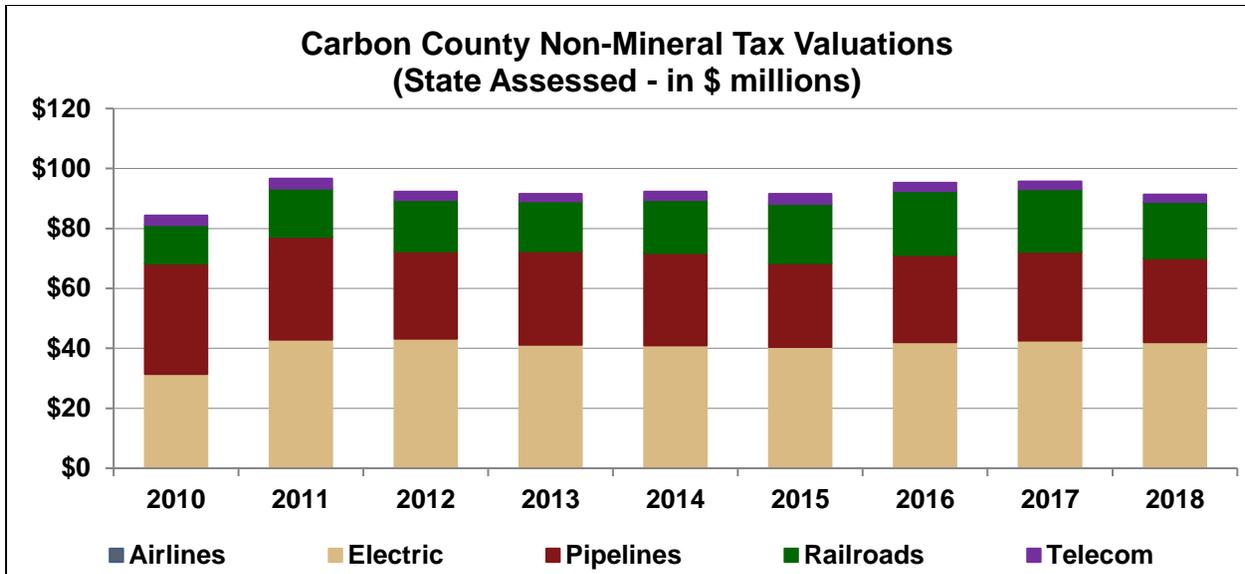
Carbon County has experienced incremental growth across its property tax base since 2010. Since then, Carbon County's industrial property valuations have grown by \$26.5 million. [Note: Even with this growth, Industrial property values still lag behind their previous high. In 2009, Carbon County's Industrial property was valued at \$146.3 million.]

All other locally assessed property in Carbon County has fully recovered from 2009. Commercial valuations have grown by \$9.2 million. Some of this increase reflects inflation and higher valuations of existing property, but it also represents new investment from the private sector. The cumulative total of all locally assessed property values in Carbon County has risen by 29.3% since 2010, as presented in the graph below.



Data source: Wyoming Department of Revenue/Annual Reports.

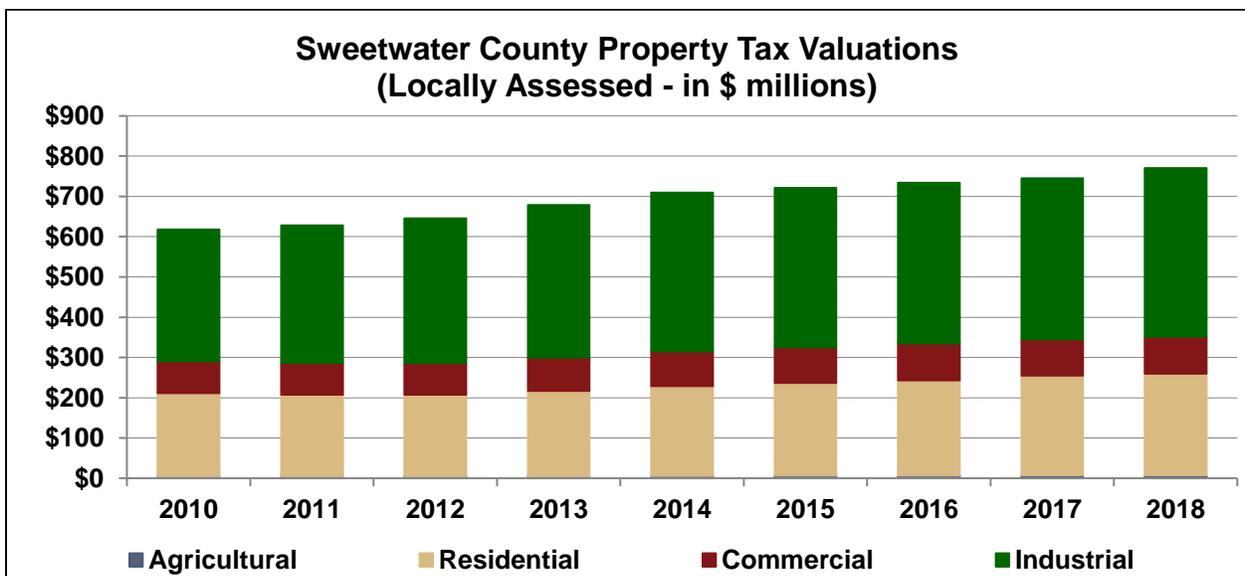
The state-assessed non-mineral property values in Carbon County suggest a shifting economy. While valuations for Electric utilities and Railroads have grown (33.9% and 46.0% respectively), their growth has been offset by declines in value of Pipelines and Telecommunication property (-23.8% and -26.4% respectively). Taken together, the total value of all non-mineral property assessed by the state in Carbon County remains stable, but not growing. Airlines (not present in Carbon County) have not been a factor. All state-assessed valuations from 2010 to 2018 are presented in the following graph.



Data source: Wyoming Department of Revenue/Annual Reports.

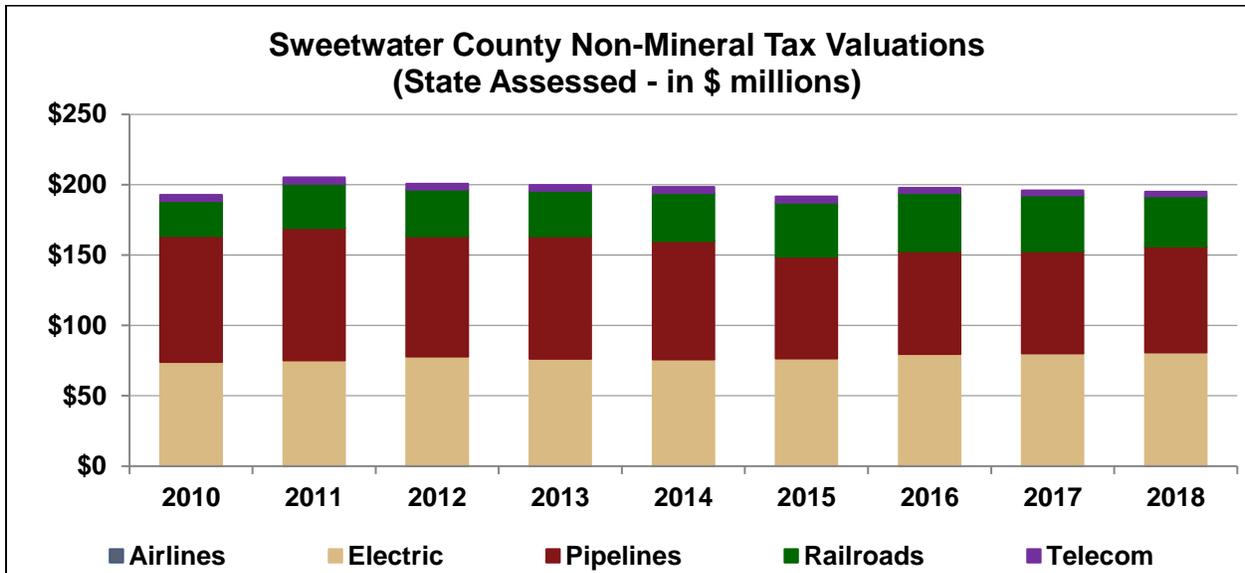
Sweetwater County Property Tax Values

Sweetwater County property valuations reflect steady since 2010. Commercial property valuations have risen \$12.8 million since 2010, and industrial property has risen by \$91.4 million. Residential property values have kept pace, rising 21.9% (or \$45.4 million) since 2010. Agricultural property values have risen by 56.1% since 2010, but still represent less than 1% of the total locally assessed valuations so they barely show up on the following graph. Total property valuations that are locally assessed have risen by 22.7% since 2010, to a total of \$770.1 million, as shown in the following graph.



Data source: Wyoming Department of Revenue/Annual Reports.

State-assessed property values in Sweetwater County have grown by \$2.2 million (or 1.1%) since 2010. Depreciation of Pipelines and Telecommunication properties has led to a decline in their tax value (-15.9% and -25.5%, respectively). Their decline has been offset by growing values in Electric and Railroad properties (9.1% and 42.5% respectively). Total value of all non-mineral properties assessed by the state in Sweetwater County reached \$195 million in 2018. All state-assessed property valuations are presented in the graph below.



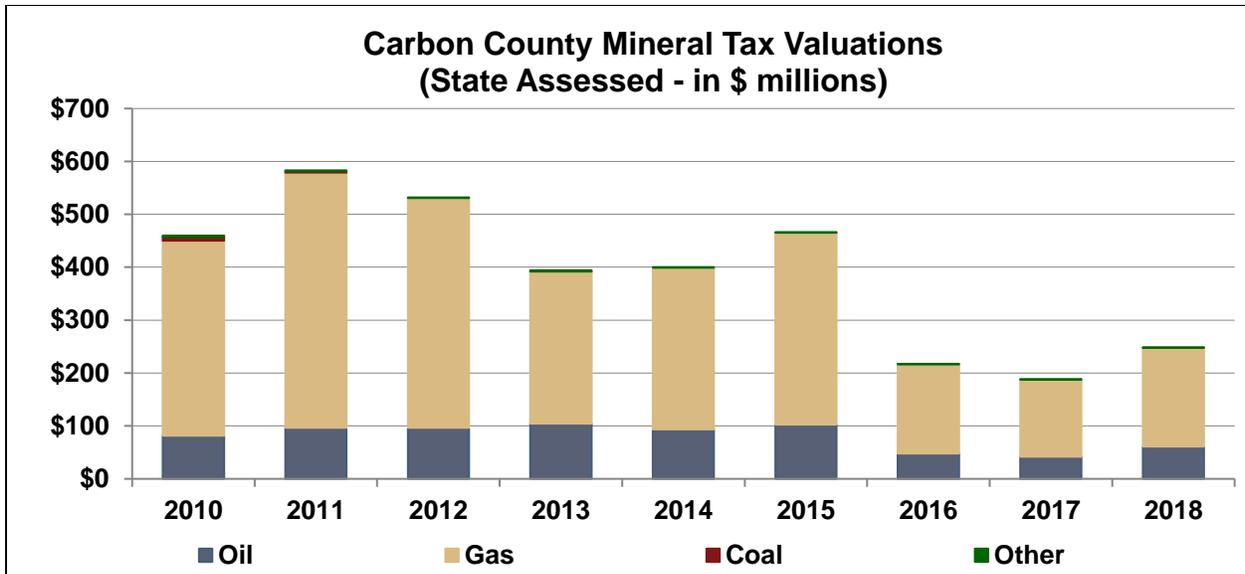
Data source: Wyoming Department of Revenue/Annual Reports.

Mineral Property Tax Values

For much of Wyoming, mineral taxes dwarf all other taxes. Mining, oil and gas extraction, and other mineral severance taxes represent much of state and local tax revenues. In general, mineral property values are based on the previous year's production, so there is a one-year lag before production shows up in valuations. All mineral property values are assessed by the State. Unlike other property types, mineral properties are assessed at 100% of their value, which makes them even more significant.

Carbon County Mineral Property Tax Values

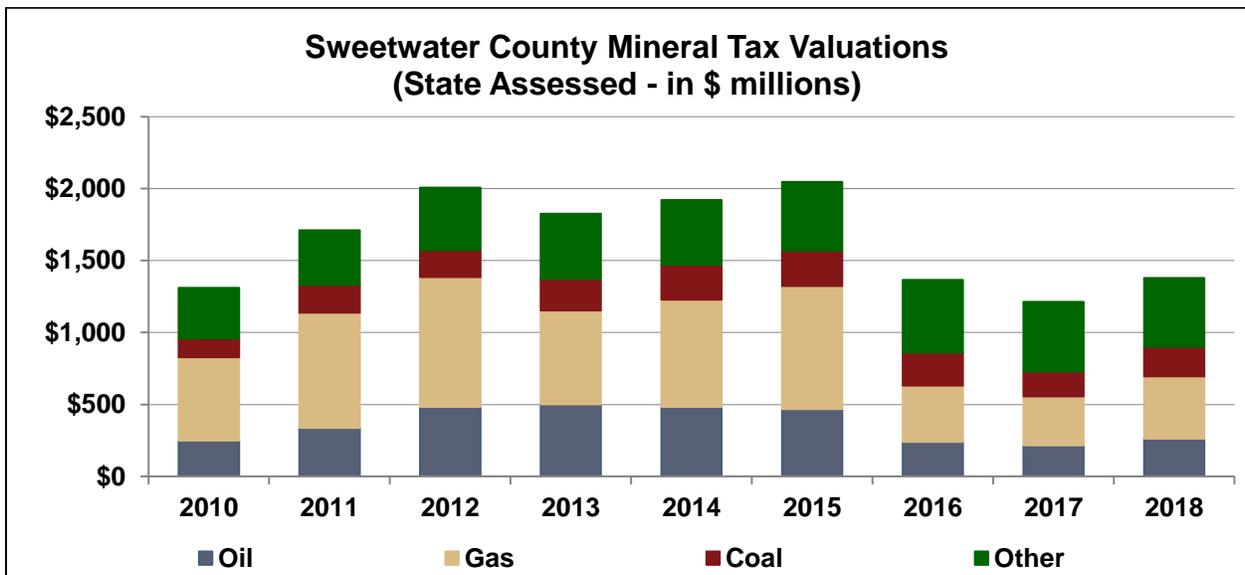
Natural gas production dominates Carbon County's mineral tax valuations, even though it has significantly declined in value since 2010. As of 2018, natural gas production values have declined to \$186.7 million, down 49.4% since 2010 (and down 74.9% from 2009, when it reached a high of \$744.5 million). Oil extraction has also declined during the last few years but remains significant (\$60.9 million in 2018). Coal production has completely ceased in Carbon County. Total mineral tax valuations as of 2018 are \$248.7 million. All mineral valuations for Carbon County since 2010 are presented in the graph below.



Data source: Wyoming Department of Revenue/Annual Reports.

Sweetwater County Mineral Property Tax Values

Sweetwater County's tax base is one of the largest in Wyoming, and it may well also have the most diversified mix of mineral production in Wyoming. To start, the "Other" category (which consists 98% of trona or soda ash in Sweetwater County) leads the way with a total value of \$478.6 million in 2018. Natural gas production (\$434.8 million) is close behind, followed by Oil extraction (\$261.5 million) and Coal production (\$204.7 million). All mineral tax valuations from 2010 to 2018 for Sweetwater County are presented in the graph below.



Data source: Wyoming Department of Revenue/Annual Reports.

Quality of Life Factors

Housing

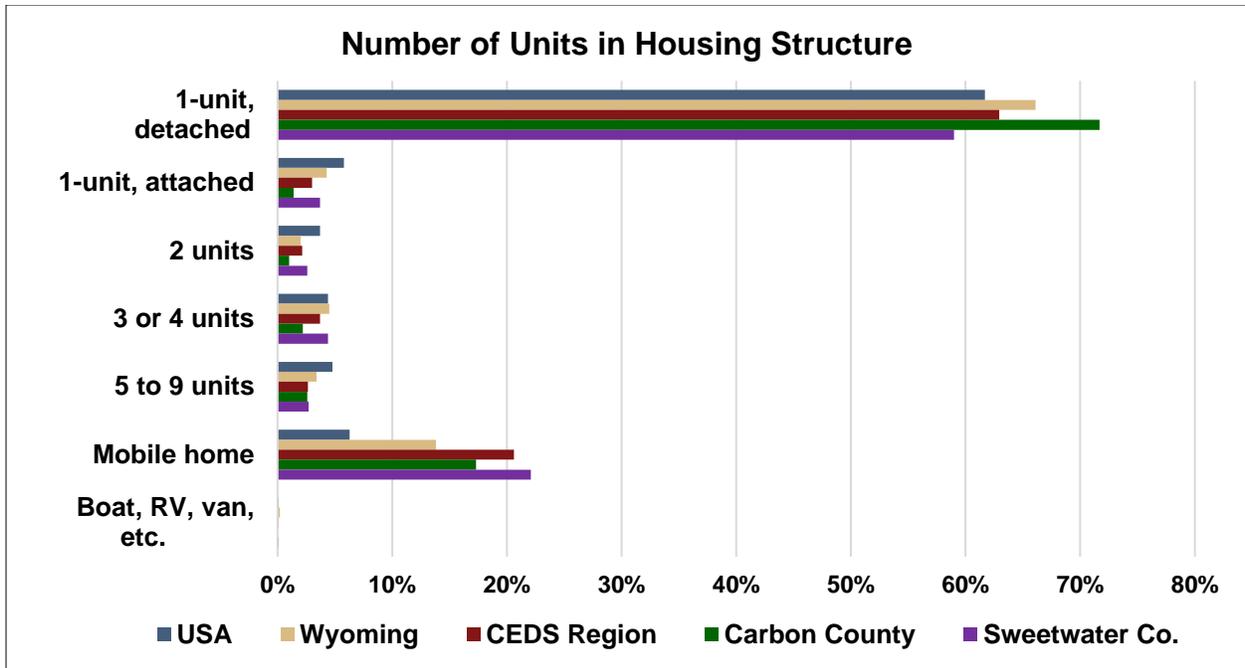
Housing Units

According to the U.S. Census Bureau's ACS data (2013-2017), the GDEDC District contains 28,260 housing units, of which 22,474 are occupied. There are 8,734 housing units in Carbon County. Since only 6,205 of them are occupied, there is a very high number of housing units that are unoccupied or otherwise vacant (29.0%). It should be noted that many (42.2%) of the vacancies in Carbon County are for seasonal, recreational, or occasional use – which reflects the strong tourism economy there.



Sweetwater County has 19,526 housing units, of which 16,269 are occupied, leaving 16.7% of its housing units vacant or unoccupied. The leading cause of vacancies in Sweetwater County is properties that currently available for rent. There are also an unusually high number of housing units in Sweetwater County that have recently been sold, but the new owner has not yet moved in. By comparison, the national housing vacancy rate is 12.2% and Wyoming's vacancy rate is 15.7%, lower than both counties in the GDEDC District.

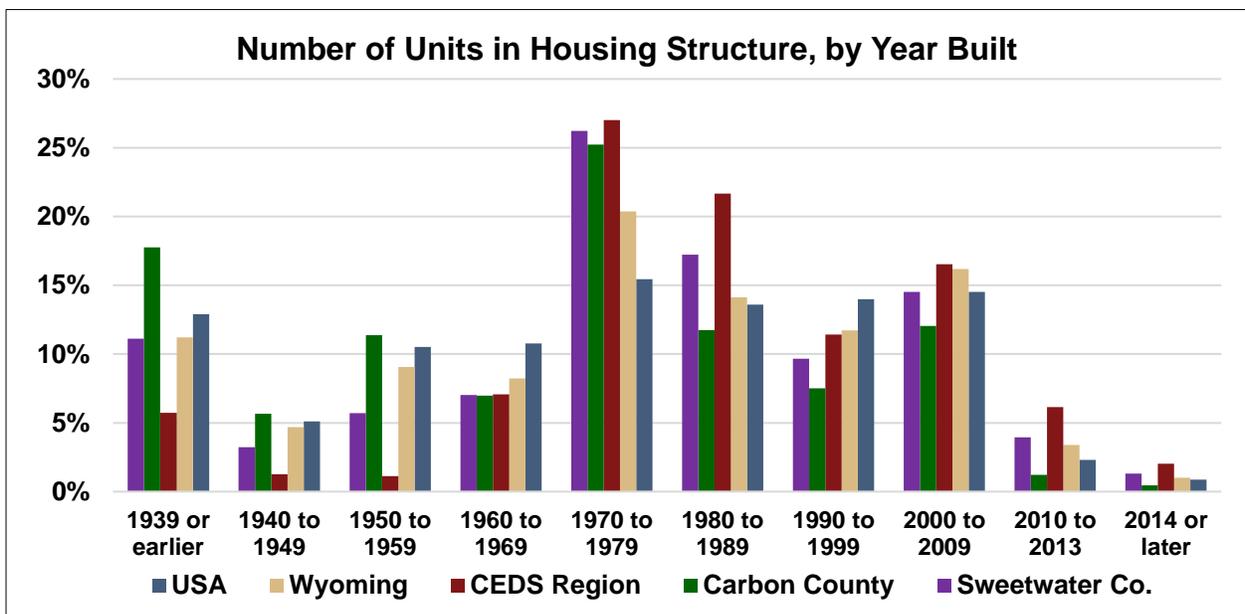
Most of Carbon County's housing units are located in single-family structures (73.2%). By comparison, 67.5% of the nation's housing units and 70.4% of Wyoming's are single-family homes. Sweetwater has a lower percentage of single-family homes (62.7%), and a higher percentage of mobile homes (22.1%) than the other areas. These differences in housing structures are evident in the graph below.



Source: U.S. Census Bureau, ACS data (2013-2017).

Age of Housing Structures

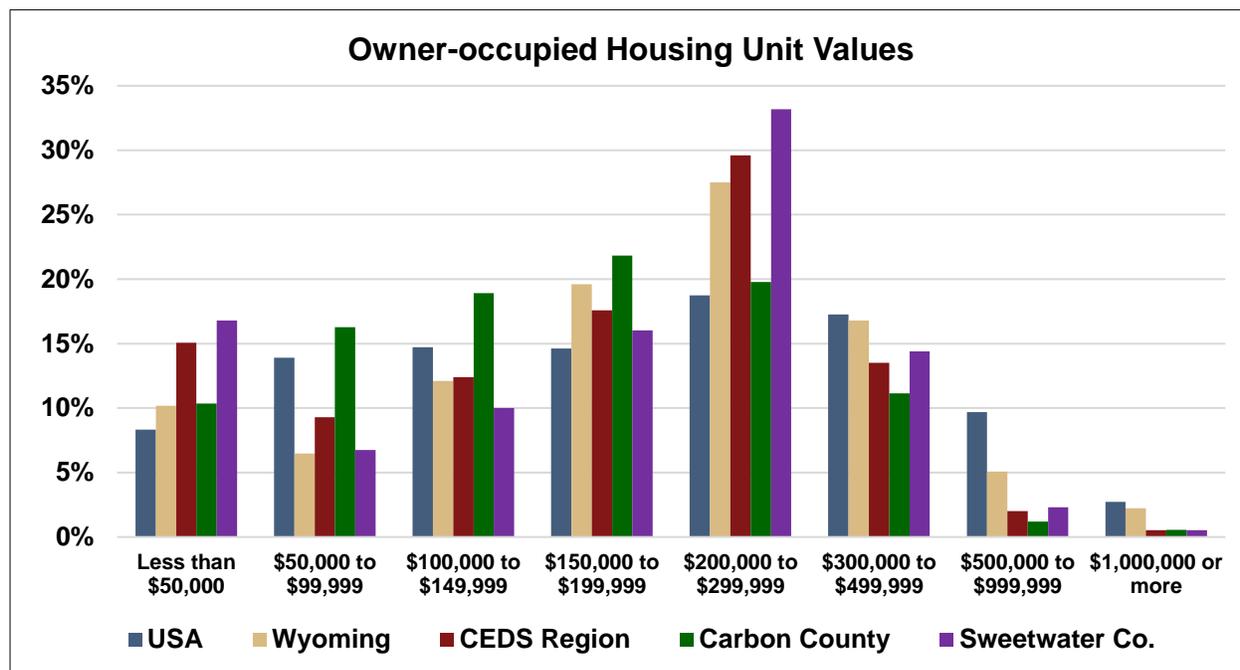
Like much of Wyoming, Carbon and Sweetwater Counties were growing significantly during the 1970's. Accordingly, many new housing structures were built during that decade. One other observation to make about the age of existing housing units is that 42.2% of Carbon County's housing units are at least 50 years old. By comparison, just 27.2% of Sweetwater Counties housing units were built prior to 1970, as shown in the following graph.



Source: U.S. Census Bureau, ACS data (2013-2017).

Housing Values

Owner-occupied home values in Carbon are lower than they are elsewhere. Two-thirds of Carbon County’s housing units (67.3%) are valued under \$200,000. More commonly, one would find around half of housing units to be valued under \$200,000. These differences are evident in the graph below.



Source: U.S. Census Bureau, ACS data (2013-2017).

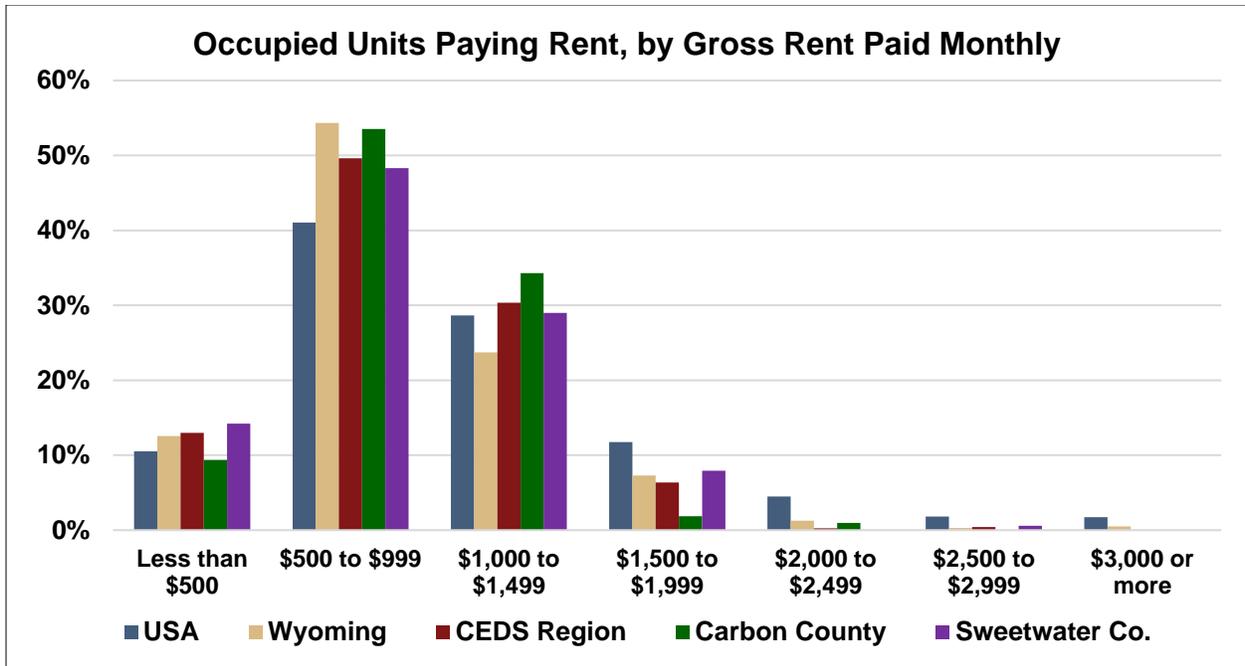
Median home values in Carbon County are far below state and national medians, while Sweetwater County is more similar to Wyoming’s median, as seen in the table below.

Housing Values	USA	Wyoming	Carbon Co.	Sweetwater Co.
Number of owner-occupied units	75,833,135	159,336	4,390	12,001
Median value	\$193,500	\$204,900	\$158,600	\$201,000

Source: U.S. Census Bureau, ACS data (2013-2017).

Housing Rental Rates

Most housing units (60.5%) in Carbon County cost less than \$749 per month to rent, which is similar to in the rest of Wyoming. Housing rentals are higher in Sweetwater County, where 52.8% of all units cost more than \$750 per month, which is similar to national rent patterns, as seen below.



Source: U.S. Census Bureau, ACS data (2013-2017).

The number of occupied units paying rent and the median monthly rent amount for Carbon and Sweetwater Counties, the state, and the nation are presented in the table below.

Housing Rentals	USA	Wyoming	Carbon	Sweetwater
Occupied units paying rent	35,969,315	57,106	1,346	3,935
Gross rent paid monthly	\$982	\$828	\$851	\$870

Source: U.S. Census Bureau, ACS data (2013-2017).

Health Services

Sweetwater County

The Wyoming Department of Health lists the following licensed healthcare facilities in Sweetwater County:

- Sweetwater Surgery Center - ambulatory surgical center located in Rock Springs
- Memorial Hospital of Sweetwater County - a 99-bed, rural acute care facility located in Rock Springs. The facility is also a licensed End Stage Renal Dialysis Center (8 beds).
- Mission at The Villa - a 27-bed assisted living facility (Level I) in Rock Springs
- Mission at Castle Rock Rehabilitation Center, a 59-bed nursing home in Green River
- Deer Trail Assisted Living Center in Rock Springs is a 62-bed facility that also offers memory care (Level I and Level II)
- Rock Springs Community Health Center, a Federally Qualified Health Center
- Sweetwater County Community Health Center & Pharmacy, a Federally Qualified Health Center
- Rocky Mountain Home Care - Home Health Agency in Green River
- Aspen Mountain Medical Center (Rock Springs), a hospital facility with 16 beds
- Young at Heart Senior Citizen Center in Rock Springs also operates a licensed Home Health Agency
- Hospice of Sweetwater County - Rock Springs
- Sage View Care Center - an 82-bed nursing home in Rock Springs
- Castle Rock Hospital District operates a Rural Health Care Clinic in Green River



Carbon County

The Wyoming Department of Health lists the following licensed healthcare facilities in Carbon County:

- Memorial Hospital of Carbon County in Rawlins is a 25-bed, Critical Access Facility.
- Rawlins Rehabilitation and Wellness, a 62-bed nursing home
- Premium Health at Home, Inc. - a Home Health Agency in Rawlins
- Purple Sage Tele-Home Health (Rawlins)
- Saratoga Care Center, a nursing home with 46 beds
- Laramie Peaks Therapies, outpatient physical therapy and speech pathology services
- Medicine Bow Rural Healthcare District - Medicine Bow



Additionally, the Platte Valley Clinic is now operational in Saratoga, and the Platte Valley Healthcare Project is actively exploring creation of a new Critical Access Hospital, combining the clinic and the nursing home operations.

Hospice or at-home end of life care is not available in Carbon County, nor are there any Assisted Living or Adult Day Care facilities in Carbon County. However, Rawlins and Little Snake River Valley have each completed feasibility studies for assisted living facilities in their communities and Rawlins is in the process of recruiting possible developers.

Schools

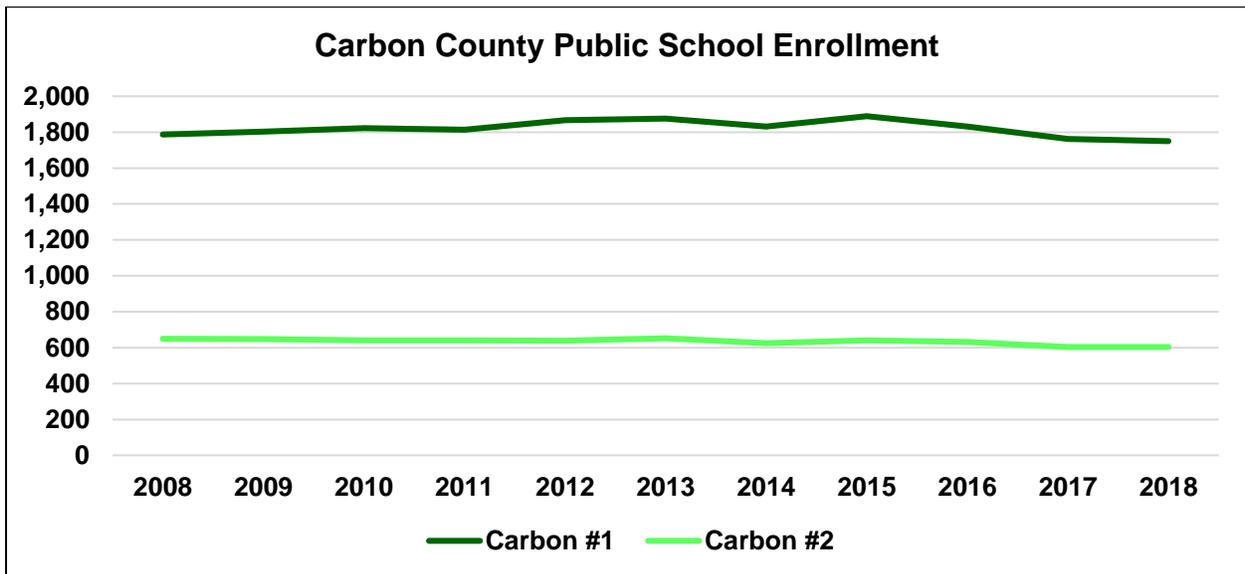
The Great Divide District has educational opportunities for elementary, secondary, and community college education. There are four public school districts and one community college (Rock Springs). The public schools in Carbon and Sweetwater Counties have been divided into four school districts, as shown in the following map.



Source of base map: Wyoming Department of Education

Carbon County School Districts

Carbon County contains two public school districts (Carbon #1 and Carbon #2). As of 2018, there were 2,354 students enrolled in Carbon County public schools. Student enrollment has slowly declined during the last 10 years (-2.1% in Carbon #1 and -7.1% in Carbon #2), as shown in the following graph.



Data source: Wyoming Department of Education online Report Viewer

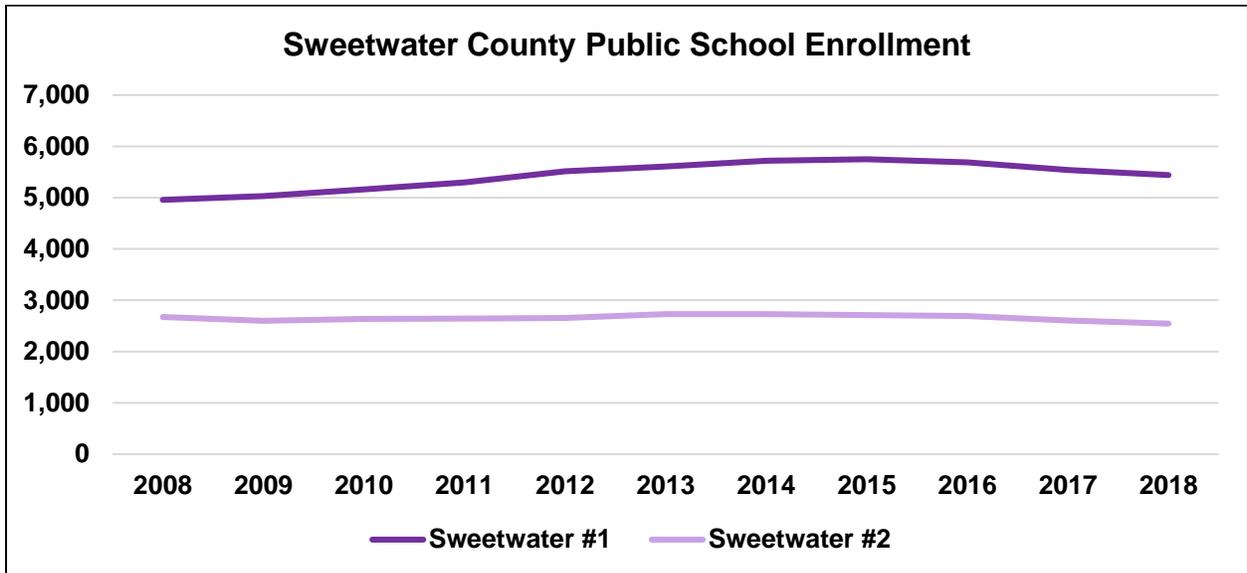
The public school system is a major employer in the GDEDC, just as it is in most Wyoming communities. There are more than 700 FTE (Full Time Equivalent) employees in Carbon County, as the following table illustrates.

Carbon Co. School Employment (2018-2020)	Carbon #1	Carbon #2	Total
Teachers	138.18	75.98	214.16
Aides	186.14	100.46	286.60
Counselors	5.00	4.00	9.00
Support	32.78	13.16	45.94
General	89.82	63.79	153.61
Total FTE	451.92	257.39	709.31

Data source: Wyoming Department of Education online Report Viewer

Sweetwater County School Districts

Sweetwater County contains two school districts that provide elementary and secondary education. As of 2018, there were 7,982 students enrolled in Sweetwater County public schools. Sweetwater #1 enrollment has grown significantly during the last 10 years (9.7%), while Sweetwater #2 has seen enrollment decline 4.8% since 2008, as shown in the following graph.



Data source: Wyoming Department of Education online Report Viewer

As of 2018, There are more than 1,887 FTE (Full Time Equivalent) employees in Sweetwater County, as the following table illustrates.

Sweetwater Co. School Employment (2018-2020)	Sweetwater #1	Sweetwater #2	Total
Teachers	394.83	192.75	587.58
Aides	491.08	273.22	764.30
Counselors	15.66	7.23	22.89
Support	92.48	34.69	127.17
General	237.71	147.50	385.21
Total FTE	1,231.76	655.39	1,887.15

Data source: Wyoming Department of Education online Report Viewer

Western Wyoming Community College

The main campus of Western Wyoming Community College (WWCC) is located in Rock Springs. A smaller campus is also situated in Green River. WWCC had a full-time student enrollment of 5,023 in FY10, a 12% increase over FY09. 23% of those FTE's were enrollments in online courses, 15% were High School students enrolled in the concurrent program, and 5% of the FTEs came from workforce training credit courses. 34% of enrollees were non-credit students. WWCC places great emphasis on vocational training to match the necessary skill sets in the region's economy.



Source: Western Wyoming College

Carbon County Higher Education

Carbon County Higher Education Center is a program offering concurrent high school/college credit, outreach affiliation through Western Wyoming College, Community College courses, vocational training, adult learning, and a "Kids' Campus" for childcare and preschool. A new dedicated vocational campus for the Carbon County Higher Education has recently been completed. Most facilities are located in Rawlins with the Little Snake River Valley Community Center providing outreach to southeast Carbon County.

Educational, Cultural, and Recreational Facilities

In addition to the educational facilities described in the section above, the Great Divide region has a number of educational, cultural, and recreational facilities to enhance the overall quality of life.

Sweetwater County

The Sweetwater Events Complex in Rock Springs is one of the greatest assets in Sweetwater County. With a 20,000 square foot exhibition building and a 42,480 square foot agricultural complex, the Complex can handle a variety of events from horse events, motor sports, concerts and other venues. Most recently, the Sweetwater Events Complex was the site of the National High School Finals Rodeo.

Sweetwater County has library branches throughout the county, a Community Fine Arts Center, the Rock Springs Civic Center, various museums, and other cultural opportunities.



Flaming Gorge National Recreation Area is famous for its world-class fishing, boating and family adventures. Expedition Island in Green River depicts the historic launching point for John Wesley Powell's epic explorations. And of course, the Green River itself is the focal point of that community and its attraction to outdoor recreation enthusiasts. Wild horses, sand dunes, and petroglyphs balance out the outdoor experience choices.

Rock Springs Family Recreation Center provides a variety of indoor recreation opportunities and Green River also has a community recreation center.

Carbon County

Carbon County offers a great deal for the outdoor recreation enthusiast including fishing, boating, 4-wheeling, snowmobiling, hot springs soaking, hunting, Skijoring, and world class golf. The Rawlins Family Recreation Center is a city-owned facility serving the community.



Cultural history opportunities are available at a plethora of museums and historic hotels throughout the county, including the Grand Encampment Opera House, Grand Encampment Museum, historic Wyoming Frontier Prison in Rawlins, Wolf Hotel in Saratoga, the Virginian in Medicine Bow and the Elk Mountain Hotel in that community. Fort Steele is another stop on the history circuit.



Sweetwater and Carbon County also host a number of special event celebrations throughout the year. Carbon County and its communities have enjoyed international recognition as great places to hunt, fish, and otherwise enjoy outdoor recreational activities.

Carbon and Sweetwater Counties have two historic landmarks designated as National Historic Landmarks:

- Expedition Island (Green River)
- Tom Sun Ranch (Carbon County)

In addition, Carbon County has approximately 47 sites listed on the National Register of Historic Places. Sweetwater County has about 30 historic sites.

Designated Scenic Byways including Snowy Range, Battle Pass, Seminoe to Alcova, and Flaming Gorge-Green River Basin Scenic Byways are frequented by tourists and residents. Other scenic areas, such as the Wild Horse loop and Miracle Mile allow for the viewing of scenic vistas by photographers, travelers and residents alike.



Public Safety

Most of the smaller communities throughout both Sweetwater and Carbon County rely on contract agreements with the County Sheriffs for public safety. A few of them staff a part-time or full-time police officer. Most have volunteer fire departments with back up from the larger city fire departments. In Sweetwater County, Rock Springs has a 35-personnel department, responding from three stations. Green River's Fire Department has three full time staff members and 30 volunteer firefighters. In Carbon County, the Rawlins Fire Department is a combination department with both paid, full-time staff members and volunteer members.



The Combined Communications Joint Powers Board of Rock Springs, City of Green River, and Sweetwater County consolidated multiple public safety answering points (PSAP), in 2012 and the Eden Valley recently constructed a new fire station in Farson.

Rawlins is also home to the Wyoming State Penitentiary, a high security/special needs prison with a current inmate count of 680.

Environmental Issues

Because of the high level of oil and gas drilling in the region, hydraulic fracturing with chemicals to release these natural resources can pose serious environmental hazards to the water resources, environment, and residents. Sweetwater County has been impacted for many years with the after-effects of underground mining that led to mine subsidence, cave-ins, and other hazards.

Beetle killed pine trees and aspen fungus are endangering the forests in Carbon County from several perspectives. The lack of healthy timber creates lumber shortages, creates severe fire hazards and reduces the scenic panorama of forest land.



Most community landfills have seen observed levels of groundwater contamination and the cost of remediation and need for regionalization of municipal solid waste is an issue facing all Wyoming communities.

Flood hazards exist in low-lying areas of communities in southeastern Carbon County along the North Platte River. Of equal concern are drought conditions in 2012 that greatly impact stream flow and vegetation.

Opportunities exist throughout the region for the removal of "blighted" areas, whether abandoned or dilapidated housing, commercial, or industrial facilities. Brownfield sites still exist in many communities with underground storage tanks and other potentially contaminated soils from previous industrial activity without proper mitigation.

State of the Regional Economy

A good understanding of the strengths, weaknesses, opportunities, and threats (SWOT) for the GDEDC District is important for planning.

Strengths and Weaknesses

There are three key economic drivers in the GDEDC District:

- Energy, including new wind production and new electrical transmission lines
- Travel and transportation, with critical but aging transportation infrastructure (e.g., I-80) and tourism assets
- Mining, especially trona/soda ash production, and continuing oil and gas extraction

Production of energy (in all its manifestations) is the single largest driver of the GDEDC District's economy. Mining of coal, rail transportation of coal to power plants outside of the region, a coal-fired power plant, extraction of oil and natural gas, wind power, transmission lines, pipelines, and related services, and manufacturing all combine to form a large industrial cluster in the region. While there have been several "boom and bust" cycles for energy development, the diversity of resources (coal, oil, gas, uranium, and wind) provide a certain level of stability in the marketplace. Perhaps the biggest energy-related threats to the region are the continued low prices for natural gas and the shocking decline of the coal industry.



Wind power energy creates huge potential in the Great Divide region for development of this industry. The developing Chokeycherry & Sierra Madre Wind Energy Project is expected to be one of the largest onshore wind energy developments in the world. Also being constructed are major new electricity transmission lines (Trans West and Gateway West), which were designed to handle many more wind power generation projects.



Travel and transportation are also key drivers for both Carbon County and Sweetwater County. Commercial truck traffic, tourism, and the general travel market keep Interstate 80 very busy. This traffic, in turn, drives the market for accommodations, restaurants, gas stations, and other industries that serve the travel market. Several factors can impact the travel and transportation economy: gasoline prices, weather, terrorism threats, forest fires, and other public safety issues.

The mining of trona and related production efforts is the most significant driver of Sweetwater County's economy, particularly when one considers the manufacturing and service sectors that are directly dependent on trona extraction and processing. Trona deposits are rare throughout the world, and so the very large and accessible trona deposits in Sweetwater County make this industry cluster especially unique to the area. It is a rare economic strength, to dominate this important sector on a global basis.

The most significant weakness of the GDEDC economy is its lack of diversity. While the energy, travel/transportation, and trona industry sectors are very strong, there is not a lot of diversity beyond those three clusters. This lack of diversity in the magnifies the economic pain felt during the "bust" side of the cycle in energy economies happens.

Opportunities and Threats

There are numerous opportunities for the GDEDC District to grow its economy. Most important, the District would greatly benefit by diversifying.

In addition to opportunities, external forces also present a number of threats. The success of the agriculture industry is hugely dependent on the weather. The weather can also threaten the travel and tourism market. More significant, though, are the threats that are inherent in today's rapidly changing, and increasingly unstable, global economy. The mineral extraction and processing industries are also threatened by increasingly restrictive regulations, added costs, and competition from other energy sources (especially low-priced natural gas and wind power generation).

Partners for Economic Development

Various organizations in the State of Wyoming represent potential partners that can work together with county and municipal agencies to pursue future development opportunities in Sweetwater and Carbon counties.

Economic Development Organizations

The Great Divide District contains one regional economic development organization in Carbon County. The Carbon County Economic Development Corporation (CCEDC) is based in Rawlins. It is a non-profit organization supported by funds provided by county and municipal agencies, as well as various private companies. This organization encourages economic investments throughout Carbon County and its 10 municipalities. A board of directors comprises a wide variety of small business representatives; the board also includes membership of county and municipal representatives. An executive director staffs and supports the efforts of this organization.

Sweetwater Economic Development Association was recently reorganized. Under a new Memorandum of Understanding, there will be a Sweetwater County Economic Development Department (SCEDD) within the county government offices who will work with the Sweetwater County Economic Development Coalition Advisory Board to guide future economic efforts. The Rock Springs Chamber of Commerce Enterprise Committee has a goal of staying apprised of legislation, regulation, and land issues that affect local industry. Rock Springs and Green River both have Main Street/Downtown Development Authority/Urban Renewal agencies that focus on downtown economic development.

In Carbon County, the Rawlins Main Street/Downtown Development Authority and the Saratoga-Platte Valley Chamber of Commerce in Saratoga promote economic development within specific communities.

Statewide Economic Development Support

On a regional and statewide basis, the Wyoming Business Council (WBC) provides guidance and technical assistance to local communities pursuing economic development. A regional office of the WBC is located in Rock Springs where the WBC Southwest Wyoming regional director, Region 1 Small Business Development Center representative is based. A field representative, based in WBC's central office in Cheyenne, provides technical support to Carbon County and municipal governmental agencies, the Carbon County Economic Development Corporation, as well as chamber of commerce organizations in Rawlins and Saratoga. Carbon County clients that are referred to the Small Business Development Center are served by the SBDC office in Laramie. Other more specialized personnel provide occasional technical support for selected economic development issues such as telecommunications, minerals, transportation, and investment readiness.

Chamber of Commerce Organizations

Four Chamber of Commerce organizations operate within the Great Divide District. These include:

- Rock Springs Chamber of Commerce;
- Green River Chamber of Commerce;
- Saratoga-Platte Valley Chamber of Commerce; and,
- Rawlins Chamber of Commerce.

Each organization is guided by a board of directors and supported by professional staffs. These organizations are traditionally more involved in regional marketing and the promotion of specific events or projects. However, professional staff and various members participate in the evaluation of economic development issues and opportunities. Chamber organizations in Carbon County tend to work independently and have limited coordination with the Carbon County Economic Development Corporation.

Sweetwater County Events Complex

The Sweetwater County Events Complex promotes Sweetwater County and the Events Complex for a wide variety of events throughout the year such as trade shows, entertainment, and other special events. The Events Complex includes an exhibit hall, grandstands, several smaller halls, outdoor and indoor arenas, a midway, speedway, as well as moto-cross and BMX tracks, and RV facilities.

Community Planning and Development Departments

The Sweetwater County Planning Office in Green River, as well as municipal planners at the City of Green River and City of Rock Springs provide guidance concerning local land use and related zoning issues.

The Carbon County Planning & Development staff facilitates and provides guidance concerning local land use, zoning and similar entitlement processes for development related applications that require County approval. The County Development review process provides important public notice and keeps the appointed and elected officials informed of proposed land use changes and development. The Planning Staff is responsible for understanding and administrating the adopted Comprehensive Plan, Zoning Resolution and Subdivision Regulations and prepares staff reports for consideration by the Planning & Zoning Commissioners and Board of County Commissioners. The planning staff also provides technical assistance to the Carbon County Economic Development Cooperation concerning potential economic development opportunities.

The City of Rawlins Community Development Director offers similar information, as well as technical assistance concerning potential economic development opportunities.

Saratoga's Public Works Director/Engineer/Building Official provides land use and zoning information and provides building inspection services.

Resources for Economic Development

County and municipal agencies support the operation of the economic development organizations in the Great Divide region.

Funds for project planning by CCEDC and within Sweetwater County are often supplemented by grants obtained from the Wyoming Business Council since this organization is the granting agency that administers many grant and loan programs, including HUD Community Development Block Grants. The U.S. Small Business Administration provides financial and management assistance for new and existing entrepreneurs. Wyoming Small Business Development Centers represent a partnership of the U.S. Small Business Administration and the Wyoming Business Council. The U.S. Department of Agriculture, Rural Development Program, for Wyoming is based in Casper. This agency provides business and industrial loans, rural business enterprise grants, rural technology and cooperative development grants, rural economic development loans and grants, and housing loans. The Wyoming Industrial Development Corporation (WIDC) in Casper assists small businesses in structuring financial packages that utilize various financial sources and programs.

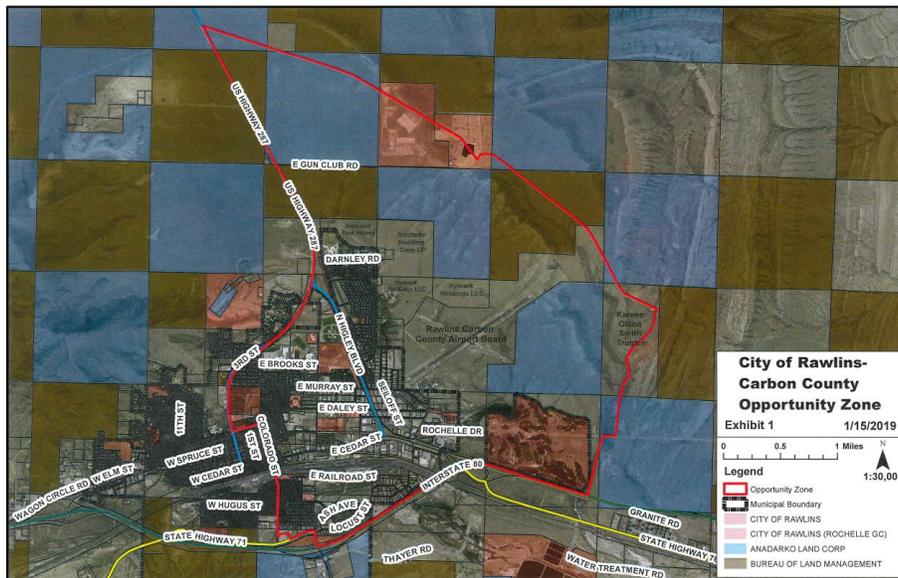
Opportunity Zones

An Opportunity Zone is an economically distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment. Localities qualify as Opportunity Zones if they have been nominated for that designation by the state and that nomination has been certified by the Secretary of the U.S. Treasury via his delegation of authority to the Internal Revenue Service. Opportunity Zones were added to the tax code by the Tax Cuts and Jobs Act on December 22, 2017.

Opportunity Zones are designed to spur economic development by providing tax benefits to investors. First, investors can defer tax on any prior gains invested in a Qualified Opportunity Fund (QOF) until the earlier of the date on which the investment in a QOF is sold or exchanged, or December 31, 2026. If the QOF investment is held for longer than 5 years, there is a 10% exclusion of the deferred gain. If held for more than 7 years, the 10% becomes 15%. Second, if the investor holds the investment in the Opportunity Fund for at least ten years, the investor is eligible for an increase in basis of the QOF investment equal to its fair market value on the date that the QOF investment is sold or exchanged.

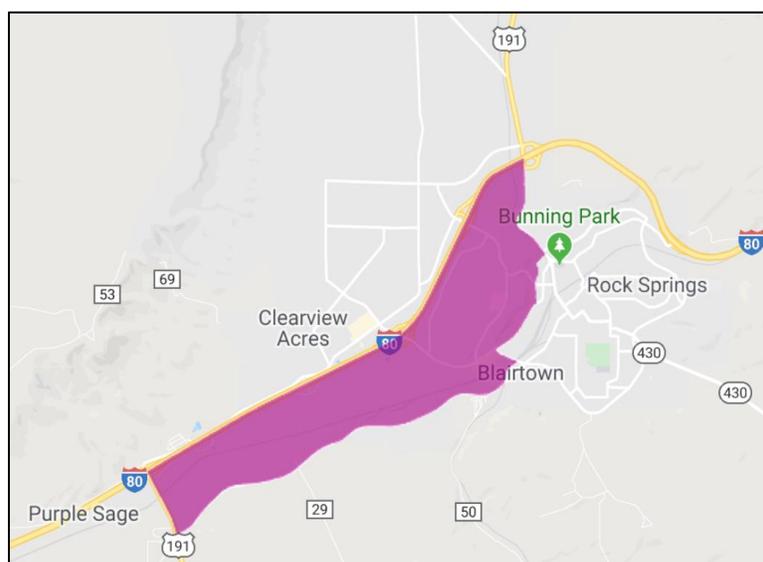
A Qualified Opportunity Fund is an investment vehicle that is set up as either a partnership or corporation for investing in eligible property that is located in a Qualified Opportunity Zone. To become a Qualified Opportunity Fund, an eligible corporation or partnership self-certifies by filing Form 8996, Qualified Opportunity Fund, with its federal income tax return. Early-release drafts of the form and instructions are posted, with final versions expected in December. The return with Form 8996 must be filed timely, taking extensions into account.

Carbon County has created an Opportunity Zone that includes parts of Rawlins and a portion of unincorporated County land, indicated by the area enclosed by the red lines on the following map. The Opportunity Zone includes much of the City of Rawlins (including the area east of Colorado Street/3rd Street/US Hwy. 30, and north of I-80). It also includes the area northeast of Rawlins (which includes the airport) as shown below.



Map provided by Sid Fox, AICP, Carbon County Planning Director

In Sweetwater County, the Opportunity Zone is located on the west side of Rock Springs, south of Interstate 80, as shown of the following map (purple highlight). Note also that this particular area also qualifies for EDA funding as a “distressed” economy.



Map source: <http://wyomingbusiness.org/opportunityzones>

Evaluation Framework

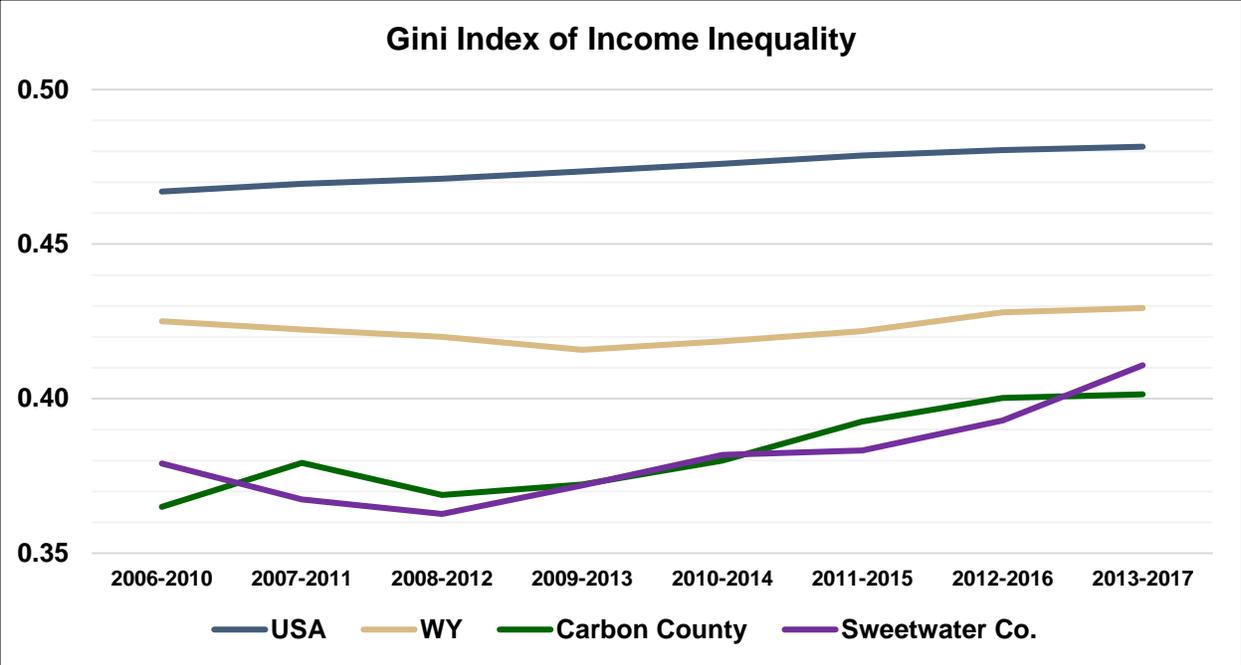
Performance measures have been identified to evaluate the GDEDC's implementation of the CEDS and its impact on the regional economy.

Regardless of the specific steady-state approaches considered or undertaken, the CEDS, at a minimum, should include an identification of the region's key vulnerabilities and resilience-building goals, measurable objectives, and/or projects in the action plan.

Measuring the economic resilience of a community or region, including the actions taken to foster resilience, will vary depending on the assets and vulnerabilities of each region. Two common measures are the degree of regional income equality (i.e., how evenly income is distributed across a regional population) and the degree of regional economic diversification (i.e., degree to which economic activity is spread across sectors). Regardless of the specific types of data collected and measures used, it may be helpful to benchmark data collected against national averages to help identify trends and better inform the development of key strategies.

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The Gini Index is a summary measure of income inequality. The Gini coefficient incorporates the detailed shares data into a single statistic, which summarizes the dispersion of income across the entire income distribution. The Gini coefficient ranges from 0, indicating perfect equality (where everyone receives an equal share), to 1, perfect inequality (where only one recipient or group of recipients receives all the income). The Gini is based on the difference between the Lorenz curve (the observed cumulative income distribution) and the notion of a perfectly equal income distribution.



Vision Statement, Goals and Objectives

Vision Statement:

Carbon and Sweetwater Counties, working through the Great Divide Economic Development Coalition (GDEDC), will have a strong, diversified economic base achieved by retaining, expanding, and attracting new private and public commerce and industry with an emphasis on maintaining a high quality of life as determined by the residents of Carbon and Sweetwater Counties.

Goals:

The GDEDC, after careful consideration of the region's economy, has organized its goals around three broad areas:

1. Infrastructure-focused priorities
2. Economy-focused priorities
3. Community-focused priorities

Within each of these very broad categories of goals, the GDEDC has identified several specific priorities that can help the overall economy grow. GDEDC's priorities, including specific action steps, are discussed in detail in the following section.

Setting Priorities

GDADC determined the priority of each goal after receiving input from the community:

GREAT DIVIDE ECONOMIC DEVELOPMENT DISTRICT GOALS	PRIORITY
INFRASTRUCTURE-FOCUSED PRIORITIES	
Foster strategic infrastructure development among existing or new industries and sectors.	A.1
Encourage the construction, maintenance and/or improvement of community infrastructure that will attract and support economic investment and sustain a stable tax base.	A.2
Plan and manage large-scale industrial projects and their impacts, including but not limited to Business Development and Innovation Zones, and Industrial Siting projects.	A.3
ECONOMY-FOCUSED PRIORITIES	
Cultivate an integrated travel and tourism industry that attracts visitors and travelers from domestic and international markets.	B.1
Promote training and educational programs that enhance workforce skills to fulfill industry's needs and generate a livable income for residents and their families.	B.2
Support and promote the activities of employers to help sustain the economic benefits gained from existing investments.	B.3
Improve the financial viability of commercial retail activities, entrepreneurial activities and other small business services.	B.4
Continue to collaborate with community partners in the Great Divide District to effectively and efficiently implement economic development strategies.	B.5
COMMUNITY-FOCUSED PRIORITIES	
Actively collaborate with partners, stakeholders and the communities in the development of public policies in order to balance impacts on the environment, wildlife, economic development and quality of life.	C.1
Develop a community environment that includes superior healthcare, education, recreation and other quality of life amenities.	C.2
Enhance the image and physical attractiveness of our communities and counties to help encourage future economic investment and the recruitment of new residents.	C.3

Action Plan

Based upon recommendations of community leaders, the insights of the general public, and the experience of the consultant team, the GCEDC developed an action plan that includes common project goals for both Sweetwater and Carbon Counties as well as individual projects within each county. The action plan was reviewed, discussed, and adopted by the Great Divide Economic Development Coalition Board.

Strategically Use Resources to Grow Existing and New Industries

Goal A.1: Foster strategic infrastructure development among existing or new industries, businesses and sectors.

Objective A.1.1: Encourage the development of new or diversified economic activities that are based, in part, upon regional resources, local assets, raw materials, and/or locally manufactured products.

Scope: Identify potential industrial operations and other commercial business opportunities. Work with representatives of natural gas, coal, trona, fertilizer, uranium, renewable energy and other industries to help refine a list of potential value-added opportunities and encourage feasible private investments with targeted companies or sectors. Pursue the Sweetwater County Industrial Development Project that will cultivate strategic development east of Rock Springs.

Primary Responsibility for Implementation: Local industry representatives, Wyoming Business Council/ENDOW, Great Divide EDC, SCEDD, Carbon and Sweetwater County governments, CCEDC.

Schedule for Completion: 2025+

Objective A.1.2: Support the development of renewable energy facilities in Sweetwater or Carbon Counties.

Scope: Support renewable energy projects and activities such as solar and wind where suitable. Pursue opportunities associated with renewable energy projects and activities, including the ongoing repair of wind turbines and manufacturing of parts for repair. Determine incentives that could be offered to attract renewable energy suppliers, including tax increment, land write downs, assistance with relocation costs, etc. Work with the wind industry as they develop new wind power generation farms and continue to support other wind energy projects and activities.

Primary Responsibility for Implementation: SCEDD, CCEDC, Sweetwater and Carbon County Planning and Development, local municipalities.

Schedule for Completion: 2025.

Objective A.1.3: Encourage and promote investments into ‘opportunity zones’ as certified by the U.S. Department of Treasury which have the potential to create new jobs and wealth.

Scope: Encourage investment into opportunity zones that allow any taxpayer to defer capital gains taxes by investing their gains in property or businesses within opportunity zones. Identify local incentives that complement the Federal and State incentives such as streamlined local review within Opportunity Zones.

Primary Responsibility for Implementation: CCEDC, SCEDD, Chambers of Commerce, Wyoming Business Council, Wyoming Invests Now, and realtors.

Schedule for Completion: Ongoing.

Objective A.1.4: Continue to develop alternate fuel sources for transportation such as natural gas fueling stations and electric charging stations.

Scope: Work with private vendors and suppliers to create better supply and therefore better demand for clean, transportation options as exemplified at the Rock Springs Mall and the Rawlins Fairfield Inn.

Primary Responsibility for Implementation: CCEDC, SCEDD and Sweetwater County governments; Great Divide EDC, Governor's office, utility companies, and private businesses.

Schedule for Completion: 2020 and beyond.

Objective A.1.5: Encourage the preservation of open spaces and traditional agricultural industries critical to the region by seeking out value-added industry applications.

Scope: Work with ranchers and investors to explore expansion of Wyoming-branded agricultural products, including a feasibility study for a USDA certified beef packing plant.

Primary Responsibility for Implementation: Great Divide EDC, Carbon County EDC, SCEDD, Wyoming Rural Development Council; Wyoming Business Council - Agricultural Marketing Division; Wyoming and Carbon County Stockgrowers Association, Sweetwater and Carbon County Woolgrowers Association, Wyoming Stockgrowers Agricultural Land Trust (WSGLT) USDA, Wyoming Department of Ag, conservation districts, Green River Cattle Association, and Rock Springs Stockgrowers.

Schedule for Completion: 2025.

Objective A.1.6: Encourage the continued development of sawmills and wood processing and the establishment of a small business that could use biomass or wood chips derived from sawmill operations.

Scope: Work with sawmill owner to help identify financial and grant opportunities that would make the establishment of a facility more attractive, including equipment and the exploration of alternatives related to shipping of the raw products such as use of the railroad spur in county. Evaluate other business opportunities that might be created through the use of wood by-products derived from sawmill operations.

Primary Responsibility for Implementation: Carbon County EDC; Forest Service; Union Pacific Railroad; communities; University of Wyoming Market Research Center, State Forester, and industry.

Schedule for Completion: 2020 and beyond.

Focus Infrastructure Development on Supporting the Economy

Goal A.2: Encourage the construction, maintenance and/or improvement of infrastructure that will attract and support economic investment and sustain a stable tax base.

Objective A.2.1: Maintain or replace aging transportation, water, sewer and other infrastructure and facilities for the retention/expansion of existing business activity or relocation of new businesses.

Scope: Streets, water mains, sewer mains, solid waste facilities and recreational facilities must all be maintained and replaced while expanding infrastructure to meet the needs of a growing population base, and the retention/expansion or recruitment of businesses. Additionally, workers energy development will add incremental stress to an already burdened infrastructure in the Great Divide Region. In recognition of aging water and sewer, distribution lines (40+ years old in many cases), pursue funding for replacement of aging infrastructure. Great Divide communities will focus on devoting adequate resources to the maintenance and replacement of existing infrastructure in all communities and throughout the region.

Primary Responsibility for Implementation: Government entities, public works and engineering departments; Wyoming Department of Transportation, Wyoming Water Development Commission, and Water and Sewer Joint Powers Boards.

Schedule for Completion: Ongoing.

Objective A.2.2: Identify locations suitable for the establishment of industrial and commercial operations within or near each community and develop any necessary infrastructure to facilitate business development.

Scope: Encourage local communities to identify developable sites where industrial and commercial operations can readily be established. Site characteristics should be documented and incorporated into a community plan and land use database and/or GIS. Local communities should extend available road access, water distribution, broadband service, sewer collection, and other improvements to potential light industrial and commercial areas. Business or industrial parks with shovel-ready sites should be developed.

Primary Responsibility for Implementation: Municipal and County planning commissions, City and Town Councils, CCEDC, SCEDD, as well as municipal community development and public works representatives, and municipal and County Planning Commissions.

Schedule for Completion: Ongoing.

Objective A.2.3: Increase community accessibility to broadband technology and fiber.

Scope: Promote Carbon and Sweetwater County as a place of business for companies that develop and market technologies for various broadband applications. Identify and promote locations where data centers and other tech-based businesses can be established. Provide information to technology company leads. Identify areas where wireless cell phone coverage and high-speed internet services are lacking and evaluate opportunities for new tower installation.

Primary Responsibility for Implementation: Private businesses, SCEDD, CCEDC, Rock Springs Enterprise Committee, Saratoga/Platte Valley Chamber of Commerce and Wyoming Business Council, joint telecommunication boards.

Schedule for Completion: Ongoing.

Objective A.2.4: Explore the potential for development of existing or new rail spurs to transport or deliver natural resources, value-added products or supplies.

Scope: Work with Union Pacific Railroad and industry to evaluate the ability to utilize existing or new rail spurs for transportation or delivery of products that are critical for business activities.

Primary Responsibility for Implementation: Union Pacific Railroad, CCEDC, SCEDD, GDEDC, Industry.

Schedule for Completion: Ongoing.

Objective A.2.5: Evaluate water and sewer needs for incorporated as well as unincorporated population communities in the Great Divide District.

Scope: Based upon proposed commercial investments and anticipated residential growth in most areas of the Great Divide region, forecast potential water, and service demands for communities. Pursue and obtain funds for the planning, design and construction of community water and wastewater systems, including transmission and distribution lines, treatment and collection facilities, where needed.

Primary Responsibility for Implementation: Wyoming Water Development Commission, various communities, County Planning and Development offices, Joint Powers Water Boards and Sewer Districts.

Schedule for Completion: As needed.

Objective A.2.6: Evaluate feasibility to provide natural gas services to unincorporated population centers as well as incorporated communities in the Great Divide region.

Scope: Work with natural gas suppliers to evaluate economic viability of providing natural gas in communities without natural gas service. Identify economic incentives to encourage natural gas suppliers to extend franchise natural gas services.

Primary Responsibility for Implementation: Black Hills Energy, Natural Gas suppliers; various communities, SCEDD, CCEDC and GDEDC.

Schedule for Completion: Ongoing.

Objective A.2.7: Encourage expanded air passenger service and necessary infrastructure, including commercial and charter services for recreation and business access.

Scope: Offer reasonable incentives and negotiate terms and conditions with interested airlines for service development. Evaluate expansion capabilities of existing local airports for larger volume and size of aircraft served as well as additional commercial airline service. Explore possible rental car vendors to provide access to area by fly-in business and industry representatives. Pursue development of terminal buildings as appropriate. Work with WYDOT

and the FAA on Airport Master Plan updates. Encourage representatives of appointed Airport Boards to attend or be represented on the GDEDC.

Primary Responsibility for Implementation: Airport boards, counties, municipalities.

Schedule for Completion: Ongoing.

Objective A.2.8: Assess flood potential and drainage requirements for all communities.

Scope: Analyze deficiencies in smaller communities throughout Great Divide Region to improve storm water control and drainage. Evaluate cost of developing paved streets in higher traffic areas, curb, gutter and sidewalk and/or open ditches to move excess water away. Obtain FEMA\Wyoming Homeland Security-NFIP's comprehensive Flood Insurance Study process\drainage studies (Risk Map) for all of Carbon County. Improved drainage data and risk analysis is becoming available and will be completed in 2020.

Primary Responsibility for Implementation: Various communities, public works and engineering departments, floodplain administrators; Wyoming Department of Homeland Security (NFIP\Flood Control), conservation districts, counties.

Schedule for Completion: Ongoing.

Objective A.2.9: Develop emergency and secondary access routes where limited roadway access presents public safety and emergency service and transportation circulation problems.

Scope: Analyze areas where physical barriers to emergency access exist because of geographic barriers (rivers or mountains); railroads; winter weather road closures and similar concerns. Explore funding opportunities for development of alternate routes where feasible and temporary parking; obtain funding and create improved traffic circulation routes.

Primary Responsibility for Implementation: Various communities and counties, public works and engineering departments; Wyoming Department of Transportation. Homeland Security, Emergency Management, ENDOW.

Schedule for Completion: Ongoing.

Strategically Plan for Sustainable Growth

Goal A.3: Plan and manage large-scale industrial projects and their impacts, including but not limited to Business Development and Innovation Zones, and Industrial Siting projects.

Objective A.3.1: Identify, evaluate and implement Industrial Focus Zones, Regional Opportunity Areas and/or Innovation Centers through comprehensive strategic planning within the Great Divide region.

Scope: Pursue infrastructure development and investment in identified Business Development and Innovation Zones that focus on partnerships driven by industry, value-added/industrial development and/or the entrepreneurial ecosystem in certain geographic areas and in accordance with Senate Enrolled Act 64 passed by the 2017 Wyoming Legislature.

Primary Responsibility for Implementation: Carbon and Sweetwater County government, SCEDD, CCEDC, Chambers of Commerce, Wyoming Business Council.

Schedule for Completion: Ongoing depending upon each project (Immediate to 10+ years).

Objective A.3.2: Prepare for and assess the short and long-term impacts related to industrial siting projects as well as the justification for securing impact assistance funds.

Scope: Develop a timeline of all known projects on the horizon and communicate between and among all stakeholders. Specific projects include, but are not limited to:

- Wind Energy Projects -
 - Power Company of Wyoming Chokecherry and Sierra Madre Wind Energy Project (Carbon County) - 3,000-megawatt wind farm consisting of roughly 1,000 wind turbine generators.
 - Gateway West Express-Transmission line to carry new wind power for PacifiCorp\Rocky Mountain Power.
 - TB Flats-Up to 500 MW-200 turbines, north of Medicine Bow
 - Ekola Flats-Up to 250 MW, 100 turbines west of Medicine Bow
 - Proposed Wind Energy Projects:
 - Two Rivers-280 MW, up to 58 wind turbines
 - Lucky Star-500 MW, up to 45 wind turbines in Carbon County and up to 155 in Albany County
 - Maestro Wind-BayWA R.E. Wind Project (1,300 MW)

- Natural Gas Projects -
 - Continental Divide - Creston Natural Gas Development Project (Carbon County);
 - Atlantic Rim Natural Gas Field Development Project (Carbon County) – Southland Royalty, LLC (formerly Anadarko Petroleum Corporation) exploration in Atlantic Rim area of Washakie Basin.
 - Seminoe Power Plant – Power Co. of Wyoming
 - ExxonMobil LaBarge Carbon Capture Project at the Shute Creek Processing Facility

- Electric Transmission -
 - Gateway West Transmission Line Project - 1,100 miles of high voltage line between Glenrock and Melba, Idaho. Projected construction to begin in 2020.
 - Gateway South Transmission Line Project - part of PacifiCorp's Energy Gateway Transmission Expansion; 400 miles of high-voltage line in southeastern Wyoming.
 - TransWest Express Transmission Line Project - extra-high-voltage direct-current electric transmission system designed to deliver clean, sustainable power to more than 1.8 million homes in densely populated areas of the country (impacts in both Carbon and Sweetwater Counties). 2020 anticipated start-up date for construction.

- Uranium – Shirley Basin in situ uranium project in Carbon County.
- Trona – Ciner Wyoming LLC Unit 8 Capacity Expansion in Sweetwater County.

Primary Responsibility for Implementation: CCEDC, SCEDD, Wyoming Industrial Siting Commission; Great Divide EDC, industry and Sweetwater and Carbon County governments.

Schedule for Completion: Ongoing.

Objective A.3.3: Develop a unified strategy to monitor the impacts on health and human services due to sudden or prolonged population growth that may occur due to energy or any other industrial development.

Scope: Areas within the Great Divide Region are subject to environmental, social, or economic stresses of such nature that the total local resources available are not sufficient to alleviate them. Great Divide communities should come together to develop a strategy to help mitigate the adverse effects of large-scale industrial development on health and human services, including health care services, social services, mental health, juvenile justice issues, public safety, fire protection, etc.

Primary Responsibility for Implementation: Carbon County Commissioners, Sweetwater County Commissioners, various municipalities, Wyoming Industrial Siting Council, Hospital Boards, and industry.

Schedule for Completion: Ongoing.

Expand the Travel/Tourism Market

Goal B.1: Cultivate an integrated travel and tourism industry that attracts visitors and travelers from domestic and international markets.

Objective B.1.1: Develop cultural and recreational activities that help attract visitors where they can also see and learn about historic and geological features of the region.

Scope: Develop a visitor attraction strategy that incorporates the historic and unique geological features of the region contingent upon funding availability. Prepare site and facility plans, facility management, operation and maintenance plans, interpretative plans, and overall promotional programs that market the integrated attractions. Construct site and facility improvements and organize program management and promotion.

Primary Responsibility for Implementation: Sweetwater County, Carbon County, Bureau of Land Management, Grazing Association, Wyoming Office of Tourism, municipalities, Chambers of Commerce, Carbon County Visitor Council, Sweetwater County Joint Travel and Tourism Board.

Schedule for Completion: Ongoing.

Objective B.1.2: Expand outdoor recreation and local events that have the potential to attract visitors from outside the Great Divide District.

Scope: Encourage future private and public investments for the development of expanded or new recreational opportunities, including the development of facilities, trails, amenities, and signage. Collaborate with Travel & Tourism to update guides.

Primary Responsibility for Implementation: Carbon County Visitor Council, Sweetwater County Joint Travel and Tourism Board, ; Chambers of Commerce, Town of Saratoga, City of Green River, Town of Superior and other municipalities.

Schedule for Completion: Ongoing.

Objective B.1.3: Establish, improve and/or expand convention or multi-event centers that will increase their ability to bid on and host events that will have direct and multiplier effects on the local and state economies.

Scope: Determine market demand and facility requirements; prepare conceptual site and facility plan. Evaluate future facility management options and anticipated costs of future management,

operation and maintenance. Obtain funding for preparation of detailed design plans and preliminary construction cost estimates, and construction of the facility.

Primary Responsibility for Implementation: Chambers of Commerce, SCEDD, CCEDC, Fair Boards, and Visitor Councils.

Schedule for Completion: Ongoing.

Support Workforce Development

Goal B.2 – Promote training and educational programs that enhance workforce skills to fulfill industry’s needs and generate a livable income for residents and their families.

Objective B.2.1: Determine if available workforce training needs are being met in the Great Divide region and work with education institutions to better meet those needs as necessary.

Scope: Improve educational needs, including vocational training skills, through additional infrastructure or new programs and classes. Provide leadership training opportunities to local small business entrepreneurs. Make use of local resources such as regional Chambers of Commerce to provide training. Establish partnerships between education institutions and industry representatives to ensure that workforce training is being adequately provided in region. Coordinate and determine training needs with existing and potential employers. Design, schedule, and provide training programs that are relevant to employer needs, as well as ongoing and anticipated economic trends in the regional economy. Promote and assist with development of Carbon County Higher Education Campus in Rawlins and coordinate with Western Wyoming College for industrial skills training.

Primary Responsibility for Implementation: CCEDC, SCEDD, Carbon County Higher Education; Department of Workforce Services; Carbon County and Sweetwater County Public Schools, DDA/Main Street programs, Great Divide EDC, Western Wyoming Community College.

Schedule for Completion: Ongoing.

Objective B.2.2: Provide hospitality and customer service training to retail and accommodations workforce.

Scope: Continue to provide customer service training opportunities to those entering or considering working in the retail trade and visitor accommodations sectors. Continue to obtain local sponsors to help finance the cost of training materials and provide certification to those whom successfully complete training.

Primary Responsibility for Implementation: Chambers of Commerce; DDA/Main Street programs, Lodging Tax Travel and Tourism Boards, Wyoming Office of Tourism, Wyoming Travel Industry Coalition, Wyoming Lodging and Restaurant Association, Business Resource Network.

Schedule for Completion: Ongoing.

Support Existing Businesses

Goal B.3 - Support and promote the activities of employers to help sustain the economic benefits gained from existing investments.

Objective B.3.1: Participate in Next Gen Sector Partnership meetings and activities.

Scope: Identify opportunities with industry leaders and collaborate on solutions and/or additional programs that promote growth for a sector and achieve real results.

Primary Responsibility for Implementation: Wyoming Business Council, Wyoming Workforce Development Council, Wyoming Department of Workforce Services, Wyoming Department of Education, Wyoming Community Colleges, SCEDD, CCEDC, local businesses and industries.

Schedule for Completion: Ongoing.

Objective B.3.2: Maintain and establish a business retention and expansion program with representatives of primary industries and larger employers.

Scope: Establish an executive leadership group that meets as needed and includes representatives from local government, schools, energy industry, counties, major employers, BLM, public works, downtown, and tourism. Contact industry and larger employer representatives to encourage and identify potential local investments and new employment generation, as well as issues that may present barriers to potential investments. An overall intent of this objective is to ensure that larger employers are aware that the community recognizes their importance to the local economy and is prepared to support future investments in the community. Establish committees in key areas of implementation - business park development, complementary industry expansion, financial tools, housing, visual appearance, etc.

Primary Responsibility for Implementation: CCEDC, SCEDD, Great Divide EDC, various municipalities, Chambers of Commerce and Next Gen Sector Partnership.

Schedule for Completion: Continue as an ongoing activity.

Objective B.3.3: Encourage affordable workforce housing development.

Scope: Conduct a housing needs assessment for Great Divide District. Work with developers and community leaders to provide for housing at all levels to meet workforce housing, low-income housing, and higher end housing needs. Redevelop existing deteriorating and condemned properties with higher-density development. Demolish blighted structures. Facilitate development of condo/townhome/apartment complexes in larger communities that is mid- to higher-end housing that will meet the quality needs of highly skilled/high earning workers. Annex additional land as necessary in order to provide room for more subdivision growth within designated growth areas.

Primary Responsibility for Implementation: Private developers, industry representatives, municipalities, counties, Carbon County Economic Development Corporation, Community Development Departments, WHN and WCDA.

Schedule for Completion: Ongoing.

Objective B.3.4: Support affordable and available childcare options.

Scope: Identify potential funding sources for childcare facility development. Identify potential sites and public/private partnerships to develop sustainable childcare facilities.

Primary Responsibility for Implementation: Private and non-profit childcare providers, municipalities, county, Wyoming Business Council, Department of Family Services.

Schedule for Completion: Ongoing.

Enhance Retailers and Other Small Businesses

Goal B.4 – Improve the financial viability of commercial retail activities, entrepreneurial activities and other small business services.

Objective B.4.1: Prepare a targeted redevelopment plan for commercial areas and sites to stabilize and increase future commercial investments.

Scope: Develop a strategy for the redevelopment of selected commercial areas and sites that attempt to help revitalize commercial retail services, including the downtown and entryway corridors of the communities. The strategy should consider needed physical improvements, promotional opportunities for businesses, vehicular parking, and public and private financing opportunities.

Primary Responsibility for Implementation: Various municipalities, local businesses, and Chambers of Commerce.

Schedule for Completion: Ongoing.

Objective B.4.2: Renovate selected buildings in various Great Divide communities for retail trade and services, as well as office space.

Scope: Identify selected buildings in Great Divide communities that may be suitable for renovation and commercial use. Determine interest and capability of the landowner(s) to invest in facility renovation. Seek federal, state, and municipal funds that can be used to support a portion of the planning, design, and construction costs.

Primary Responsibility for Implementation: CCEDC, SCEDD, municipalities, private landowners, Wyoming Business Council, Chambers of Commerce, and Main Street programs.

Schedule for Completion: Ongoing.

Objective B.4.3: Conduct a retail leakage study to identify and increase new retail opportunities in the communities within the Great Divide region.

Scope: Conduct a retail leakage study to identify target businesses and markets, and then develop an action plan to recruit and/or expand businesses, especially grocery stores, convenience stores, and gasoline stations. Educate and market what goods and services are available locally. Develop appropriate economic incentives to attract retail business to the area. Create an economic recruitment/marketing flier showing strengths and opportunities. Encourage business incubation.

Primary Responsibility for Implementation: CCEDC, SCEDD, Rawlins DDA/Main Street, Rawlins and Saratoga/Platte Valley Chambers of Commerce, Rock Springs DDA/Main Street, and Green River DDA/Main Street.

Schedule for Completion: Ongoing.

Objective B.4.4: Provide technical assistance to local small business owners.

Scope: Provide guidance to small business owners concerning marketing, financial management, site and facility planning, procurement, inventory control, succession planning, and other day-to-day issues associated with local business operations.

Primary Responsibility for Implementation: Chambers of Commerce, Main Street/URA/DDA and Wyoming Small Business Development Center, Carbon County Economic Development Corporation.

Schedule for Completion: Ongoing.

Work Collaboratively

Goal B.5 – Continue to collaborate with community partners in the Great Divide District to effectively and efficiently implement economic development strategies.

Objective B.5.1: Develop and maintain collaborative economic documents and agreements with municipal, county and state governments, private enterprises and non-governmental agencies.

Scope: Review, update and catalogue previously approved Resolutions, agreements, MOU's for collaborative efforts; attend and participate in meetings and/or workshops across the state to be informed about economic strategies, trends, etc. Create a master list and organizational chart of stakeholders or partners to participate in information sharing.

Primary Responsibility for Implementation: Economic development organizations.

Schedule for Completion: Ongoing.

Support Sustainable Development Policies & Regulations

Goal C.1: Actively collaborate with partners, stakeholders and the communities in the development of public policies in order to balance impacts on the environment, wildlife, economic development and quality of life.

Objective C.1.1: Coordinate and participate in public land and natural resource planning in a manner that balances business development with the environment, and promotes multiple use, community stability and economic diversity.

Scope: Attend meetings, communicate with federal and state agencies, review and analyze planning documents regarding the use of public lands; appear and present at public hearings and relevant meetings regarding positions; track public issues; coordinate with elected officials; draft letters of position statements, etc.

Primary Responsibility for Implementation: Local government officials and conservation districts.

Schedule for Completion: Ongoing.

Objective C.1.2: Participate with the State of Wyoming in the meetings and activities concerning the management of water and waterways in Sweetwater and Carbon Counties to sustain the quality of life and economic activities in southwest Wyoming.

Scope: Attend meetings, communicate with federal and state agencies, review and analyze planning documents regarding the use of water and waterways; appear and present at public hearings and relevant meetings regarding positions; track public issues; coordinate with elected officials; draft letters of position statements, etc.

Primary Responsibility for Implementation: Local governments.

Schedule for Completion: Ongoing.

Objective C.1.3: Identify and zone more areas for planned industrial, commercial and residential development.

Scope: Encourage new industrial, commercial and/or residential developments that lead to livable neighborhoods and healthy vibrant communities. Evaluate current land use and zoning codes and modify if necessary, to allow for reinvestment and infill development in established areas of the community.

Primary Responsibility for Implementation: Community planning commissions, City Councils, private developers, planning & zoning committees/boards.

Schedule for Completion: Ongoing.

Objective C.1.4: Monitor and promote policies that influence ongoing public and private investments.

Scope: Encourage a long-term presence of State and federal agency operations in the Great Divide region. Promote multiple land use strategies, regulations and private incentives. Provide relevant information to the Governor, State legislature, State agencies, and the U.S. congressional delegation. Provide copies of CEDS report to policy makers. Encourage public policies that help sustain and expand private investments associated with agriculture, mining, energy production, and timber industries. Promote multiple land use strategies, regulations and private incentives. Review building and development regulations to be more user-friendly for business and industrial development. Develop a "one-stop" shopping development package for construction and guidelines and regulations.

Primary Responsibility for Implementation: GDEDC, SCEDD, local governments.

Schedule for Completion: Ongoing

Objective C.1.5: Establish and support planning and zoning and other development regulations that promote quality and sustainable development.

Scope: Evaluate existing zoning regulations and building codes to assure compatibility with community goals.

Primary Responsibility for Implementation: Planning and Zoning Departments, Building Departments, and other regulatory units.

Schedule for Completion: Ongoing.

Objective C.1.6: Identify opportunities related to the regionalization of public services.

Scope: Consider opportunities for regionalization of public services that increase efficiencies and cost savings related to quality of life services.

Primary Responsibility for Implementation: government officials.

Schedule for Completion: Ongoing.

Enhance Community Quality of Life

Goal C.2 – Develop a community environment that includes superior healthcare, education, recreation and other quality of life amenities.

Objective C.2.1: Continue to improve public transportation opportunities throughout the region for shopping, healthcare, and recreation access.

Scope: Evaluate public transportation needs and funding opportunities to improve bus systems for scheduled service throughout region, including the smaller communities, to access necessary goods, retail services, healthcare and recreational centers.

Primary Responsibility for Implementation: WYDOT, GDEDC, Sweetwater County STAR, Senior Citizen Centers, RCAT and other non-profits.

Schedule for Completion: Ongoing.

Objective C.2.2 - Conduct feasibility studies and needs assessments for healthcare services (including types of physicians) and facilities in all communities to identify healthcare gaps.

Scope: Evaluate healthcare gaps and possible solutions in all communities through an integrated analysis of healthcare needs. Evaluate possible partnerships with hub medical facilities in region. Focus on the provision of mental health and substance abuse prevention and wellness programs.

Primary Responsibility for Implementation: Carbon and Sweetwater County healthcare facilities; County Health Departments; local government officials; various municipalities.

Schedule for Completion: Ongoing.

Objective C.2.3: Conduct an economic analysis and feasibility study of Aging in Place Options for the Great Divide region.

Scope: Evaluate and review assessments and opportunities, and determine the best approach to project development for a variety of long-term care housing and aging in place needs in the region.

Primary Responsibility for Implementation: Municipalities; CCEDC, existing nursing homes and assisted living facilities, other long-term care facilities, senior centers and senior service providers.

Schedule for Completion: Ongoing.

Promote and Support Community Attractiveness

Goal C.3 – Enhance the image and physical attractiveness of our communities and counties to help encourage future economic investment and the recruitment of new residents.

Objective C.3.1: Establish guiding principles for community image and physical attractiveness throughout the Great Divide District.

Scope: Identify long-term community values related to community image and physical attractiveness. Select community strategies to implement the identified vision.

Primary Responsibility for Implementation: Local municipalities and counties.

Schedule for Completion: Ongoing.

Objective C.3.2: Continue to organize community efforts to cleanup building exteriors and interiors in historical downtown areas. Continue replacement of windows in selected buildings, exterior painting, and other historic interior and exterior restoration efforts.

Scope: Continue to organize volunteer efforts to cleanup building exteriors in historical downtown areas. Continue replacement of windows in selected buildings, exterior painting, and other exterior restoration efforts. Community-supported efforts to restore historic theaters, in particular, stand out as an example of this objective because such facilities serve so many economic development purposes (i.e., commercial sales, creation of meeting space, sustainability of community's unique identify, etc.)

Primary Responsibility for Implementation: Rock Springs Department of Community Development, Rock Springs Community Development Committee, Downtown Advisory Board, Museum Board, Green River Main Street/URA, Rock Springs Main Street, Rawlins DDA/Main Street, Rawlins, Historic Preservation Commissions, small Town Councils and staff, as well as local businesses and landowners in the downtown areas, CCEDC, SCEDD, and Chambers of Commerce.

Schedule for Completion: Ongoing

Objective C.3.3: Identify how regional and local market characteristics could be enhanced so that the recruitment of new employees and their families is more successful.

Scope: Quality of life concerns for potential employees such as physicians and specialists (and their spouses) to the area poses a barrier to effective recruitment. Identifying unique features and attractions can help revitalize the image.

Primary Responsibility for Implementation: Municipalities; Carbon County and Sweetwater County Hospitals, CCEDC, SCEDD, Carbon County.

Schedule for Completion: Ongoing.

Objective C.3.4: Encourage public and private investments to improve community appearances and to eliminate unsightly properties and public rights-of-way, especially I-80 gateways into communities.

Scope: Improve the appearance of gateways to communities using Enhancement Grants from the Wyoming Business Council and increasing visual amenities, such as wayfinding signs and banners, and coordination with community branding and logos. Evaluate alternative incentives

and code enforcement methods that can be used to encourage the voluntary cleanup of unsightly properties by landowners and commercial businesses. Organize more tree plantings and other landscaping enhancements within each community.

Primary Responsibility for Implementation: Natural Resources, CCEDC, SCEDD, Main Street/DDA, Carbon and Sweetwater County Commissioners, municipal town and city councils, WYDOT.

Schedule for Completion: Initial campaign (2013); continued long-term maintenance.

Objective C.3.5: Encourage residents and municipalities to clean up unsightly areas within their communities that discourage potential private investment.

Scope: Explore ways to encourage property owners to cooperate in maintaining their property. Evaluate programs like weed and seed and targeted clean-ups programs to move beyond a complaint driven code enforcement approach to a more proactive enhancement and development approach. Enforce municipal and county nuisance ordinances and adopt new regulations where necessary.

Primary Responsibility for Implementation: Municipalities, community organizations and local businesses.

Schedule for Completion: Continued enforcement of ordinances and, at least, one voluntary cleanup campaign per year.

Objective C.3.6: Support recycling efforts to reduce waste and aid future economic development.

Scope: Set goals for diverting wastes from landfill disposal, recycling wastes, reusing wastes, and providing safe waste disposal solutions for residents within the region. Reduction, reuse, and recycling are critical strategies that need to be implemented in order to effectively manage waste. Recycling efforts can supply valuable raw materials to industry, create jobs, and reduce the need for new landfills thereby conserving valuable open spaces.

Primary Responsibility for Implementation: Solid Waste Management Facilities, municipalities, GDEDC, Wyoming DEQ.

Schedule for Completion: Ongoing.

Objective C.3.7: Explore options for the development of a regional landfill and evaluate and evaluate transfer stations and recycling waste to fuels plan in the Great Divide region.

Scope: Work with private developers and existing solid waste management operators to consider

regional solid waste options in each county. Explore feasibility of recycling waste to fuels and utilization of waste to generate power. Look at creating a landfill district and extend services to Hanna and Sinclair.

Primary Responsibility for Implementation: Carbon County EDC; Sweetwater and Carbon County Planning and Development; Great Divide EDC; Solid Waste Management Facility operators, Wyoming DEQ, City of Rawlins, and Solid Waste Joint Powers Board.

Schedule for Completion: 2020 and beyond.

Performance Measures

There are a variety of approaches that can be used to measure the performance of plan implementation. To ensure effective progress toward the implementation of the CEDS, the progress associated with the completion of each project will need to be continually monitored. Coordination between local economic development partners will also be important to ensure steady progress and appropriately respond to project issues that may delay the completion of specific projects. *CBI recommends the following approach to ensure the completion of objectives under each goal presented in the CEDS.*

Monitoring of Project Schedules

The executive directors and boards of local economic development groups should be responsible for the monitoring of economic development projects in Carbon and Sweetwater Counties. Spreadsheets, e.g., Excel, or other project management software that can reflect tasks, time, and the progress made toward project completion should be utilized.

Coordination of Project Completion with the GDEDC Board

CCEDC and SCEDD will also prepare annual reports that provide a brief status report of the progress made for each CEDS goal and related projects. These reports would be annually transmitted to the GDEDC board for review. Following their review, the GDEDC board will meet to discuss the progress made toward the completion of each goal. In the event that progress is not in keeping with scheduled outlined in the CEDS, the GDEDC board will either provide staff with its expectations for project completion and/or direct staff to obtain temporary help, additional staff, or consultant assistance to expedite project completion.

Monitoring of Project Completion by Other Economic Development Partners

CCEDC and SCEDD will also help expedite and encourage the completion of projects that are assigned to other economic development partners. Meetings will be scheduled with appropriate partners, e.g., chamber of commerce directors, unless they are already attending monthly CCEDC board meetings. During the monthly meetings, representatives of economic development partner organizations will be requested to provide a status report for completion of specific economic development projects. When completion dates are out of the authority or control of the county, elected leaders of GDEDC board members will be requested to intervene. Elected leaders on the GDEDC board will subsequently meet with appropriate parties to discuss late project schedules, project management inter-agency problems, or other issues that may be impacting the completion of scheduled projects. These meetings will end with a specific commitment toward project completion.

Preparation of Annual Reports

The executive directors of CCEDC and SCEDD will meet, at least, once per year to discuss and schedule the completion of the annual report. Preparation of the annual report will be a shared responsibility between both counties.

Appendix - Stakeholders

1. Elected and appointed officials
 - a. Sweetwater County Commissioners – Randal M. Wendling, Chairman
 - b. Carbon County Commissioners – John Johnson, Chairman
 - c. City/Town Councils -
 - i. Bairol – Mayor Sue Ann Rigano
 - ii. Granger – Mayor Bradly McCollum
 - iii. Green River – Mayor Pete Rust
 - iv. Rock Springs – Mayor Tim Kaumo
 - v. Superior – Mayor Dominc Wolf
 - vi. Wamsutter – Mayor Joe Erickson
 - vii. Baggs – Mayor AnnaMarie Waldron
 - viii. Dixon – Mayor Melodie Seilaff
 - ix. Elk Mountain – Mayor Morgan Irene
 - x. Encampment – Mayor Greg Salisbury
 - xi. Hanna – Mayor Lois Buchanan
 - xii. Medicine Bow – Mayor Kevin Colman
 - xiii. Rawlins – Mayor Steve Nicholson
 - xiv. Riverside – Mayor LeRoy Stephenson
 - xv. Saratoga – Mayor John Zeiger
 - xvi. Sinclair – Mayor Asa Meeks
 - d. City/Town/County Staff
 - e. City and County Planning and Zoning Commissions
 - f. State Legislature
 - i. Senators: Larry Hicks, SD 11; Liisa Anselmi-Dalton, SD 12; Tom James, SD 13; and Fred Baldwin, SD 14.
 - ii. Representatives: Donald Burkhart, Jr., HD 15; JoAnn Dayton-Selman, HD 17; Tom Crank, HD 18; Albert Sommers, HD 20; Stan Blake, HD 39; Jerry Paxton, HD 47; Clark Stith, HD 48; and John Freeman, HD 60.
2. Community Groups/Boards
 - a. Chambers of Commerce
 - b. Main Street/URI/DDA Boards
 - c. Airport Boards
 - d. Key Business Representatives
 - e. Key Industry representatives
 - f. Key Labor groups
3. Economic Developers
 - a. Carbon County Economic Development Corporation – Stephanie Lane (who will soon be replacing Cindy Wallace), Executive Director
 - b. Other Planning staff - Carbon County Planner Sid Fox; Rawlins Community

Development Director Amy Bach;

- c. Wyoming Workforce Development – Annette Mello or Stefanie Paulson (Rawlins), and Sweetwater County staff
4. Educational Entities
 - a. Western Wyoming College
 - b. Carbon County Higher Education Center
 - c. Public School Districts
 5. Health Care Institutions
 - a. Memorial Hospital of Carbon County
 - b. Memorial Hospital of Sweetwater County
 - c. Public Health
 6. State Agencies
 - a. Wyoming Business Council – Heather Tupper and Marcio Paes-Barreto, Regional Directors
 - b. Wyoming Tourism
 - c. Wyoming Workforce Services
 - d. Wyoming DEQ
 - e. Wyoming Department of Transportation
 - f. Wyoming Water Development Commission
 - g. Wyoming State Engineer’s Office
 7. Federal Agencies
 - a. U.S. Bureau of Land Management
 - b. U.S. Forest Service
 - c. U.S. Department of Interior