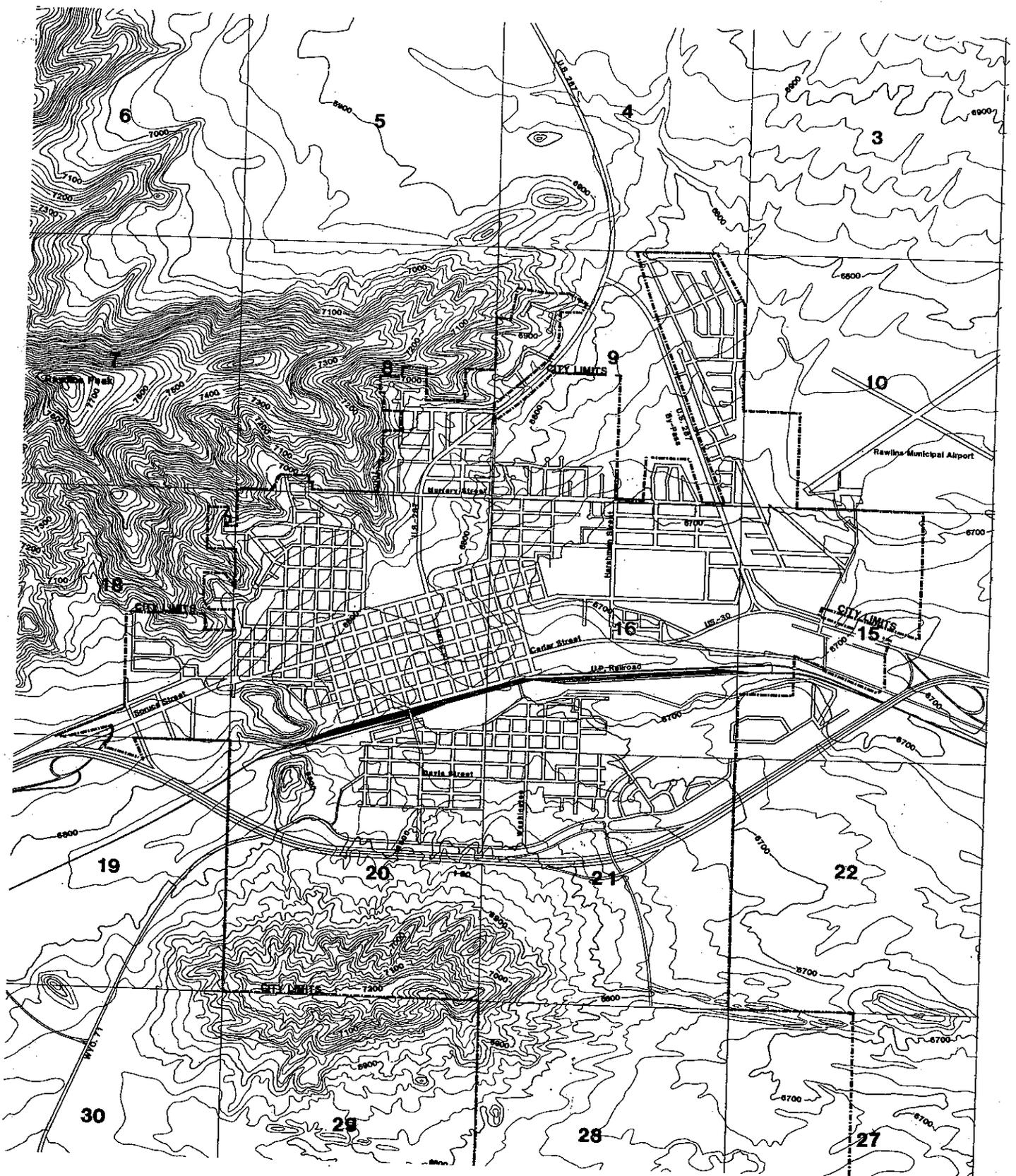


**City of Rawlins, Wyoming
Master Plan**





City of Rawlins, Wyoming Master Plan

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CITY OF
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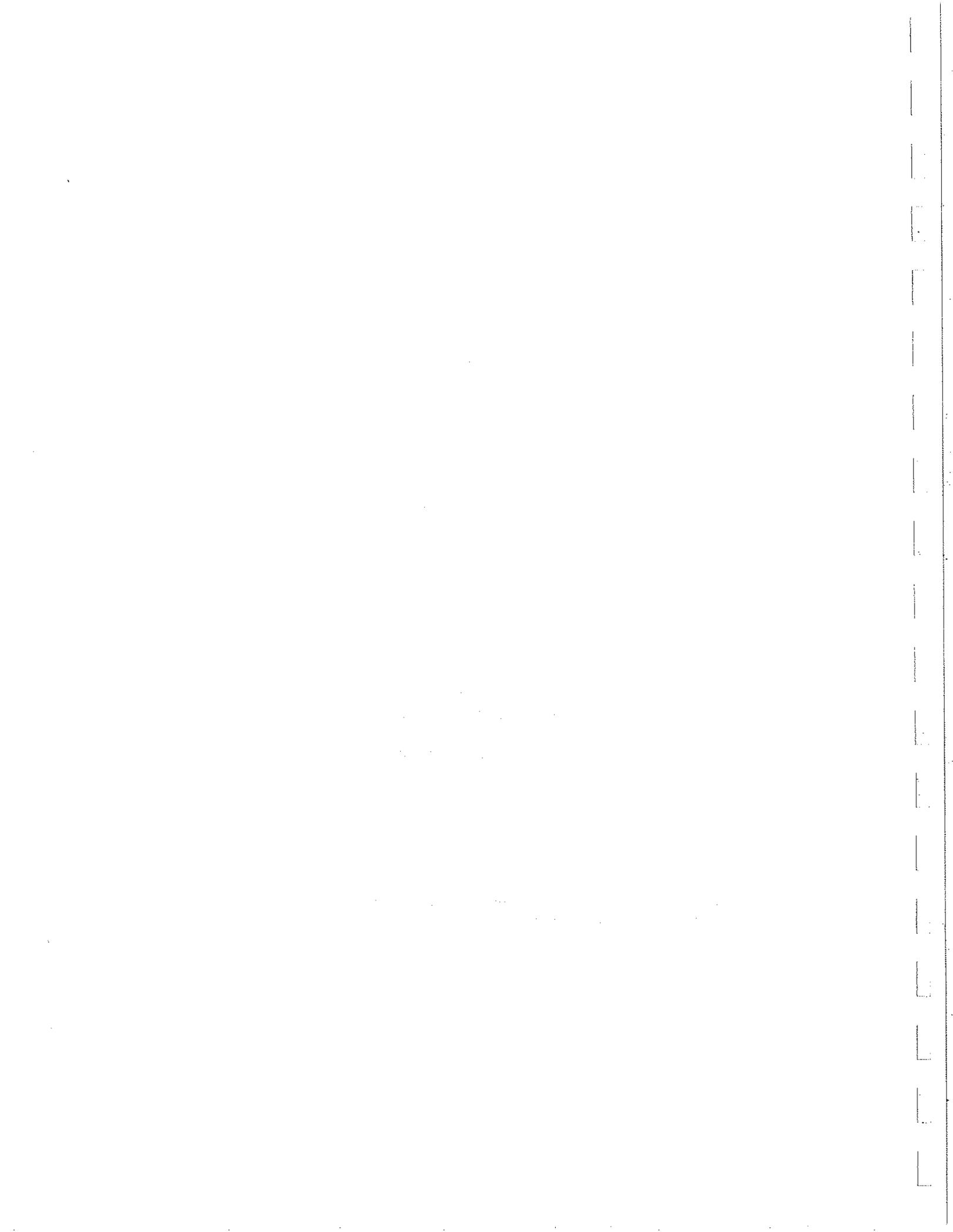
MASTER PLAN

NOVEMBER, 1981

PREPARED BY

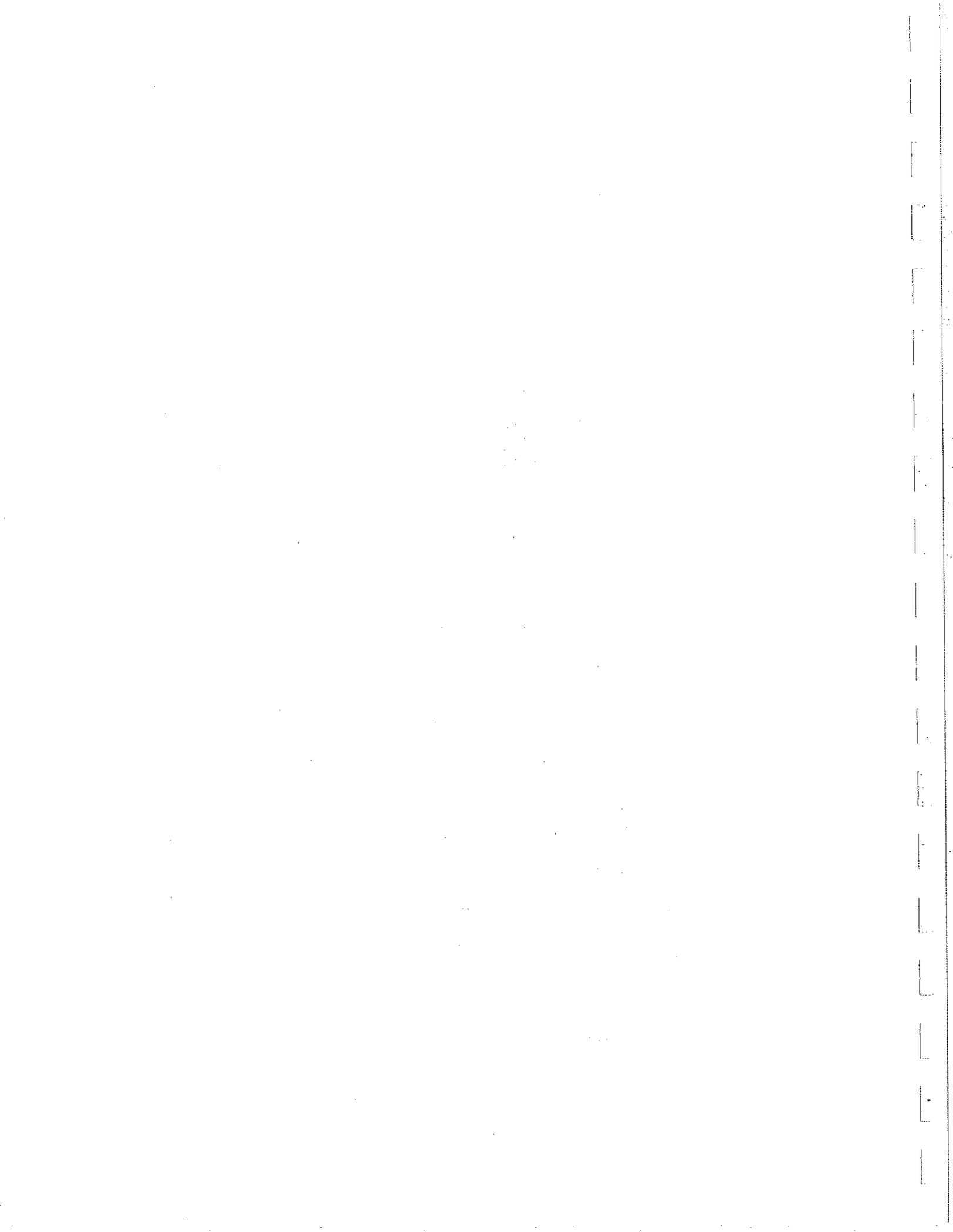
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1912 CAPITOL AVENUE
SUITE 300
CHEYENNE, WYOMING

The preparation of this plan was made possible by a grant through
Farmers Home Administration.



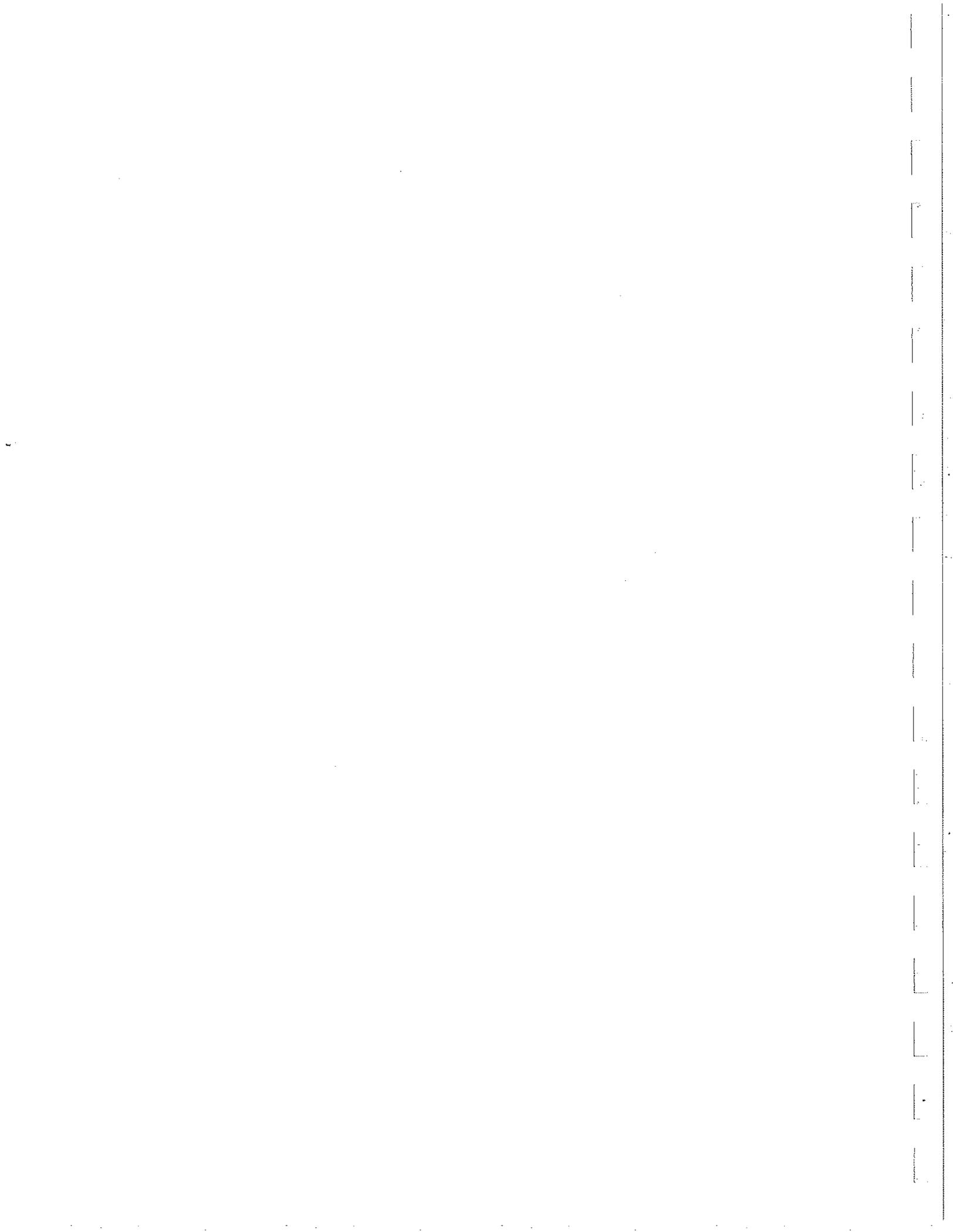
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i. Introduction



The Plan is intended as a guide for the further development of the City; a guide which City officials can utilize on a day-to-day basis as they formulate decisions which will affect the future of Rawlins.

This Plan, however, as with any document of its type, must not be a rigid, inflexible or static program. Many changes will occur from month to month or year to year in factors which influence the growth and needs of the community. Whether those factors be economical, social, or physical, they will need to be recognized, analyzed, and responded to in an appropriate manner. This Plan must be capable of accommodating or responding to changing influences and yet uphold its integrity as the overall blueprint for City development without jeopardizing all.

To that end, the Plan has been constructed to accomplish two objectives:

- 1) Outline specific direction for physical growth related to land use and the necessary support improvements against which development proposals can be evaluated, and upon which Capital Improvement Programming can be based; and
- 2) Develop a framework within which creativity, community concerns, public leadership and change can be encouraged and accommodated without invalidating the Plan as a basic development tool.

Plan Contents

This document is organized into four major sections:

- I. Planning Context
Existing conditions and influencing factors are discussed to "set the stage" for planning recommendations.
- II. Goals and Policies
This section includes a statement as to the direction and philosophy of the community regarding growth in Rawlins.
- III. Development Plans
Plans included are land use, transportation, sewer, water and public facilities.
- IV. Implementation Strategies
Recommendations are made in this section regarding mechanisms to accomplish the Plan, and to increase its value and support its purpose.



Historical Development

The City of Rawlins, Wyoming, had its beginning in 1868 when General Grenville M. Dodge and General John A. Rawlins, then Chief of Staff of the United States Army, rode into the area. General Dodge and his civil engineers were surveying a route from Omaha into Wyoming. Joined by General Rawlins near Cow Creek, which was to become the site of Cheyenne, they proceeded west. Approaching the hills around what is now Rawlins, scouts were sent ahead to look for good, cold drinking water and found a spring near the base of the hills. General Dodge immediately named the spring Rawlins Spring and marked it on his map. A community grew up around the spring and was called Rawlins Spring; later the name was shortened to Rawlins.

When, in July 1862, the Pacific Railway Act was passed, two subsidized corporations began construction of a main line from the Missouri River to Sacramento, California. The construction of the railroad spurred new settlements along the line. Some settlements lasted only a short time; others, including Rawlins, survived and began to grow.

Initially, the settlement was located south of the railroad tracks near Rawlins Spring. Within about one year, growth began on the north side of the tracks where most of the City is now located.

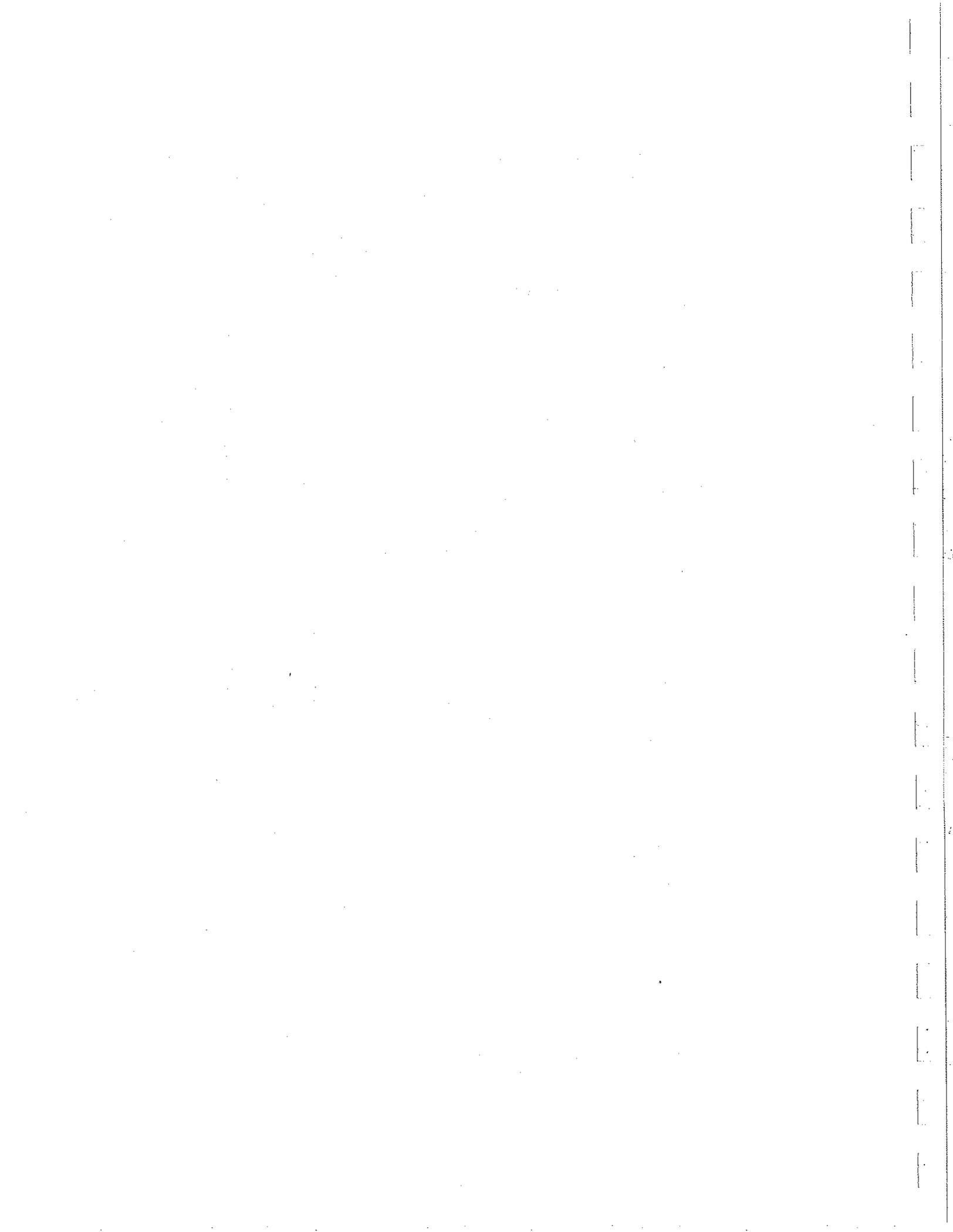
Rawlins quickly became involved in energy development. From the 1880's through the early 1900's, coal mining was an important industry around the City. Trains relied on coal for steam locomotives and lines were often located so that coal supplies could be easily obtained. Locomotives gave way to diesel engines during the mid 1900's and the extent of coal mining declined temporarily. The population dropped dramatically, also as a result of the decreased coal production.

The State Penitentiary was established in Rawlins in 1890 and the City was designated as the Carbon County Seat. Governmental functions - both State and Federal - continue to be an important part of the local economy.

With renewed activity in the energy industry in the Rawlins area, including coal and uranium production, the City has been experiencing rapid growth for several years. This growth has put increased pressure on the City to provide community services sufficient to adequately support the population.

Purpose of the Master Plan

The need to plan for physical growth and to keep community facilities abreast of increasing demand has prompted the development of this Master Plan.



I. Planning Context



1.0 INTRODUCTION

In order to properly plan for future City growth and development, it is important to understand both influencing factors and existing conditions. This portion of the Plan will summarize both natural and man-made forces which impact planning decisions.

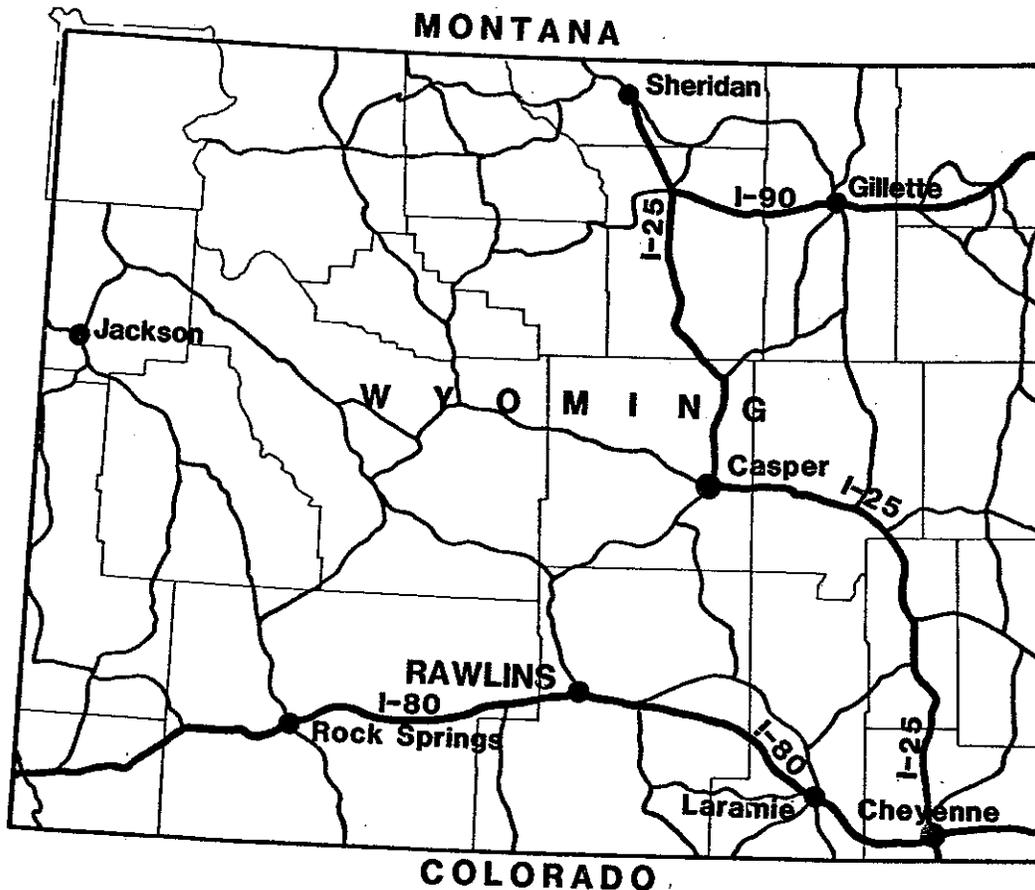
The data included herein represents a "picture" of Rawlins as of the period of data collection for the plan (1980-1981). The City will want to continually update maps and other data as necessary so that the information can continue to be reliable and useful.

The data has been collected and illustrated for an area surrounding Rawlins as shown in Map I, Study Area. The Study Area includes thirty-five (35) square miles - some 22,400 acres - and allows for proper evaluation of growth alternatives and implications in all directions from the existing City.

1.1 REGIONAL CONTEXT

Rawlins is located in Carbon County in south central Wyoming. The nearest cities of comparable size at present are Rock Springs, 108 miles to the west along I-80; Laramie, 100 miles to

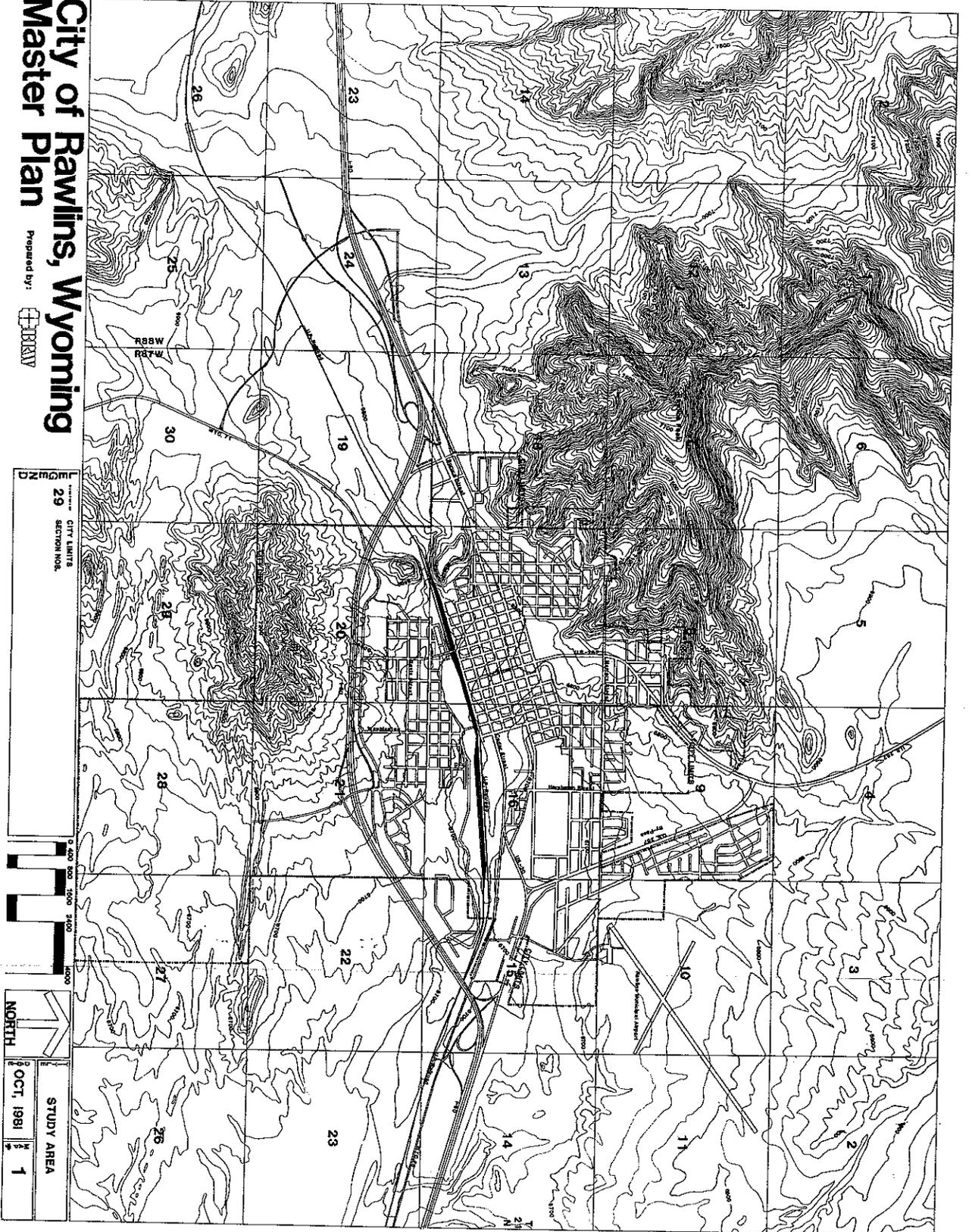
FIGURE 1: STATE OF WYOMING





City of Rawlins, Wyoming Master Plan

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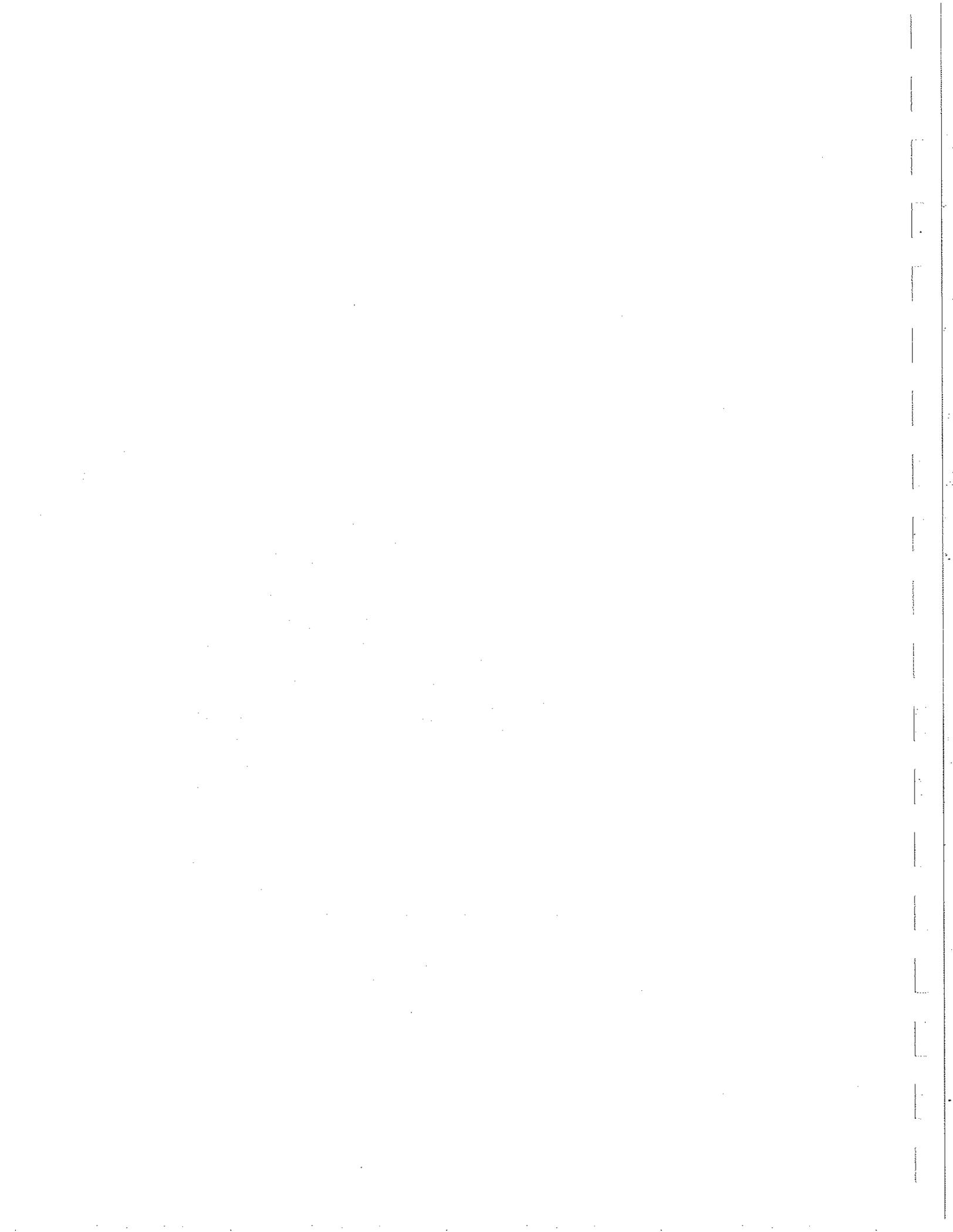
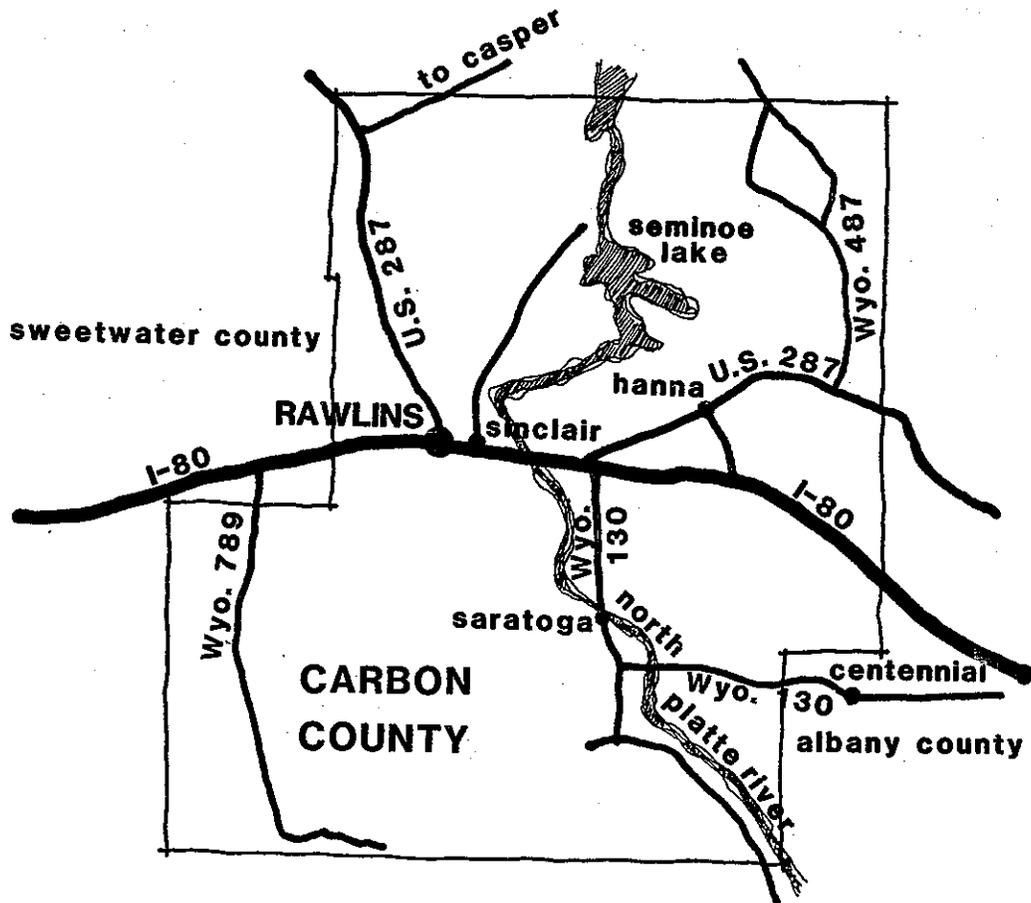


FIGURE 2: CARBON COUNTY



the East along I-80; and Casper, 117 miles to the north along U.S. 287 and State Highway 220. As the principal urban area in Carbon County, Rawlins is the center for service and trades supporting surrounding Carbon County and eastern Sweetwater County activities.

Mineral resources located in the Rawlins region are of primary importance and have primary responsibility for expected growth in the area. Coal, uranium, oil and oil shale are the most abundant minerals found in the region.

It is estimated that recoverable coal reserves in Carbon County exceed 950 million tons. Uranium reserves exceed 110 million tons. New recovery techniques including coal gasification are being tested and indications are that production and efficiency will increase dramatically in the future.

1.2 ENVIRONMENTAL CONDITIONS

Several natural factors, or naturally occurring conditions, have affected the growth pattern of the City, just as they influenced the initial location of the settlement in 1868. Natural conditions should, and certainly will, continue to influence growth in the 1980's and beyond. The factors having the greatest impact on future growth are discussed below.

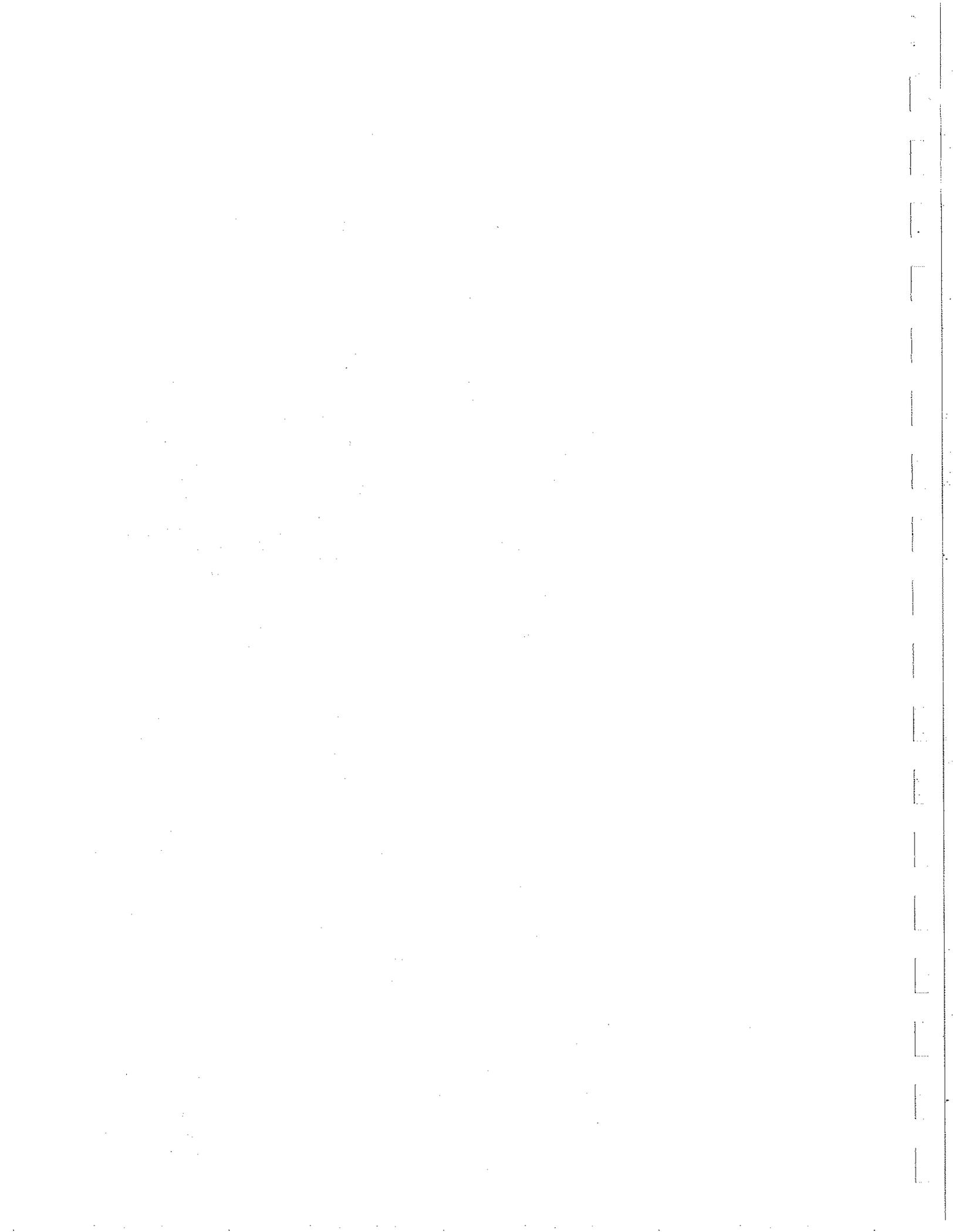
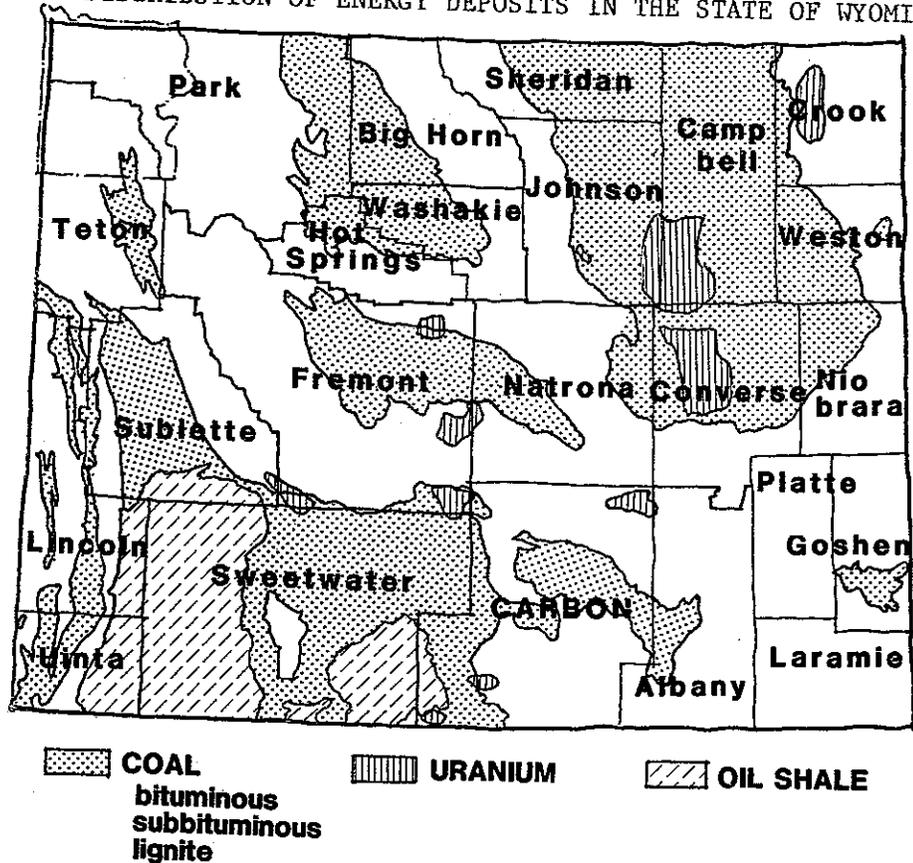


FIGURE 3: DISTRIBUTION OF ENERGY DEPOSITS IN THE STATE OF WYOMING



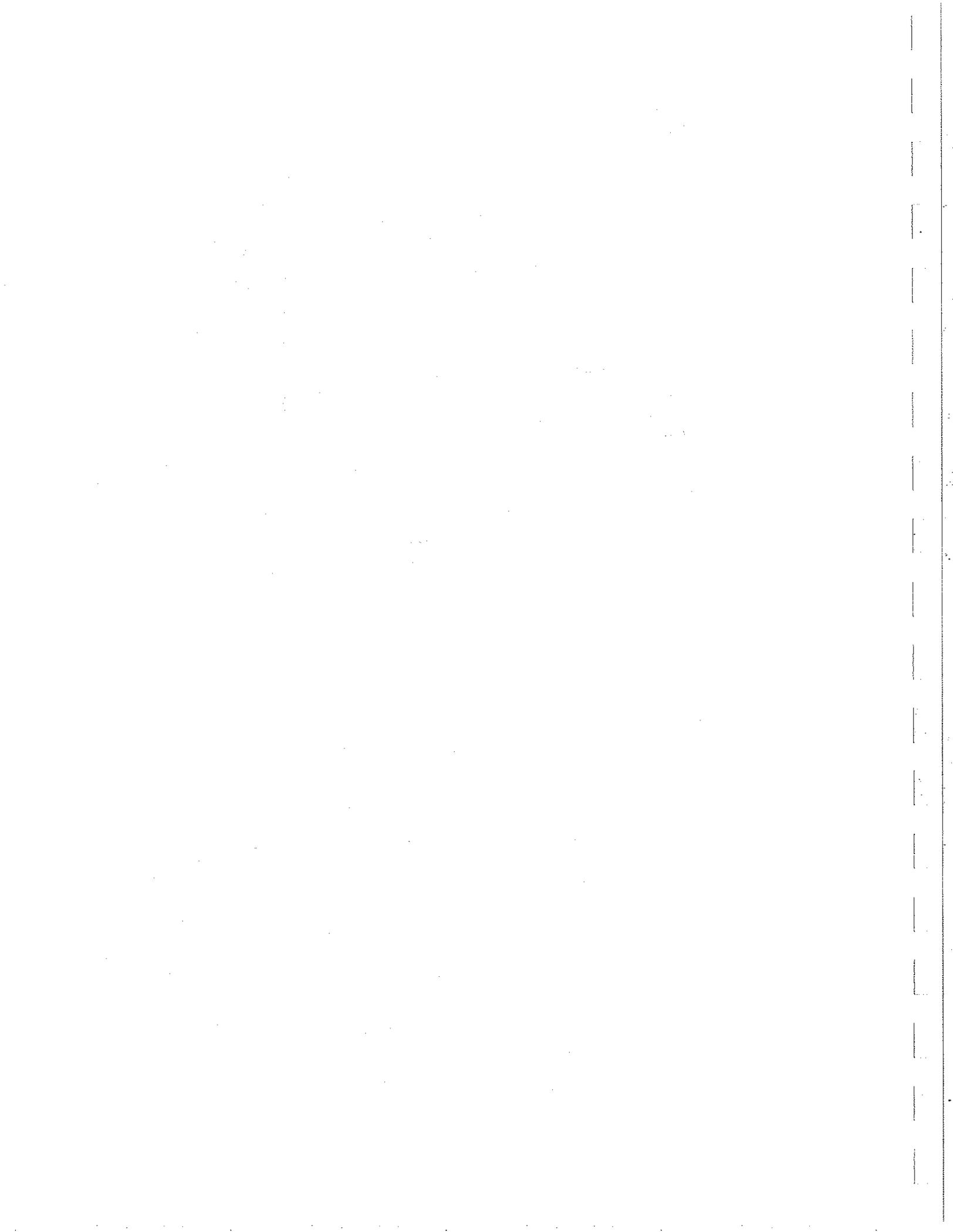
Source: Wyoming State Land Use Plan
Wyoming State Land Use Commission, June 1979

1.21 Topography

The topography immediately around Rawlins is characterized by both gently rolling hills and steep uplifts. The two major topographic features within the study area are Rawlins Peak on the north edge of town rising to an elevation of 7,808 feet and Rawlins Hill to the south rising to an elevation of 7,206 feet. One very dominant topographic feature on the west end of the present City is the large cut through rock where the railroad passes; this widened cut is a result of blasting and cutting done in 1907 to accommodate the railroad.

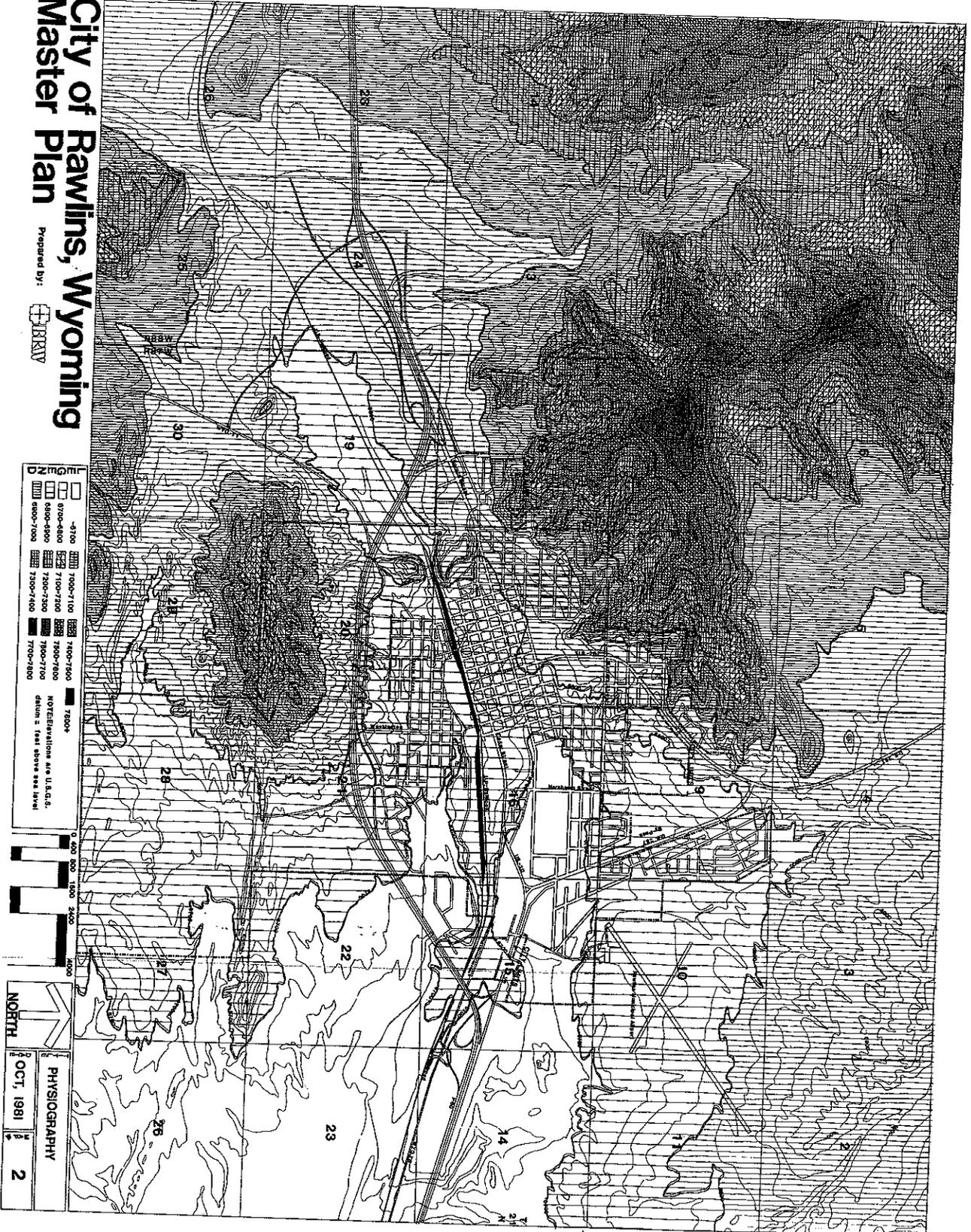
Map 2, Physiography, illustrates elevations ranging from below 6,700 feet to above 7,800 feet, a change of over 1,100 feet elevation. Most of the elevation change occurs very quickly, particularly at Rawlins Peak.

The steepness of slopes is shown as percent of slope on Map 3. Percent of slope is the amount of vertical difference compared to horizontal distance. For instance, a 10% slope means that there is 10 feet of vertical difference in 100 feet of horizontal distance.



City of Rawlins, Wyoming Master Plan

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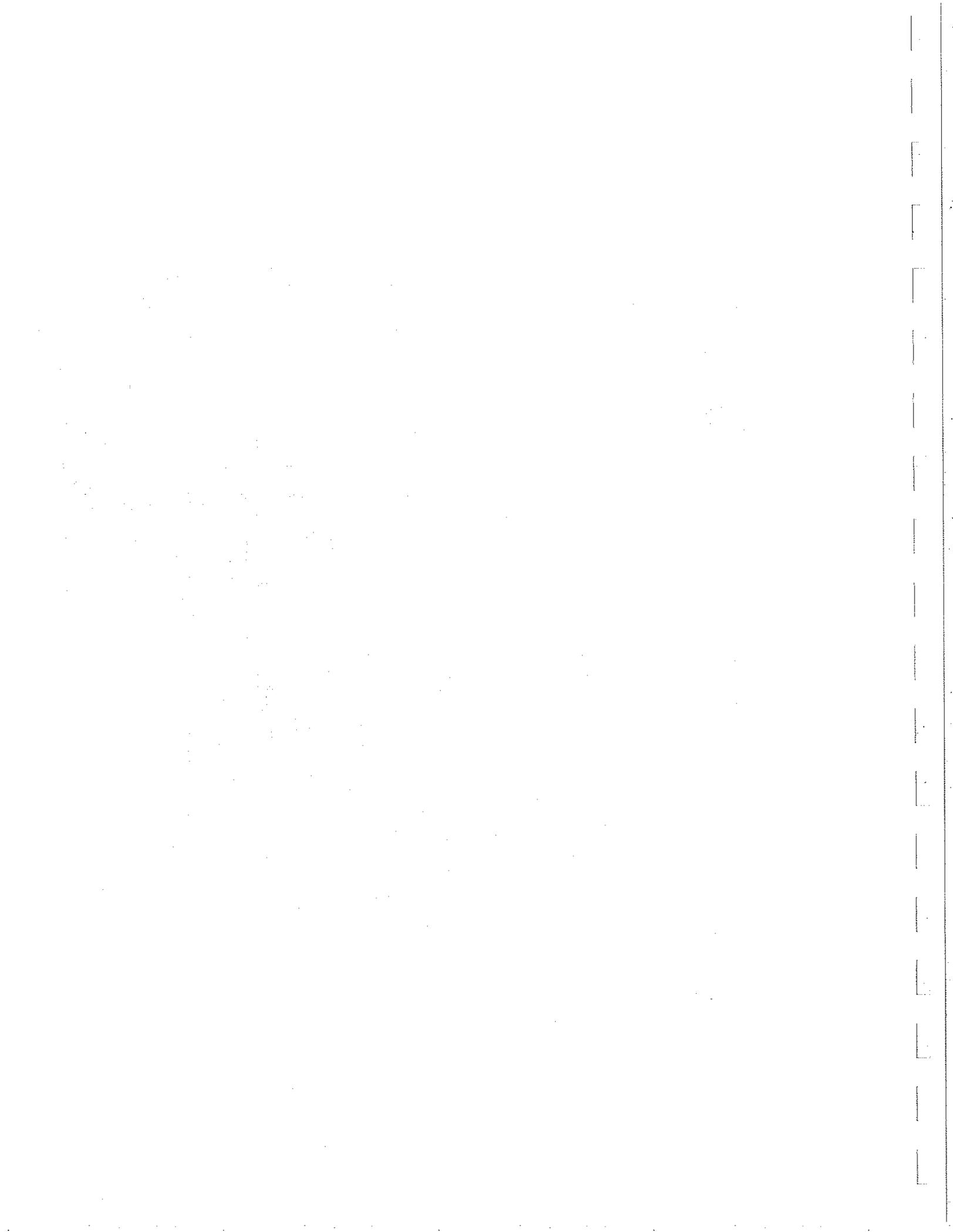
NOTES: ELEVATIONS ARE U.S.G.S. DATUM 1. FEET ABOVE SEA LEVEL



PHYSIOGRAPHY

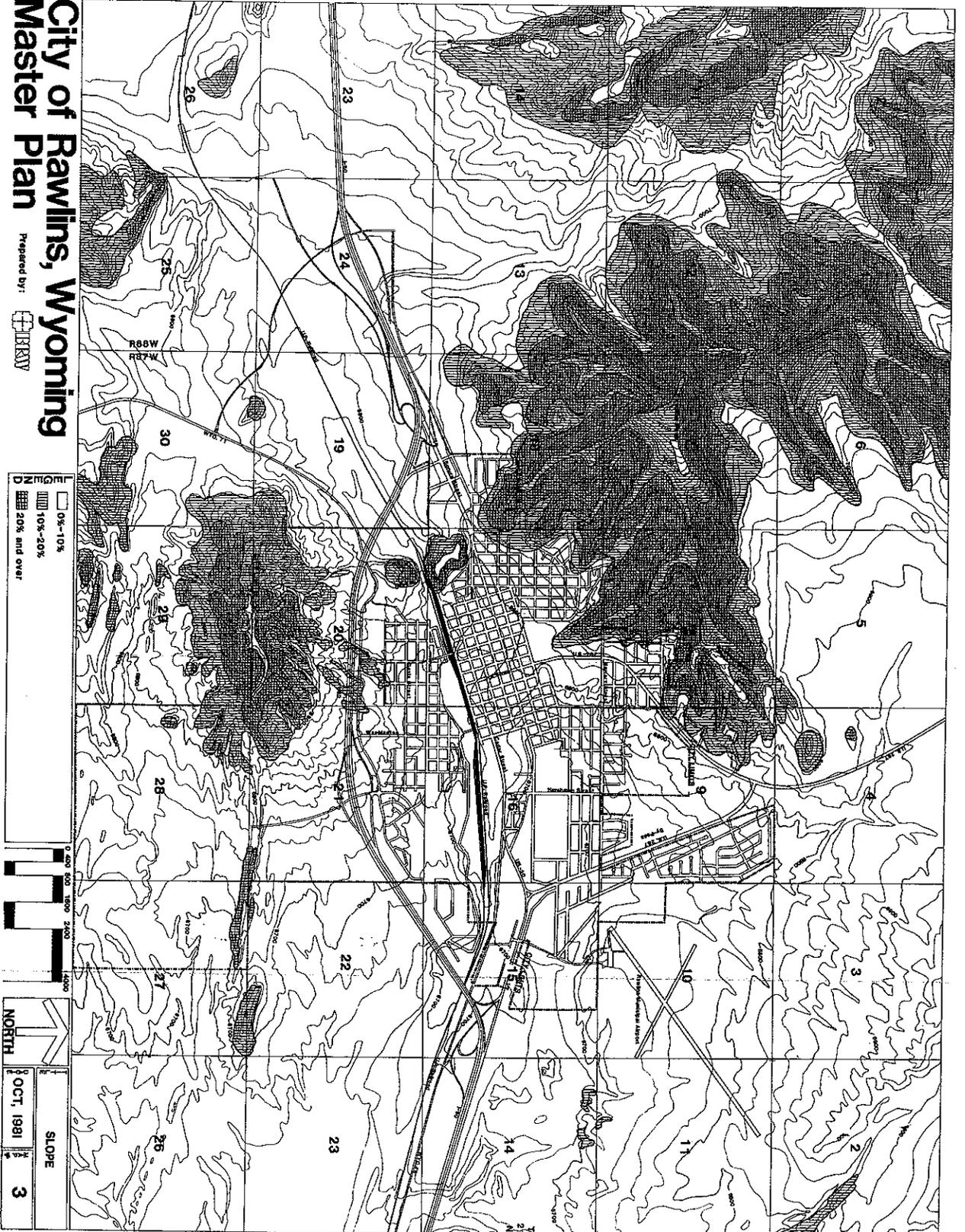
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City of Rawlins, Wyoming Master Plan

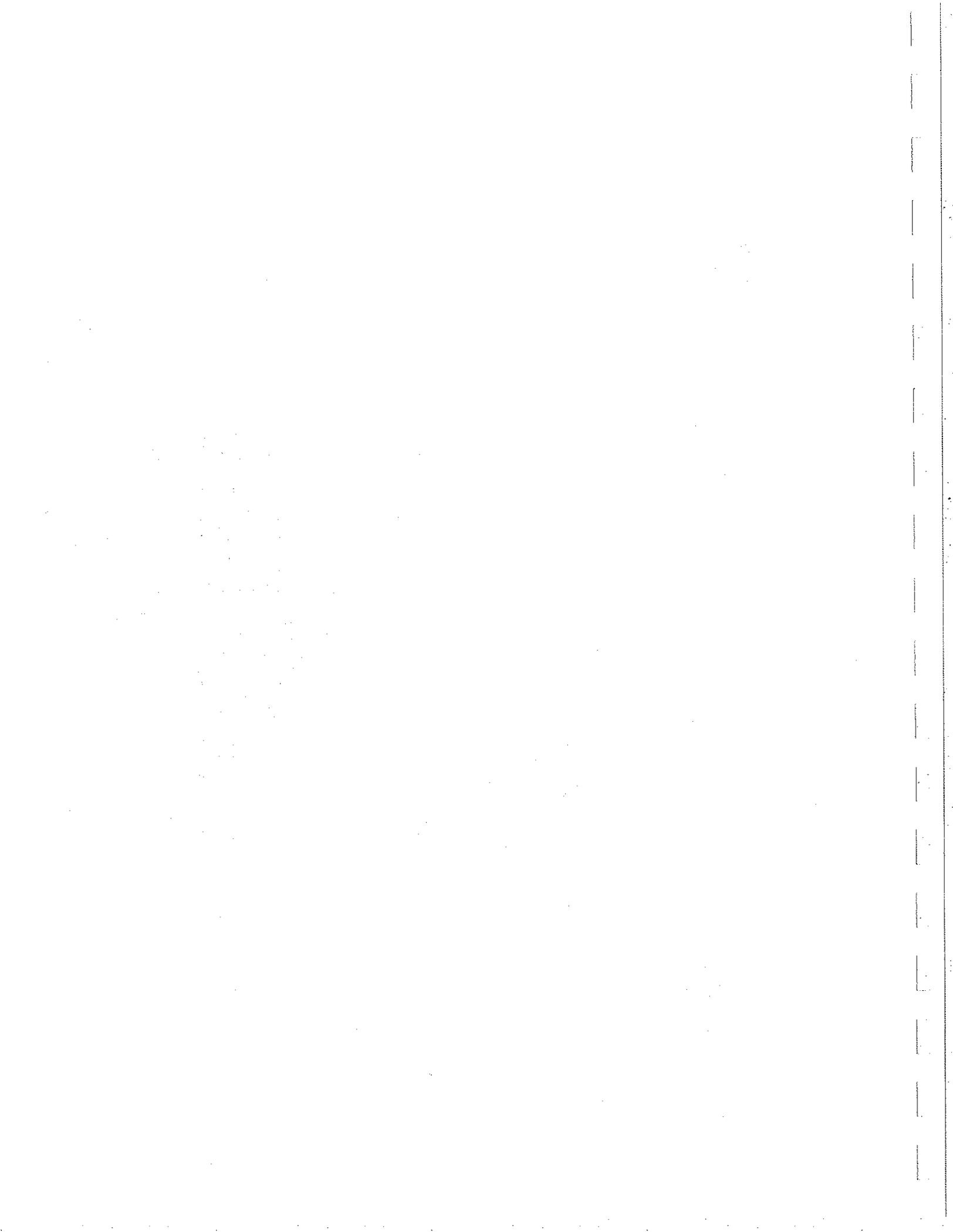
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SLOPE	SYMBOL
0% - 10%	[White box]
10% - 20%	[Diagonal lines]
20% and over	[Cross-hatched box]



OCT. 1991
3





Three categories of slope are mapped: the 0-10% slope areas are those which present little or no limitation to construction due to slope; the 10-20% slope areas present moderate to severe limitations to the construction of roads and buildings; and the 20%+ slope areas present severe limitations to construction and should be avoided if possible. Severe slopes increase development and maintenance costs, increase potential impacts from erosion, and increase structure costs due to additional stabilization requirements and the need for custom design of each structure to properly relate to the slope and uniqueness of each building site.

1.22 Geology

The geology of Rawlins is described here as it pertains to areas shown on Map 4. A complete geologic report is available from the City Planning Department and the Carbon County Public Library.

Northeast Rawlins: The surface rock in this area consists mainly of poorly consolidated Miocene-Pliocene sandstone and conglomerate dipping 2° average to the east. Only the occurrence of large (20-30 foot diameter) boulders in conglomerate lenses pose a minor construction problem. The occurrence of these lenses is unpredictable, and field study is needed to determine their occurrence in each section. A number of young faults are found in this area (Map 4), and field study is recommended in each section prior to construction.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud. The text notes that without reliable records, it would be difficult to verify the accuracy of financial statements and to identify any discrepancies or irregularities.

2. The second part of the document focuses on the role of internal controls in ensuring the accuracy and reliability of financial information. It describes how internal controls are designed to prevent errors and fraud by establishing a system of checks and balances. The text highlights that internal controls should be tailored to the specific needs of the organization and should be regularly reviewed and updated to reflect changes in the business environment.

3. The third part of the document discusses the importance of transparency and accountability in financial reporting. It states that organizations should provide clear and concise information about their financial performance and position to all stakeholders. This includes providing timely and accurate financial statements, as well as disclosing any significant risks and uncertainties that may affect the organization's financial health.

4. The fourth part of the document addresses the need for ongoing monitoring and evaluation of financial performance. It suggests that organizations should establish a system of key performance indicators (KPIs) to track and measure their financial success. This system should be used to identify areas of strength and weakness, and to inform decision-making and strategic planning.

5. The fifth part of the document discusses the importance of maintaining a strong relationship with external auditors. It notes that external auditors play a critical role in providing an independent and objective assessment of the organization's financial statements. Organizations should work closely with their auditors to ensure that all necessary information is provided and that any issues are promptly resolved.

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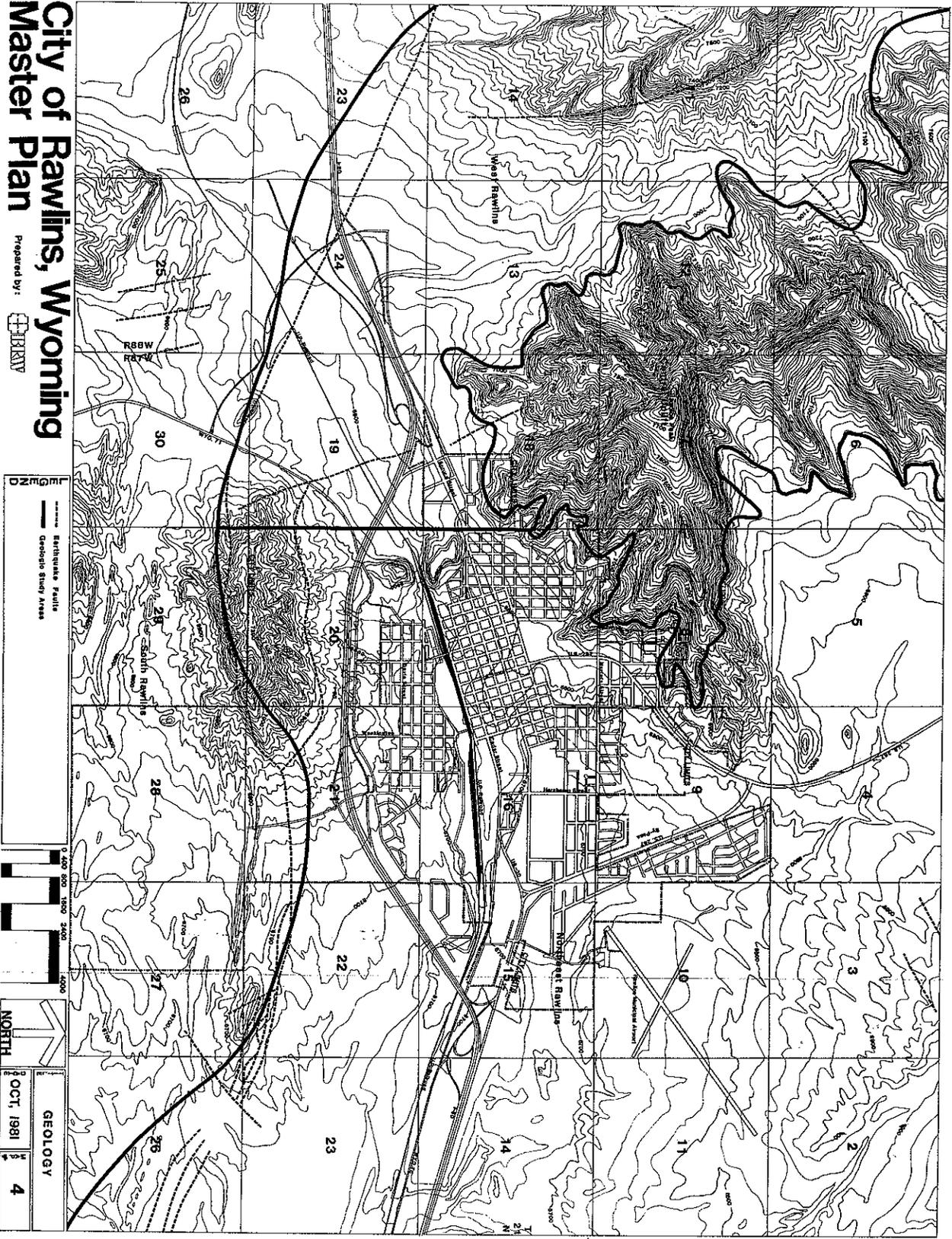
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City of Rawlins, Wyoming Master Plan

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LEGEND

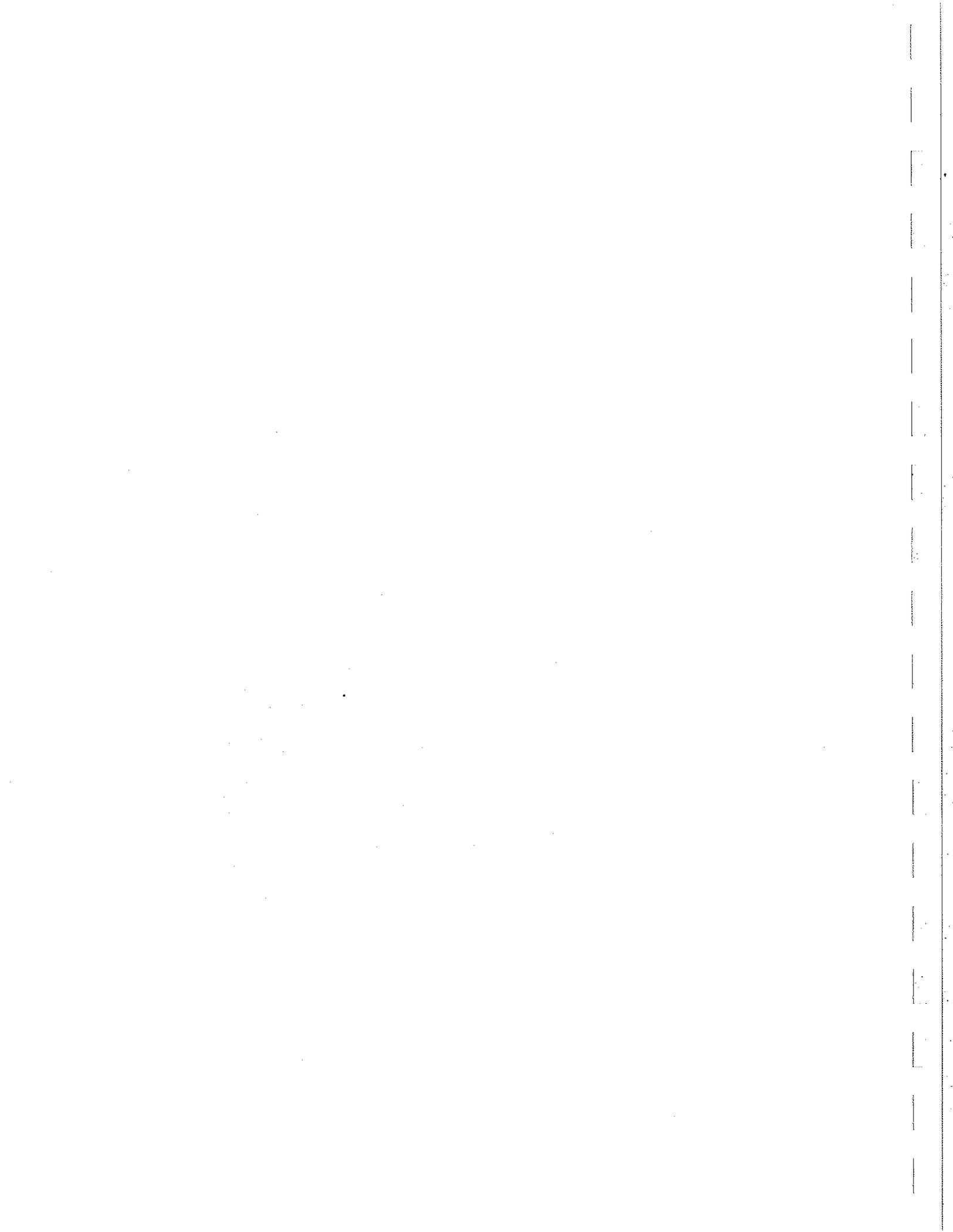
-  Berthoulet Fault
-  Geologic Study Areas

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GEOLOGY

OCT 1981 4

NORTH 



The water table in this area cannot be contoured due to lack of sufficient information, but it will fluctuate up and down inversely to the land surface. Recorded water table depths are from 0-20 feet below the surface, but only a few data points are available and in many areas it is expected that the depth to water table will be greater.

West Rawlins: Surface rocks in this area are similar to those of the Northeast region but dip up to 10° to the southeast. Construction problems are similar in both areas with the same need for detailed field work. A few faults have been recorded in the West area and detailed study may be needed before construction. Water table conditions in the West area, where data is almost nonexistent, are expected to be similar to the Northeast area.

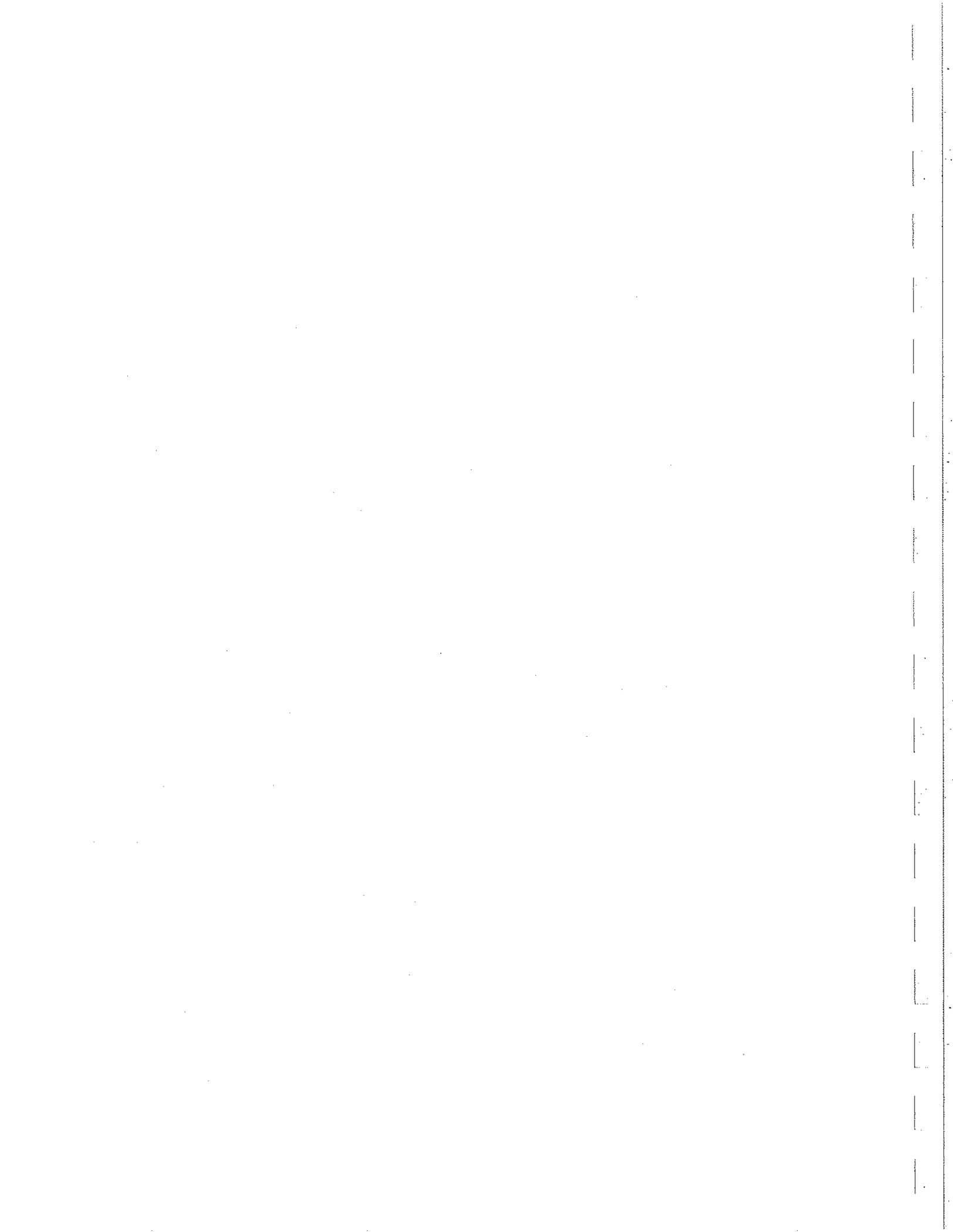
South Rawlins: Surface rocks in this area dip at relatively high dips (15°-85°) to the south. Numerous well-indurated beds are found here, but the high angle of dip places most of these beds below excavation depths within a few feet of surface exposures. Fault slivers from the Belle Springs Fault are found at the northern boundary, and a few faults are found at the southwest corner of the area. Groundwater is not found under water table conditions in the South Rawlins area, and will pose minimal construction problems.

Central Rawlins Uplift: Surface rocks in this area consist of well-indurated limestone, sandstone, and crystalline rocks. Excavation techniques here will be more difficult than in the other area as no poorly consolidated rocks will be encountered. Faults have been noted, but detailed field work may be needed prior to development. Ground water conditions are similar to the South Rawlins area and similar conclusions can be drawn.

The location of earthquakes recorded by the National Oceanic & Atmospheric Administration (NOAA), Boulder, Colorado, indicate that no events occurred within ten miles of the center of the City of Rawlins. The frequency of events of four magnitude (on the Richter Scale) within 100 miles of Rawlins is very low. The presence of young faults, however, makes seismic activity a matter for consideration. While it is not possible in view of past history to predict earthquakes, fault traces are not desirable locations for homes. Fault traces are located on Map 4.

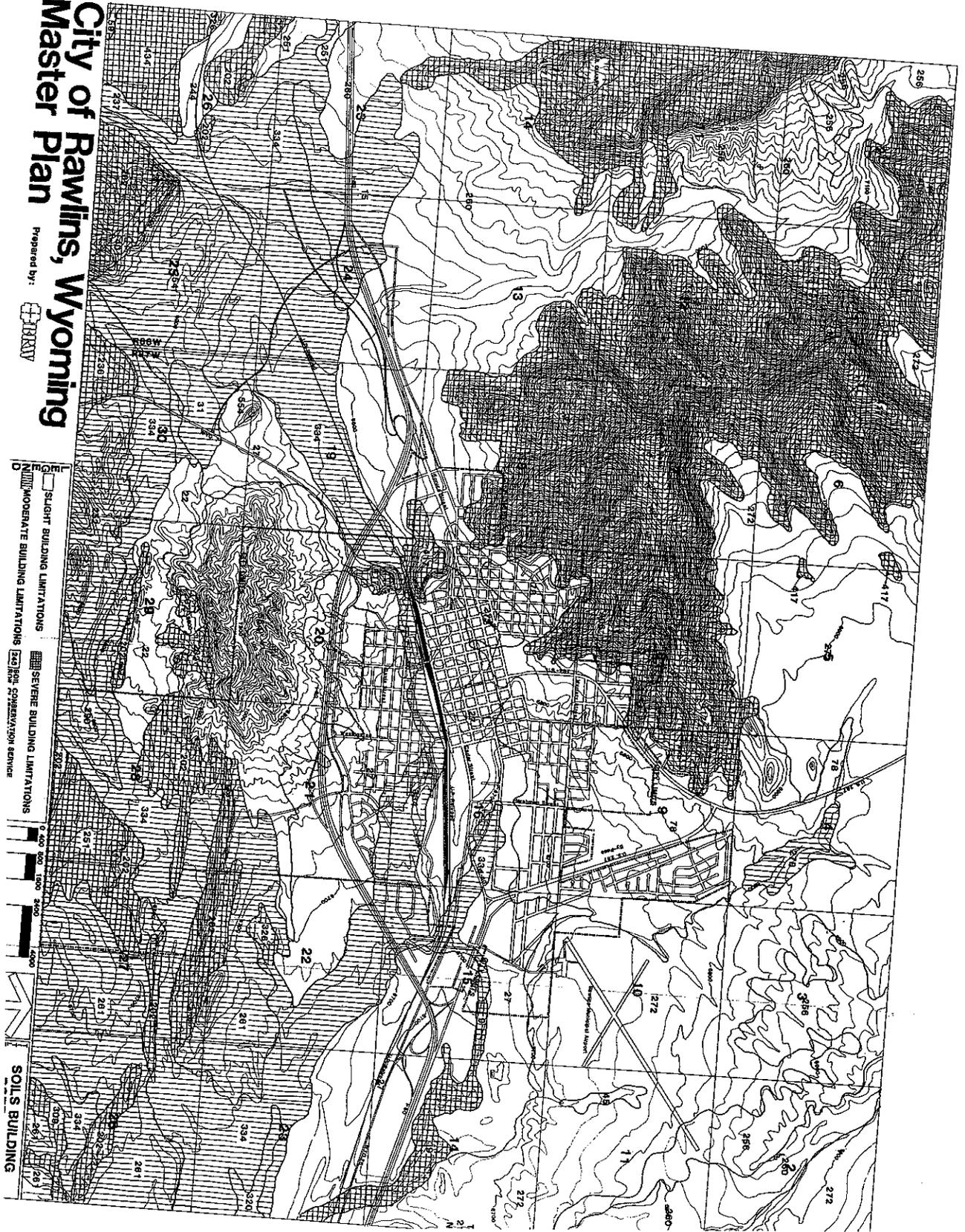
1.23 Soils

U.S. Department of Agriculture, Soil Conservation Service (SCS) soil classifications are shown on Map 5. This map also classifies soil types as to severity of building limitations. A comparison of the soils map to the slope map (Map 3) and the drainage map (Map 6) will show a close relationship between major drainage patterns, steep slopes and limiting soil conditions.



City of Rawlins, Wyoming Master Plan

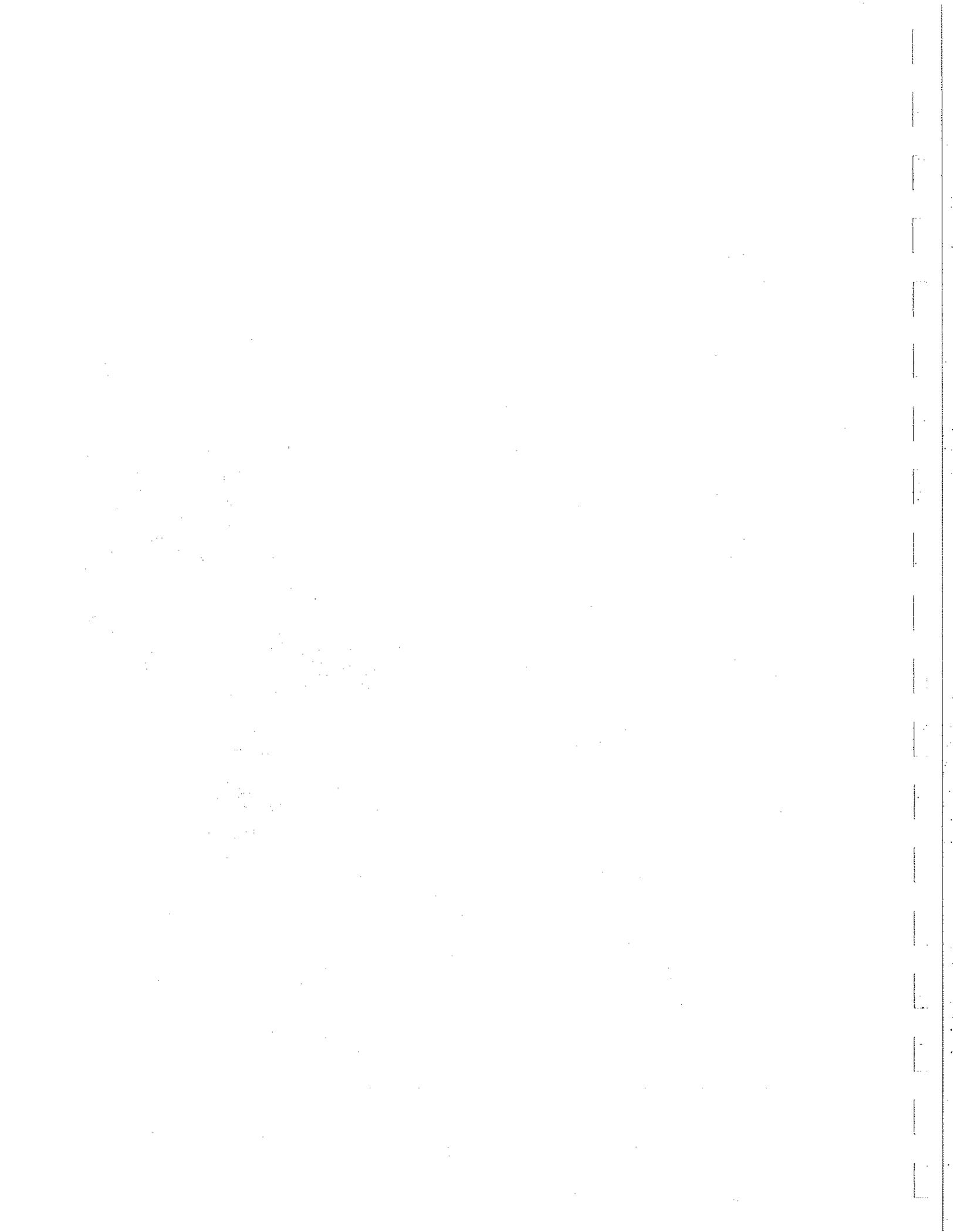
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-  SLIGHT BUILDING LIMITATIONS
-  MODERATE BUILDING LIMITATIONS
-  SEVERE BUILDING LIMITATIONS
-  SOIL CONSERVATION SERVICE



SOILS BUILDING



General soils descriptions and engineering interpretations are available at the Soil Conservation Service, the Planning Department office and the Carbon County Public Library. It is recommended that soils tests be performed prior to specific site design or construction due to the general nature of these soil surveys. Areas which show as having moderate or severe limitations in particular should be studied closely on a parcel by parcel basis.

1.24 Drainage

Map 6, Drainage, illustrates the major patterns of drainage within the study area. Two major drainage basins are located partially within the area: Sugar Creek Basin covers the majority of the area and contributes drainage to Sugar Creek which runs through south Rawlins; Coal Creek Basin cuts off the southern portion of the study area and contributes storm water flow to Coal Creek and then to Sugar Creek, east and downstream of the City. Because of the magnitude of the area contributing water to Sugar Creek, the area along the Creek is very susceptible to flooding conditions. More detailed studies are needed to accurately identify flood prone areas within the vicinity of Rawlins. Particular care should be taken in planning residential development for specific properties which include major drainage channels. However, just as important is the proper planning and design of upstream development such that it does not increase the rate of runoff in such a manner so as to cause potential problems for occupants downstream.

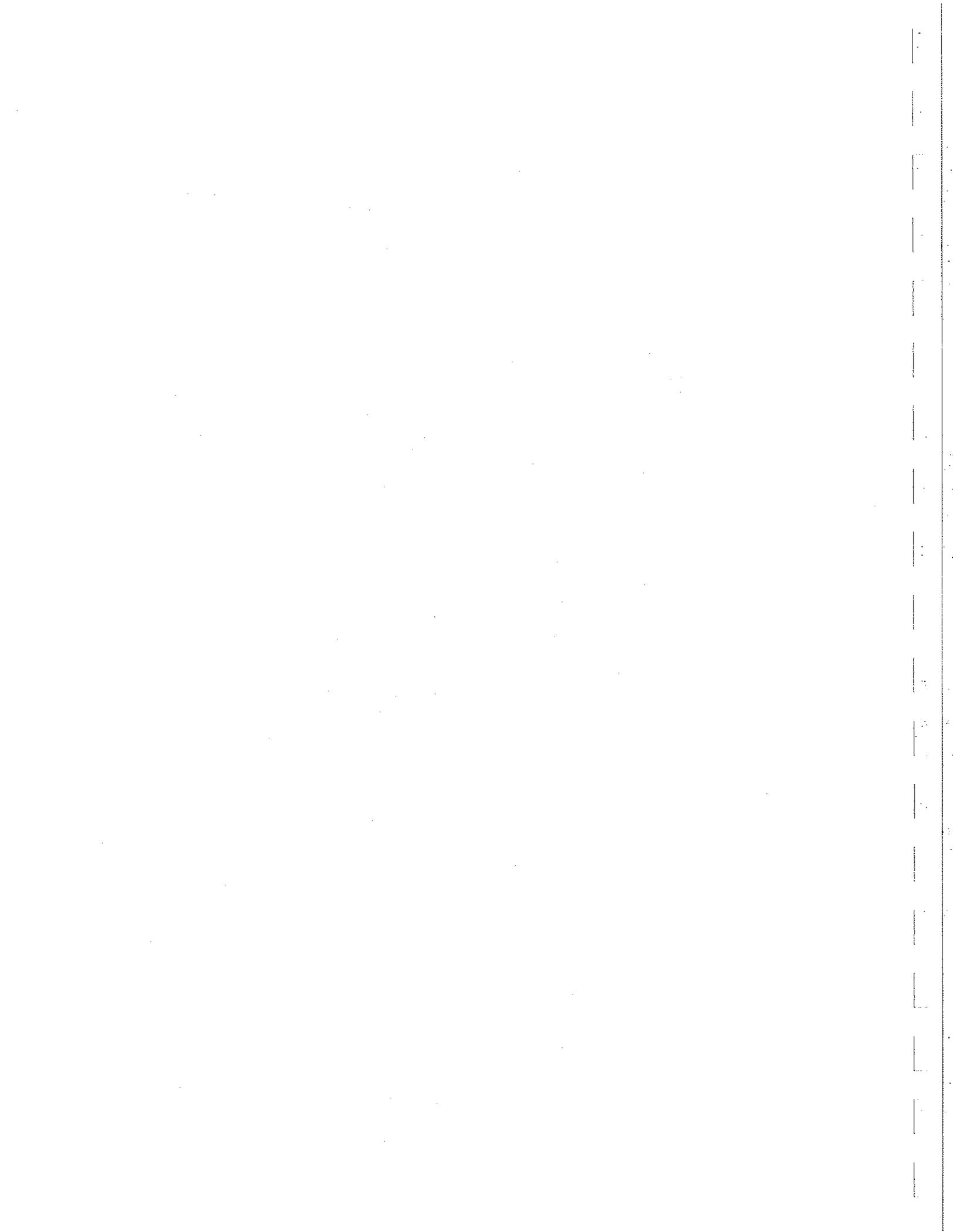
Additionally, erosion of steep slopes must be an important consideration in new developments. Where there are potential erosion problems, steps must be taken to mitigate the problems both during and after construction. In some instances, development of specific land may not be advisable or feasible.

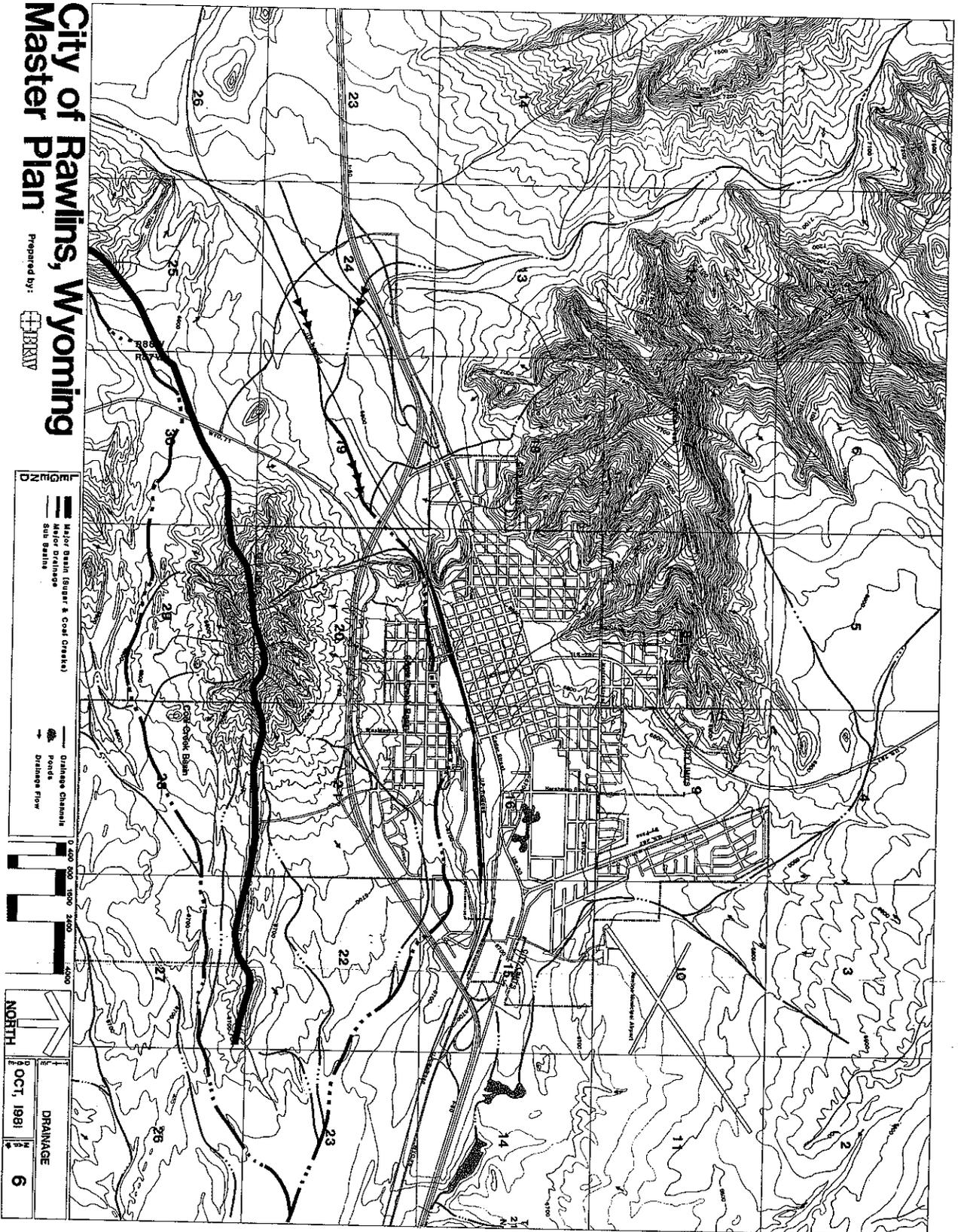
1.25 Climate

Climatic considerations are useful for broad scale community planning in primarily two ways: (1) general precipitation and temperature data gives a basic understanding of expected norms, and when coupled with soil, slope and drainage information, allows establishment of reasonable locational and design standards related to roadways, open space and flood prevention techniques; and (2) wind data assists in determining the most desirable locations for facilities which potentially produce air or noise pollution, such that other uses are minimally affected by pollution carried by wind.

Temperature

"The monthly mean temperature is about 43°F and July temperatures typically range from about 51°F at night to 84°F in the day and average about 68°F. The highest temperature of record is 98°F and temperatures as high as 90°F occur on only 7 days per year. In January, temperatures average about 21°F and typically warm to above freezing in the day on about one-half (15) the days of the







month. Wintertime temperatures occasionally warm to the high fifties or sixties and drop to the twenties and thirties below zero."¹

Growing Season

The growing season in southcentral Wyoming is primarily dependent on elevation and topography. Drainage basins (e.g., canyons and valleys) often experience colder nighttime temperatures than areas outside of the basins. Cold air drains from the mountain slopes into the basins on nights with clear skies and light winds or calm conditions. Therefore, these basins often have shorter growing seasons than adjacent areas.

The growing season temperature threshold can vary with different plant species. The growing season with temperatures of 16°F. or greater for five locations in southern Wyoming ranges from April to late October. The 32°F. growing season typically lasts from late May or June to late August or early September.

Precipitation

Although thunderstorms in the Rawlins area often produce only small rainfall amounts, thunderstorms are sometimes locally heavy. Rawlins mean annual precipitation is 10-12 inches. Southcentral Wyoming can expect a drought one year in nine if the drought frequencies at Dixon, Rawlins, and Elk Mountain can be assumed as representative of the region. Rawlins had less than 75% of their normal precipitation during 6 of the 53 years between 1923 and 1975 (U.S. Department of Commerce 1923 to 1975).

Air Moisture

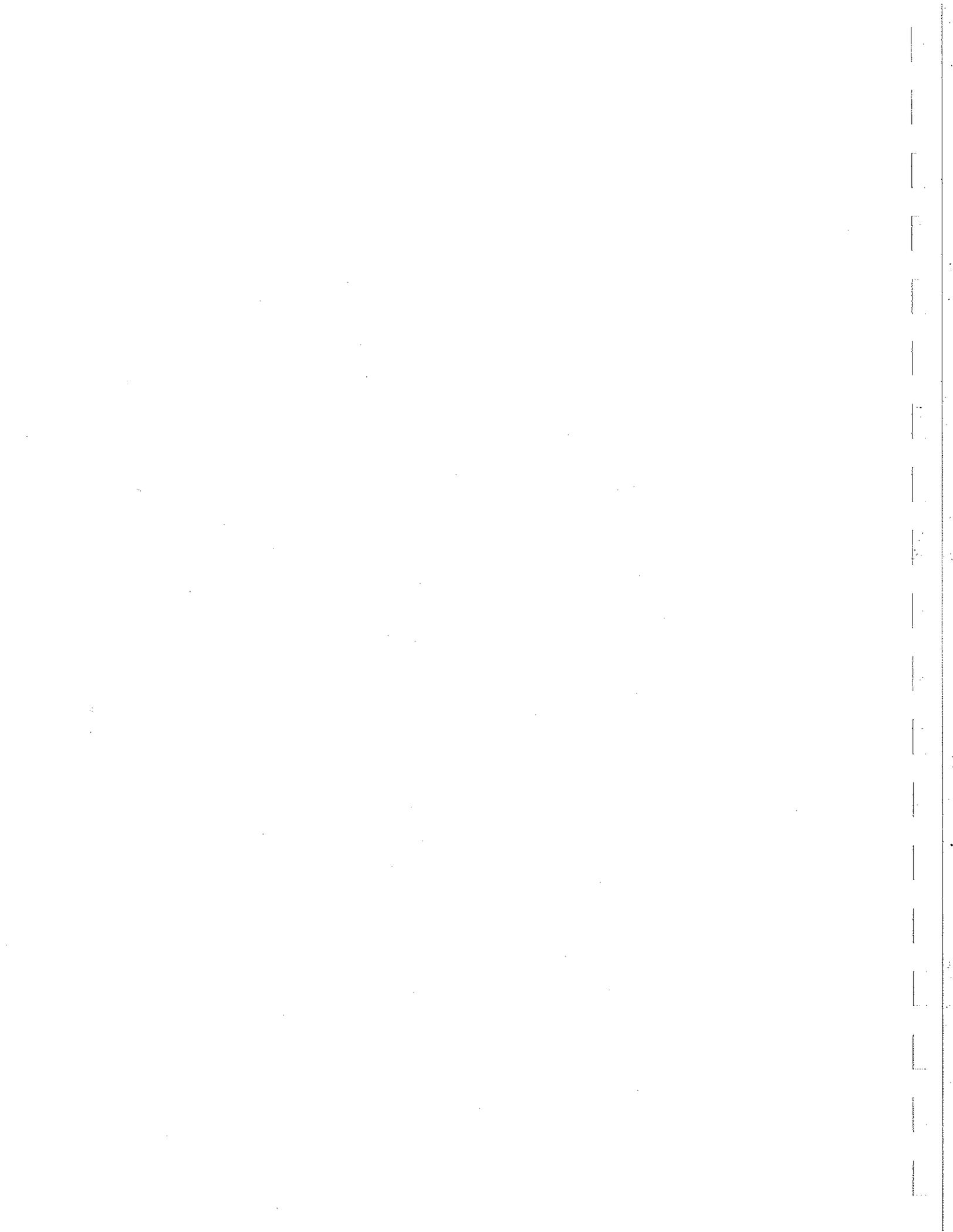
The relative humidity in southcentral Wyoming averages about 50% in the summer and about 70% in the winter (U.S. Department of Commerce 1968). Summer afternoons often have humidities as low as 20%.

Fogs, infrequent in Rawlins because of the small amount of atmospheric moisture generally available for condensation near the ground, restricted visibility to 7 miles or less on an average of 209 hours per year from 1955 to 1964. The highest frequency of fog occurs in the winter, while the lowest frequency occurs in the summer.

Sunshine

The Rawlins area receives abundant sunshine, with an annual average of about 60% of the possible sunshine (U.S. Department of Commerce 1968). The hours of sunshine at the lower elevations range from 2,600 to 2,700 hours per year. The month of July receives the most sunshine, while December and January receive the least sunshine.

¹Wyoming Weather Facts, June, 1966, Wyoming Natural Resource Board, Cheyenne, Wyoming.



Visibility

Approximately one-half of the visibilities recorded at Rawlins are between 30 and 60 miles. Visibilities at Rawlins are lowest in the winter and highest in the summer. In general, visibilities are lowest in the morning, when fog or haze may be present, the relative humidity is highest, and vertical mixing and the transport winds are weakest. Conversely, the highest visibilities normally occur in the afternoon when materials in the air which restrict visibility are at a minimum.

Wind Patterns

Rawlins has the only long-term wind speed and direction record in southcentral Wyoming. On an annual basis, the prevailing winds are from the west-southwest at Rawlins. West-southwesterly winds occurred 26% of the time from 1955 to 1964, and this wind direction had a high average wind speed of 16 miles per hour (mph). Westerly and southwesterly winds also have a high frequency. Despite the high wind speeds associated with many of the wind directions, calms are not uncommon. Calms occurred 21% of the time from 1955 to 1964.

The seasonal wind roses show wind direction patterns that are very similar to the annual wind direction pattern at Rawlins. During all seasons, west-southwesterly winds prevail, and westerly and southwesterly winds also have high frequencies. However, the average seasonal wind speeds vary significantly. The summer average wind speeds of 8.9 mph are the lowest, while the winter average speeds of 13.9 mph are the highest.

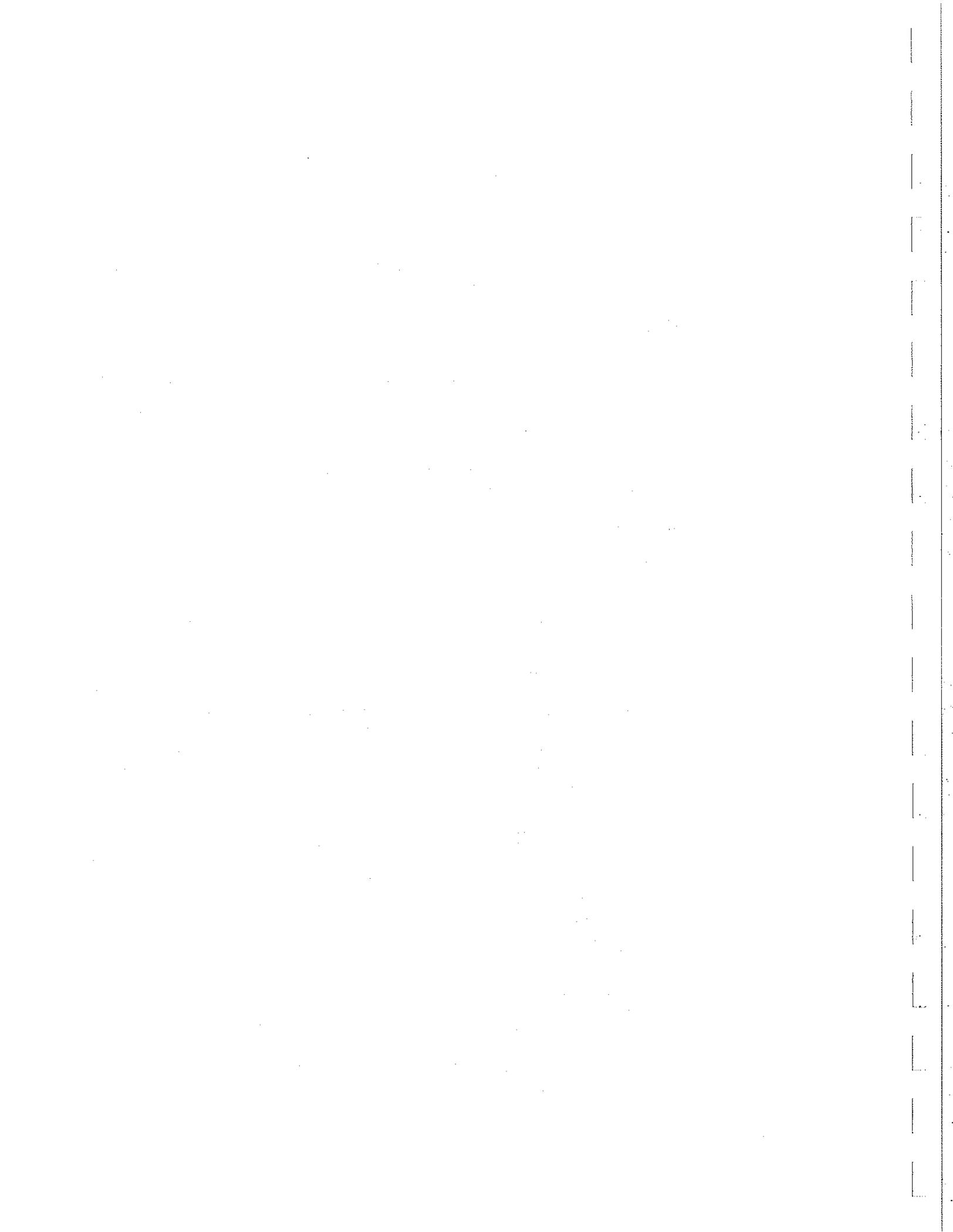
Thirty-one days were recorded as having wind speeds greater than 30 miles per hour for 4 or more hours for a 4-year period (1959 to 1963) at Rawlins. The frequency of days with 4 or more hours of high wind speeds would be 1 day in 3 months. Two days in 7 months would have 6 or more hours with wind speeds greater than 30 miles per hour. These high winds can be expected to occur once in 10 months for 8 hours or more in 1 day.

Severe Weather Events

In southcentral Wyoming, the average number of thunderstorm days per year ranges from near 30 in the west to about 35 in the east (Bryson and Hare 1974). Thunderstorms are most frequent during the latter part of spring and summer. Almost all of the precipitation during these seasons is from thunderstorms or showers. Thunderstorms are occasionally accompanied by locally heavy rain, gusty winds, and hail.

On the average, at any given point, a 30-minute rainfall of 0.3 inch occurs once a year. A 2-hour rainfall of 2.0 inches is expected only once every 100 years (Hershfield 1961).

In general, a fastest mile (or "extreme mile") wind of 60 miles per hour can be expected once every 2 years, whereas a fastest mile wind of 95 miles per hour can be expected once every 100 years.



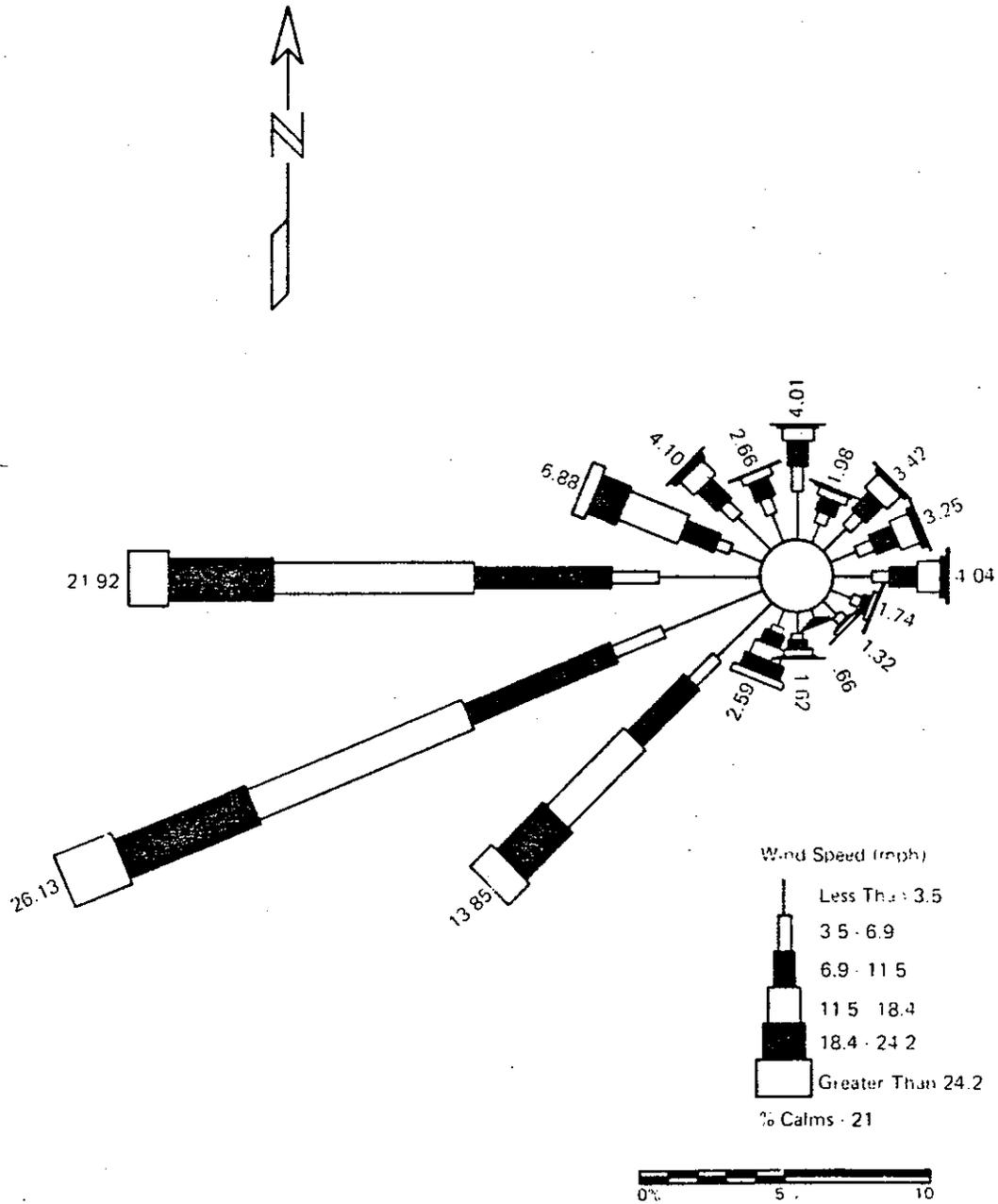
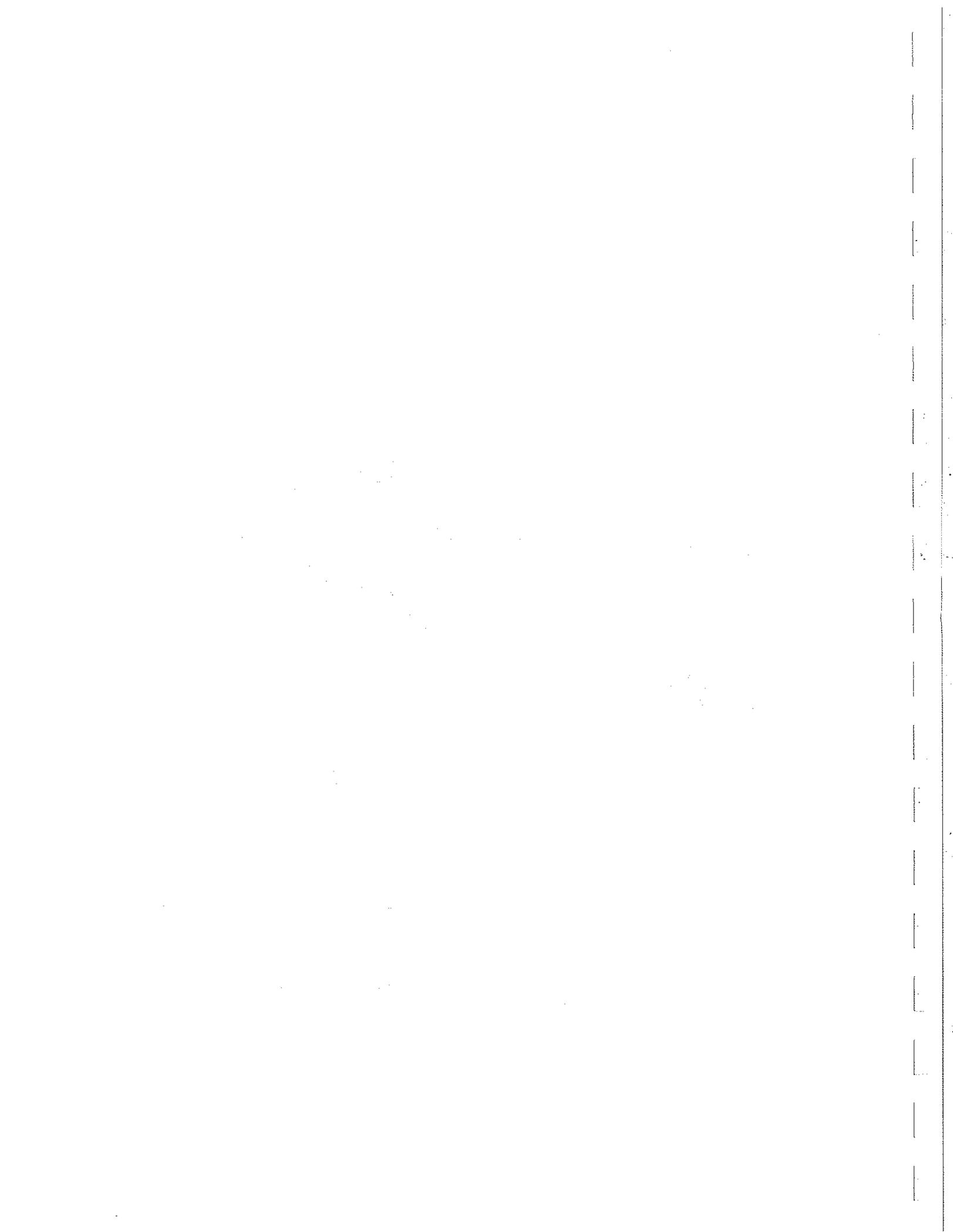


Figure 4
**ANNUAL WIND ROSE FOR RAWLINS, WYOMING,
 1955 - 1964**

Sources: National Climatic Center, 1968.
 National Climatic Center, 1955-1964.



These extreme winds are often associated with local severe thunderstorms; sometimes they are caused by strong low-pressure systems (extratropical cyclones).

1.26 Wildlife

There are an estimated 30,000 to 44,000 pronghorn antelope in the southcentral Wyoming region. During winter months, these pronghorns assemble in large herds. Depending upon weather conditions, at least two of these herds may migrate through the study area.

One herd is composed of pronghorn which may spend summer months as far away as Jeffrey City, Lander or Lamont. Approximately 2,000 head from this herd pass through the study area about once each five to ten years. They may move south either to the east or west of the Rawlins uplift. If the herd movement is east of the uplift, the cross Highway 287 at Section 4. If the herd is east of the Rawlins uplift, their movement is blocked by I-80, and they cross the uplift and again cross the highway at Section 4.

Another herd from the Red Rim area, composed of about 1,300 head, passes either north or south of Rawlins Hill on a less frequent schedule than the herd to the north.

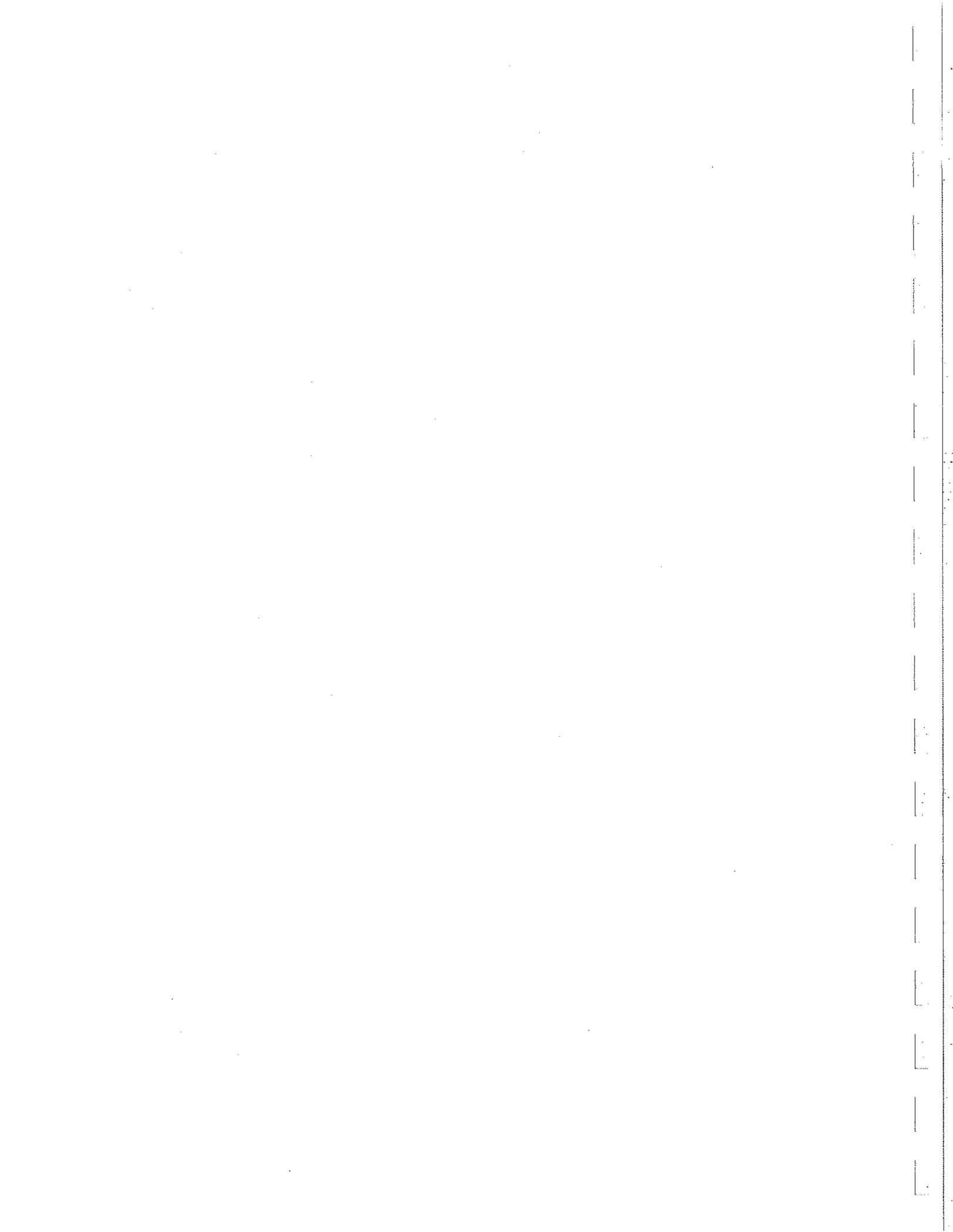
1.3 MANMADE CONDITIONS

Manmade conditions influence the growth of a City as much as or sometimes more than environmental conditions. Once poorly established, manmade conditions can be harder to deal with than those occurring naturally. Over a period of years, precedents are set and trends are established; as they relate to community development, these can be either good or bad. It will be desirable to build upon the good elements and to rectify the undesirable elements. The following discussion will look at and identify those manmade conditions which will be valuable in developing future plans.

1.31 Existing Land Use

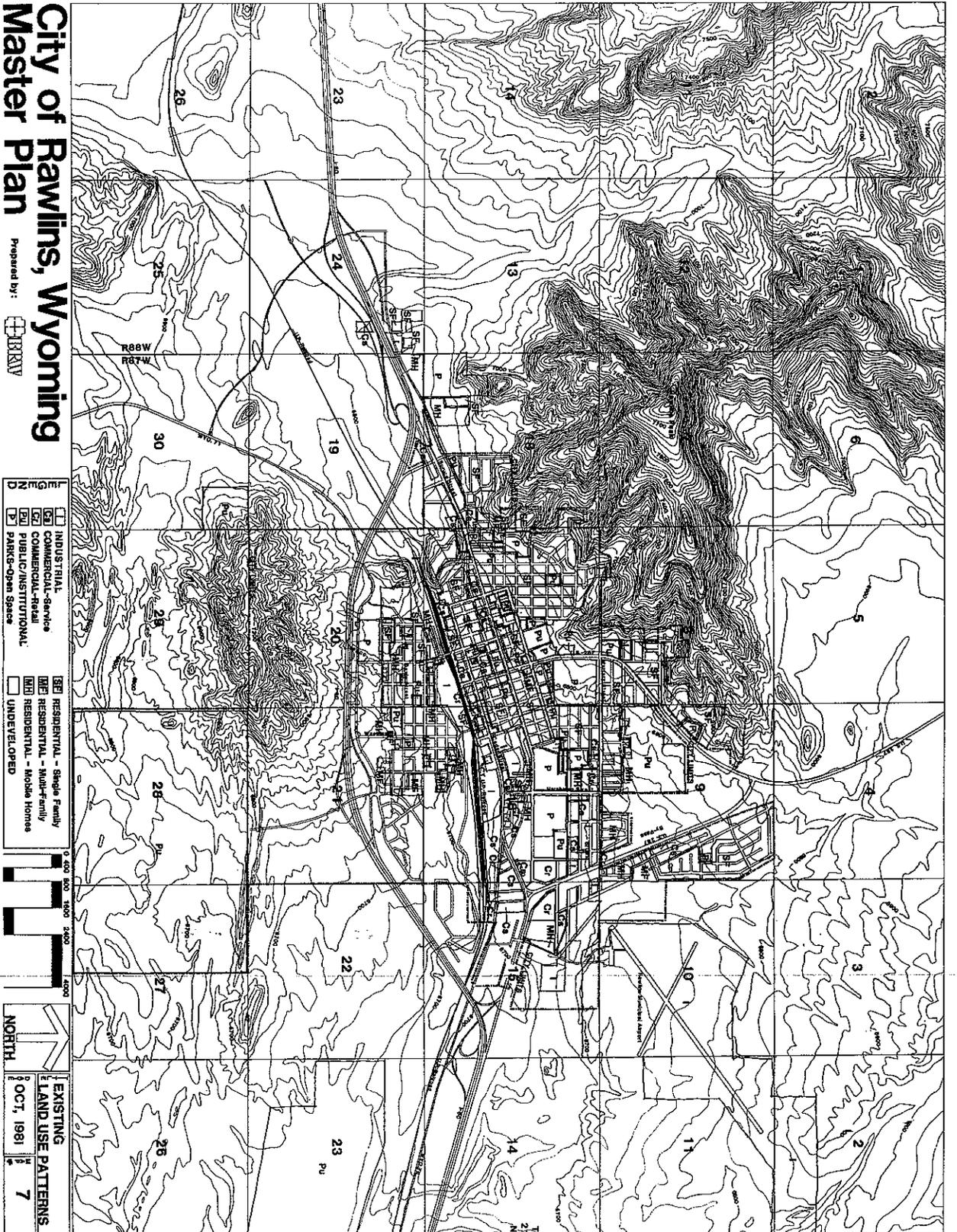
Map 7 illustrates existing generalized land use patterns within the Study Area.

At present, approximately 64% of the area within the City limits is committed to a specific land use. This includes areas such as the Airport Business Park and Cottonwood Village, which are under construction at the time of this writing. Also included is the new Wyoming State Penitentiary which has been recently annexed to the City and which is also currently under construction.



City of Rawlins, Wyoming Master Plan

Prepared by:



INDUSTRIAL - Service	RESIDENTIAL - Single Family
COMMERCIAL - Retail	RESIDENTIAL - Multi-Family
PUBLIC/INSTITUTIONAL	RESIDENTIAL - Mobile Homes
PARKS-Open Space	UNDEVELOPED



EXISTING
LAND USE PATTERNS
OCT, 1981
7

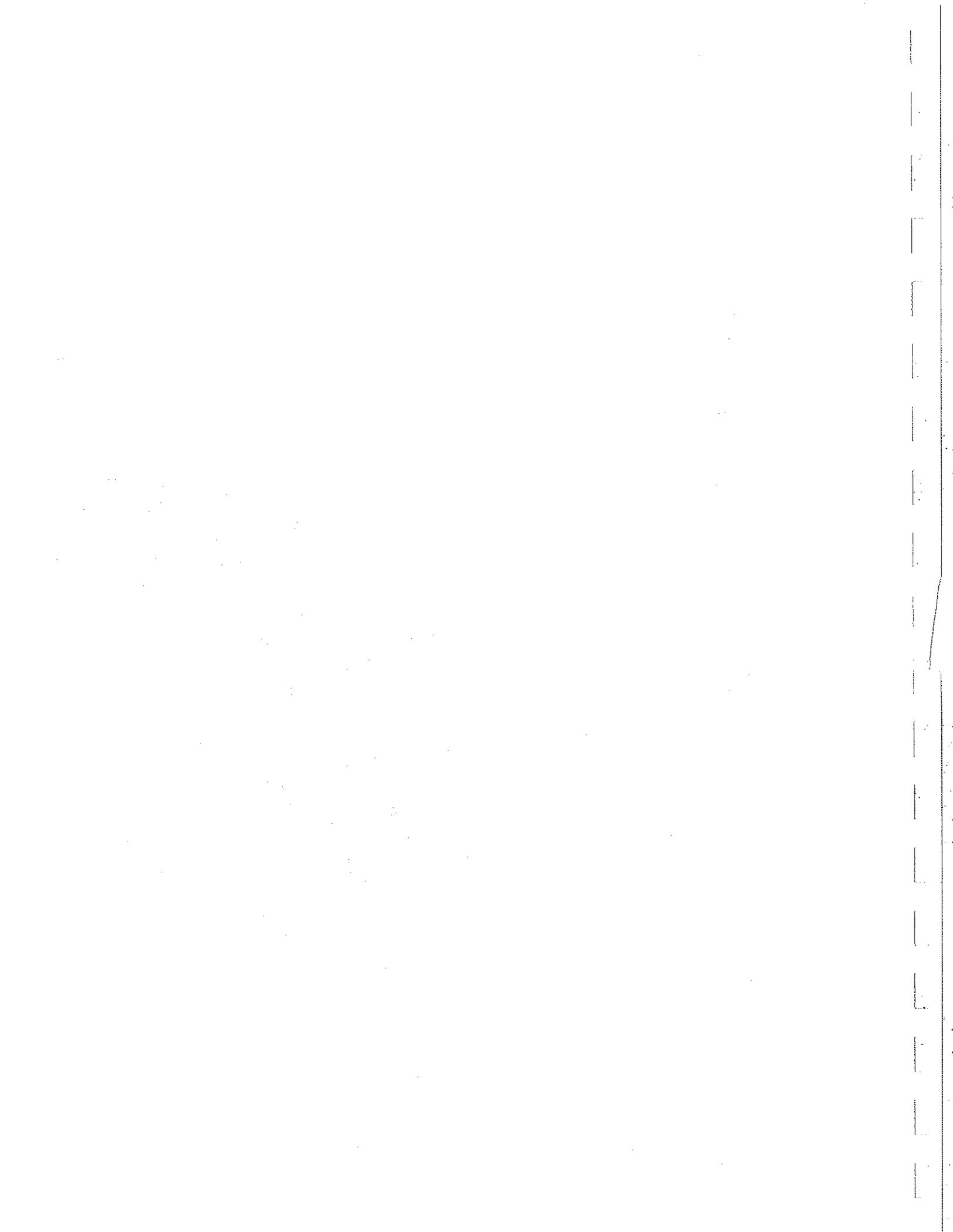


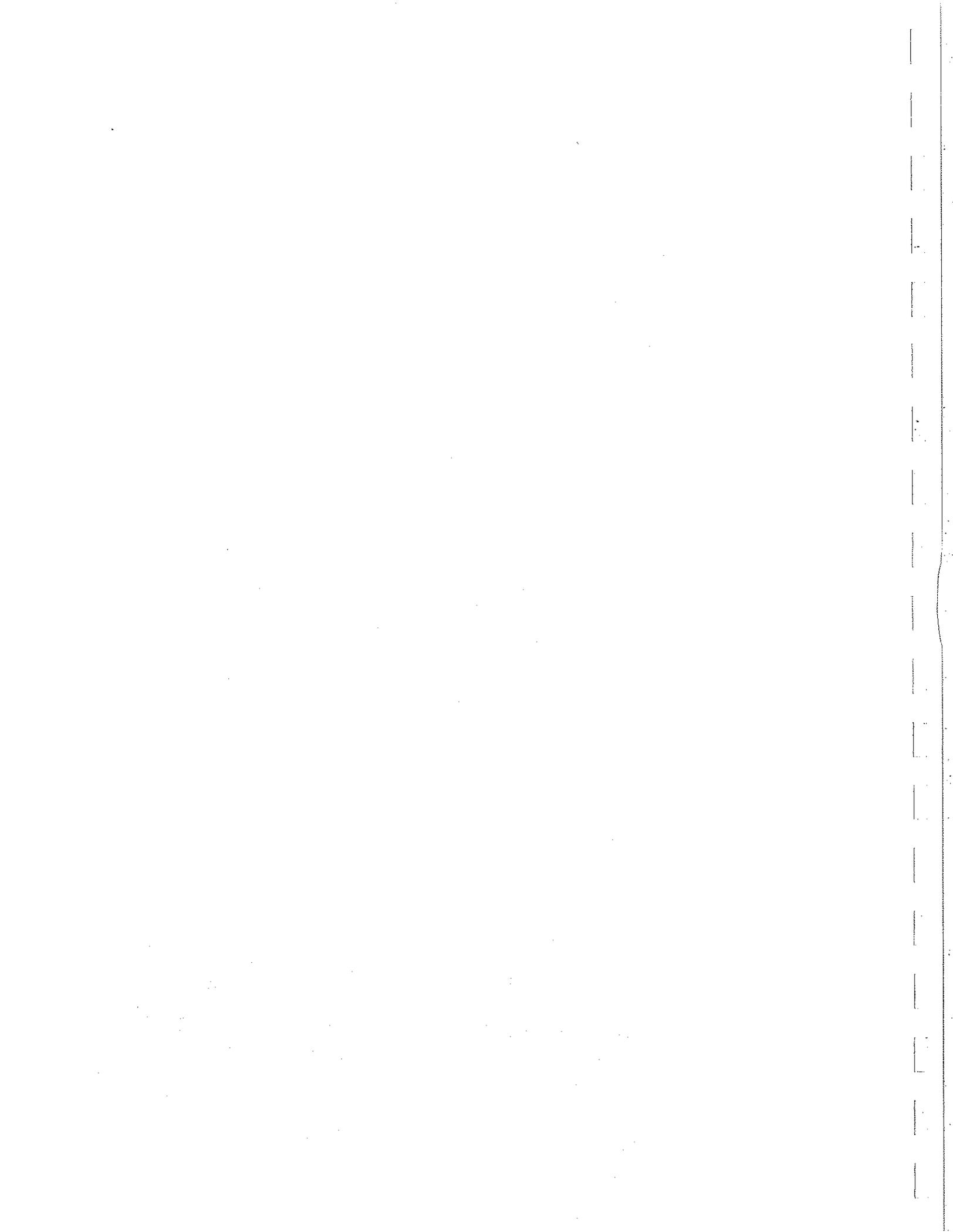
TABLE 1
EXISTING LAND USE

<u>Category</u>	<u>Acres</u>	<u>% Of City</u>
Industrial	297	6
Commercial - Service	135	3
Commercial - Retail	56	1
Public/Institutional	1,470	32
Parks/Open Space	152	3
Residential - Single Family	688	15
Residential - Multi-Family	45	1
Residential - Mobile Homes	132	3
Undeveloped	<u>1,685</u>	<u>36</u>
TOTAL	4,660 ± Acres	100%

Several distinct patterns of growth have become established and are apparent from examining the map:

- Commercial development has spread along U.S. 30 (Cedar and Spruce Streets) from one end of the City to the other. A majority of the commercial facilities along U.S. 30 are service related as opposed to retail sales. Service facilities are, of course, dominated by motels and restaurants and are important to the tourist trade and overall economy of the City. However, two things become evident as a result of commercial expansion along U.S. 30: (1) commercial uses are expanding into previously residential neighborhoods and the definition and delineation between residential and commercial becomes less distinct; and (2) the dominance of the business community by the Central Business District (CBD) is being lessened by the development of commercial retail facilities near the fringes of the present community.





- The predominant directions of growth at this time are in the southeastern, easterly, and northeasterly direction. Reasons for this are simple - lack of significant topographic constraints, ease of access, and ease of service by utilities (primarily sewer).
- Except for three to four instances, multi-family housing has been developed primarily on small, isolated/individual parcels, mostly north of the railroad and near the downtown area. Major exceptions are: Mactavish Court in Highland Hills; Cottonwood Village (being constructed), and the area immediately to the west in the Sage Hill Estates and Ferris View Additions, and in the Park Manor area.
- The south side has experienced an influx of mobile homes scattered through single family residential neighborhoods. Other areas such as the Withrow Trailer Courts on Murray Street, the Highland Hills mobile home area, and the future Cottonwood Village mobile home area have concentrated housing of this type into developments designed and approved purposely for mobile homes.
- Industrial development and growth has and is currently taking place on the Eastern end of Rawlins roughly between the County Fair Grounds and the Rawlins Municipal Airport. Industrial growth in this direction seems appropriate given predominant wind directions, and potential noise disturbance from aircraft traffic. Industrial uses here are less likely to affect residential uses to the west and are less likely to be affected by air noise than residential would be if placed in that vicinity.

Existing land use patterns, with those exceptions previously mentioned, appear to provide an acceptable basis upon which to build a future land use plan without requiring major recommendations for change.

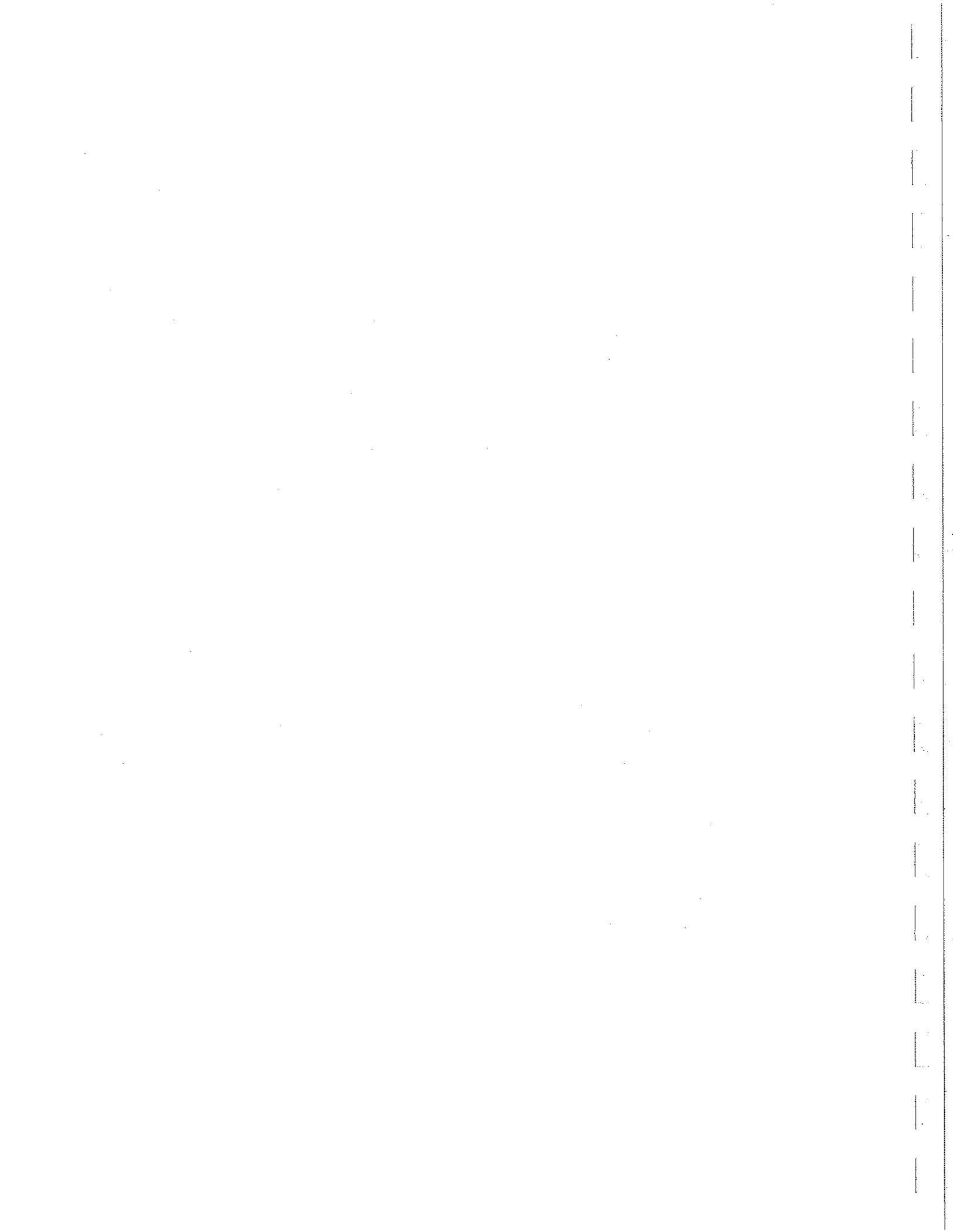
1.32 Existing Zoning

The City of Rawlins has in force a zoning ordinance originally adopted in 1973 and amended since that time.

R-A Ranching and Agriculture

Intent: to preserve open areas not yet ready for development while continuing to be agriculturally productive.

Permitted uses: agricultural and public.



R-D Residential

Intent: to provide for residential development with density controlled through land area per unit density restrictions:

R-D - 40,000	1 unit/acre max.
R-D - 15,000	3 units/acre max.
R-D - 7,500	6 units/acre max.
R-D - 3,000	14 units/acre max.
R-D - 1,500	30 units/acre max.

Single family homes are permitted in all districts; duplex and multiple family units are permitted in R-D - 3,000 and R-D - 1,500 only; mobile homes are permitted only in R-D -3,000. Open space requirements are set forth.

R-B Retail Business

Intent: to provide for shopping, office or personal service facilities.

Permitted Use: retail stores, office, service-oriented shops, food establishments, club, and apartment dwellings.

H-B Highway Business

Intent: to provide for highway-oriented business development.

Permitted Uses: all from R-B district, motels, automotive facilities.

I Industrial

Intent: to provide for industrial development and to avoid uncontrolled mix with residential areas.

Permitted Uses: industrial and utility uses.

The existing Zoning Map, Map 8, shows the extent and location of the present zoning districts.

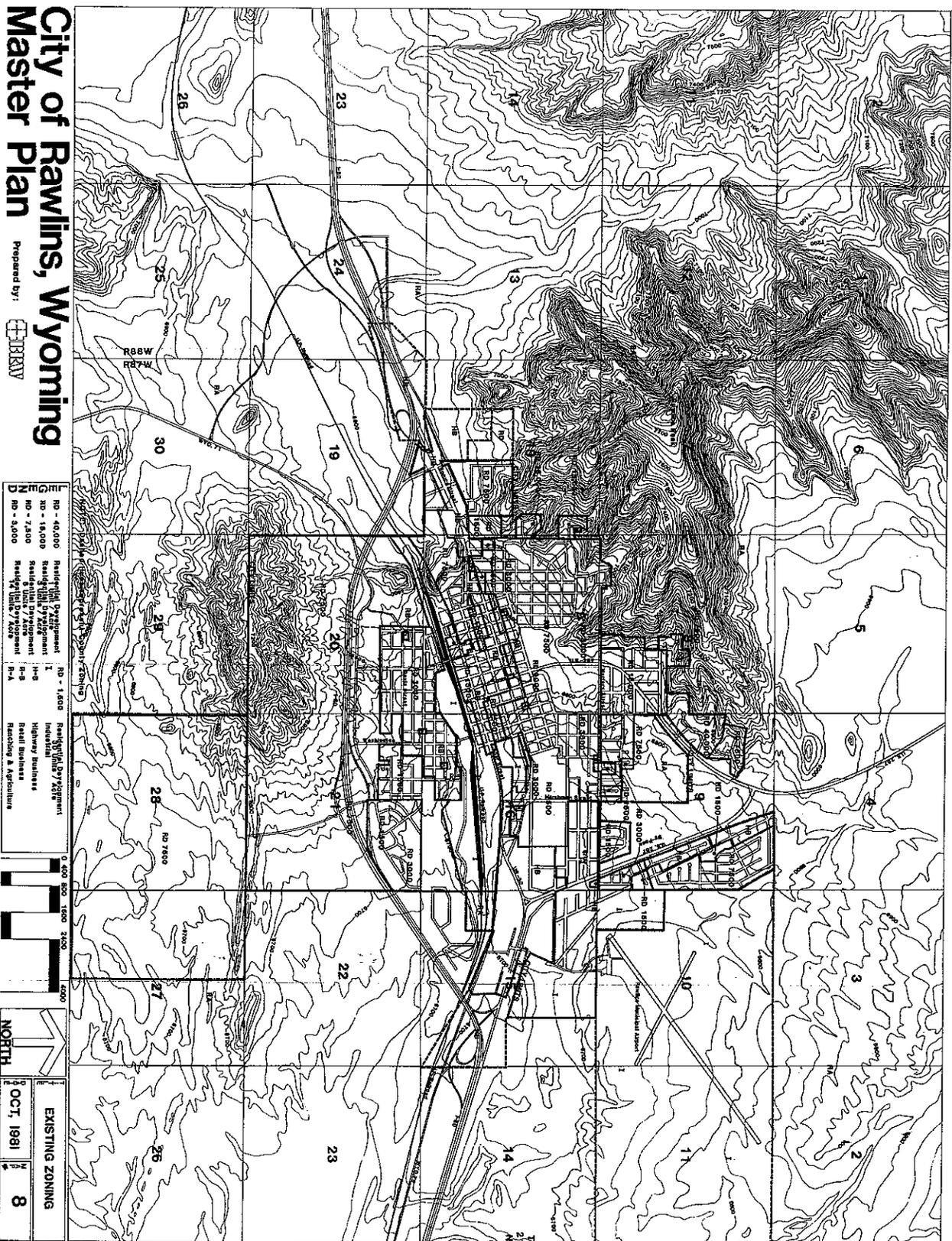
The City is currently preparing a new zoning ordinance in order to make it more responsive to the present needs of the community. Among the objectives of the new Ordinance are the following:

- . To better define districts and outline permitted units.
- . To allow increased flexibility in permitted residential unit types.
- . To encourage residential development in planned unit developments and large scale projects.
- . To more closely control the location of mobile homes and to encourage their placement in "parks" designed for mobile homes.
- . To establish design and performance standards for industrial and commercial developments.



City of Rawlins, Wyoming Master Plan

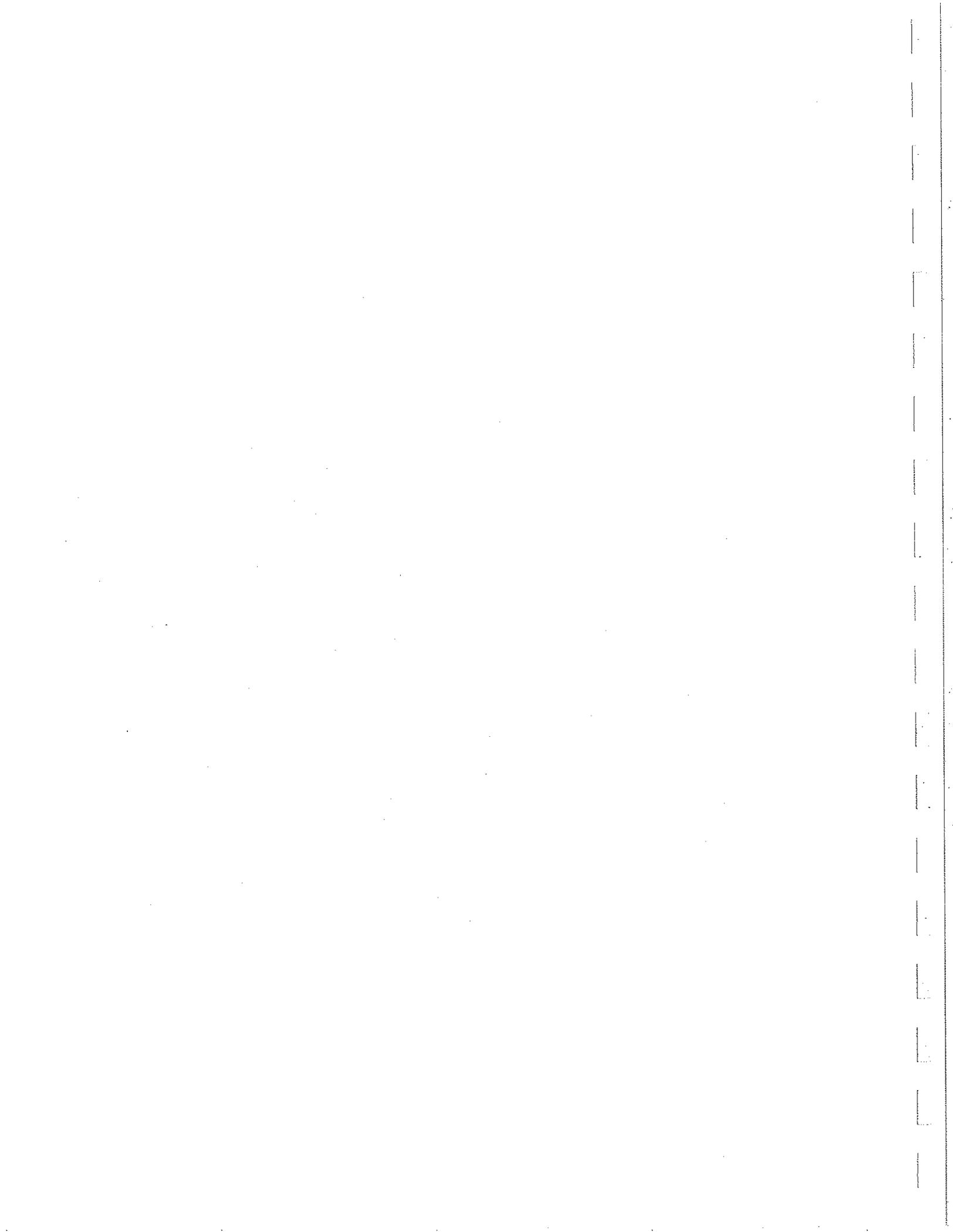
Prepared by:



RD - 40,000	Residential Development	RD - 1,000	Residential Development
RD - 18,000	Residential Development	RD - 7500	Residential Development
RD - 7,500	Residential Development	RD - 3,000	Residential Development
RD - 3,000	Residential Development		



EXISTING ZONING
OCT, 1981
8



1.33 Population/Employment

Population/employment figures and projections are important for purposes of this Master Plan because they give a general indication of the present size and projected growth rate of Rawlins. Due to the difficulty of accurately projecting population/employment, the several sources of both existing and future numbers, and the degree of potential inaccuracy relative to counts and projection figures utilized here are for general information purposes only.

Population figures and projections for Rawlins and Carbon County are presented in Table 2.

Rawlins is expected to experience considerable growth over the next several years, although the percentage may decrease slightly over the years due to increases in populations of smaller towns such as Hanna, Medicine Bow, Saratoga, Sinclair and Baggs. It is anticipated that Rawlins will continue to accommodate over 50% of the County population.

TABLE 2
POPULATION FIGURES AND PROJECTIONS

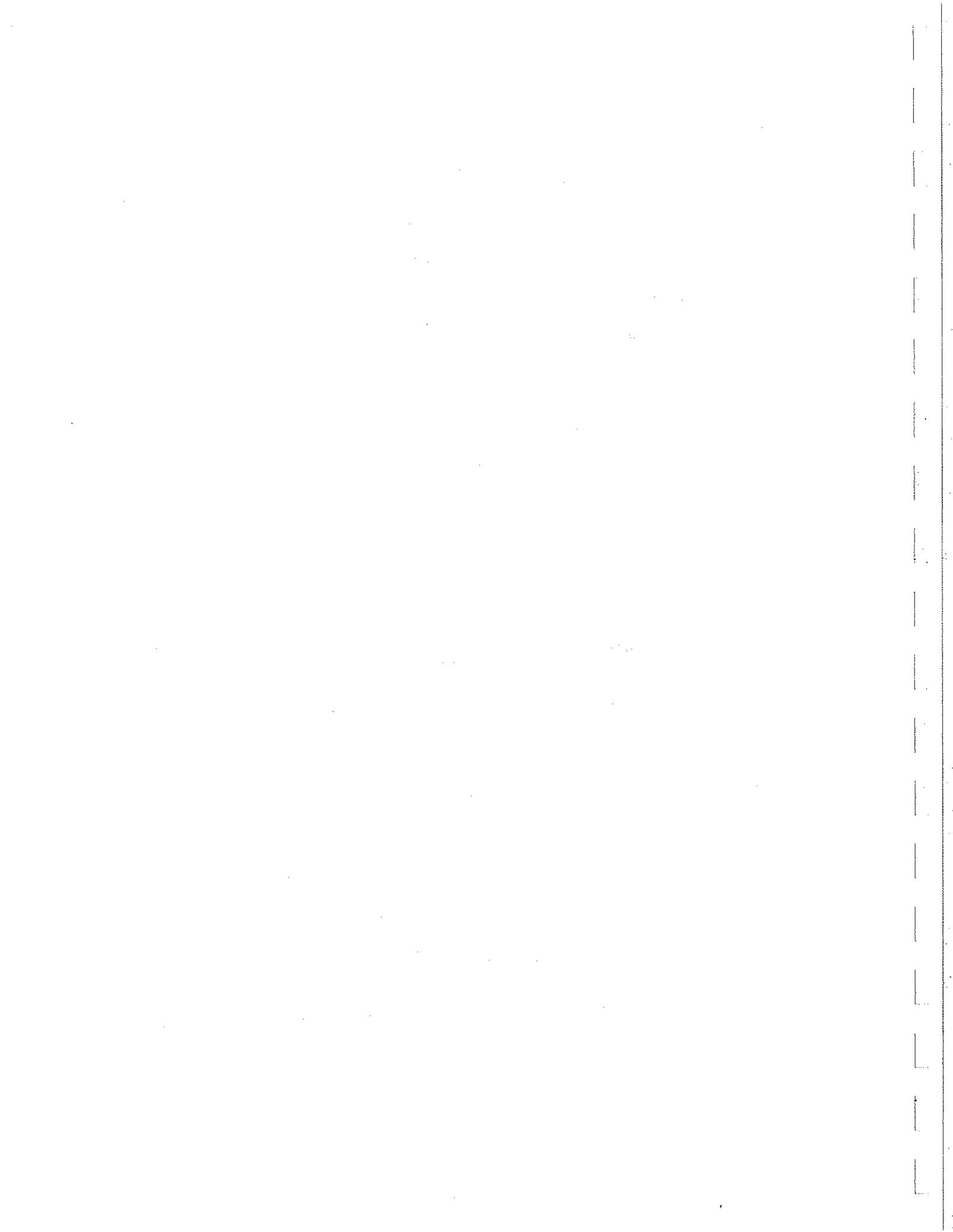
<u>Year</u>	<u>Rawlins</u>	<u>Carbon County</u>	<u>% of County Population In Rawlins</u>
1920	3,969 ¹	9,525 ¹	42
1930	4,868 ¹	11,391 ¹	43
1940	5,531 ¹	12,644 ¹	44
1950	7,415 ¹	15,742 ¹	47
1960	8,968 ¹	14,937 ¹	60
1970	7,855 ¹	13,354 ¹	59
1975	9,592 ³	16,745 ³	57
1980	11,467 ⁴	21,804 ⁴	53
1985	15,213 ²	27,213 ²	56
1990	19,511 ²	37,620 ²	52
1995	18,324 ²	35,331 ²	52

¹ Analysis of Alternative Socioeconomic Impact Mitigation Approach for the Rawlins Area, Bickert, Browne, Coddington & Associates, Inc., October, 1977.

² Green River - Hams Fork Final E.I.S., COAL, U.S. Department of the Interior, BLM, February, 1980.

³ Rawlins, Wyoming 1980 Community Profile, Industrial Development Division, Department of Economic Planning and Development, Wyoming, 1980.

⁴ (Preliminary Figures), U.S. Census Bureau, August, 1980.



Growth rates and absolute population numbers will, of course, depend largely on the energy industry. Rawlins will need to continually monitor and be involved with plans and forecasts of the energy companies to properly identify probable growth rates and timing.

Preliminary 1980 U.S. Census data indicates a population of 11,467 in 18 enumeration districts within the City limits.

Employment in Carbon County and the City of Rawlins is dependent upon three sectors: mining, government, and trade. The percentage of the work force connected with mining is continuing to grow, as is the government sector.

The total labor force in June, 1980 for Carbon County was 12,464¹. The Carbon County unemployment rate was 2.4 percent; statewide unemployment was 3.4 percent, while the national rate was 7.8 percent.

Table 3 illustrates the employment distribution by industrial classification for 1980.

TABLE 3
CARBON COUNTY EMPLOYMENT FOR 1980
BY INDUSTRIAL CLASSIFICATION

<u>Classification</u>	<u>Number Employed</u>	<u>Percent of Total</u>
Agriculture	647	5
Mining	2,859	23
Construction	1,209	10
Manufacturing	446	4
Transport	1,183	9
Trade	1,787	14
Finance	255	2
Service	1,171	9
Government	2,178	17
Others	731	7
TOTAL	12,466	100

Source: Wyoming Population and Employment Forecast Report, Division of Research and Statistics, DAFC, State of Wyoming, 3rd Edition, June, 1980.

¹Wyoming Population and Employment Forecast Report, Division of Research and Statistics, DAFC, State of Wyoming, 3rd Edition, June, 1980.

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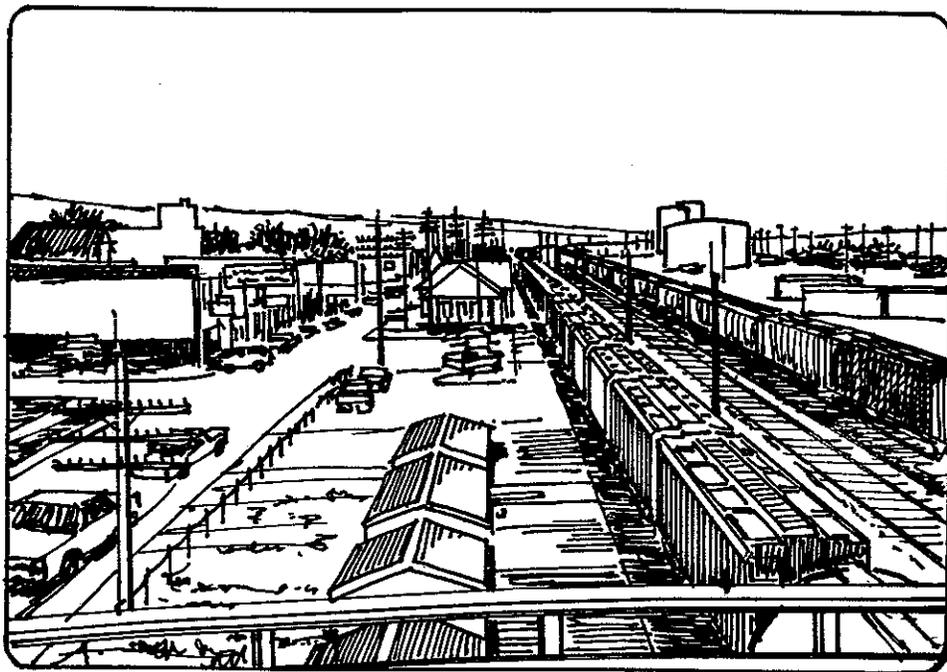
It is expected that the trend of increased employment with low unemployment rates will continue over the next several years. However, as with population growth, much depends on the energy industry and the City must continue to closely monitor developments in the mining field.

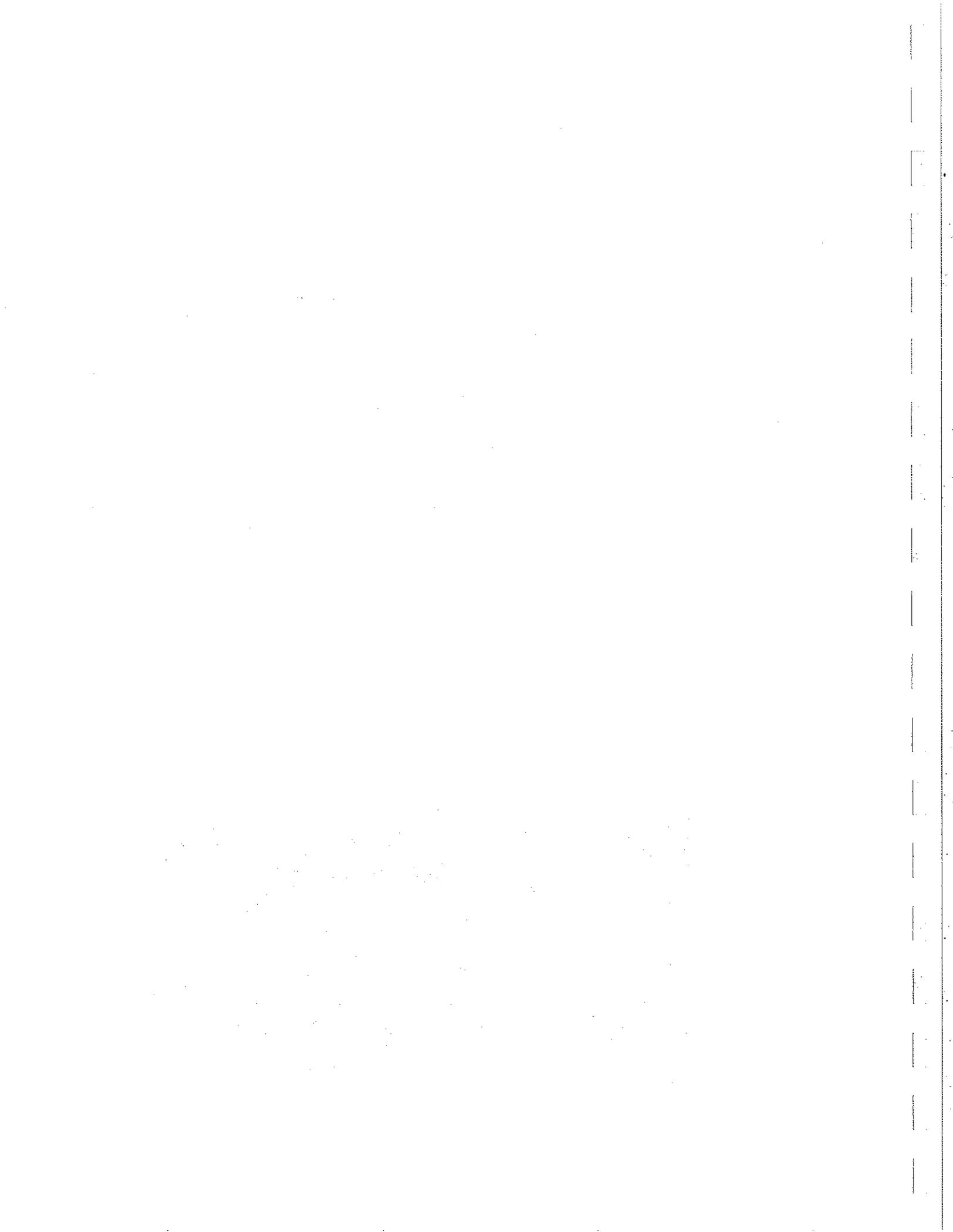
1.34 Transportation System

Rawlins is served on a regional basis by I-80 running east-west across the southern edge of Wyoming. At the City, I-80 swings to the south of the present developed area allowing through traffic to avoid local traffic. I-80 (Business) leaves I-80 proper at both the east and west ends of the City and allows local access along Cedar and Spruce Streets through the City. A full interchange and a frontage road is currently being added approximately two miles west of the east interchange and will increase local access to and from I-80 as well as provide an exit to the south for the new Wyoming State Penitentiary.

Additionally, State Highway 287 goes north out of Rawlins and provides good access on a subregional basis. Highway 287 divides at the northern limits of the present City and gives the motorist the option of bypassing the Central Business District if they are coming south on 287 and desire to go east or if they are east-bound and desire to go north on 287.

Map 9 illustrates the existing transportation system and functional classifications.







Rawlins is served by the Union Pacific Railroad running east-west through the City. In addition to freight rail service provided by UPRR, Rawlins is serviced by AMTRAK which utilizes the UP tracks. Presently, AMTRAK has one train a day each direction through Rawlins.

The Rawlins Municipal Airport east of the City is not presently served by an air carrier service. Additionally, Rawlins is served by Continental Trailways, Greyhound Lines, and Zanetti Bus & Fast Express companies at the Union Bus Depot, 301 West Cedar.

Existing traffic volumes are shown on Map 9. The volume information was obtained from the Wyoming Highway Department and represents the traffic volumes during the summer months of the year indicated in parentheses beside each count.

Traffic volumes in Rawlins vary monthly; higher volumes are found during the summer months and lower volumes during the winter. However, the volumes in the City have significantly less monthly variation than the volumes on Interstate Highway 80, which carries the major flow of east-west interstate traffic in the State. The monthly variations on the 6th Street overpass and on I-80 west of town are indicated in Figure 5. The difference in volume between the high and low months is approximately 1000 vehicles per day on the overpass and over 4000 vehicles per day on Interstate 80. Since Rawlins is an important stopping point for travelers, the variation on Interstate 80 is reflected in the variation on the streets in town.

The peak hour of traffic movement on the 6th Street viaduct occurs most frequently from 4 to 5 p.m., but during the past year, the peak hour for each month has occurred as follows:

11 a.m. - Noon	1 time
12 noon - 1 p.m.	2 times
1 p.m. - 2 p.m.	1 time
2 p.m. - 3 p.m.	1 time
3 p.m. - 4 p.m.	3 times
4 p.m. - 5 p.m.	4 times

The peak hour as a percent of the annual average daily traffic on the overpass ranges from 9.8% to 16.7%, with a median of 11.9%. A peak hour value of 12% of the ADT is recommended for use in design.

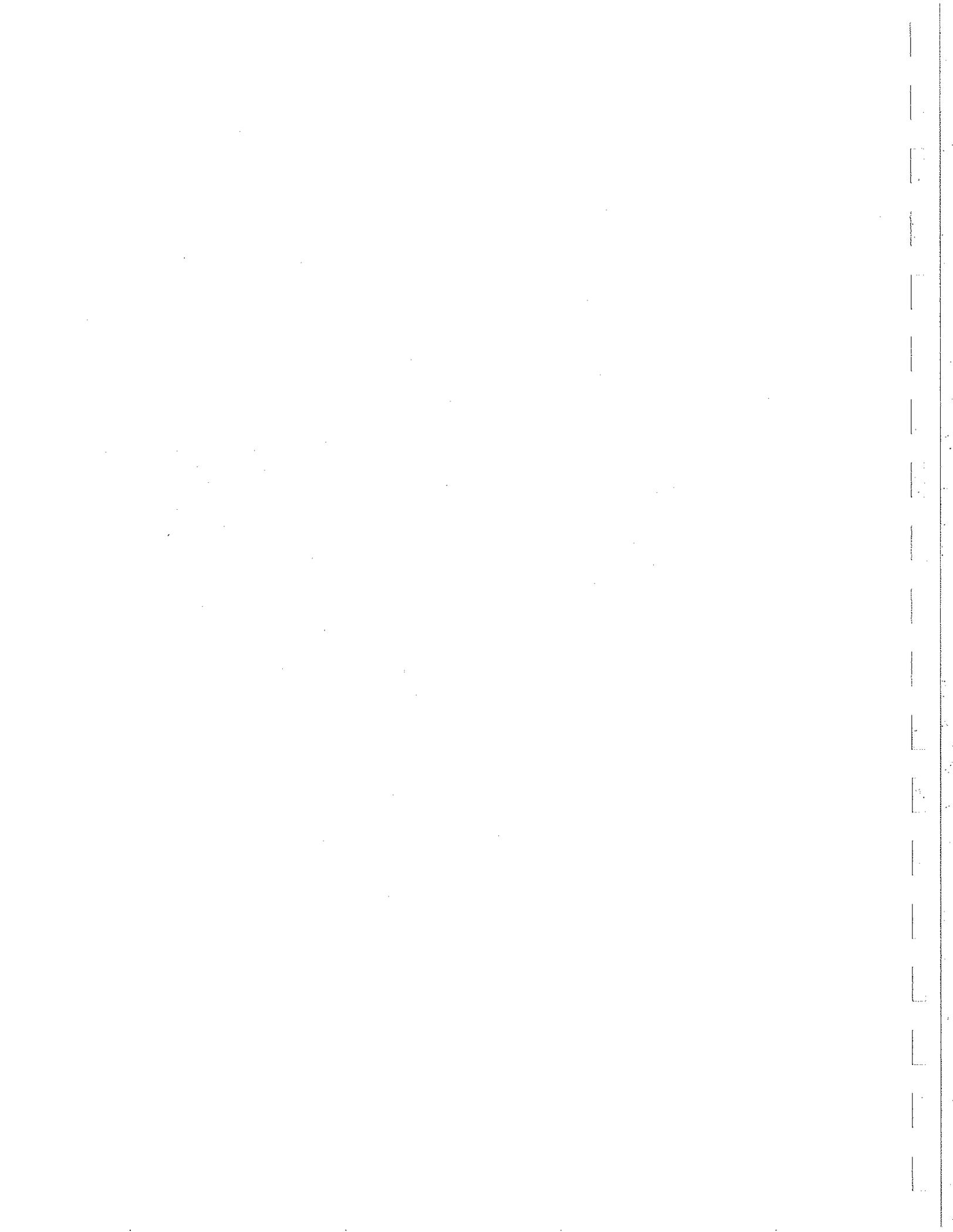
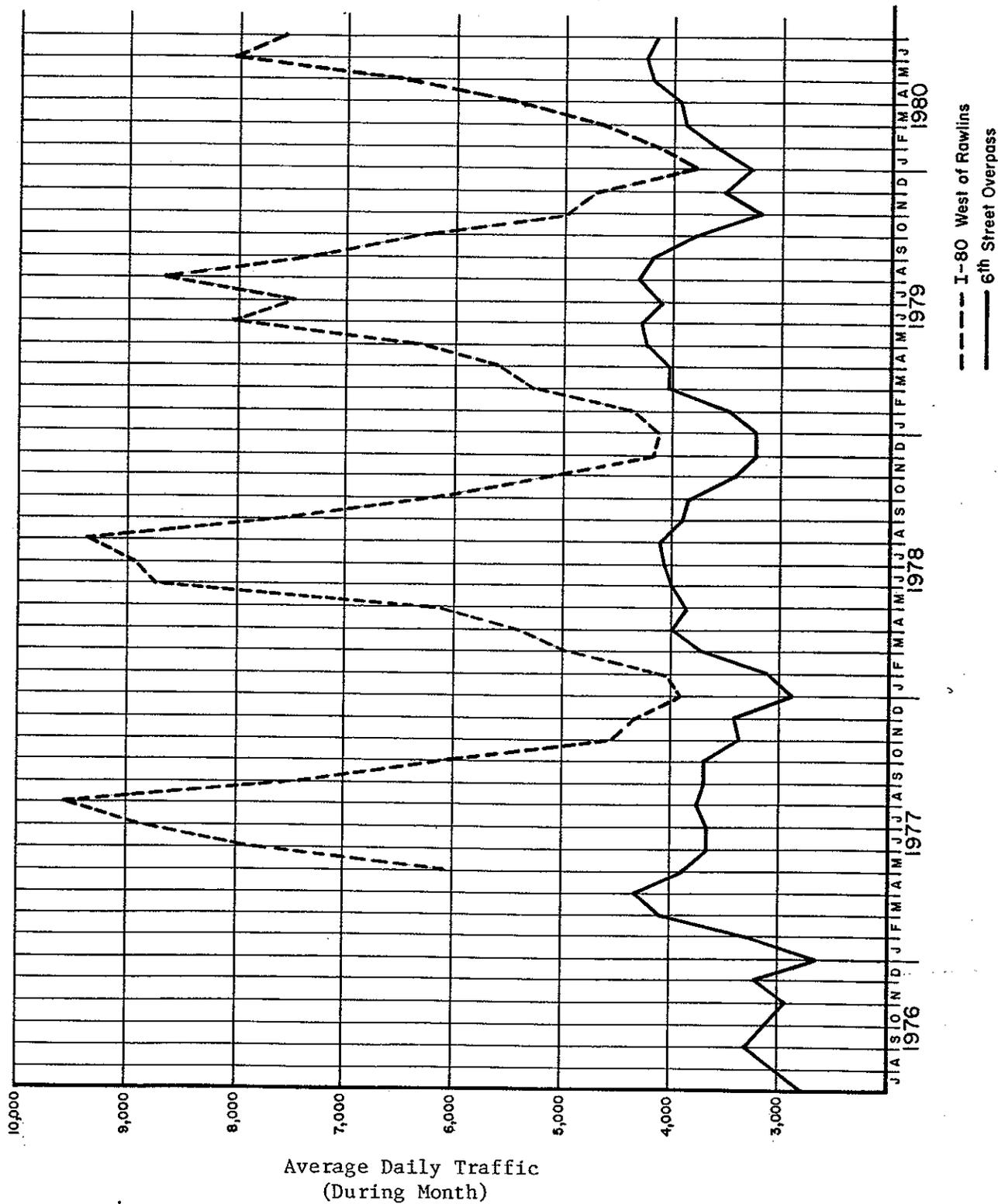
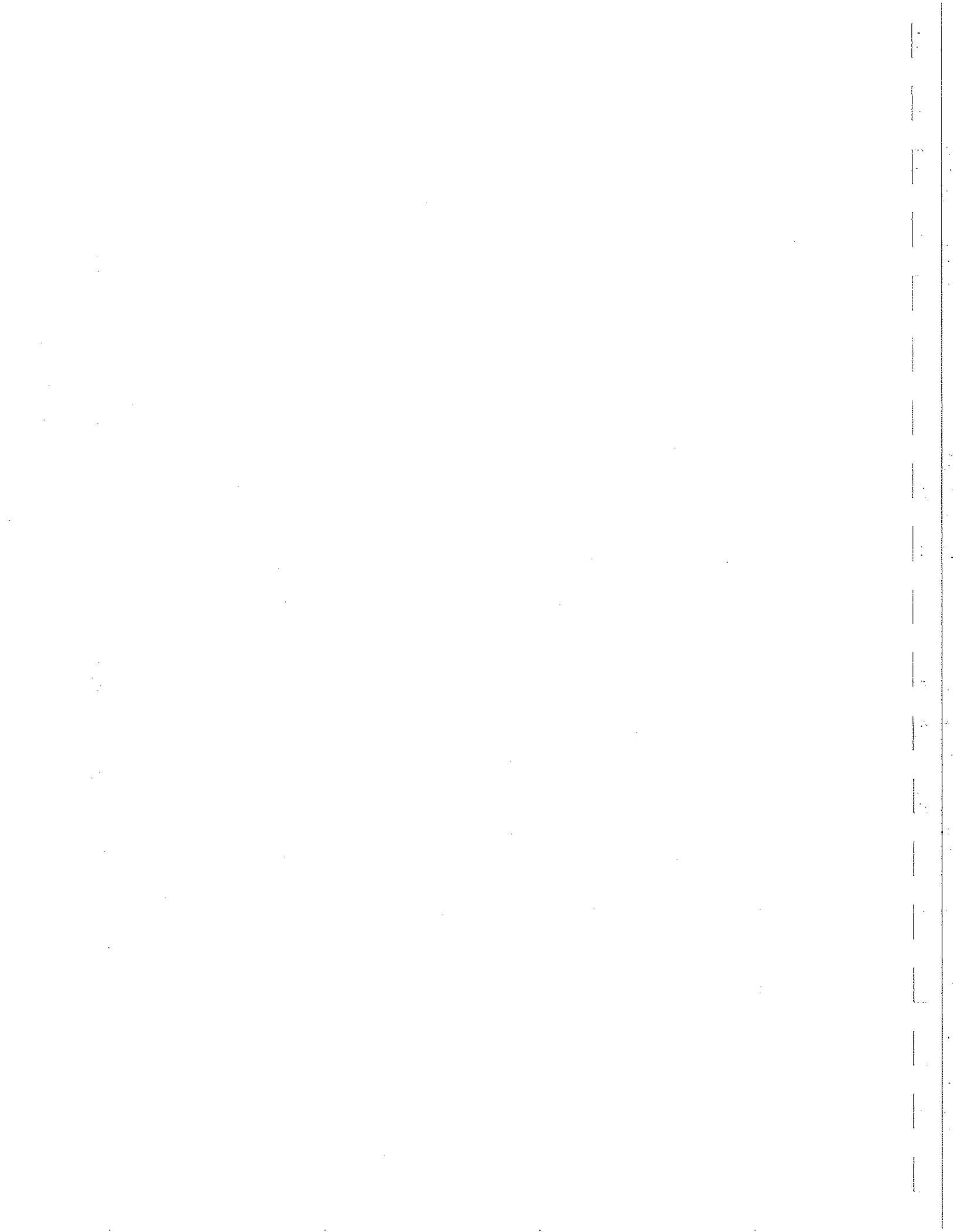


FIGURE 5

AVERAGE DAILY TRAFFIC VOLUMES



Source: Wyoming Highway Department, Month Report of Traffic Volumes at Permanent Counting Stations



1.35 Sanitary Sewer

The existing municipal sanitary sewer system is illustrated on Map 10.

A new sewage treatment plant is currently under construction east of the City just south of I-80. This plant is intended to bring the City into compliance with U.S. Environmental Protection Agency regulations upon its completion and start of operation scheduled for early 1981. The new treatment plant is designed to accommodate a population of approximately 23,000.

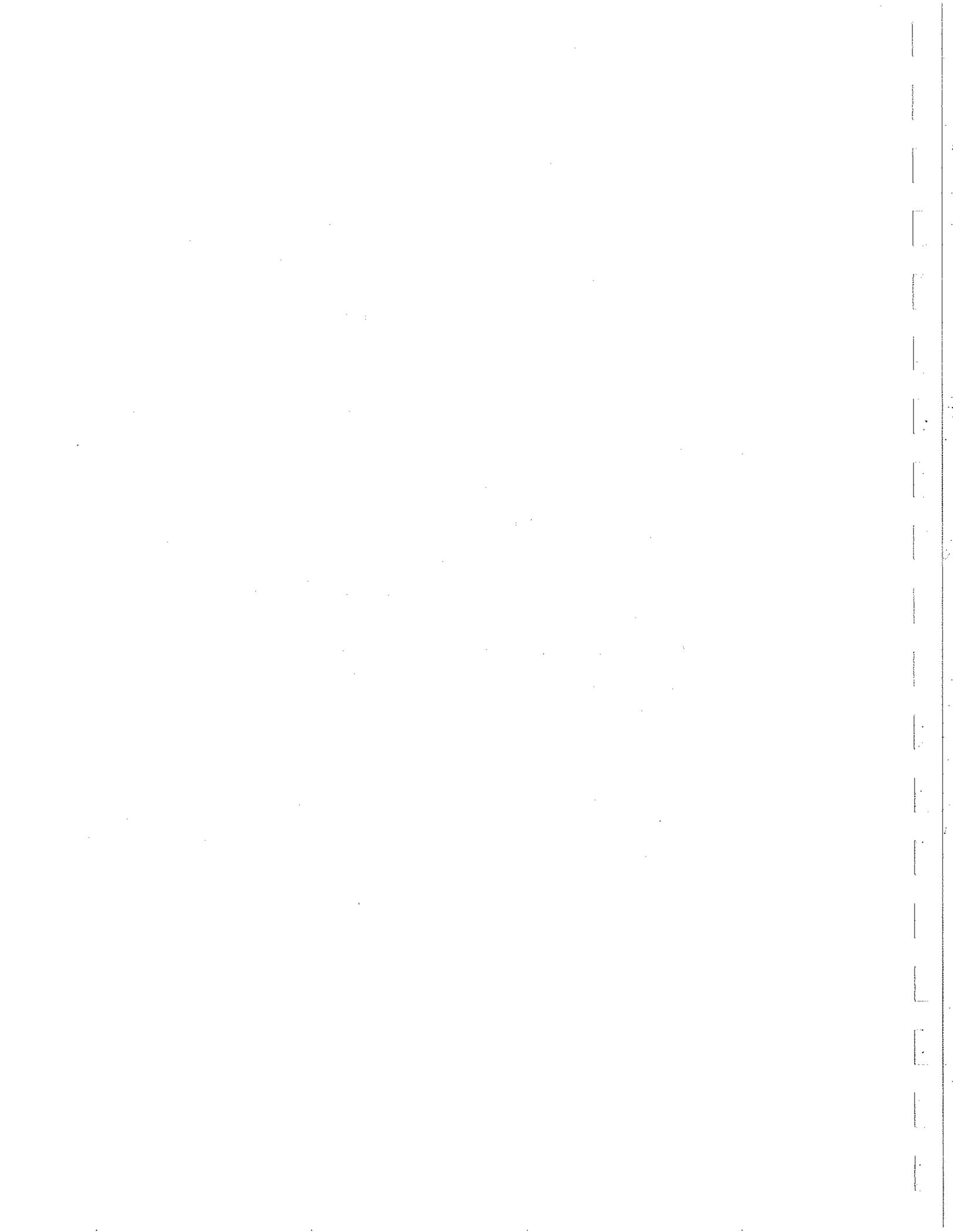
The system presently does not have any reserve capacity to serve the Cherokee Valley area west of Rawlins Peak. The extension of sewer to the west will necessitate construction of an interceptor line through the south side and across I-80 into Cherokee Valley.

1.36 Water System

Map 11 shows the existing municipal water system.

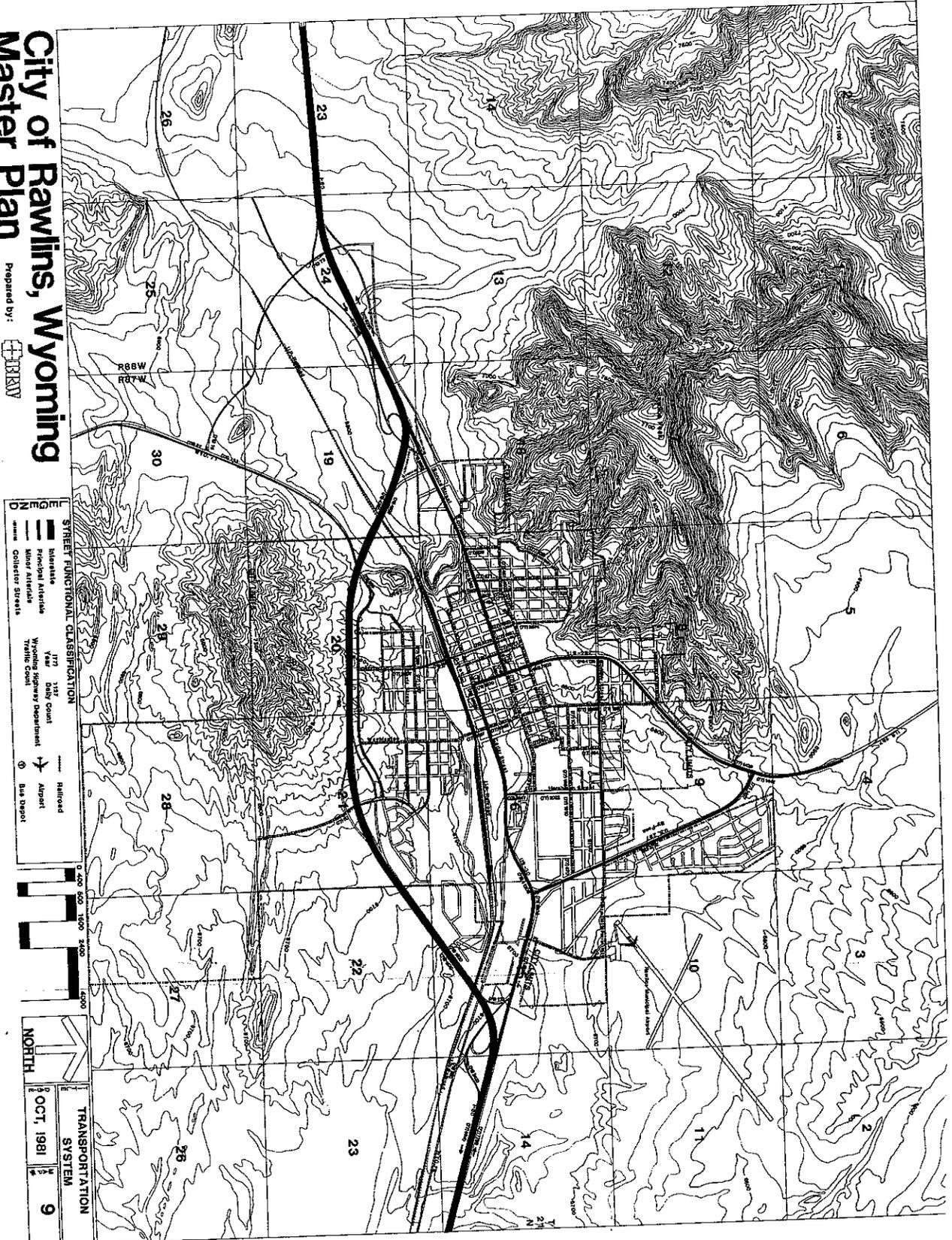
Rawlins' water is presently supplied from two major sources. The City owns water rights to 6.92 cubic feet per second (cfs) from the Sage Creek Springs, 30 miles south of the City. However, 1.67 cfs must be returned to the stream so the actual supply is 5.25 cfs. This primary source is normally sufficient to fill the pipeline. The 212 million gallon Rawlins Reservoir located near the springs is filled by excess runoff from the springs and Sage Creek watershed. This is a backup supply used when flow from the springs is less than the 1500 gallons per minute (GPM) capacity of the pipe. The Peaking Reservoir storage facility lies south of town and has a capacity of 169 million gallons. The Atlantic Rim Reservoir with a 240 million gallon capacity lies two miles south of the Peaking Reservoir.

The second major water source is the North Platte River about 15 miles east of Rawlins. An old Union Pacific Railroad pipeline runs to Rawlins with a capacity of 2.33 cfs. The City presently has a storage capacity of twenty (20) million gallons of treated water in six tanks. These tanks are shown on Map 11.



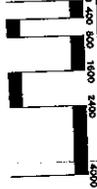
City of Rawlins, Wyoming Master Plan

Prepared by:



STREET FUNCTIONAL CLASSIFICATION

	Substate	177	317	Railroad
	Principal Arterial	Year	Daily Count	Airport
	Minor Arterial	Wyoming Highway Department	Traffic Count	Bus Stop
	Collector Streets			



TRANSPORTATION SYSTEM
OCT, 1981
9



City of Rawlins, Wyoming Master Plan

Prepared by: 

PRIMARY COLLECTION SYSTEM

-  INTERSECTIONS
-  MAINLINE LINES (Shaded as shown)

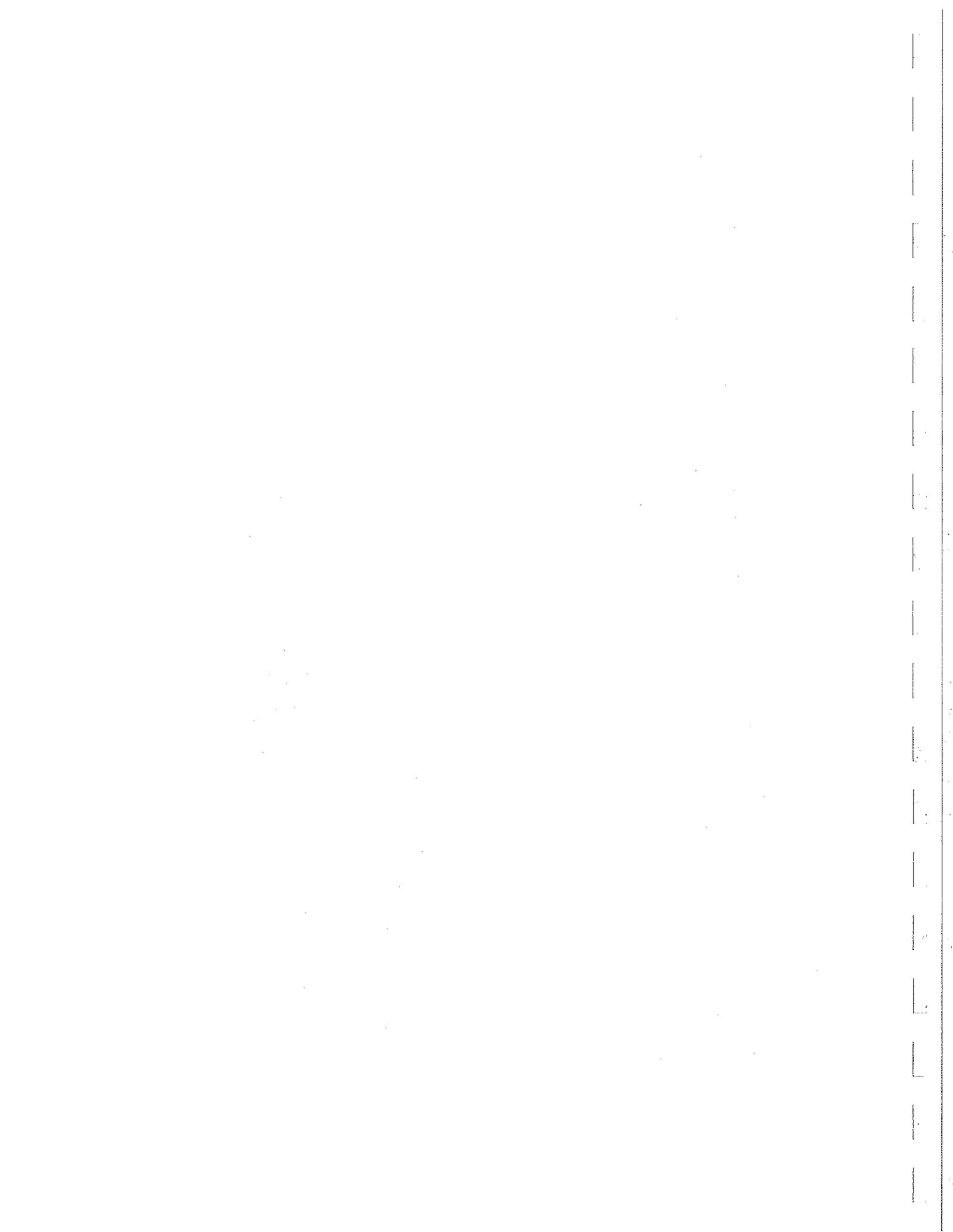
0 400 800 1200 1600 2000 4000

EXISTING SANITARY SEWER

OCT. 1981 10

NORTH



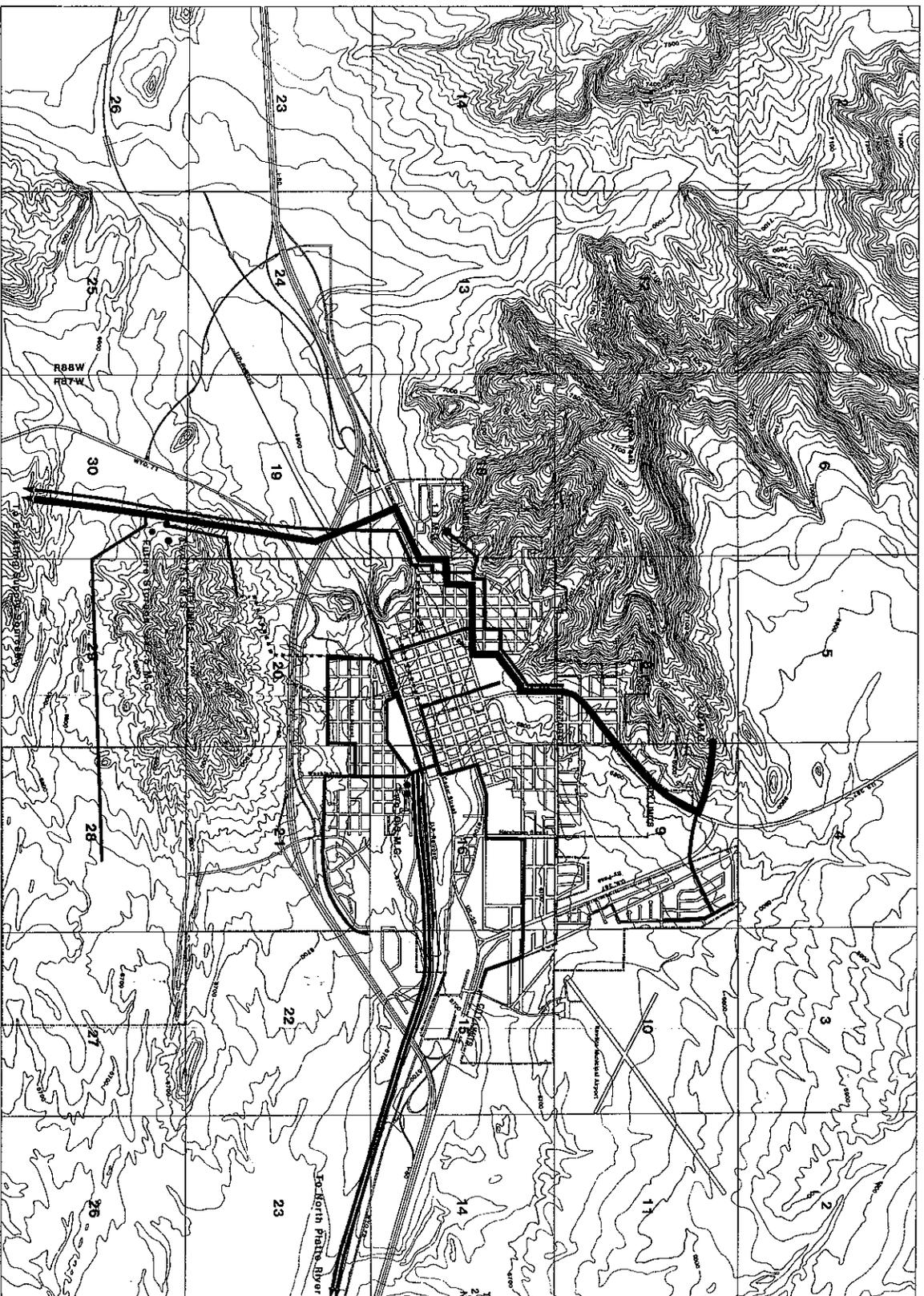


City of Rawlins, Wyoming Master Plan

Prepared by:



6"	12"	0	400	800	1200	1600	2000	2400	2800	3200	3600	4000
8"	10"	12"	14"	16"	18"	20"	22"	24"	26"	28"	30"	32"
<p>EXISTING WATER</p> <p>OCT, 1981</p> <p>11</p>												





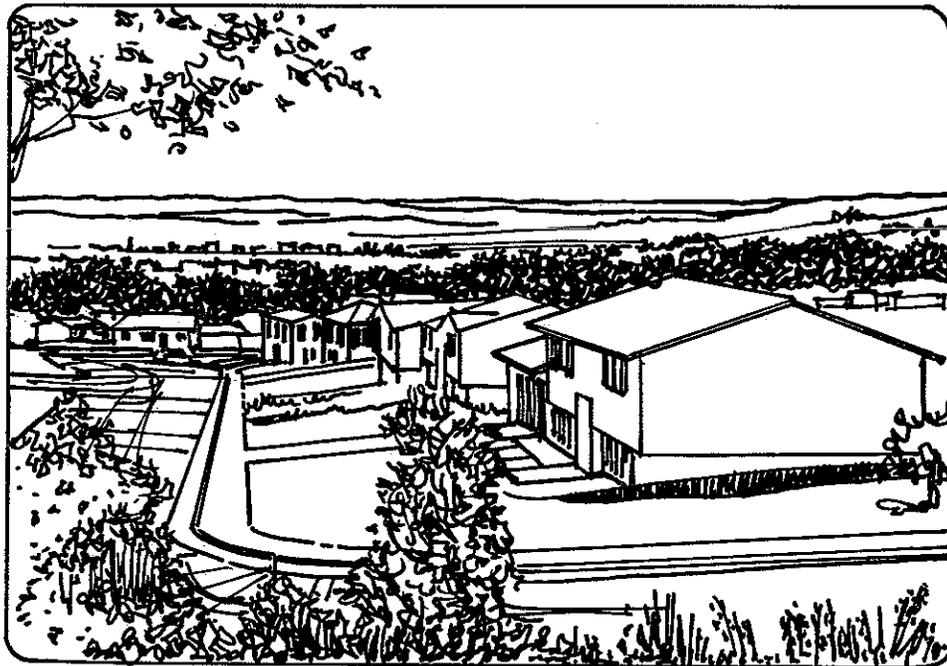
1.37 Housing

Residential uses are the single largest consumer of land in the City. A 1980 survey (by City staff) of dwelling units in Rawlins indicates the approximate distribution of units by type to be as follows:

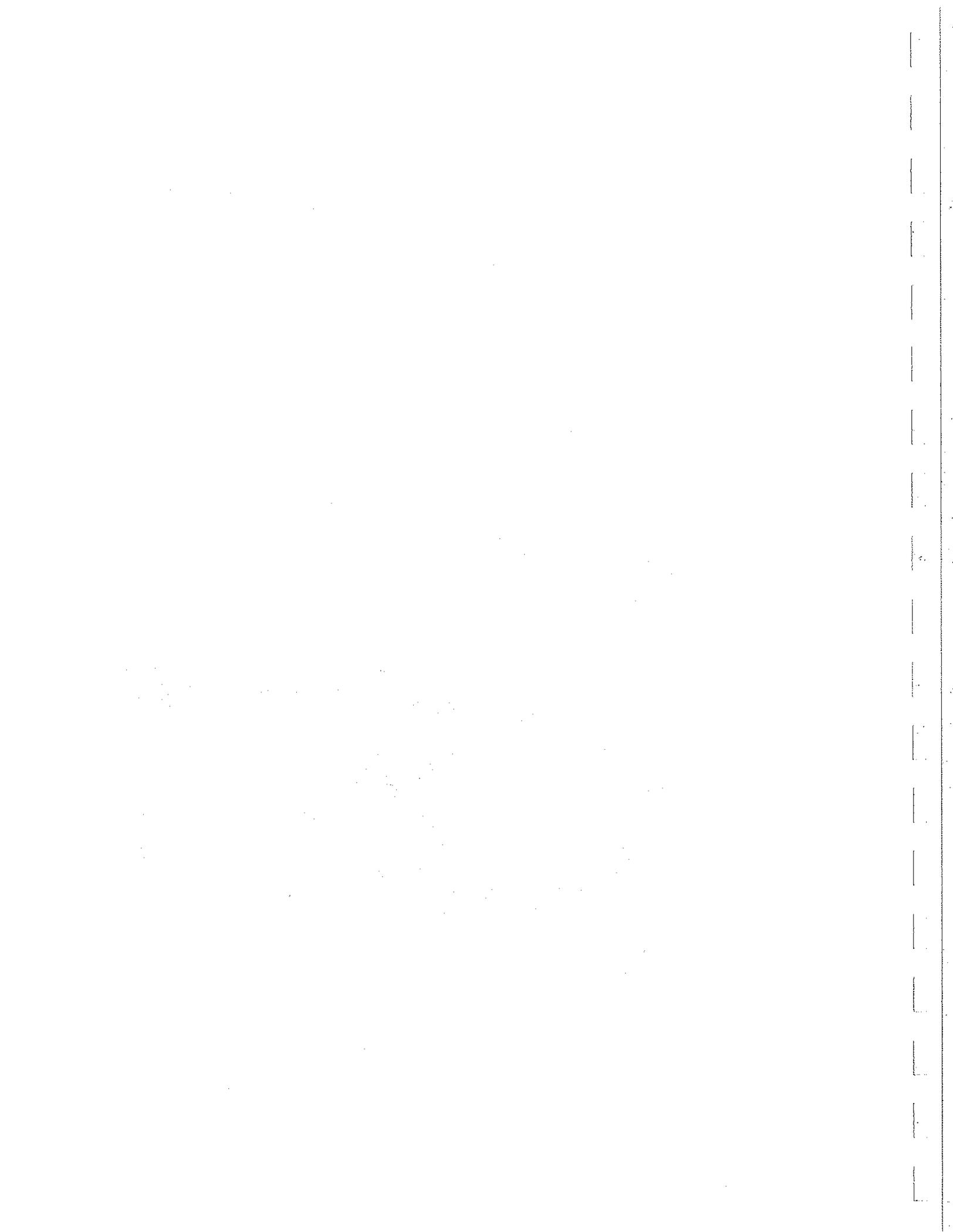
TABLE 4
EXISTING DWELLING UNIT BY TYPE

<u>Type</u>	<u>Number</u>	<u>% of Total</u>
Single Family (attached & detached)	2,518	63
Mobile Home	730	18
Multi-Family	586	15
Unconventional (motel units used as permanent quarters)	<u>181</u>	<u>4</u>
TOTAL	4,015	100

Source: City of Rawlins Planning Department



Although residential development originally began south of the railroad, most units are now north of the railroad. Residential construction has filled in around the base of Rawlins Peak and in some locations has begun to climb onto the steeper slopes in the form of low density single family homes. Recent growth pressures have been generally to the north and spread full width between the airport on the east and Rawlins Peak on the west. This growth has included all types of units. Highland Hills Addition, for example, includes a variety of dwelling units from single family, to mobile homes, to apartments.



Even with the apparent growth of the number of homes, the City is experiencing a very low vacancy rate. There is at present an apparent lack of readily available housing in the City. The City survey of housing recently conducted indicated approximately 180 households residing in motel units due to the lack of available housing. Other evidence of a need for housing can be seen in the area surrounding the City limits where mobile homes and campers are scattered throughout. This is partially due to the present lack of available lots for mobile homes as well as a shortage of permanent dwellings.

The recent housing survey also identified and categorized the condition of existing dwellings in Rawlins. Approximately six (6) percent of the existing permanent dwellings are in a deteriorated or dilapidated condition and are in need of more than normal maintenance.

TABLE 5
CONDITION OF EXISTING DWELLING UNITS

<u>Condition</u>	<u>% of Units</u>
Excellent	13.1
Good	52
Fair	28.3
Deteriorated	6.2
Delapidated	.4
	<u>100.0%</u>

Source: City of Rawlins Planning Department

The present distribution of housing units by census enumeration district is shown on Map 12. Also indicated is the number of substandard permanent residential structures and number of mobile homes.

1.38 Land Ownership

Current land ownership is illustrated on Map 13. Also shown are approximate locations of major utility easements for pipelines and power lines.

TABLE 6
LAND OWNERSHIP WITHIN THE STUDY AREA

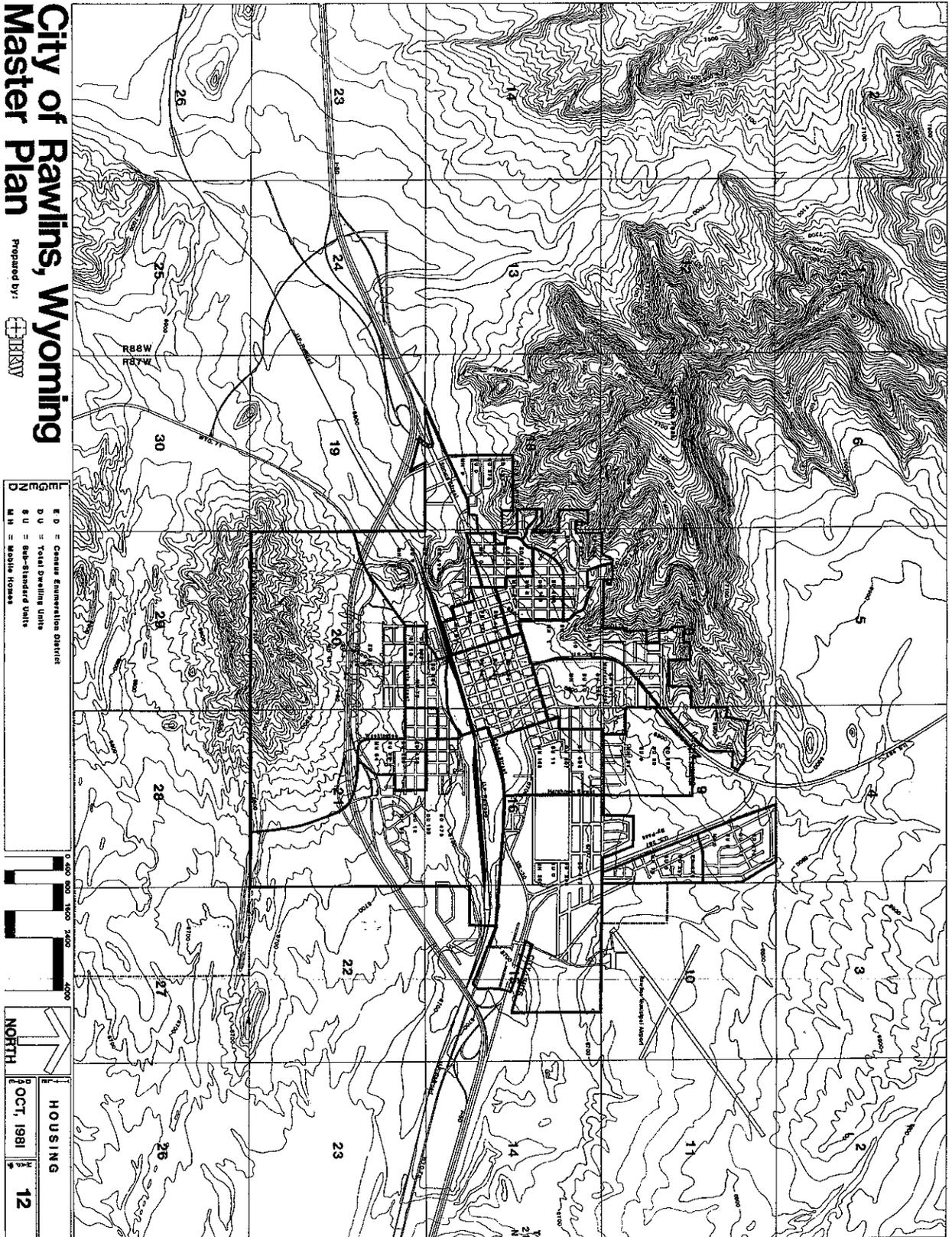
<u>Ownership</u>	<u>Acres</u>	<u>Percent of Study Area</u>
City	217	1%
County	224	1%
City/County	685	3.1%
State	1,142	5.1%
BLM	5,683	25.3%
UPRR	6,116	27.3%
Private	<u>8,333</u>	<u>37.2%</u>
Total	22,400	100

Source: BRW/Noblitt, Inc.

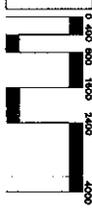


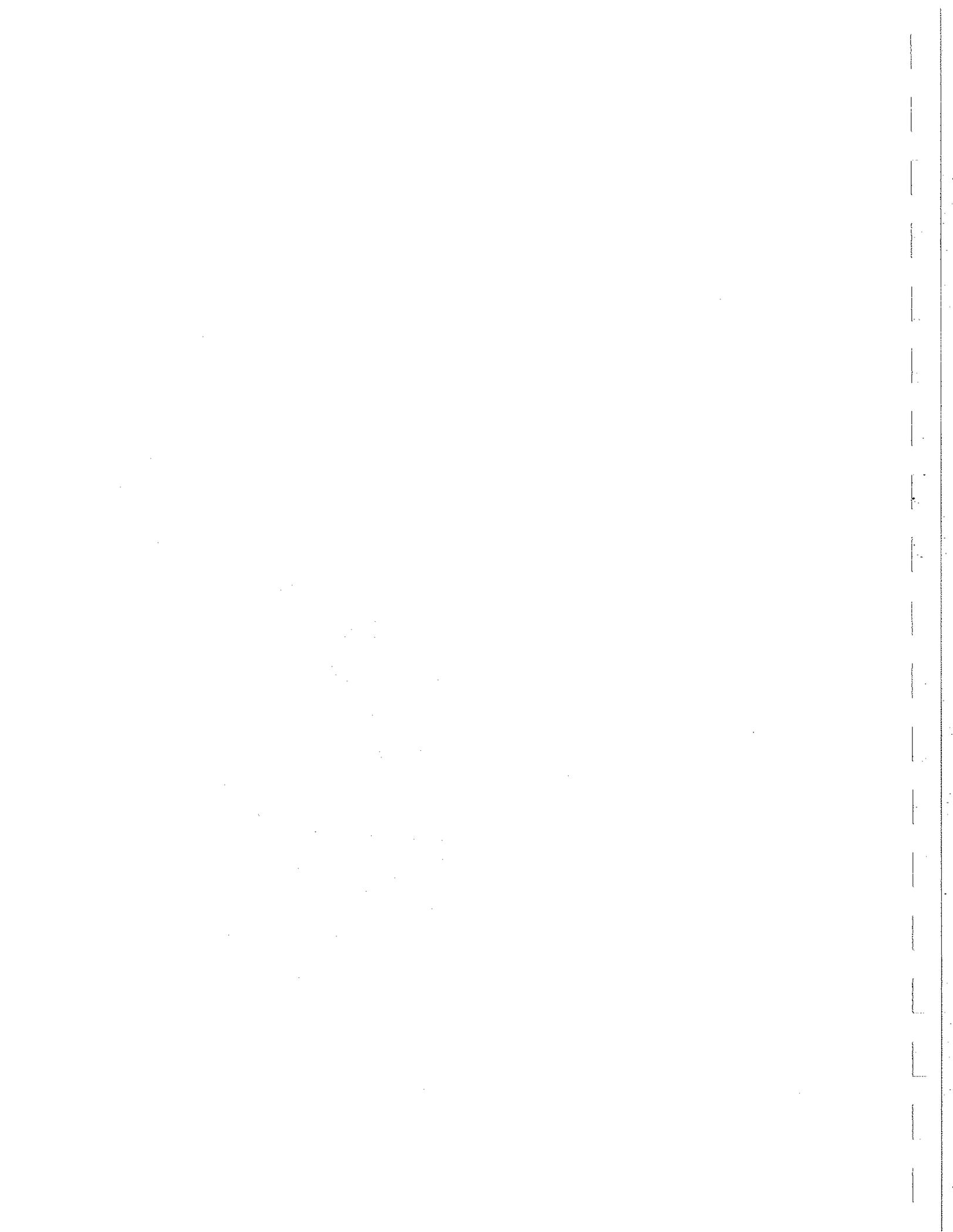
City of Rawlins, Wyoming Master Plan

Prepared by: 



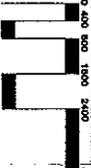
	E.D. = Census Enumeration District
	DU = Total Dwelling Units
	SU = Sub-Standard Units
	MH = Mobile Homes

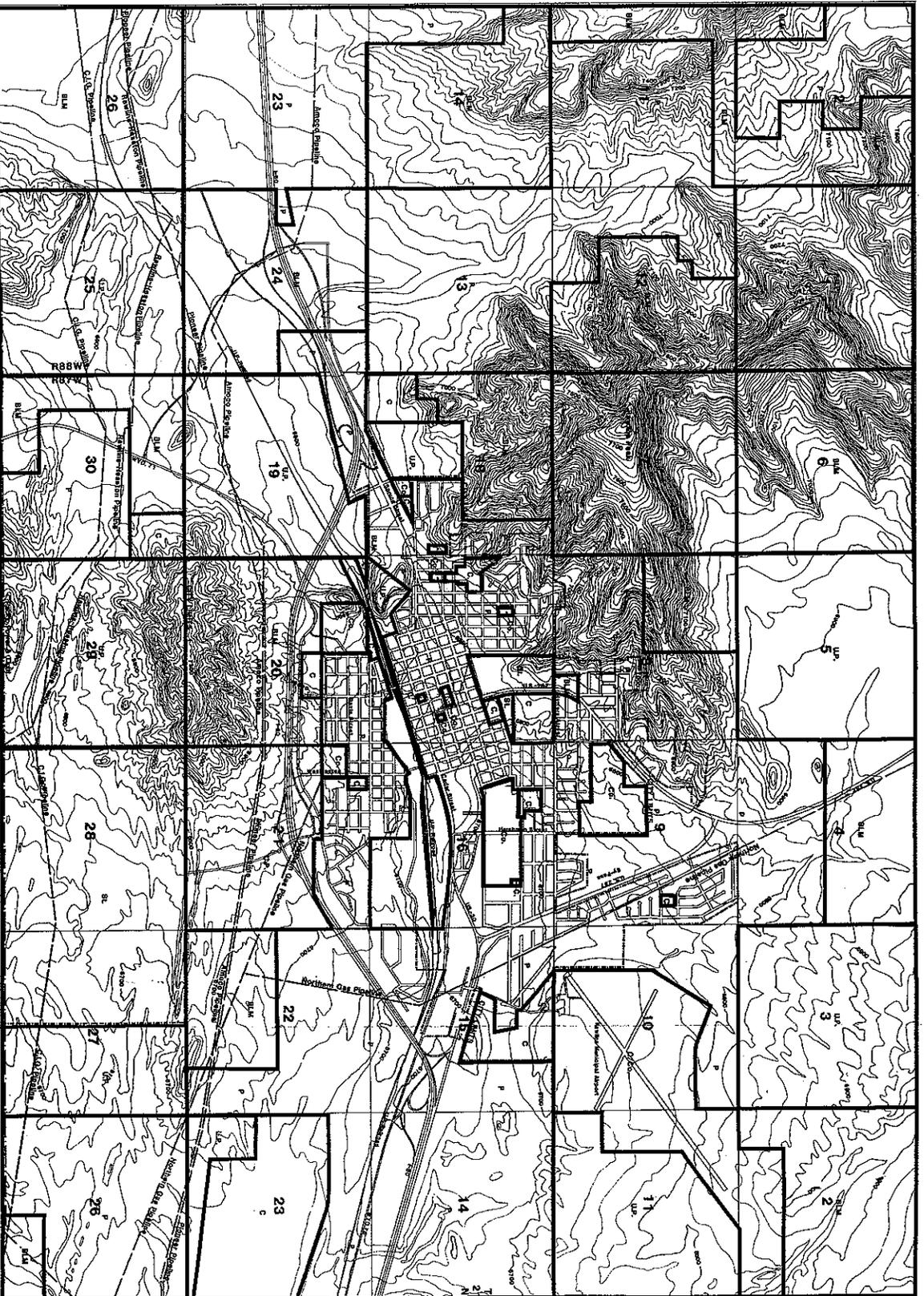


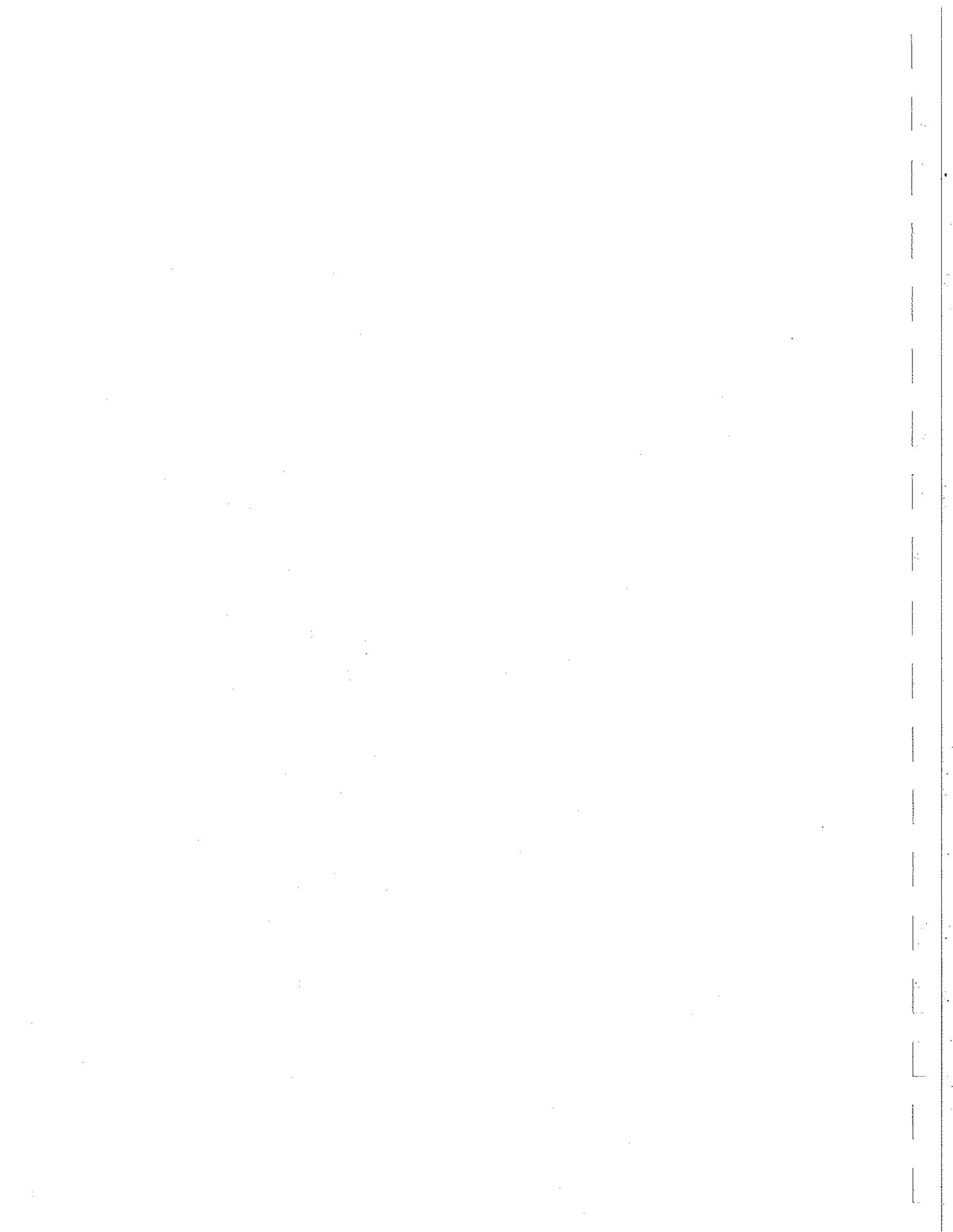


City of Rawlins, Wyoming Master Plan

Prepared by: 

LEGEND	
CITY	<input checked="" type="checkbox"/> [Symbol]
COUNTY	<input checked="" type="checkbox"/> [Symbol]
STATE	<input checked="" type="checkbox"/> [Symbol]
PRELIM (dashed)	
PLANNED (solid)	
BLM	<input checked="" type="checkbox"/> [Symbol]
U.S.	<input checked="" type="checkbox"/> [Symbol]
PRIVATE	<input checked="" type="checkbox"/> [Symbol]
	
	
OCT, 1981	
OWNERSHIP CATEGORIES	
13	





1.39 Community Facilities

The community facilities which exist in the City of Rawlins presently are shown on Map 14 and described below.

PARKS

The City presently has eight parks within its recreational system. The extent of development at each site varies greatly. However, the City has an extensive improvement program underway based on a comprehensive recreation plan. Generally, existing facilities are sized and developed to serve neighborhoods. A well programmed community-wide facility is needed.

FIRE

Fire protection is provided from one facility near the old State Penitentiary. Additional protection facilities are currently needed south of the railroad to serve both that area and the new State Penitentiary. The City has tentatively selected a site for a two-bay station on Jackson Street at the frontage road along I-80. The City has a mostly volunteer system at present.

POLICE

All police facilities are presently in the basement of City Hall. Needs have been identified for increased office and jail facilities.

CITY HALL

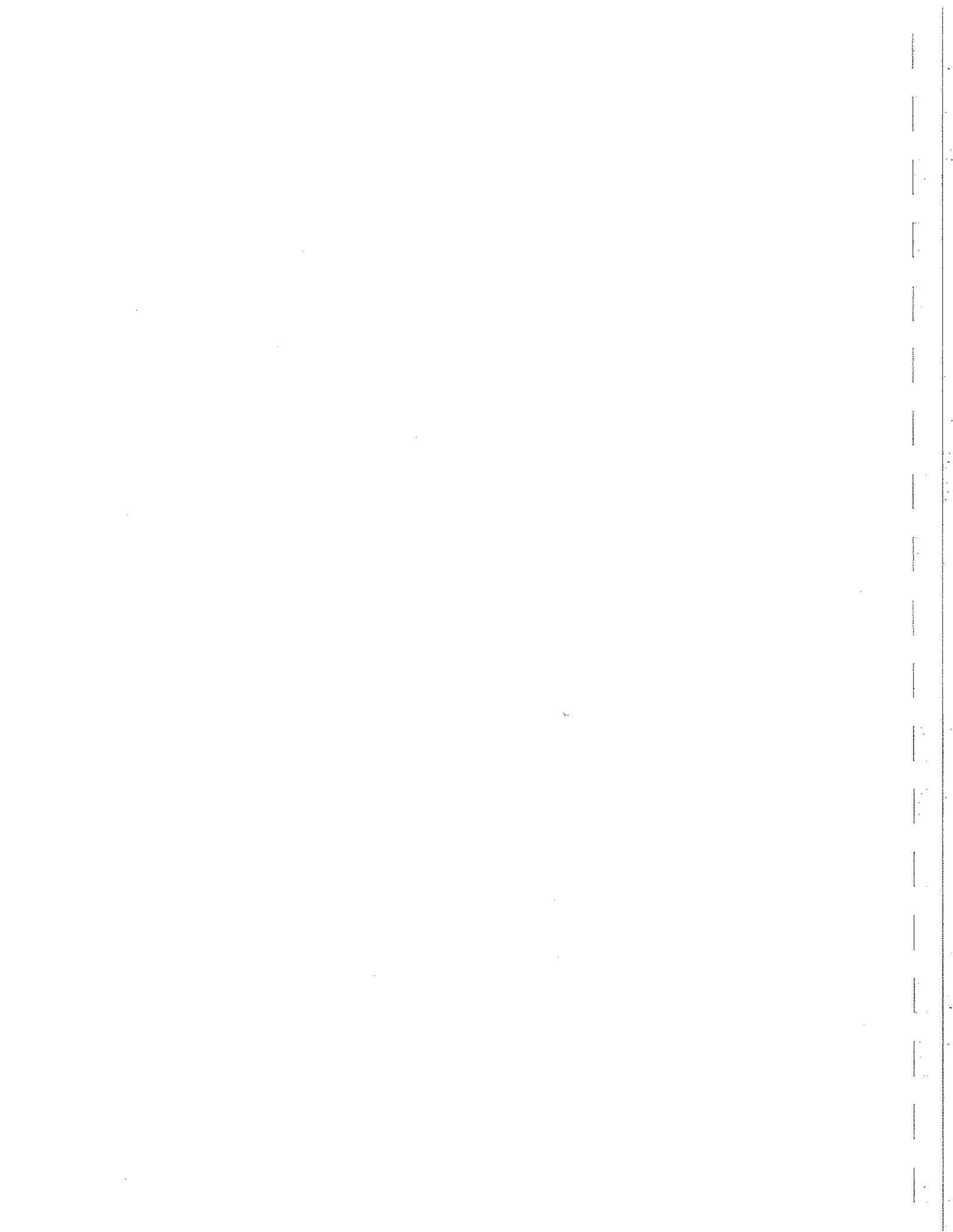
As with the police department, expanded facilities are needed for the office located in City Hall. In fact, some department staffs are presently located outside of City Hall due to the lack of available space. As the City grows, more office space will be required and larger Council chambers will be desired. Current land owned by the City at its present City Hall is inadequate for expansion of facilities at that location, although the central location is highly desirable.

LIBRARY

The City has no library system of its own. The main County Library is located in the County building on Spruce Street.

SCHOOLS

The City is part of Carbon County School District No. 1. Present enrollment in the City as of 1980-1981 school year is shown in Table 7.



City of Rawlins, Wyoming Master Plan

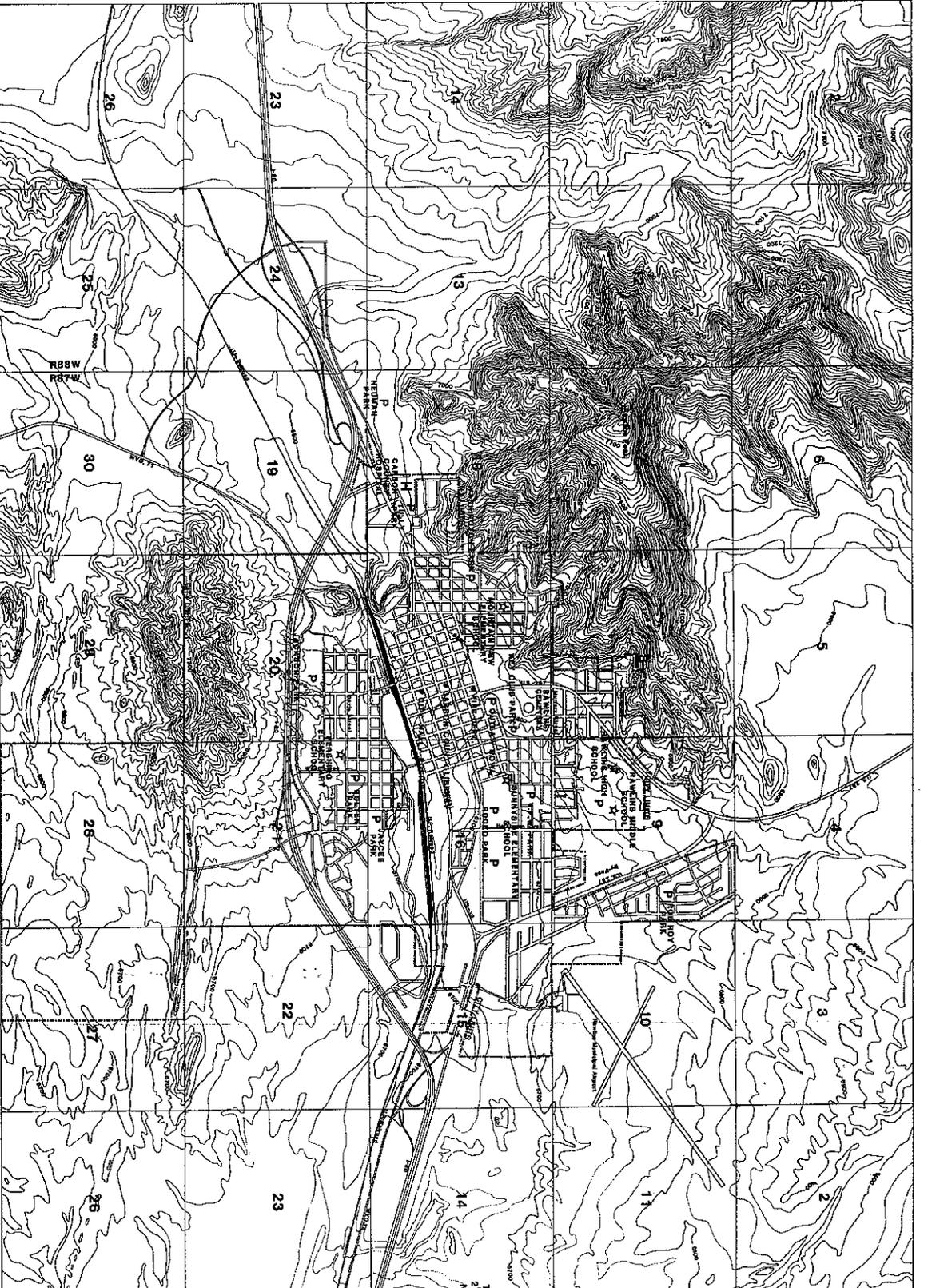
Prepared by:



- P PARK
 - O GENEITY
 - X SCHOOL
 - H HOSPITAL
 - D
- FIRE DEPARTMENT
 - CITY HALL/POLICE
 - LIBRARY



COMMUNITY FACILITIES
OCT, 1981
14



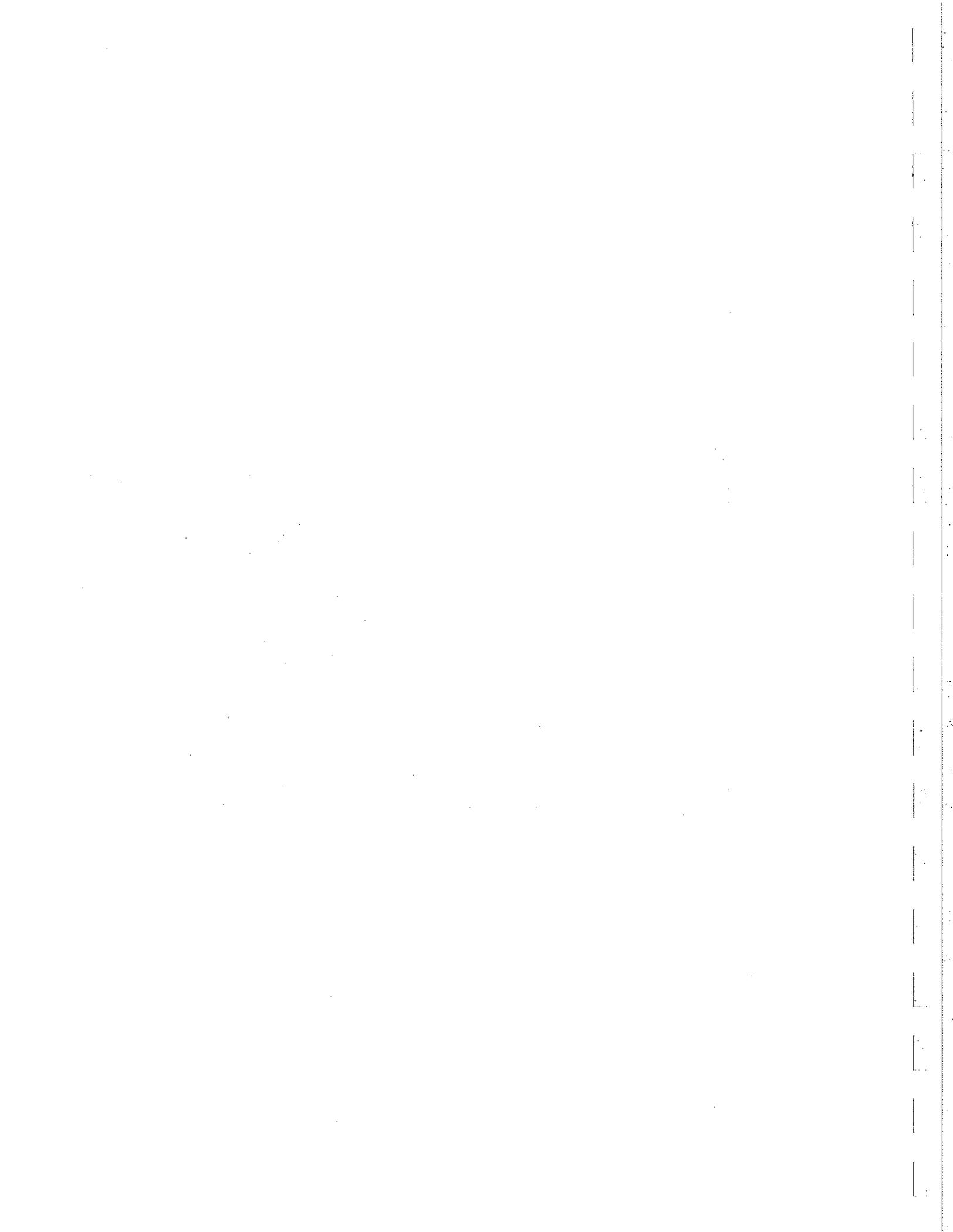


TABLE 7
 RAWLINS PUBLIC SCHOOL ENROLLMENT 1980-1981
 (For Schools in Rawlins Only as of September 15, 1980)

<u>School</u>	<u>Enrollment</u>	<u>Optimum Enrollment</u>
<u>Elementary</u>		
Mountain View	350	350
Pershing	363	325
Sunnyside	453	380
<u>Middle</u>	604	900
<u>High</u>	806	1,000
TOTAL	2,576	2,955

With total School District One enrollment at 2,976, 87 percent of the children in that District are attending school in Rawlins. A new elementary school will be needed in the near future and a bond issue to fund the construction is presently being considered.

1.4 EVALUATION AND SUMMARY OF THE PLANNING CONTEXT

The following points summarize the status of existing conditions:

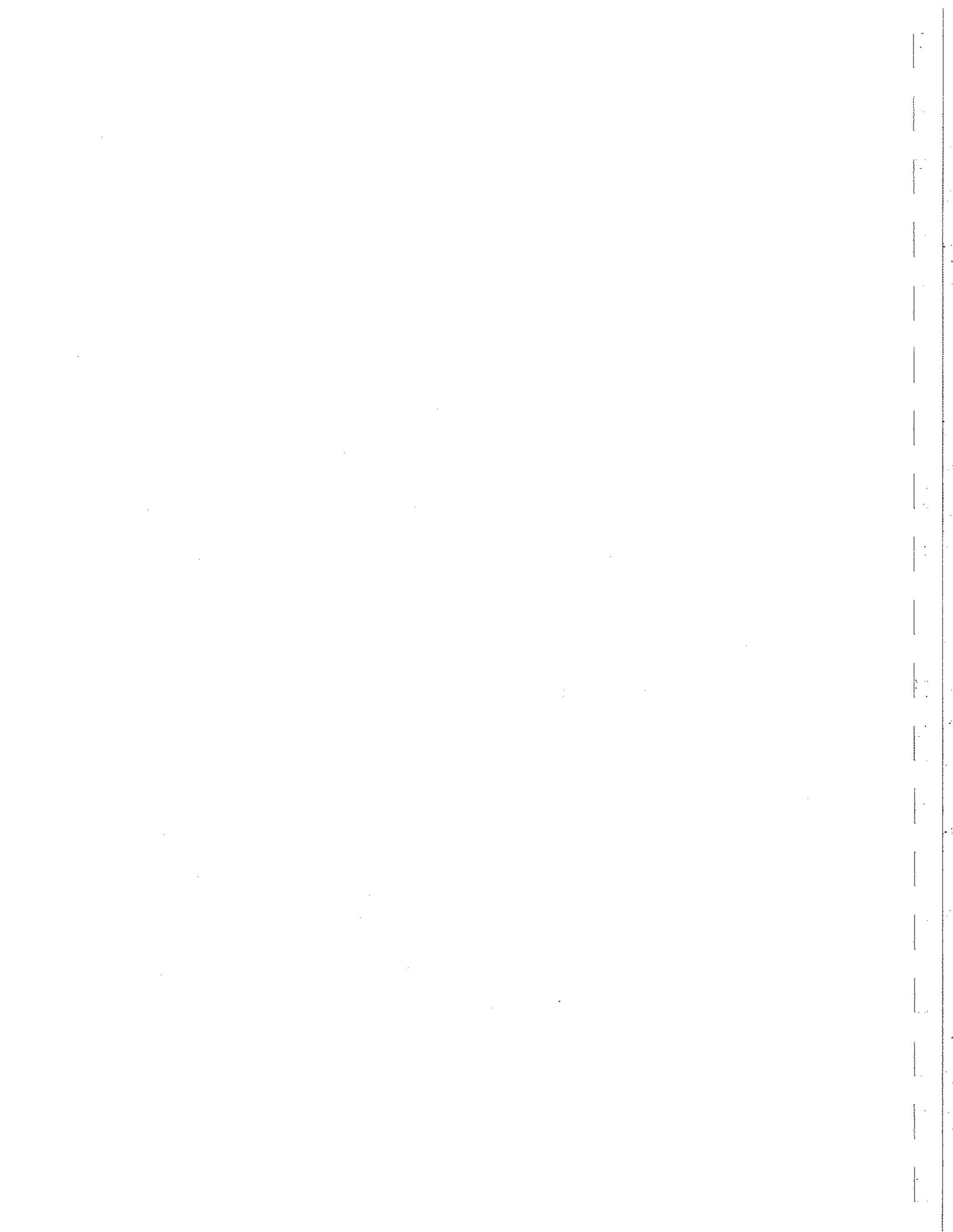
1.41 Regional Context

Rawlins will continue its importance as a principal urban area due largely to its location amid an area rich in mineral resources. The development of coal resources will play an important role and put increased pressures on the City in the near future. Being as prepared as possible for this growth will minimize future problems.

1.42 Environmental Conditions

Due to the physical character of the Rawlins area, care should be taken during the planning and development processes to minimize both short and long term adverse impacts. The planning process should identify areas sensitive to development including those with steep slopes, soil limitations, and potential flooding or drainage problems.

These conditions are summarized on Map 15. As development occurs on any specific site, the site plan review process should attempt to identify "localized" constraints and problems and development proposals should be required to recognize and respond to those constraints appropriately.

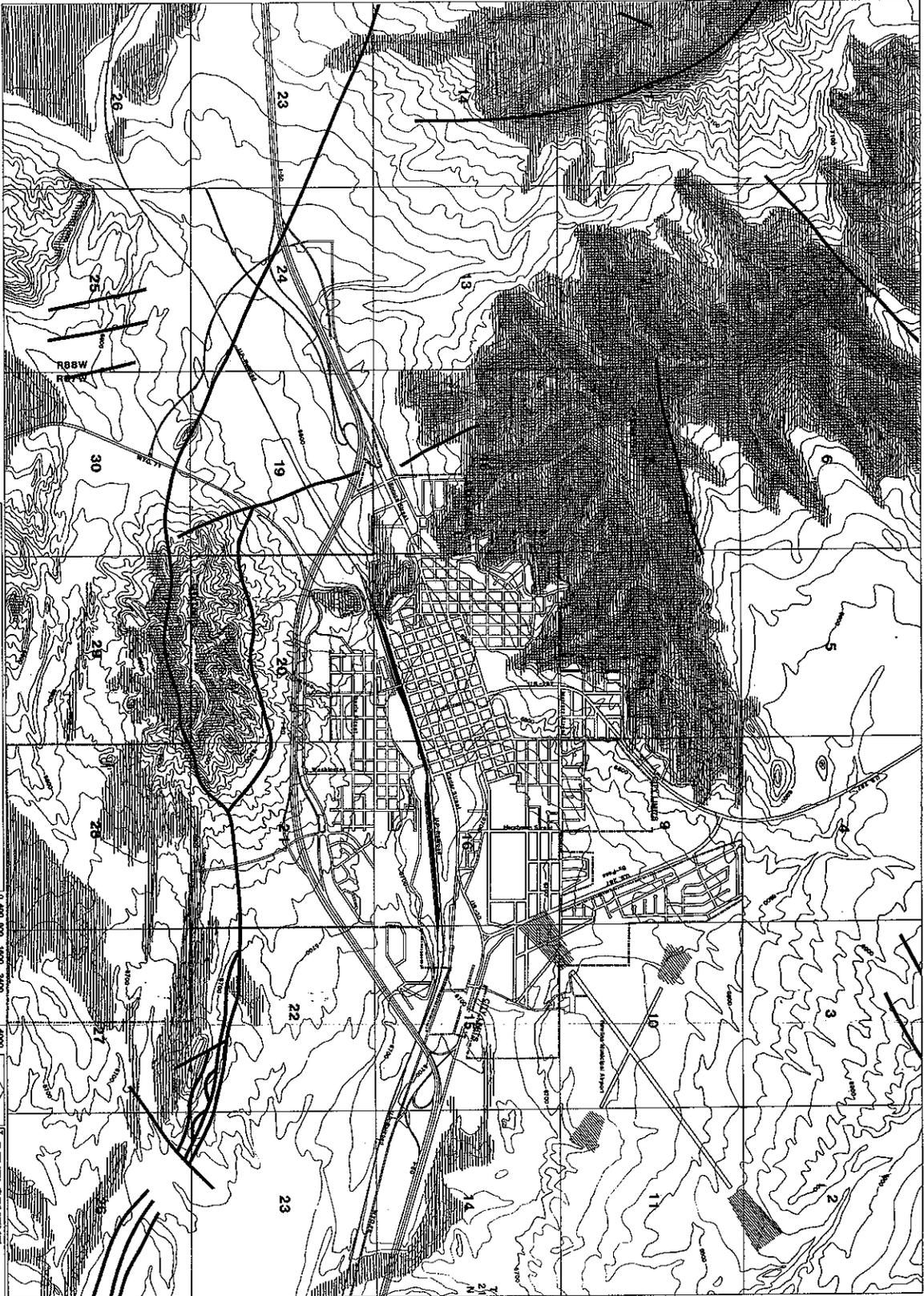


City of Rawlins, Wyoming Master Plan

Prepared by:



	SEVERE SOILS LIMITATIONS
	SEVERE SLOPE LIMITATIONS (OVER 20%)
	AIRPORT CLEAR ZONES
	EARTHQUAKE FAULTS
	0 500 1000 2000
	NORTH
DEVELOPMENT CONSTRAINTS	
OCT, 1981	
15	





1.43 Existing Land Use/Zoning

The current general direction of growth to the north, northeast and southeast appears appropriate. Care must be used, however, in determining the proper location of future commercial and industrial development so that the physical make-up and desirability of residential neighborhoods are protected. Considerations must be given to potential impacts caused by one use upon another related to air and noise pollution, traffic and visual impacts. Policies related to the location and relationships should be established to enforce consistency and equality in future land use decisions. A new zoning ordinance is being developed presently; it needs to respond to the current and future development trends, particularly as it relates to housing costs, availability and demand.

1.44 Population/Employment

Population and employment figures will continue to rise for at least the next ten-fifteen (10-15) years. The City must continually assess potential growth based on energy and governmental growth so that community facilities can be provided or arranged for at the appropriate time.

1.45 Transportation

Rawlins has good regional and local access via its present system of streets and highways. A current major street plan and a bicycle transportation plan should be developed and adopted by the City.

1.46 Sanitary Sewer/Water System

In-place systems are in need of some repair and replacement; this should be expected given the age of certain portions of the facilities. The new sewage treatment plant is expected to handle a population of 23,000 persons; capacity can be increased by the addition of lagoons at a later date if and when required. Improvements scheduled for the water system include a pipeline from the Atlantic Rim Reservoir to the Peaking Reservoir, and construction of a water treatment intake facility for water taken from the North Platte River. Current City policies require developments to include sewer and water facilities at their expense prior to being accepted as part of the City system. Extension of sewer to the west will be both difficult and expensive. The land lying between I-80 and the new Wyoming State Penitentiary is the most readily developable due to the availability of sewer and water mains. Development of this area and the area north of the City are most logical as far as the major thrust is concerned.

1.47 Housing

There is an apparent lack of housing in Rawlins evidenced by the low vacancy rate and the number of families occupying motel units.



The Master Plan and City Ordinances should include methods to help alleviate a housing shortage by encouraging or allowing residential development in larger, more densely populated, yet well-designed and well-done, developments. Zoning ordinances, if properly conceived, can help in lowering the cost of housing.

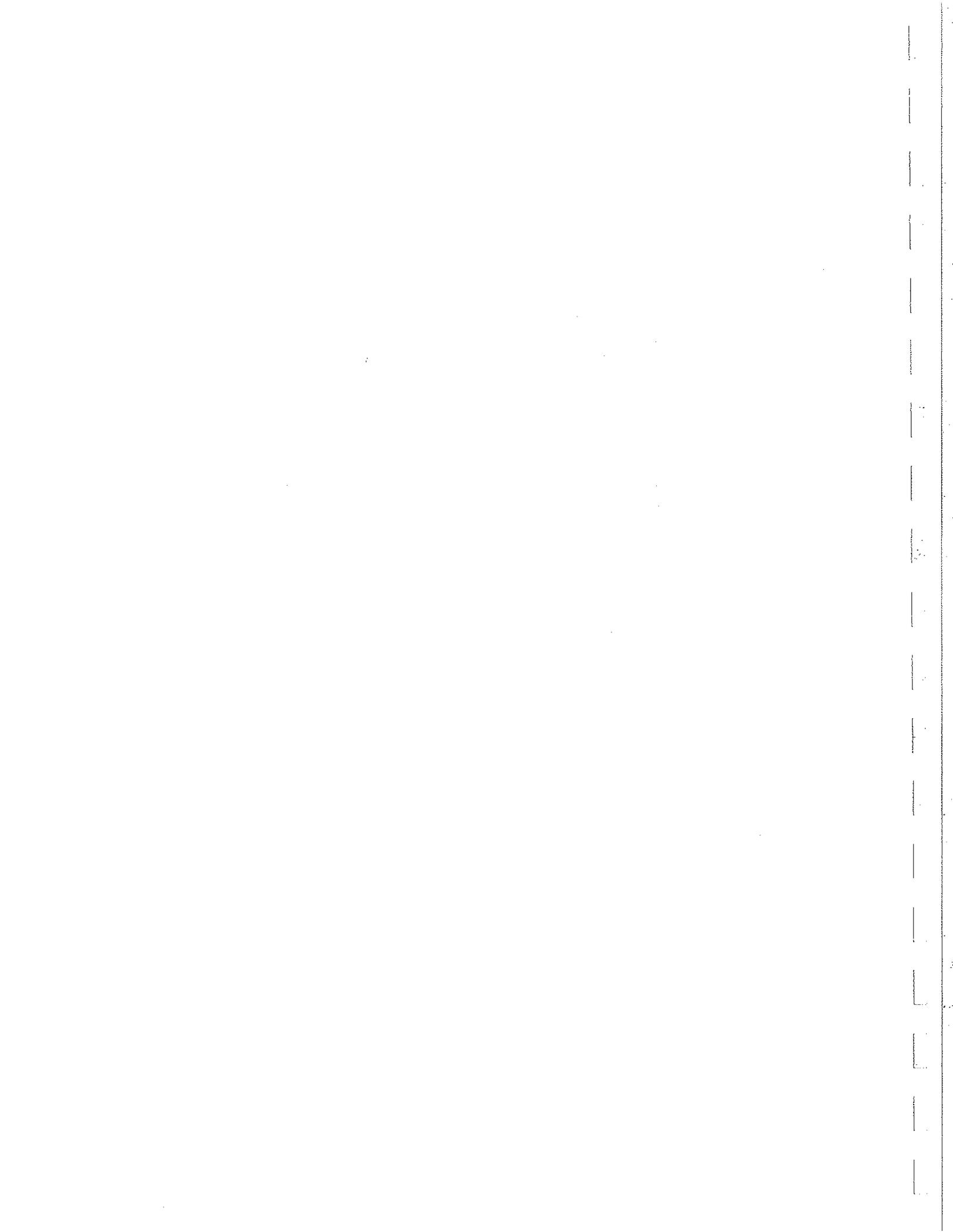
1.48 Land Ownership

The large extent of land controlled by the BLM and that owned by Upland Industries could make the orderly growth of Rawlins more difficult. However, the City has established good working relationships with BLM. Policies established by BLM which make certain lands available for development should help avoid any serious road block to a reasonable growth pattern.

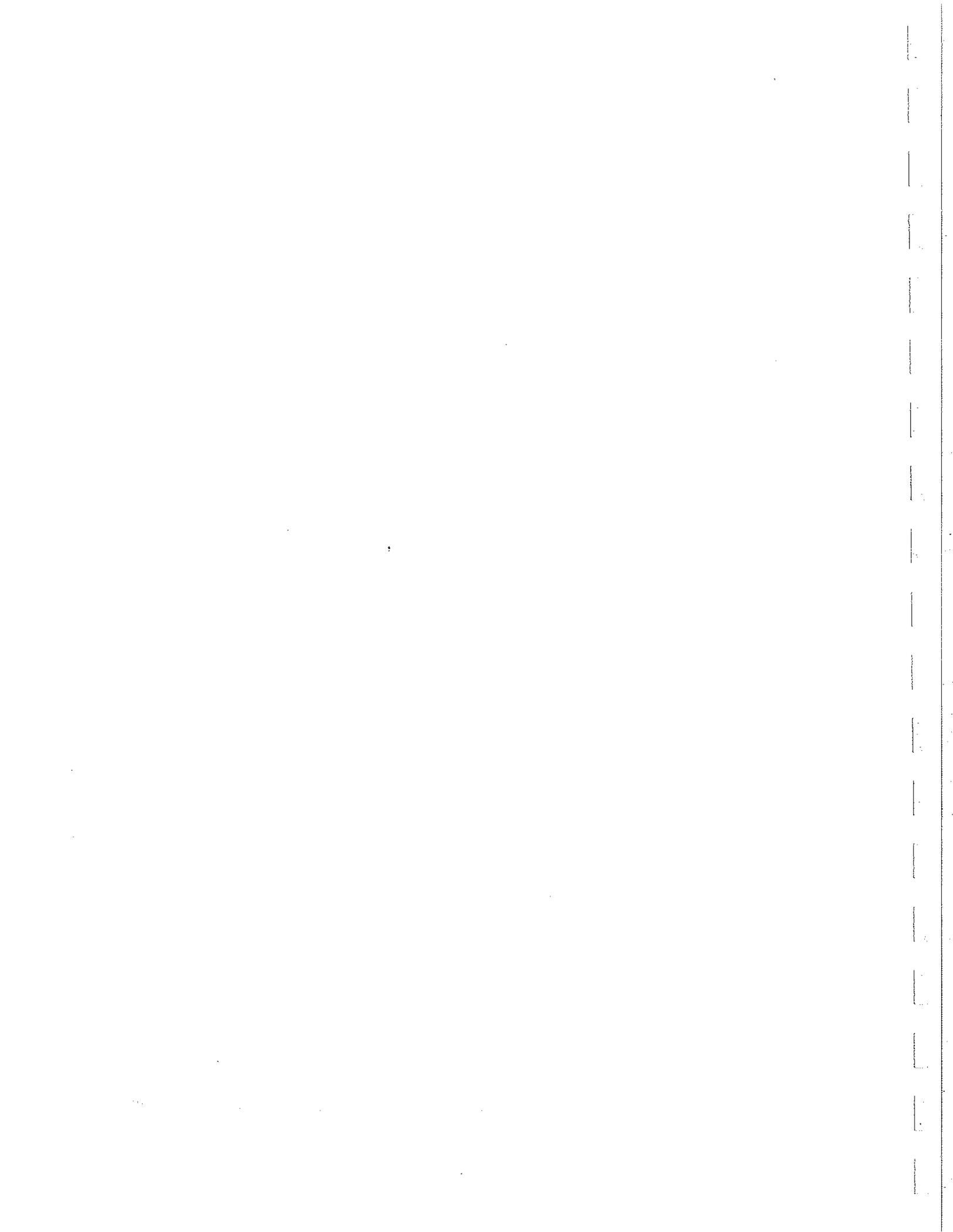
1.49 Community Facilities

Rawlins' present facilities for recreational, governmental and protection services are at the point of being overloaded. School facilities in District One are in need of relief also. Among the already identified needs are:

- expanded and better developed park lands, with a possible major indoor recreation facility.
- increased space for City offices and Council chambers.
- increased and improved police and jail facilities.
- one new fire station on the south side and one at the airport (to be a joint City/County/Airport facility).



II. Goals and Policies



2.0 GOALS AND POLICIES

The Inventory Chapter of this Master Plan has examined existing conditions and trends in Rawlins. Based upon this information and upon their intentions for the future of the City, the City Council and Planning Commission have developed the following goals and policies for Rawlins.

* These guidelines serve a dual purpose: (1) to guide development of the land use, housing, transportation, and public facilities plans; and (2) to assist City policy makers and administrators in the task of interpreting, enforcing, and implementing and plans which are developed in this study.

As with all elements of this Master Plan, the goals and policies presented in this chapter are meant to evolve with the changing circumstances and city experiences. The entire Plan should be carefully examined on a regular basis for its applicability, usefulness, and appropriateness. Amendments and improvements should be made after careful thought and consideration has been made of the broad trends which the City has experienced but not on a case-by-case basis.

In order to facilitate understanding of these goals and policies, the following definition of terms is provided for the reader:

Goals: A desired objective or end which may ultimately result in the achievement of the kinds of living, working, and recreational environments which are desired.

Policy: A governing principle; a means by which to achieve an established goal. Policies prescribe a general course of conduct which lead toward goal achievement.

It is the intent of the City of Rawlins that these goals and policies be compatible and supportive of the goals and policies outlined in the Wyoming State Land Use Plan¹ where those policies relate to local planning activities. Additionally, Rawlins believes these goals and policies to be compatible with and supportive of the Carbon County policies as outlined in the Wyoming State Land Use Plan.

2.1 GENERAL COMMUNITY GOALS AND POLICIES

2.11 Goal

* Develop the City of Rawlins in accordance with the Master Plan and other approved City functional plans.

A. Policy

The Plan for Rawlins shall serve as a decision-making guide for future public and private development.

¹ Wyoming State Land Use Commission, June, 1979.

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- B. Policy
All development proposals will be examined for conformity with the Plan; and if not in accordance with the Plan, will be permitted only if it can be adequately demonstrated that the proposal is an improvement to the Plan and is consistent with the purposes and intent thereof.
- C. Policy
All decisions rendered by the City with respect to both public and private development proposals shall be made on the basis of compliance to the Master Plan. In areas where the Plan is silent, proper planning methods and procedures and development standards shall be employed to assure the best possible results within the realm of economic and legal feasibility.
- D. Policy
Land development will be considered in relation to its long range effect upon the City as a whole, rather than short term benefits.

2.12 Goal

The Master Plan shall provide for balanced urban growth that includes a sound and diversified tax base.

- A. Policy
The City will welcome and encourage development of commercial, industrial, and residential uses consistent with the Plan.
- B. Policy
Development will not be permitted to scatter indiscriminately; but will be permitted in areas provided with public sewer and other necessary urban services.
- C. Policy
New development will be required to "pay for itself" relative to the construction of roads and utilities.
- D. Policy
A corresponding increase in supportive services and facilities shall accompany land development or intensification of land use.

2.13 Goal

Land use allocations shall be controlled so as to defend and enhance the existing natural environmental functions and to retain aesthetic features for the protection of living conditions in the community.

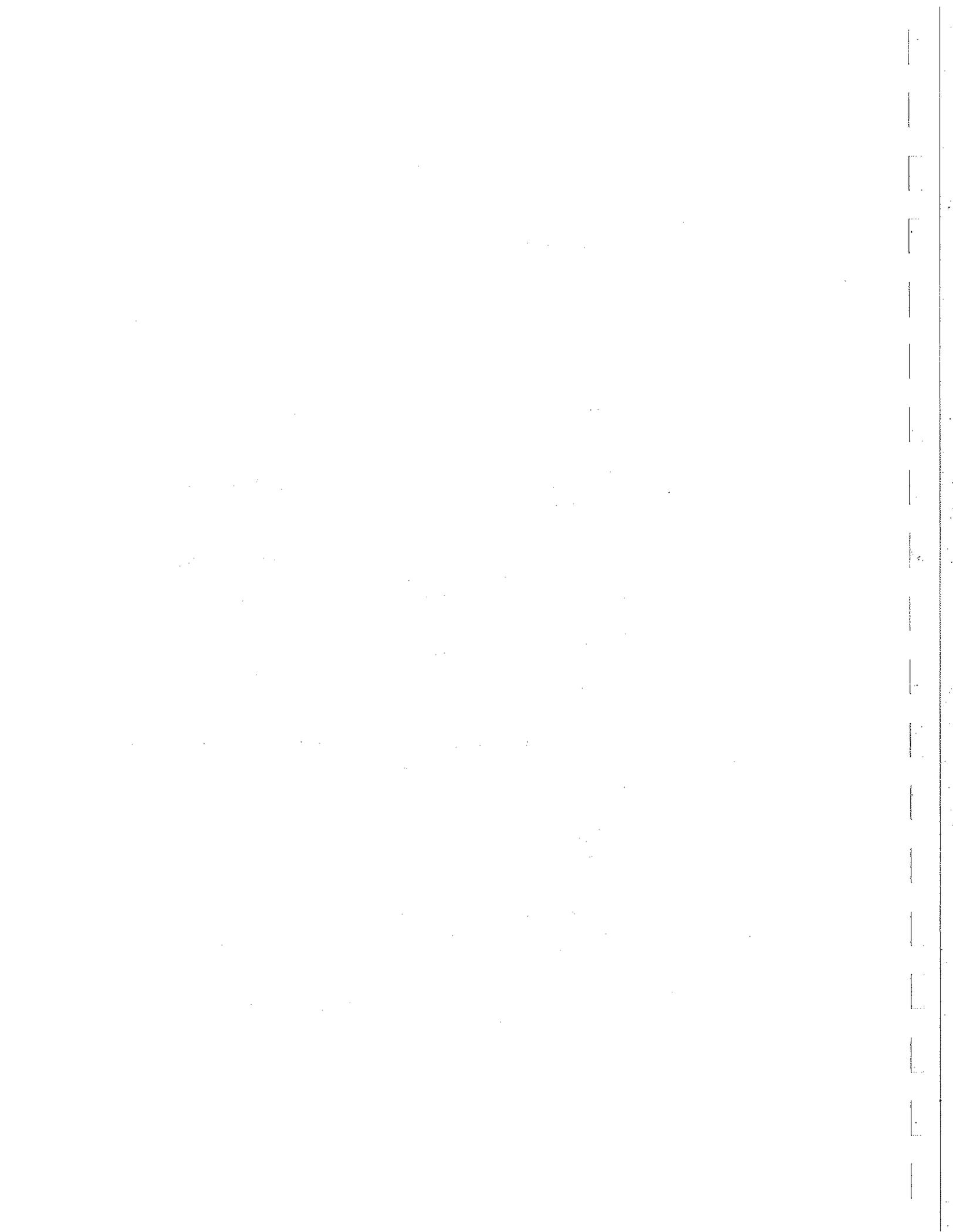


- A. Policy
Preservation of natural environmental features is desirable and as such, natural features shall be used as land planning tools.
- B. Policy
An adequate amount of open space shall be provided for the use and enjoyment of existing and future generations.
- C. Policy
Public recreation sites shall be acquired or dedicated for current and future needs of the community.

2.14 Goal

Land development shall occur in compatible, functional arrangements.

- A. Policy
Related and complementary land uses shall be arranged into supportive clusters.
- B. Policy
The detrimental impact of unrelated and noncomplementary land uses shall be minimized through physical separation by roads and by architectural and landscape buffering.
- C. Policy
The development or use of land in a fashion which contributes to the economic, physical, or social decline of the community shall be discouraged.
- D. Policy
Throughout the community, differing but supportive types of land uses shall be compatibly arranged in proximity to one another for their mutual benefit.
- E. Policy
Land use allocations shall be made on the basis of overall community need and planning policy.
- F. Policy
Land under the jurisdiction of the BLM which the Master Plan recommends for development should be acquired by the City according to an appropriate schedule for development.
- G. Policy
Noncomplementary land uses shall be eliminated as it becomes possible in each instance.



2.15 Goal

The community shall be developed as a collection of functional neighborhoods having a common focal area of interest.

A. Policy

A sense of neighborhood identity in each subregion of the City shall be fostered through the arrangement of related land uses and the proper hierarchical layout of the road system.

B. Policy

Neighborhoods shall be bordered but not penetrated by major roads.

2.2 RESIDENTIAL GOALS AND POLICIES

2.21 Goal

Preserve the identity and improve the quality and appearance of existing residential areas through enforcement of performance standards in the Zoning Ordinance.

A. Policy

The City shall maintain comprehensive subdivision regulations governing platting procedures, design standards, required improvements and other factors dealing with the proper subdivision of land.

B. Policy

In order to perform their intended function, ordinances shall be continuously reviewed and amended to meet changing needs.

C. Policy

Nuisances such as smoke, noise, dust, litter, vibrations, soil erosion, and others shall be controlled by performance standards in the zoning regulations and other codes and ordinances as necessary.

2.22 Goal

All residential developments shall be located to insure the best use of the land and compatibility with adjacent developments.

A. Policy

The City shall not discriminate between existing and future residential developments in the provision of public services.

B. Policy

Residential development shall be according to well-conceived plans that relate to the area, adjacent developments, and suitability of the land.



C. Policy

The City shall review all development proposals with consideration as to the need for newly platted land for residential development so as not to restrict orderly community growth.

- 2.23 Goal

The Master Plan shall recognize the various needs and desires of the total population and shall provide for diversity and compatibility in living environments.

A. Policy

All types of housing will be permitted provided each is properly located and the site plans and structural quality are in compliance with the applicable standards.

B. Policy

Apartment structures should be located adjacent to or very near a major thoroughfare so as not to introduce excessive vehicular traffic onto minor residential streets.

C. Policy

Apartment buildings shall be located in close proximity to permanent public or private open space such as parks, playgrounds, schools and similar uses.

D. Policy

The development of alternative forms of housing such as townhouses and condominiums shall be supported in addition to single-family detached homes.

2.3 COMMERCIAL GOALS AND POLICIES

2.31 Goal

Promote and maintain balanced commercial activity that is viable and responsive to the needs of the community and surrounding areas.

A. Policy

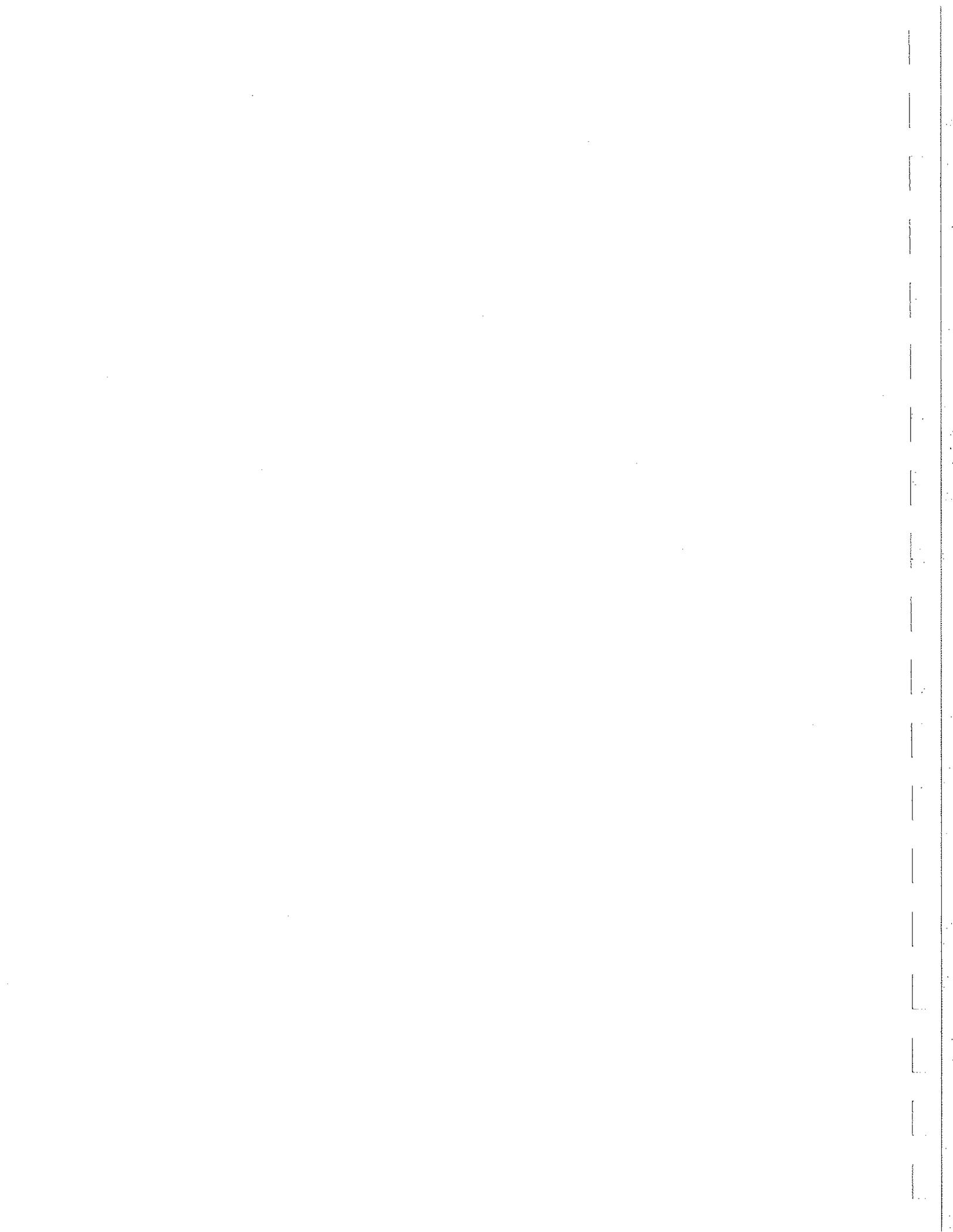
The City shall work with commercial developers in creating site plans with emphasis on efficient access and egress, parking areas, and landscaping.

B. Policy

The location of new commercial areas shall take into consideration the neighborhood, land use, and circulation patterns.

C. Policy

Joint utilization of parking areas shall be promoted.



2.32 Goal

The development of small neighborhood convenience stores will be encouraged in locations that will best serve residential areas without impairing residential development.

- A. Policy
Buffers will be provided to eliminate conflicts between land uses.
- B. Policy
Excellence of design and compatibility with the surrounding neighborhoods shall be encouraged.

2.4 INDUSTRIAL GOALS AND POLICIES

2.41 Goal

Industrial development shall be encouraged to provide a broad base of diversified employment and to develop an acceptable community environment.

- A. Policy
Sufficient land suitable for industrial development in the City shall be designated to preserve it for said use and to avoid needless harm to homes which might develop in potential areas.
- B. Policy
Land use by industry is entitled to protection against residential encroachment just as land zones for residential use is protected against the ill effects of proximity to industry.
- C. Policy
Performance standards will be utilized to judge industrial proposals.
- D. Policy
The City shall work with industrial developers to insure that industrial development is a community asset.
- E. Policy
Locate industrial areas so that they have easy access to major roads. Industrial traffic shall not use local residential streets.
- F. Policy
Industrial uses shall be designed to provide adequate off-street parking, loading, and maneuvering areas for cars and trucks.



G. Policy

Zones of transition shall be located between areas of heavy industry and commercial or residential use.

2.5 TRANSPORTATION GOALS AND POLICIES

2.51 Goal

Accommodate all modes of movement.

A. Policy

City transportation planning shall be coordinated with the plans of the Federal, State and County Governments.

B. Policy

The various modes of transportation shall be recognized as essential elements of a unified system and shall be developed in a comprehensive and related manner.

C. Policy

The City shall continually assess the need for public transit services to existing and future activity areas. The City shall support public transit in the form and to the extent a need is demonstrated.

2.52 Goal

All modes of transportation should be safe, quick and convenient.

A. Policy

Safe and convenient pedestrian and bicycle trails shall be established to link the City's parks and open space systems and to provide access to schools, as well as municipal and commercial service centers.

B. Policy

Hazardous intersections shall be redesigned to improve their safety.

2.53 Goal

Continue to develop a transportation system that allows easy access to all destinations within the community without disrupting residential neighborhoods.

A. Policy

New circulation facilities shall be compatible with the neighborhood and adapted as much as possible with the landscape.

B. Policy

All circulation facilities shall be scaled to their planned function.



C. Policy

A current major street plan shall be developed and maintained to accommodate the future needs of the City, but premature access roads shall not be provided in conflict with the Master Plan.

D. Policy

Through the development review process, site plans shall be inspected for conformance with the following transportation design guidelines:

1. Direct access from property to arterial streets shall be limited or prevented whenever feasible.
2. Access to and from commercial-industrial concentrations or residential subdivisions shall be designed to minimize interference with the flow of traffic on the collector or arterial roads.
3. New developments shall provide adequate off-street parking for their projected needs.
4. The amount of parking area required shall be minimized by encouraging the joint use of facilities among owners and by grouping lots in functional clusters.
5. Where commercial development is allowed along arterials, access to such development shall only be via frontage roads, designed and improved, at the expense of the developer.

2.54 Goal

Schedule the development of the overall system according to the resources of the City.

A. Policy

The development and maintenance of the transportation system shall be scheduled through a Capital Improvements Program.

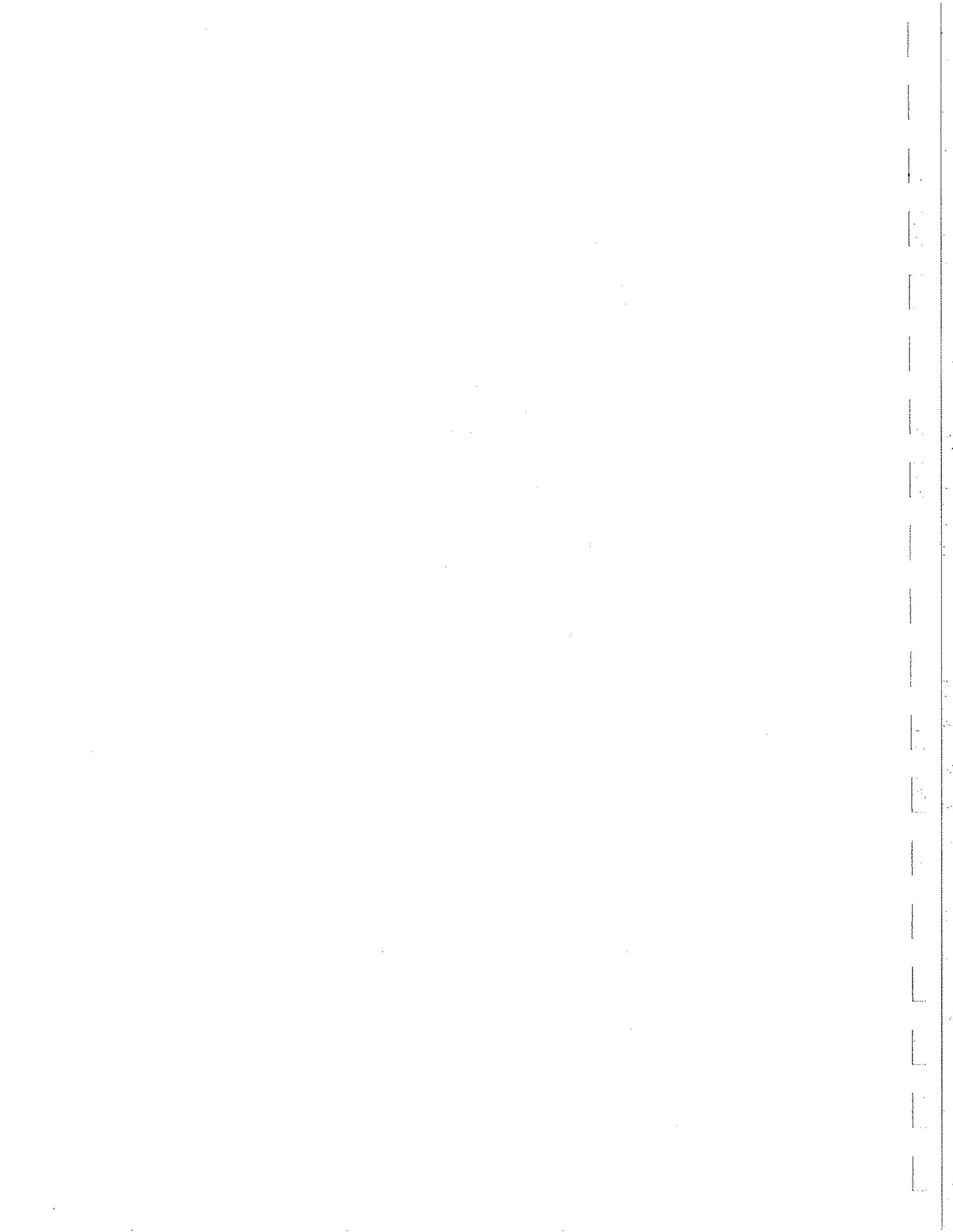
2.6 PARKS AND RECREATION GOALS AND POLICIES

2.61 Goal

Provide a full range of indoor and outdoor recreational opportunities to all residents of Rawlins in a safe, convenient and economical manner.

A. Policy

Recreation opportunities shall be made available to the total population regardless of age, sex, creed, race, or economic status.



- B. Policy
Consideration shall be given to existing and accepted principles, procedures, and standards in the formulation of a Master Plan.
- C. Policy
Recreation and park facilities shall be planned on a neighborhood, community, City and County-wide basis as integral parts of a cohesive, well-balanced system, to provide maximum recreation opportunities for all persons residing within the planning jurisdiction.
- D. Policy
Park and playground provisions, where feasible, should be made in each neighborhood, preferably adjacent to school facilities.
- E. Policy
Facilities shall be planned and designed to reflect probable future needs as well as current demand.
- F. Policy
Maximum efforts shall be made to coordinate planning in the public and private sectors.

2.7 COMMUNITY FACILITIES AND SERVICES GOALS AND POLICIES

2.71 Goal

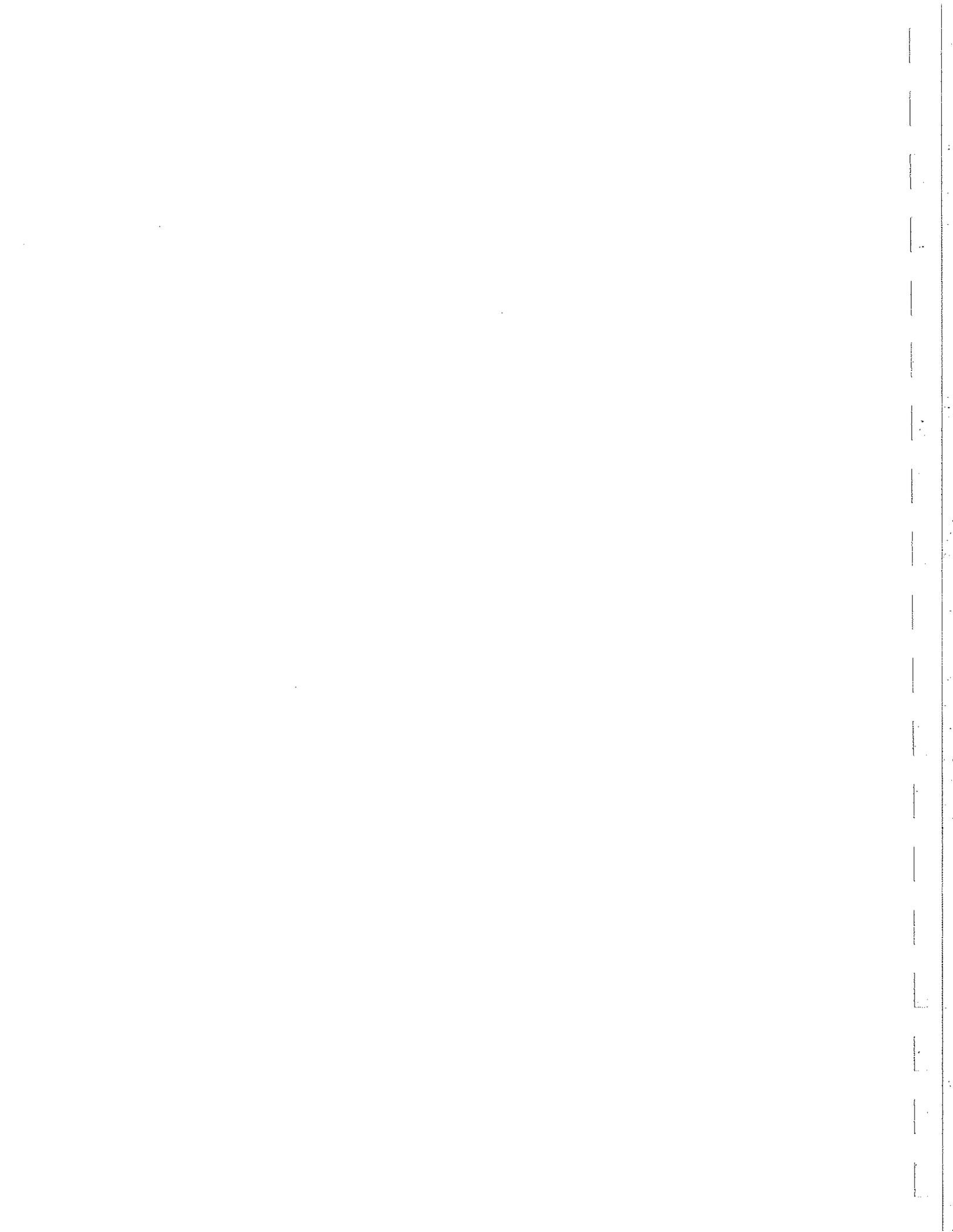
Provide a system of community facilities and services to the citizens of Rawlins in such a way as to assure their health, safety and general welfare.

- A. Policy
The City shall continue to assess the demand for expanded police and fire protection and provide additional facilities when and where required.
- B. Policy
The City shall continue to upgrade the sewer and water distribution systems as required to maintain safe, efficient and dependable distribution and treatment facilities.
- C. Policy
The City shall assist in making medical services available to citizens of all ages and income levels through cooperation with the medical industry.
- D. Policy
Rawlins shall continue to assist in providing quality educational facilities at all levels, both formal and informal.



E. Policy

Rawlins shall continue to monitor the sociological needs of the community and encourage the fulfillment of those needs through either public agencies or private organizations.



III. Development Plans



3.0 INTRODUCTION

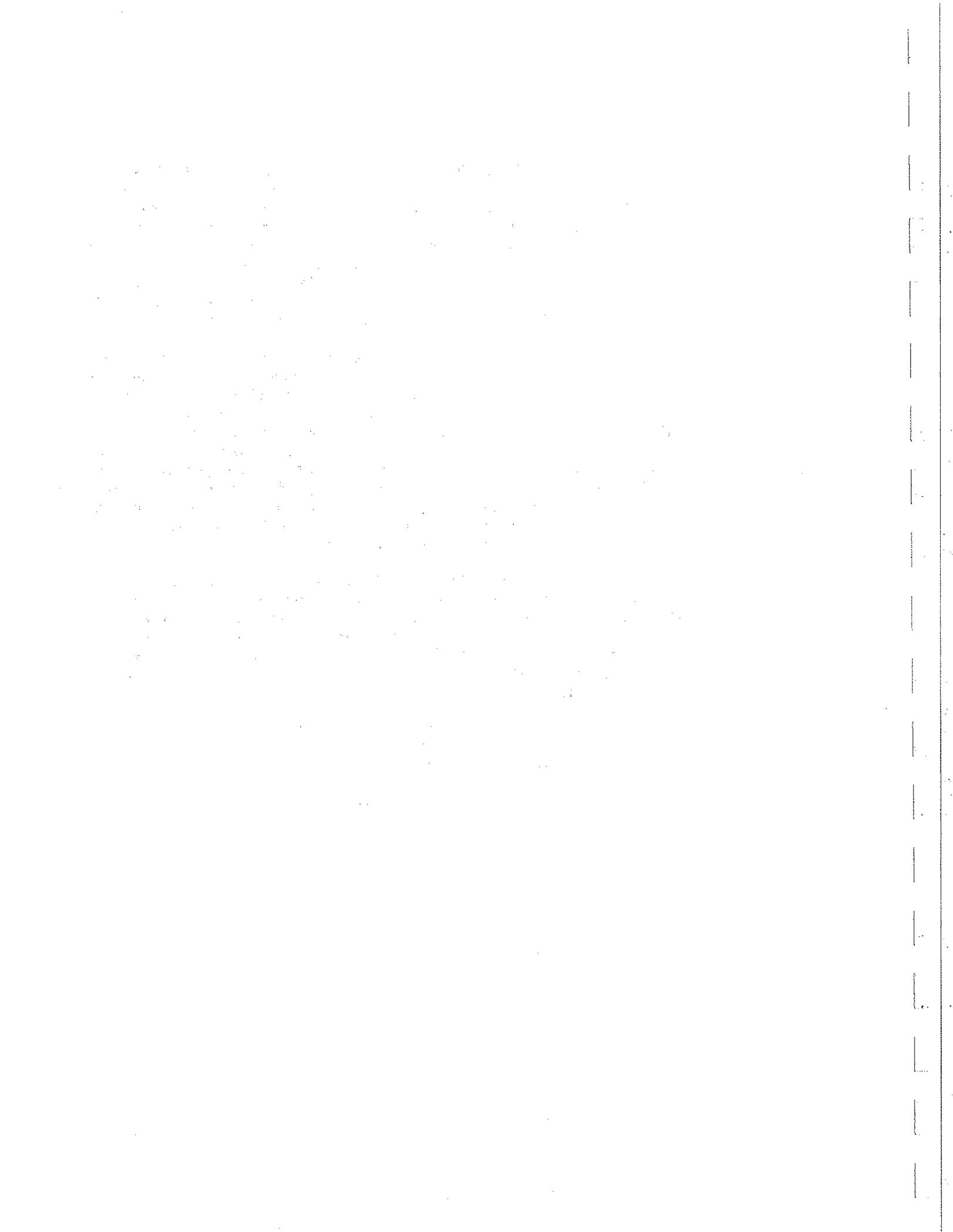
The plans included in this section have been developed based on the conditions discussed in the inventory section of this report. These functional plans outline the preferred approach to the continued growth of the City. Each of the functional plans must be considered as a part of the total Master Plan; as conditions or portions of any particular part of the overall plan changes, other elements need to be analyzed for impact. Significant changes in the Land Use Plan, for instance, may necessitate adjustments in plans for required utility or roadway facilities.

These plans, which in total constitute the complete Master Plan, are a general guide for the City. The Master Plan has been made for the general purpose of guiding and accomplishing a coordinated, adjusted and harmonious development of the municipality which will best promote the general welfare as well as efficiency and economy in the process of development. They should be reviewed periodically by the City so that an assessment of the City's developmental direction can be performed and mid-course corrections or modifications made in light of changing conditions, broad trends, market demand for specific land uses and the general evolution of the City then existing.

Decisions made by the Planning Commission and Council on individual development proposals or special projects should be made after careful consideration as to the compatibility of that project with the Plan. However, the Planning Commission and Council should remember the general goal of the Master Plan is merely to guide further development.

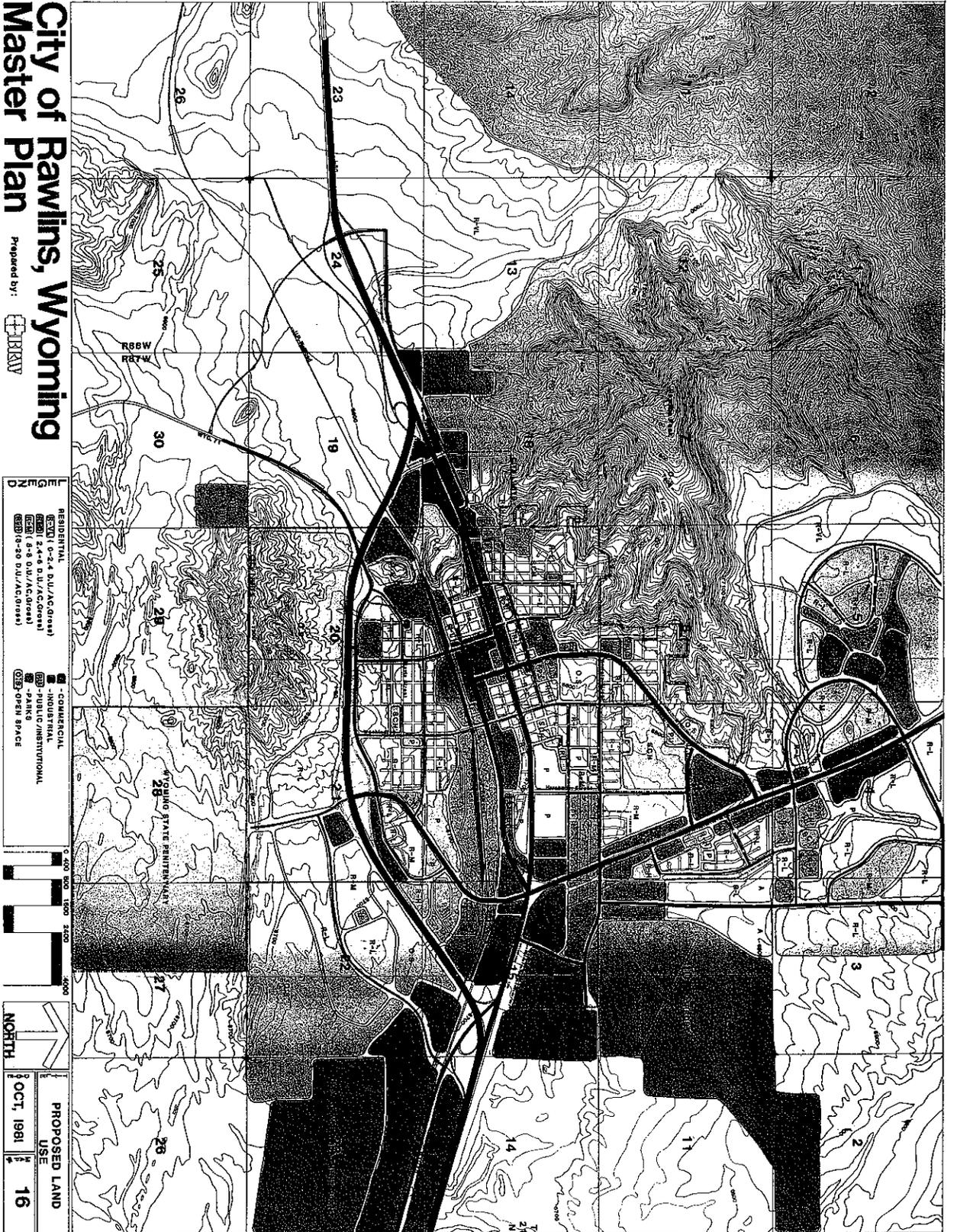
Functional plans presented here include the following:

- Land Use
- Transportation
- Sanitary Sewer
- Water
- Public Facilities

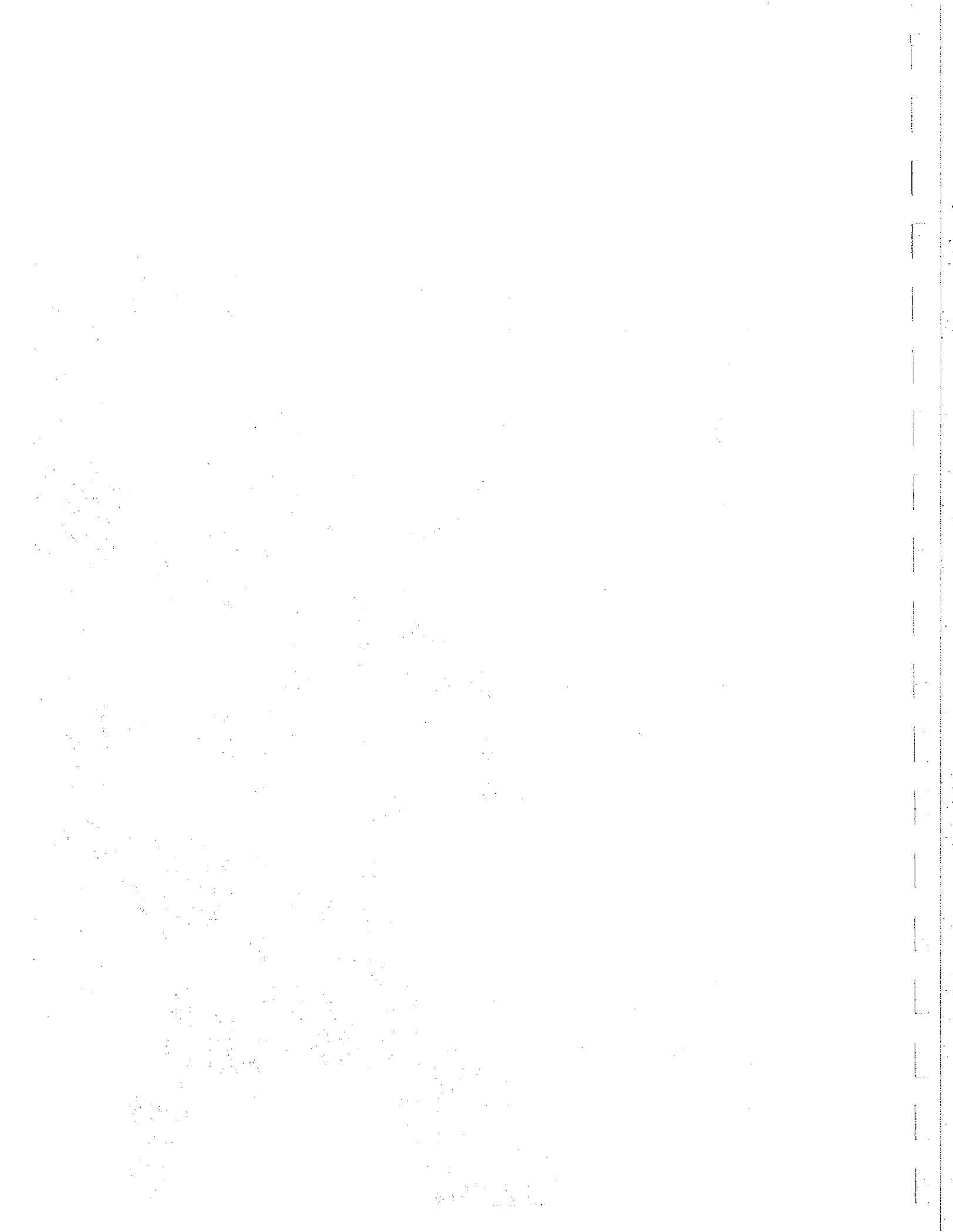


City of Rawlins, Wyoming Master Plan

Prepared by:



RESIDENTIAL		COMMERCIAL		PROPOSED LAND USE	
(Symbol)	(6-2-4 DU/AC/Gross)	(Symbol)	(INDUSTRIAL)	(Symbol)	(OCT, 1981)
(Symbol)	(2-4-4 DU/AC/Gross)	(Symbol)	(PUBLIC/INSTITUTIONAL)	(Symbol)	(16)
(Symbol)	(8-8 DU/AC/Gross)	(Symbol)	(PARKS)		
(Symbol)	(10-20 DU/AC/Gross)	(Symbol)	(OPEN SPACE)		



3.1 LAND USE PLAN

The Land Use Plan illustrates the recommended future land uses for Rawlins. The Plan does not address each individual parcel of property, but rather suggests patterns of growth. The following major points should be discussed:

- . The primary growth emphasis is recommended to the north in Sections 4 and 5, and to the southeast in Section 21. These areas will afford the most convenient and economical development patterns in respect to transportation and utility services. The extension of existing facilities into these areas is relatively straightforward and easily accomplished.
- . The already developed area of Rawlins is not being recommended to change significantly in regard to general land use. The City should, however, bring non-conforming land uses into conformance with the Plan over the next few years. As the City receives development or redevelopment proposals within a built-up area, that proposal should be reviewed for consistency with the Land Use Plan. In this way, uses which are not compatible with other uses in the neighborhood can slowly be eliminated and the integrity of the area reestablished. It is not suggested that the City initiate rezonings en-mass for this purpose.
- . Growth to the west in Cherokee Valley has not been shown primarily due to the difficulty and relative expense of providing a satisfactory sanitary sewer collection system to that area. A collection system would need to consist of an extension of the interceptor line located in the southeast portion of the present City and would need to run some two and one-half miles to the southeast corner of Section 13. According to City policy and ordinances, the extension of sewer to that area would be at the developer's expense.

Additionally, provision of access and protection services to that area would be less than desirable without substantial improvements, including work on the I-80 frontage road and probably a new fire station in that area.

It is recommended that any growth which takes place in the Cherokee Valley be of a very low density residential type and remain in the County. Parcels of several acres (a minimum of five [5] acres per lot) each would be most appropriate; these should be developed without public sewer and water. However, if a developer wishes to install public utilities, a land use pattern consisting of low and very low density residential would be the most appropriate. The provision of utilities (public or private) will be the central issue in this area and the City should require any developer to properly address the potential ramifications of each proposal.

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- Industrial growth should be generally to the east, south of the airport. This growth can be extended as necessary in the future.
- To prevent entrapment of pronghorn antelope by development of areas in the path of traditional migration routes, open space corridors are proposed in Section 6 at the foot of Rawlins Peak and in Section 21 at the foot of Rawlins Hill. Additionally, continuous development southeast of the corridor in Section 6 will block movement of the animals into the park area in Section 4.
- Land use categories included in the Plan are the following:
 - Agricultural
Allows for retention of land in agricultural use.
 - Residential - Very Low Density (R-VL)
Allows development to a maximum gross density (dwelling units per acre) up to 2.4 dwelling units per acre.
 - Residential - Low Density (R-L)
Allows development to a maximum gross density of between 2.4 and 5.0 dwelling units per acre.
 - Residential - Medium Density (R-M)
Allows development to a maximum gross density of between 5.0 and 8.0 dwelling units per acre.
 - Residential - High Density (R-H)
Allows development of a maximum gross density of between 8.0 and 20.0 dwelling units per acre.
 - Commercial
Allows development of both a retail and service commercial category.
 - Industrial
Allows development of industrial nature.
 - Public/Institutional
Provides for areas of governmental or institutional nature. This would include City, County, State and Federal land uses.
 - Parks
Provides for City of Rawlins recreation facilities, as well as County facilities. These are intended to be areas developed for active recreation.
 - Open Space
Designates area to remain undeveloped in response to condition which renders them difficult or undesirable for urban uses.



Table 8 outlines the potential acreage of each land use at full development.

TABLE 8
POTENTIAL ACREAGE OF LAND USE PLAN
 (Full Development)

<u>Land Use</u>	<u>Acres</u>	<u>Percentage of Total</u>
<u>Residential</u>	2,503	29
- Very Low Density	225	
- Low Density	1,524	
- Medium Density	603	
- High Density	151	
Commercial	418	5
Industrial	884	10
Public/Institutional	1,718*	19
Parks	308	4
Open Space	1,026	11
Roads	1,818	21
Agriculture	<u>100</u>	<u>1</u>
Total	8,775	100

*Includes new State Penitentiary.

Source: BRW/Noblitt, Inc.

3.11 Zoning Plan

The Land Use Plan, as stated previously, should be used as a general guide for growth. Designations of use areas on the Plan must be coordinated with the Zoning Ordinance to determine acceptable zoning classifications within each area.

Within any land use category of the Land Use Plan, there will be one or more corresponding zoning districts in the Zoning Ordinance. A given zoning district may additionally regulate height, area, bulk, and density for allowed uses.

Residential uses categories in the Land Use Plan refer to densities only. In order to maintain maximum flexibility on the part of the developer/owner, no specific type of dwelling unit is required in any location. In fact, all types of dwellings are permitted in all residential categories. Zoning of each parcel will determine dwelling types permitted. The Land Use Plan determines full development of each area.

For example, assume a developer would like to construct a residential project on twenty acres of land shown on the Plan as Residential - Medium Density. According to the allowable gross density allocation, he could build between 100 and 160 units total. The units could be of one type (i.e., townhouses) or several types (i.e., townhouse, single family and apartments). The mix of units can vary as long as the allowable gross density



is not exceeded. Zoning districts within the twenty acres must then be compatible with the proposed dwelling unit types, or the project could be developed as a Planned Unit Development. Gross density is figured on the total size of a parcel before subtracted area to be dedicated for roads, parks or other non-buildable areas. Net density is figured on those acres actually used for residential purposes. Net density figures will be higher than gross density figures.

3.12 Population Projections Based on the Land Use Plan

In order to assess the potential impact of the Land Use Plan on other elements of the Master Plan (i.e., transportation, sewer, water, parks) a calculation of the potential of the City at full development of the Land Use Plan has been completed.

The population projections in Table 9 are based on the areas of the City as shown on Map 17, Population/Dwelling Unit Projections By Area of City. It assumes that area A, the existing City, is essentially at full development and except for some infill will not grow significantly. The full existing population of approximately 11,500 persons is assigned to Area A. Household size assumptions for each density category are as follows:

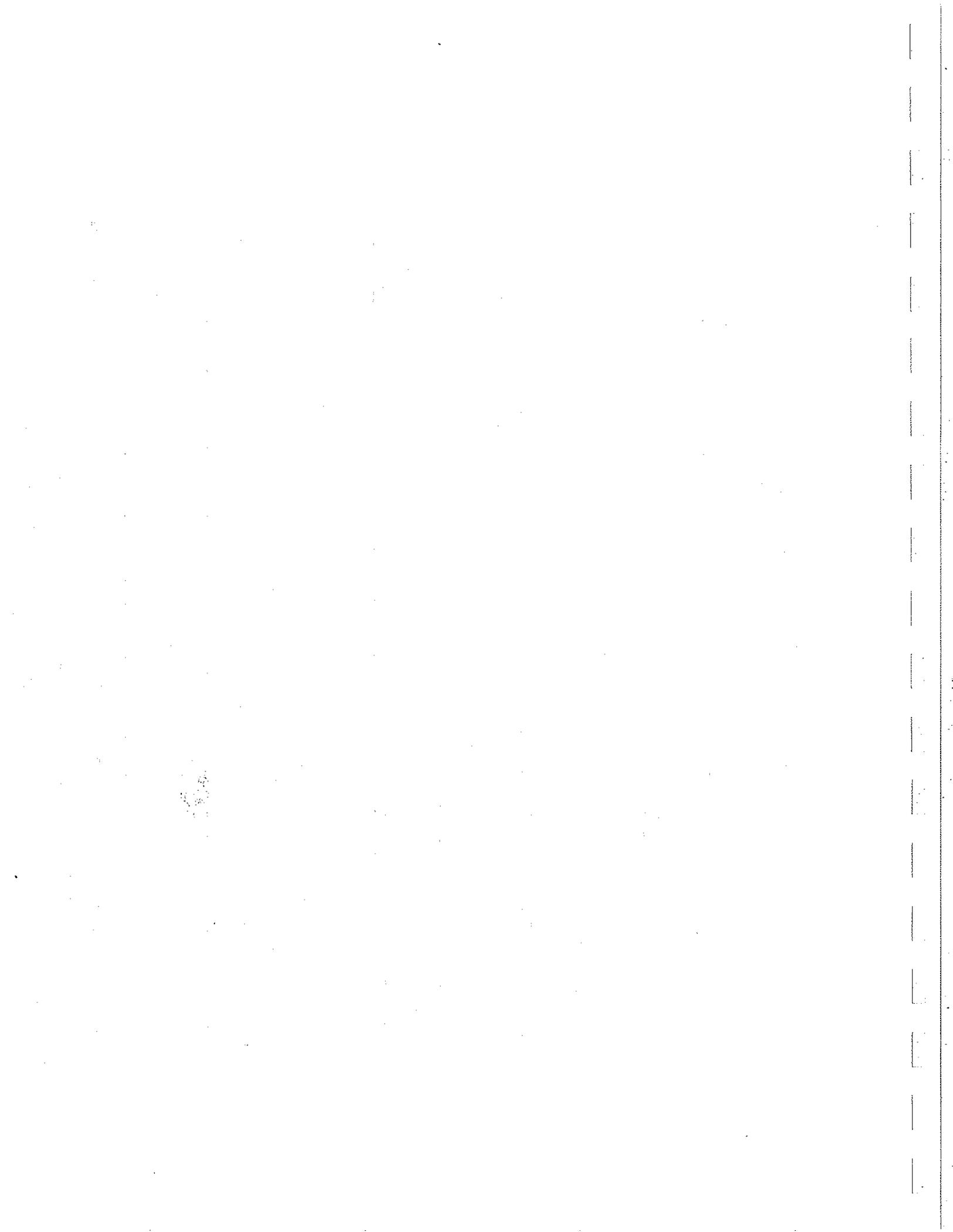
R-VL	3.2 persons per unit
R-L	3.0 persons per unit
R-M	2.8 persons per unit
R-H	2.4 persons per unit

The projection of dwelling units ranges from approximately 9,000 on the low end of the scale to approximately 14,700 on the high end of the scale. Population projections range from a low of 25,000 to a high of 41,000. It is reasonable to expect that the middle estimate of 11,800 dwelling units and 33,000 persons might be the most realistic projections as development densities will probably average out over the areas.



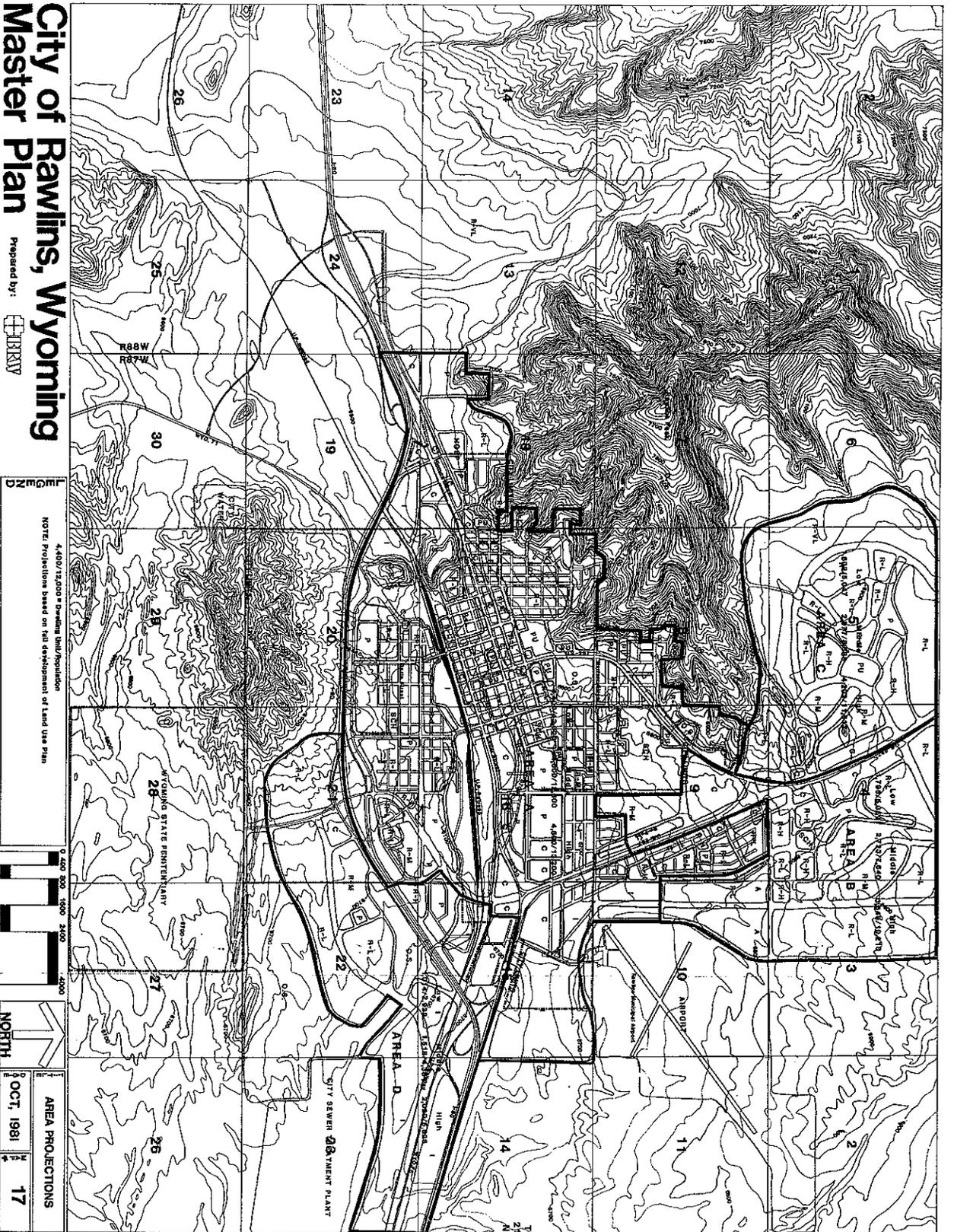
TABLE 9
 DWELLING UNIT/POPULATION PROJECTIONS BY AREA OF CITY
 (Based on Full Development of Land Use Plan)

Area	Density Category	Acres	Projections (dwelling unit/population)		
			Low Estimate	Middle Estimate	High Estimate
A	(Assume Existing City With Infill Development)		4,400/12,000	4,600/12,600	4,800/13,200
Subtotal - Area A			4,400/12,000	4,600/12,600	4,800/13,200
B	R-L	377	905/ 2,715	1,395/ 4,185	1,885/ 5,655
	R-M	103	515/ 1,442	670/ 1,876	824/ 2,307
	R-H	47	376/ 902	658/ 1,579	940/ 2,256
Subtotal - Area B			1,796/ 5,059	2,723/ 7,640	3,649/10,218
C	R-VL	225	56/ 179	270/ 864	540/ 1,728
	R-L	342	821/ 2,463	1,265/ 3,795	1,710/ 5,130
	R-M	84	420/ 1,176	546/ 1,529	672/ 1,882
	R-H	64	512/ 1,229	896/ 2,150	1,280/ 3,072
Subtotal - Area C			1,809/ 5,047	2,977/ 8,338	4,202/11,812
D	R-L	268	643/ 1,929	992/ 2,976	1,340/ 4,020
	R-M	55	275/ 770	358/ 1,002	440/ 1,232
	R-H	12	96/ 230	168/ 403	240/ 576
Subtotal - Area D			1,014/ 2,929	1,518/ 4,381	2,020/ 5,828
GRAND TOTALS Household Size		1,577	9,019/25,035 2.78 persons	11,818/32,959 2.79 persons	14,671/41,058 2.80 persons



City of Rawlins, Wyoming Master Plan

Prepared by:



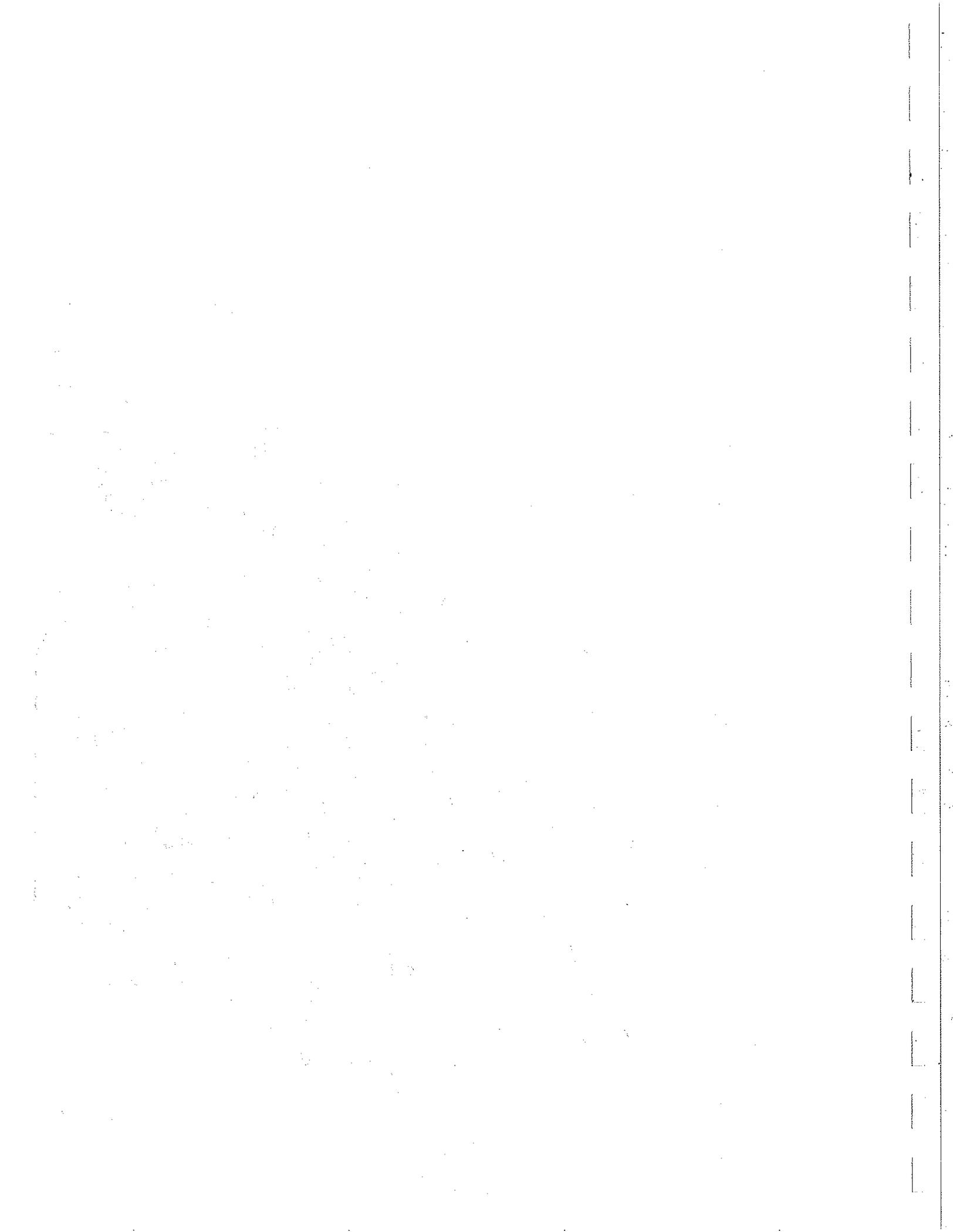
4,000' 12,000' Sewing Unit/Processor
NOTE: Projections based on full development of land use plan

0 400 800 1600 2400 4000

AREA PROJECTIONS

OCT 1981

17



3.13 Projections of School Age Children

Projections of school age children are presented here in order that the number of schools and their general locations can be anticipated. These projections are based upon the middle range population projections from Table 9. The projected number of school age children have been determined based upon the household size characteristics and distribution of children into school grade categories as presented in Table 10.

TABLE 10
PROJECTED HOUSEHOLD SIZE CHARACTERISTICS
BY RESIDENTIAL CATEGORIES

Category	Pop/DU	Adults Per DU	Children Per DU	<u>Distribution of Children</u>			
				Pre- School 26%	Elem. 35%	Mid. 18%	High 21%
R-VL	3.2	2.00	1.2	.31	.42	.22	.25
R-L	3.0	2.00	1.0	.26	.35	.18	.21
R-M	2.8	1.90	.9	.23	.32	.16	.19
R-H	2.4	1.80	.6	.16	.21	.10	.13

Utilizing the middle range projections of dwelling units in Table 9, the projected number of school age children has been calculated and shown in Table 11.

TABLE 11
PROJECTION OF TOTAL SCHOOL AGE CHILDREN
EXPECTED TO ATTEND PUBLIC SCHOOLS BY AREA
(Based on Middle Range Population Estimate)

<u>Area</u>	<u>Elementary School</u>	<u>Middle School</u>	<u>High School</u>
A	1,288	662	773
B	914	470	548
C	914	470	548
D	<u>514</u>	<u>265</u>	<u>309</u>
Total	3,630	1,867	2,178

The number of needed schools is shown in Table 12.

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TABLE 12
TOTAL NUMBER OF SCHOOLS REQUIRED BY AREA
(Based on Middle Range Population Estimate)

<u>Area</u>	<u>Elementary School</u>	<u>Middle School</u>	<u>High School</u>
A	*4 (average enrollment of 350)	3/4	3/4
B	2 (average enrollment of 450)	1/2	1/2
C	2 (enrollment of 500)	1/2	1/2
D	1 (enrollment of 500)	1/2	1/2
Total	9	2.25	2.25

*Includes 3 existing schools

Based then, upon the middle range population estimate and full development of the Land Use Plan, the following number of schools will be needed in addition to those presently in use:

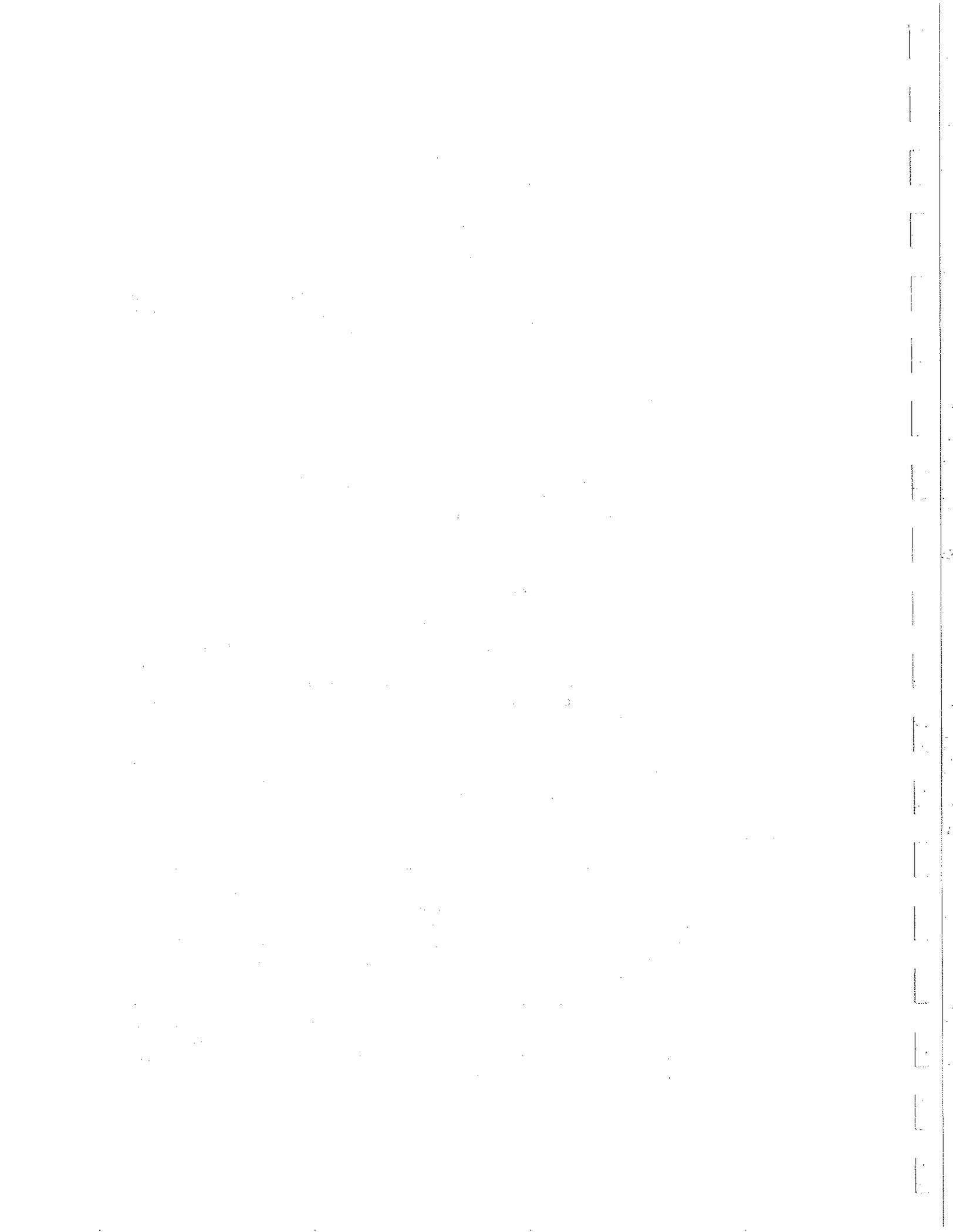
- . 6 Elementary Schools
- . 1 Middle School
- . 1 High School

The second middle school and second high school should be sized to accommodate higher enrollment than the existing schools so that the number of facilities can be minimized. This means the second middle school should have a capacity of 1,000 students, and the second high school should have a capacity of 1,200 students.

The additional middle and high schools should be located in the northern portion of the City. Elementary schools should be located within the areas identified.

3.2 TRANSPORTATION PLAN

The purpose of this section was to develop a transportation plan as a part of the Master Plan for Rawlins. The transportation plan was based on the Land Use Plan, although some changes in the Land Use Plan resulted from the transportation planning effort. The development of the plan included identification of the functional classification of the street system, the development of design standards for each functional classification, and a projection of the traffic volumes on the major segments of the system. The lack of origin-destination and trip generation information required the use of an approximation method to estimate the future traffic volumes. The method, which is believed adequate for the intended purpose of testing the transportation plan, is described below.



3.21 Traffic Generation

Trips were generated using the forecasted land use and density for each area included in the study. Trips are "produced" by residential areas and are "attracted" by commercial, industrial, and recreational areas.

Trip productions and attractions were based on typical rates found from numerous studies around the Nation and assimilated in two reports:

Trip Generation by Land Use, by the Transportation and Planning Office, Maricopa County, Arizona; April, 1974, 196 pages.

Trip Generation, Second Edition - 1979; An Institute of Transportation Engineers Informational Report; P. O. Box 9234, Arlington, Virginia.

Trip productions from residential areas were based on 10 trips per day per dwelling unit, and the number of dwelling units was computed using the following densities:

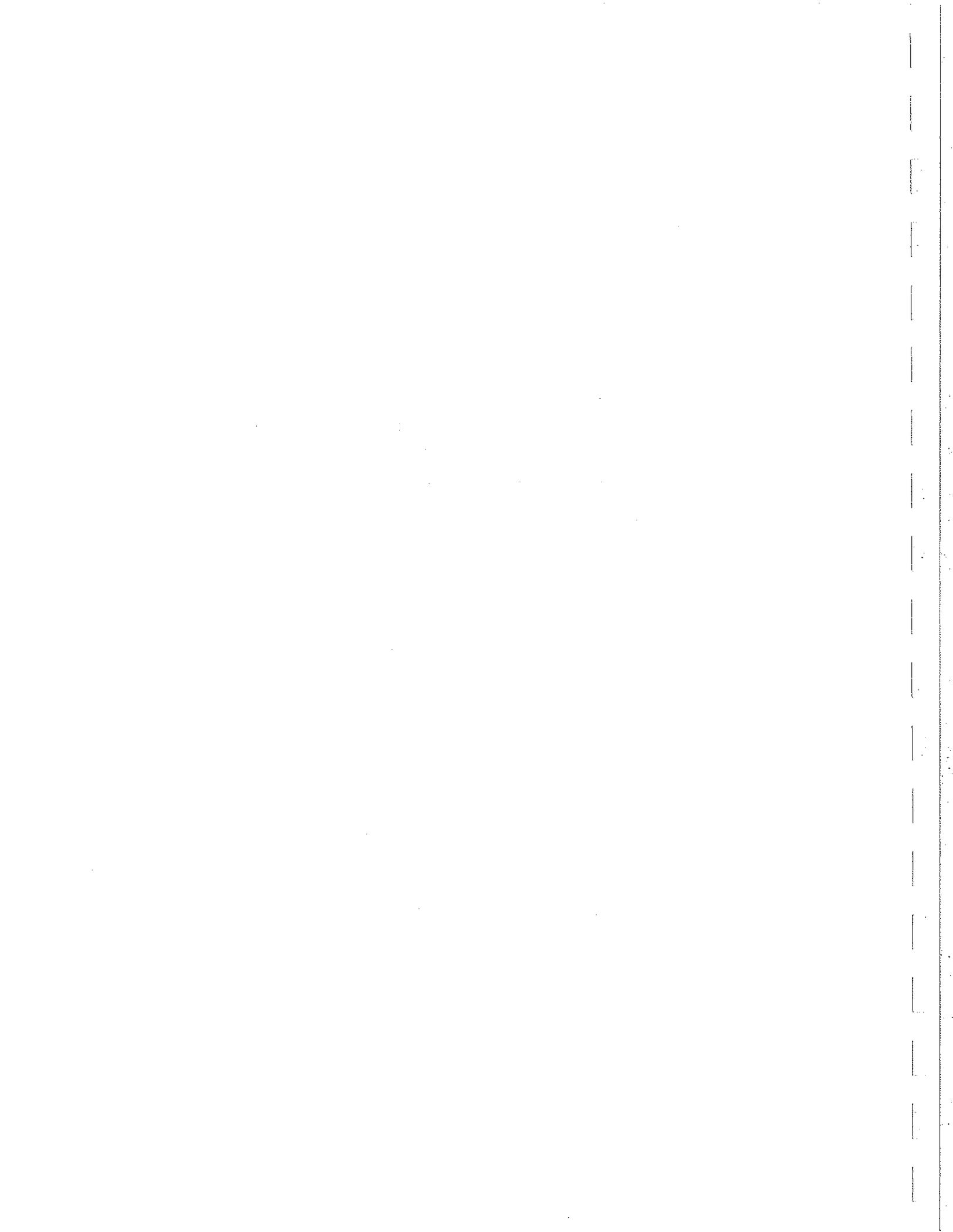
Very Low Density	0.5 dwelling units/acre
Low Density	4.0 dwelling units/acre
Medium Density	6.5 dwelling units/acre
High Density	14.0 dwelling units/acre

The daily trip attractions were based on the following rates:

Commercial Retail (CBD)	432 trips/acre
Commercial Retail (Strip)	216 trips/acre
Commercial Office	226 trips/acre
Industrial	45 trips/acre
Parks	8.6 trips/acre

3.22 Trip Assignment

The trips between zones were determined using an assumption that each zone of attraction would draw a proportionate share of the trips from each zone of production. The number of trips between zones was computed, and the volumes between zones were plotted. The individual volumes between zones were assigned to routes using the assumed travel speeds shown in Table 13. Generally, it was assumed that all trips between zones would use a single route (all or none method), although where two routes required approximately equal travel time, the traffic was assigned equally to the routes. The trips assigned were rounded to the nearest thousand, which is believed to be well within the accuracy limits using this procedure.



City of Rawlins, Wyoming Master Plan

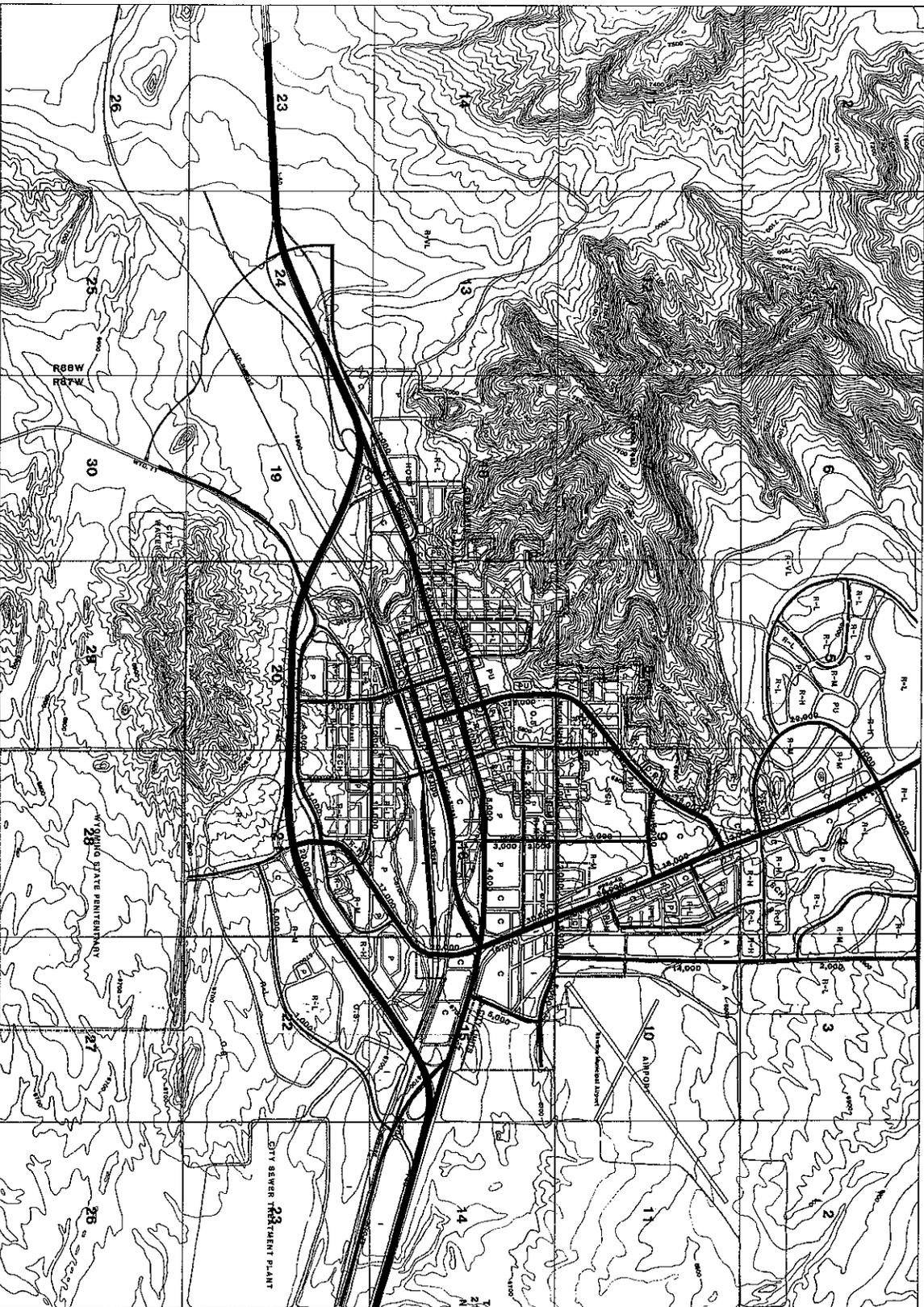
Prepared by:



INTERSTATE
 MAJOR ARTERIAL
 MAJOR COLLECTOR
 MINOR COLLECTOR
 PROPOSED STATE TRAIL HIGHWAYS



PROPOSED
 TRANSPORTATION PLAN
 OCT, 1981
 18





3.3 SEWER AND WATER PLANS

In this section of the Plan, provisions are presented to meet the future demands for major sewer and water services. The improvements presented herein are intended to serve as a guide for development of major sewerage collection and water distribution systems. The pipe sizes and locations described are based upon the Land Use Plan contained in this document and are general in nature, thus being highly dependent on the configuration of the actual development. Therefore development plans should be studied for conformance with the Land Use Plan for each area such that the City can be assured that adequate provisions are made for major facilities.

3.31 Purpose

The scope of this section of the Plan is to indicate the most desirable location for, and the required size of, the major sewerage collection and domestic water distribution systems to service the population increase anticipated by the Land Use Plan.

3.32 Sanitary Sewer

The Land Use Plan indicates growth primarily to the north and southeast of the existing City. Additional industrial growth is indicated to the east but does not significantly affect the improvements required when compared to residential development. Therefore the industrial areas can be serviced by extensions of existing lines or by connection to major collectors indicated by this study.

Basic assumptions utilized in the formulation of the sewerage system shown on Map 19 are as follows:

1. Development will occur as generally anticipated by the Land Use Plan.
2. Maximum population, as indicated by the Land Use Plan, will occur.
3. Design peak sewage flow rate is 250 gpcd (gallons per day per capita).
4. PVC (poly-vinyl chloride) pipe will be used in sizes smaller than 15".
5. Other pipe materials will be used in sizes greater than 12".
6. Minimum grades as listed below:



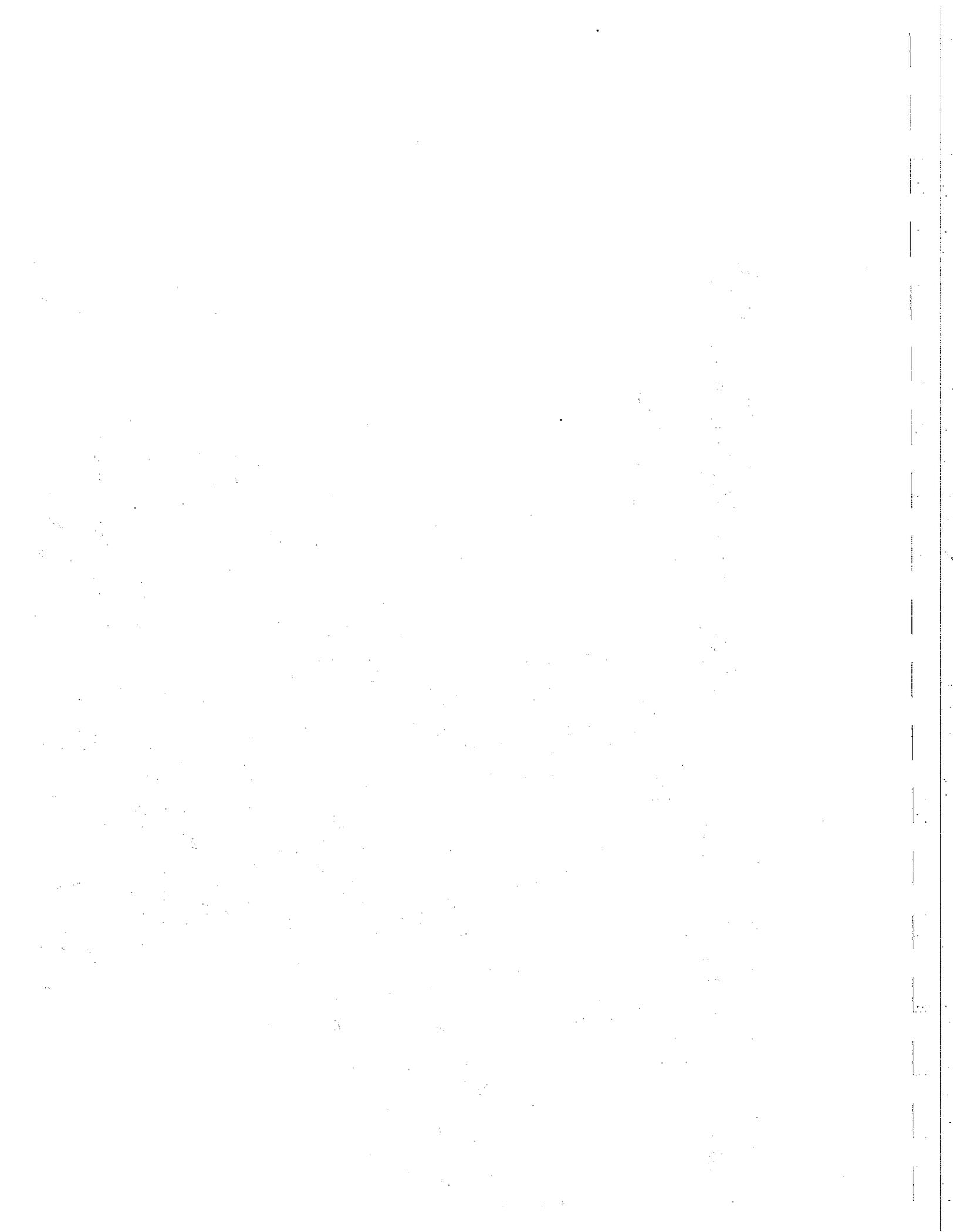
City of Rawlins, Wyoming Master Plan

Prepared by:



<p>PRIMARY COLLECTION SYSTEM</p> <p>INTERSECTIONS</p> <p>MAJOR LINES (AS SHOWN)</p>	<p>0 500 1000 1500 2000 2500</p>	<p>PROPOSED SANITARY SEWER</p> <p>OCT, 1981</p> <p>19</p>
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<u>Size</u>	<u>Min. Grade in Ft. Per 100 Ft.</u>
10"	0.28
12"	0.22
14"	0.17
16"	0.14
18"	0.12
21"	0.10

7. Gravity - open channel flow is assumed with the Manning "n" of 0.10 and 0.15 for PVC and RCP respectively.
8. Peak flow capacity is as 93% of the pipe diameter, thus peak discharge is computed to be 7% greater than flowing full capacity.

An area generally to the west of Rawlins (Cherokee Valley) is conceivably developable for residential uses. Sewer service to this area, while being technically feasible, has not been considered as a part of this Plan because of the severe economic burden such a system would place on a developer given that extension of utilities would be the responsibility of that developer.

The maximum anticipated growth would result in a sewage treatment requirement of approximately 3.1 mgd (million gallons per day) average flow rate.

3.33 Domestic Water System

The water transmission and major distribution systems as shown on Map 20 were also developed by utilizing the Land Use Plan.

Basic assumptions utilized in development of the major water system plan are as follows:

1. Development will occur as generally anticipated by the Land Use Plan.
2. Maximum population, as indicated by the Land Use Plan, will occur.
3. Water demand will concur with the following table and charts.



TABLE 14
 NATIONAL BOARD OF FIRE UNDERWRITERS RECOMMENDED
 FIRE-FLOW CAPACITIES FOR HIGH-VALUE DISTRICTS

<u>Population</u>	<u>Fire Flow gpm</u>	<u>Duration hr</u>
1,000	1,000	4
2,000	1,500	6
3,000	1,750	7
4,000	2,000	8
5,000	2,250	9
6,000	2,500	10
10,000	3,000	10
20,000	4,350	10
40,000	6,000	10
60,000	7,000	10
80,000	8,000	10
100,000	9,000	10
150,000	11,000	10
200,000	12,000	10

Source: Clark, Viessman and Hammer, "Water Supply and Pollution Control," 2nd edition, International Textbook Company.

Table 14 was generated by the following formula for fire flow requirements in high-value community districts as recommended by the National Board of Fire Underwriters for communities of less than 200,000 population.

$$Q = 1,020 P(1 - 0.01 P)$$

Where Q = demand in gallons per minute
 P = population in thousands

4. Cement-mortar lined ductile iron pipe was assumed for use.
5. Elevation 6,970 is the maximum elevation for development of a gravity water system in Rawlins such that minimum pressures are maintained during draft for fire-fighting purposes.

The water system plan as shown on Map 20 should be adhered to as closely as possible to maintain sufficient pressures during coincident draft for fire flow and maximum daily flow. This situation was deemed appropriate since the possibility of a major fire fighting episode occurring at the same time of peak hourly draft is considered to be slight. Also the systems provide a "looping" grid network such that there are always at least two routes by which water can be supplied to any given area.

Based on an annual average daily use rate of 125 gpcd (gallons per day per capita) the maximum anticipated population would require an additional water requirement of 3.9 mgd (million gallons per day) or 1,413,000,000 gallons per year. This translates into

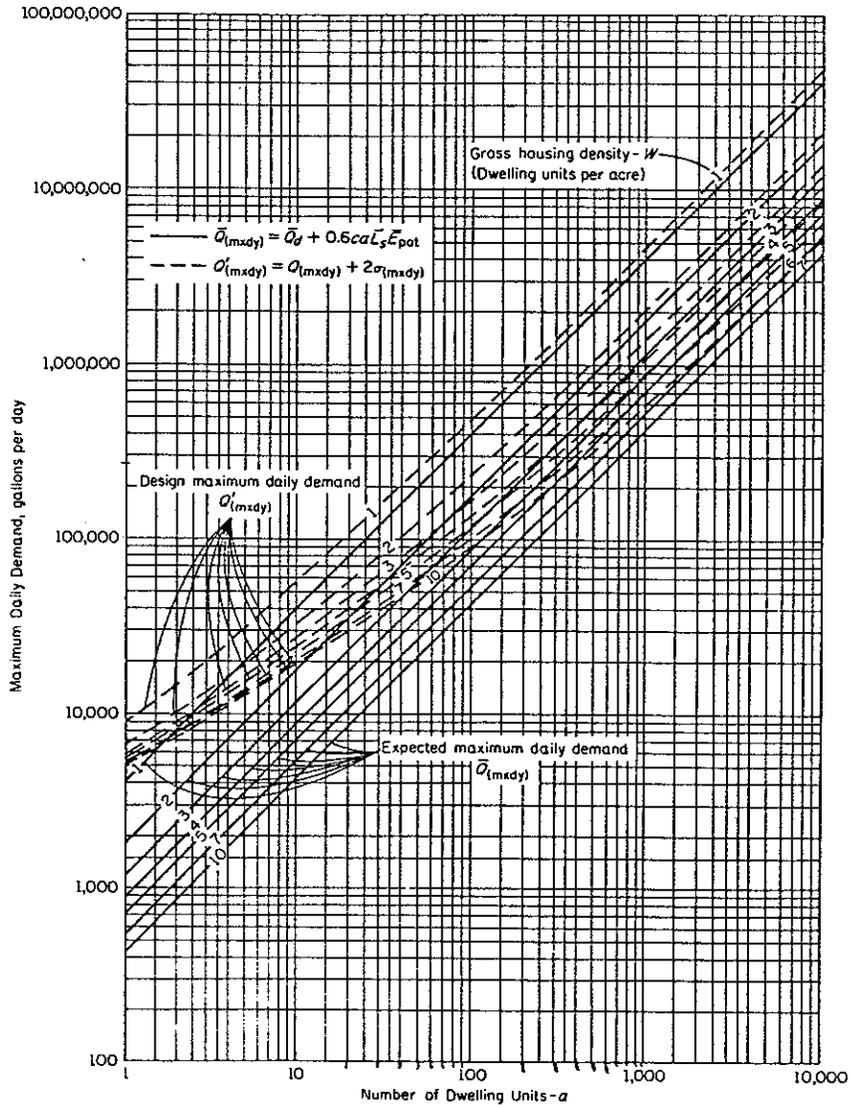


an additional 11.96 acre feet per day or 4,368.85 acre feet per year. An additional 2.0 million gallons of storage will be required for fire protection. Storage required for domestic use will be dependent on development of additional water sources and transportation of water for which water rights are currently held.



FIGURE 6

DESIGN MAXIMUM DAILY DEMAND



Source: Clark, Viessman and Hammer "Water Supply and Pollution Control," 2nd ed., International Textbook Company

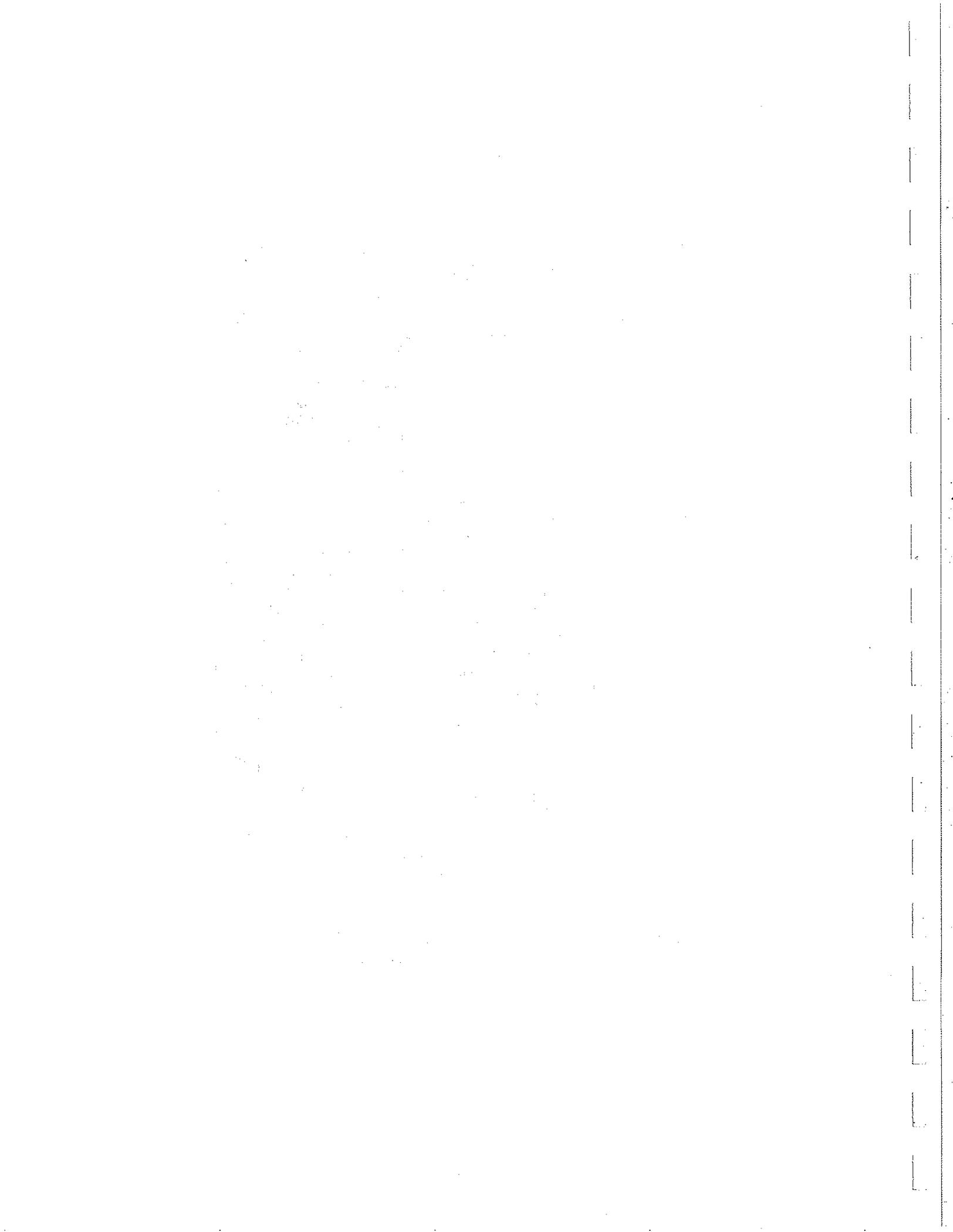
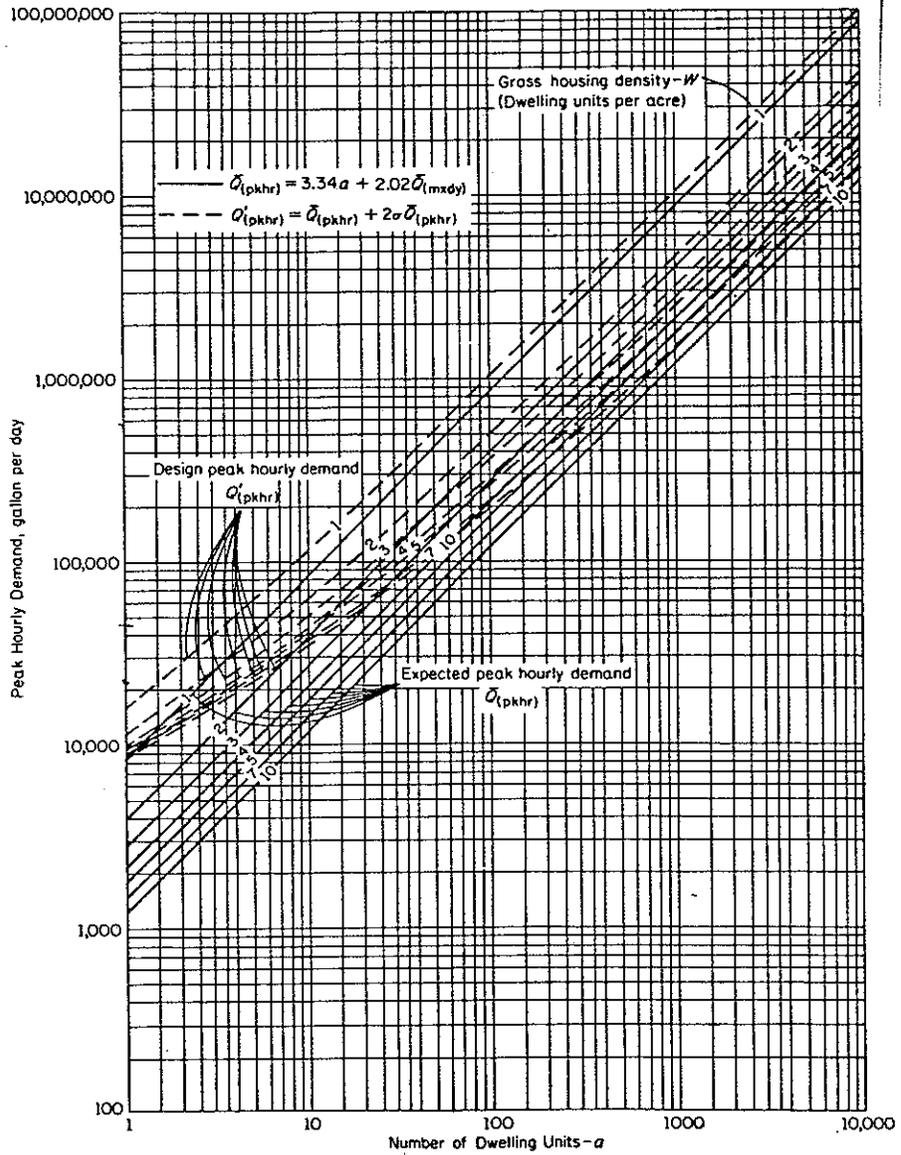
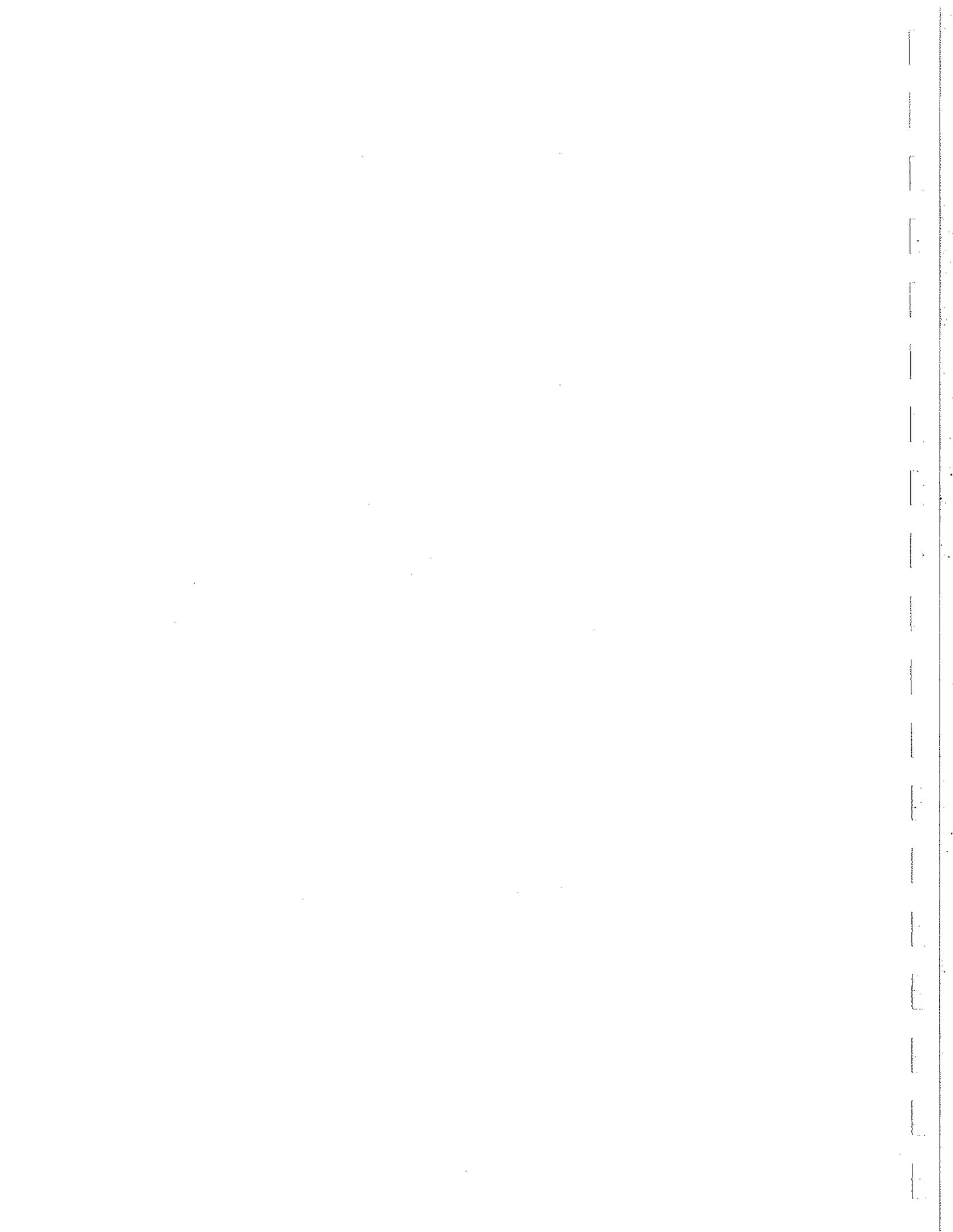


FIGURE 7

DESIGN PEAK HOURLY DEMAND



Source: Clark, Viessman and Hammer "Water Supply and Pollution Control," 2nd ed., International Textbook Company



3.4 COMMUNITY FACILITIES PLAN

This portion of the Plan will address anticipated requirements for community facilities. These include:

City Government
Police Protection
Fire Protection
Parks and Recreation

It is not the intent of this Plan to discuss man-power or budget requirements but rather to locate and plan for physical facilities in particular.

3.41 City Government

Rawlins is currently in need of improved and expanded office facilities for the most efficient operations of City government. It is recommended that a new City Hall be constructed in the downtown area. The facility should be designed such that it is capable of being expanded in stages as staff space requirements might dictate.

No specific site is recommended at this time. Site requirements as well as building program requirements can only be determined upon completion of a detailed architectural study which documents space needs and department functions.

It is recommended however that a location in the downtown area be identified (if feasible) in order to maintain a centralized location in the City.

3.42 Police Protection

While the area and population of Rawlins will continue to grow over the next several years, it is anticipated that police protection can continue to be provided from one central location. However, staff space requirements and jail facilities will need to be increased and improved. Along with the improvement and possible relocation of City government functions, it is recommended that the existing City Hall be studied to determine the feasibility of expanding police and jail facilities in that building.

Rawlins will need to monitor growth and growth projections closely in order to properly assess future staff and space needs so that new or renovated facilities can be properly scheduled.

3.43 Fire Protection

While the present fire station can continue to function as both an area fire fighting facility and as headquarters for the Fire Department, other facilities will be needed throughout the City. In fact, a station on the south side of Rawlins is needed immediately.



The City is currently working on the establishment of two possible fire stations. One would be located on the south side at Jackson Street and the I-80 frontage road to service the southern portion of the City and the new State Penitentiary. The second would be located at the Airport and would be a joint airport/City/County facility. Both locations have been studied based on this Plan and are recommended as appropriate.

A fourth facility is recommended for future construction in the northern portion of the City when required by growth of that area so that proper protection can be afforded. A two bay facility should be sufficient at the northern location.

3.44 Parks and Recreation

The Department of Parks and Recreation has previously prepared a RAWLINS RECREATION PLAN. It is recommended that the Plan be made a part of this Master Plan, by reference.

Four levels of community park facilities are recommended:

- Playlots - small park areas up to one acre in size serving a small physical area and usually designed for small children should be developed within one-half mile of each home.
- Mini-parks - usually slightly larger than playlots serving a sub-neighborhood area and a wider age group.
- Neighborhood Park - usually a minimum of five acres serving an area within one-half to three-fourths mile offering activities ranging from play equipment for younger children to tennis courts.
- Community or District Park - activities provided here are usually those which will attract the general population (primarily teenagers and older) and which usually cannot economically be provided at the neighborhood level. A larger area (20 acres or more) is normally required to accommodate such things as swimming pools, tennis courts, ball diamonds and community recreation centers.

The City should continue to expand and improve the existing park system and present sites. The present working relationship and joint use agreement with School District One should be continued and expanded upon so that unnecessary duplication and maximum benefit derived from monies spent on facilities.

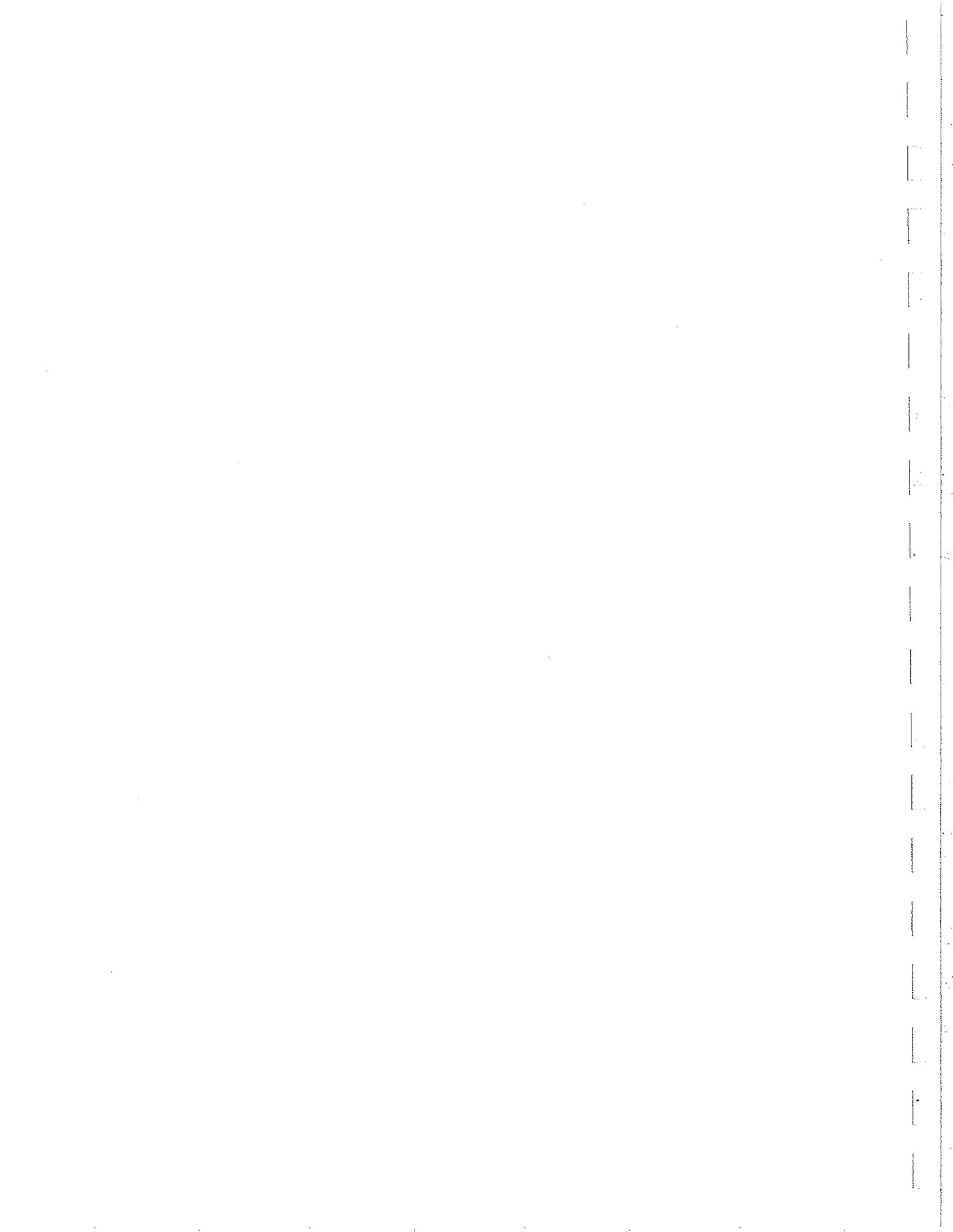
The City should continue working towards the establishment of an indoor recreation facility at the City level; potential joint City/County facilities should be explored. If the Carbon County Fairgrounds are relocated in the future, the present site would be a desirable location for a full scale community recreation facility.



In order to increase recreational opportunities to all persons in Rawlins, it is recommended that an on-street bicycle system be developed. The system should connect recreational facilities, schools and major centers of services. An on-street system can be implemented with minimal cost and if properly designed, can be a safe, convenient and pleasant method of transportation for persons of all ages.

Although a bicycle route concept has been included in this Plan, it is recommended that the City undertake a detailed route analysis looking at specific street widths and potential conflicts in order to identify detailed alignments.

Map 21 illustrates recommended locations of the community facilities discussed.



City of Rawlins, Wyoming Master Plan

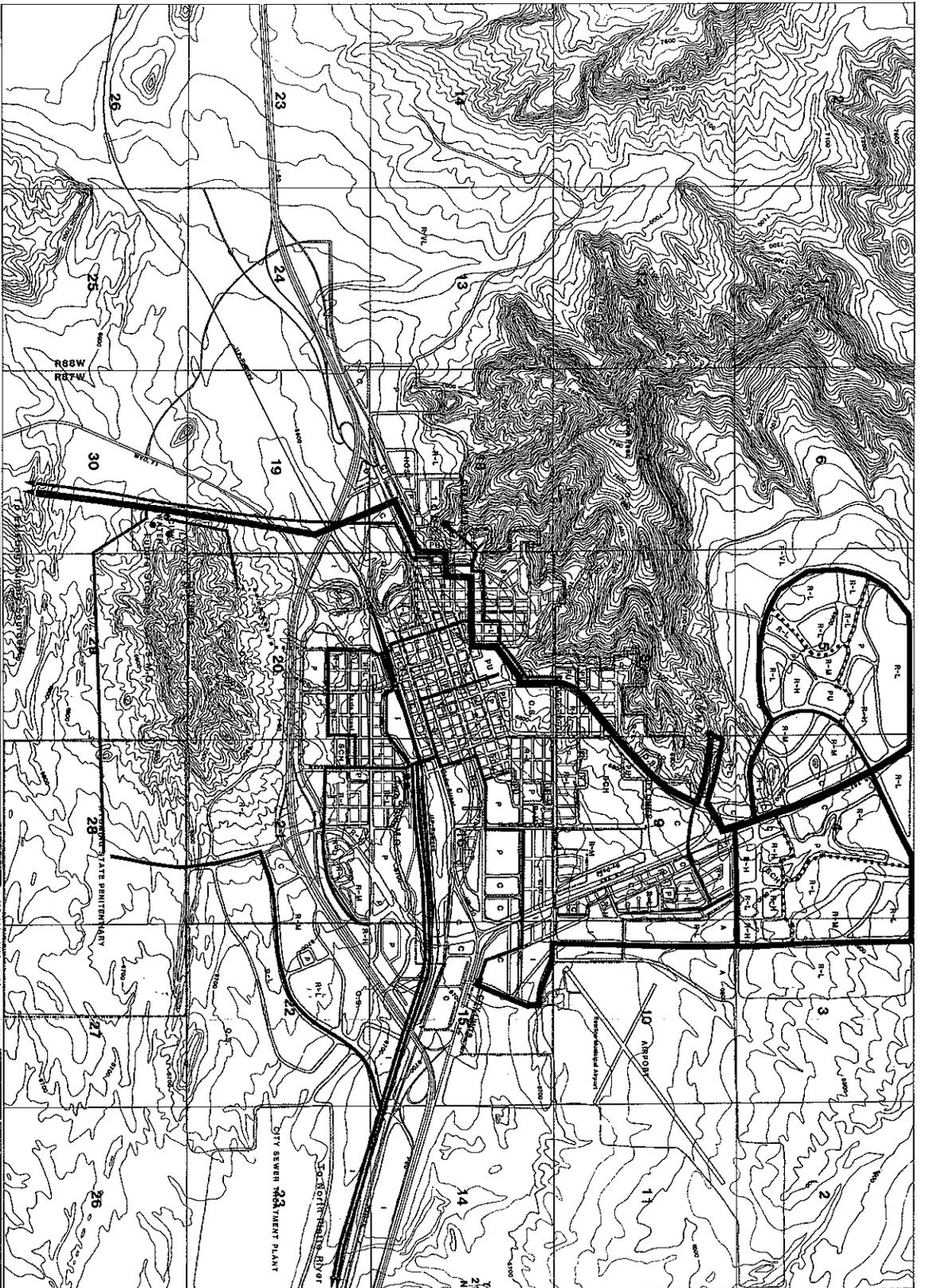
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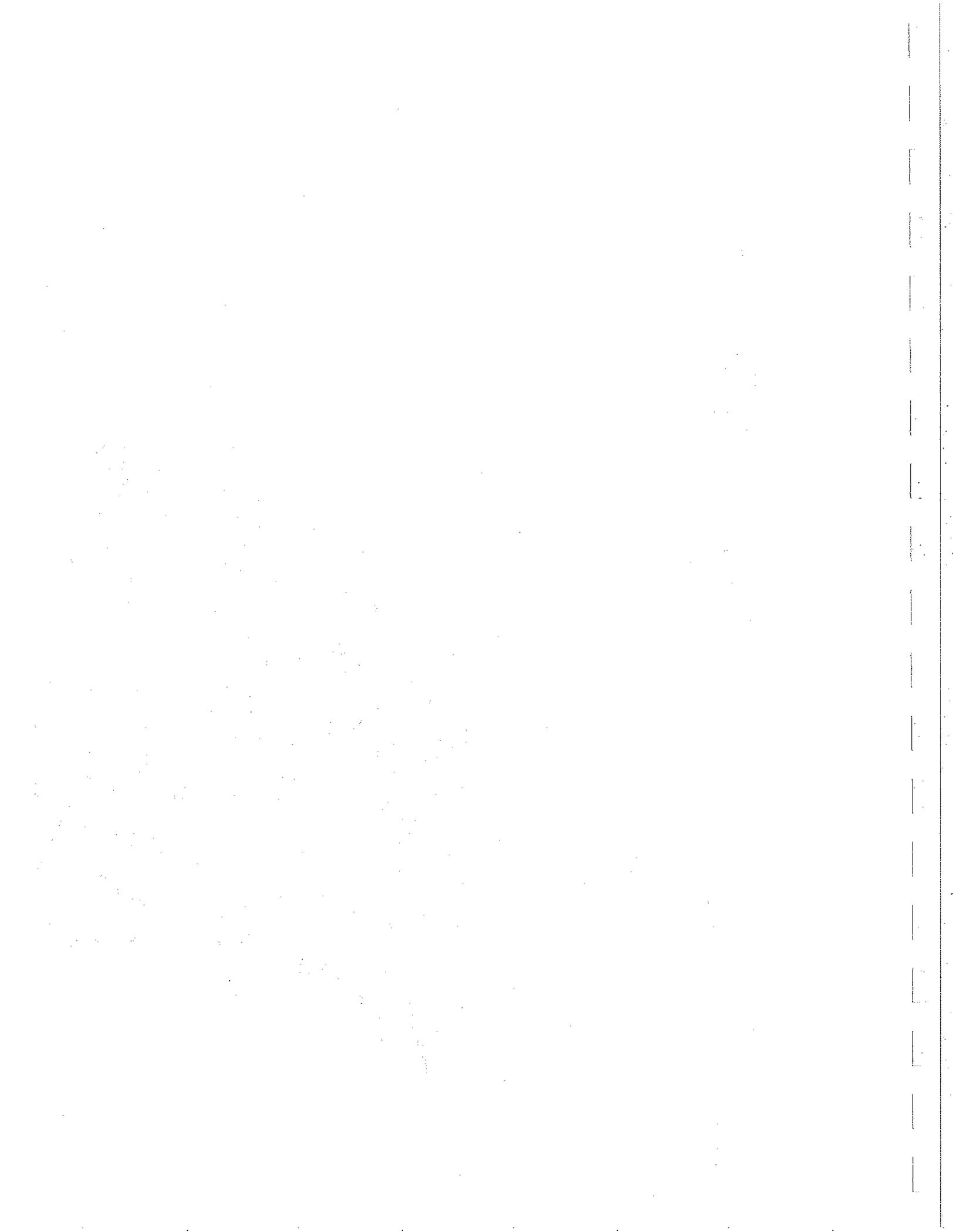
	
	
	

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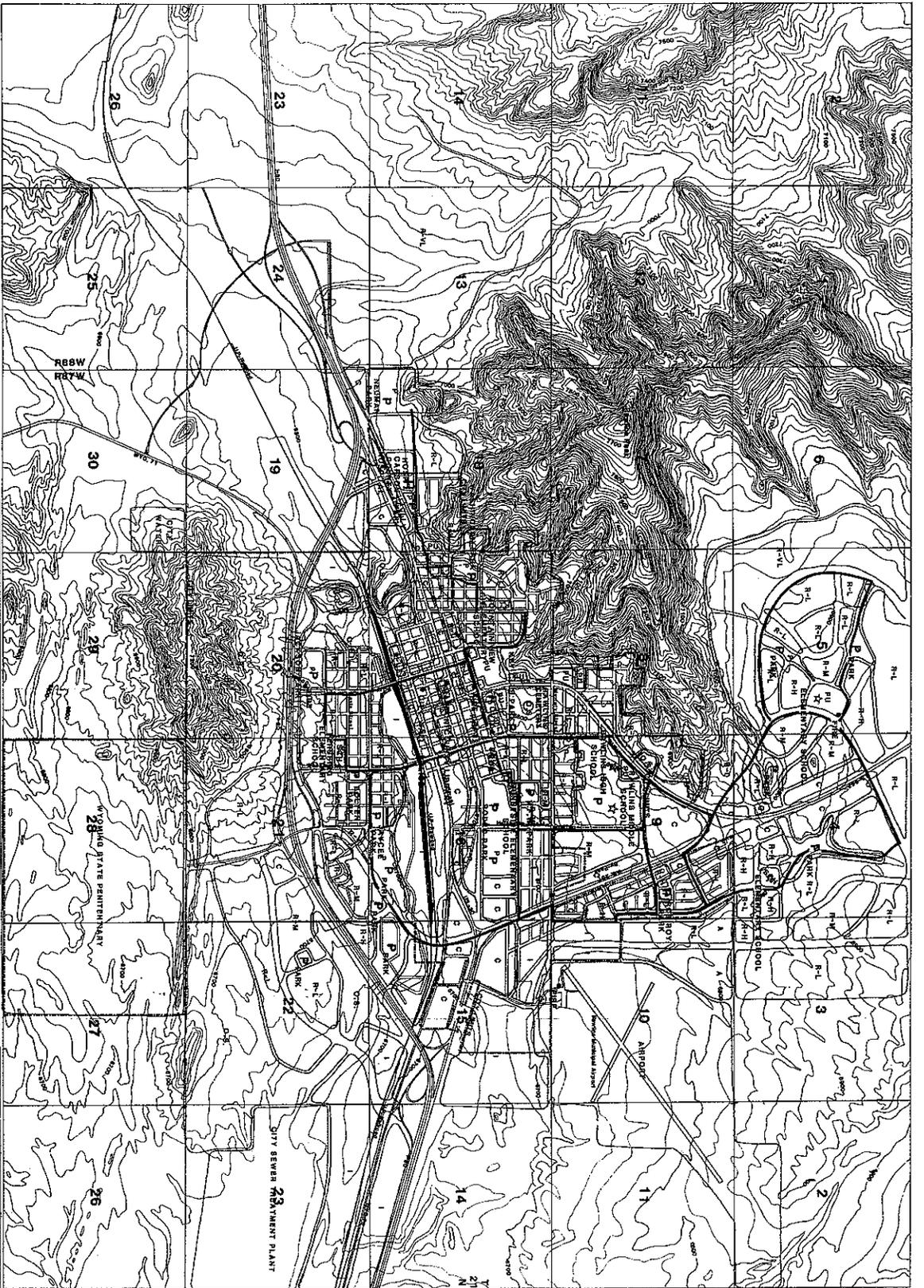


City of Rawlins, Wyoming Master Plan

Prepared by:



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IV. Implementation Strategies



4.0 INTRODUCTION

Successful implementation of the Rawlins Master Plan depends on two things:

- . a commitment to the Plan and its objectives by the City Council, Planning Commission, and staff, and
- . utilization of appropriate implementation strategies by the City.

Recommendations for implementation of the Plan are presented here under four categories:

- . Growth Management
- . Inter-governmental Coordination
- . Ordinances
- . Capital Improvements Program

4.1 GROWTH MANAGEMENT

Management of the continued growth of Rawlins will be necessary if the Objectives and Plans within this document are to be realized. Management of the City's growth will be required to achieve reasonable cost/benefit ratios for the provision of an ever-increasing demand for urban services. With increasing demands being made on the public dollar for a wide variety of services, governments can ill afford to spend scarce dollars for unnecessary or premature expansion of public facilities. Even if initially paid for by private monies, new development improperly planned or timed could result in increased operating or maintenance costs to the City. Reasonable control of the growth of any City should be exercised by the proper governing bodies to achieve a proper cost/benefit ratio for services.

Management techniques which should be employed include:

- Development Proposal Evaluations
- Zoning Ordinances/Subdivision Regulations
- Capital Improvement Programming

- Development Proposal Evaluations

Each proposal brought to the City should undergo a complete evaluation as to the appropriateness of the project for its location, conformity with the Land Use Plan and potential impact on required City services. Although all new developments will increase the demand on one or more City functions (i.e., road and utility maintenance, police or fire protection) the degree to which services are impacted will vary depending on the scope of the project and its location. Leap-frogging development is costly to both the developer and the City. Cooperation and coordination between the private and public sectors will be important so that services and facilities can be provided in a manner and a schedule that is beneficial to the community as a whole.



- Zoning Ordinances/Subdivision Regulations
Both of these tools presently used by the City for growth management need to be reviewed and modified as required to make them consistent with the Master Plan and its Objectives. Ordinances and regulations which encourage growth according to the Plan should be adopted.
- Capital Improvement Programming
Establishment of budgets and schedules for major City facilities will assist Rawlins in providing the proper level of service to the community at the appropriate time. Management of growth will facilitate a coordinated timing of demand and services.

4.2 INTER-GOVERNMENTAL COORDINATION

As the City expands, a proper working relationship with several other agencies or units of government will be vital. These include:

- Carbon County School District One - for locations and requirements of educational facilities.
- Carbon County - for coordination of land use, solid waste, drainage, recreation, and other facilities.
- Federal and State Agencies - for the services provided to and the benefits derived from offices of institutions located in Rawlins.

Each entity must be kept aware of the others activities for proper coordination and therefore cost effective services to be provided.

4.3 ORDINANCES

The Zoning Ordinance is clearly one of the most important implementation devices of the Master Plan. It is recommended that a new zoning ordinance be adopted which:

- utilizes the density zoning approach of allowing development on a density basis;
- encourages good residential and non-residential development alike through emphasis on Planned Unit Developments and incentives for good and efficient design;
- establishes performance standards for commercial and industrial developments; and
- protects sensitive or hazardous areas from development (i.e., flood plains, steep slopes, earth quake faults).



Other City ordinances which effect development within the City should be reviewed to determine their support of the Plan and its Objectives.

4.4 CAPITAL IMPROVEMENTS

Capital improvements that relate to the City's Master Plan include major projects such as fire stations, schools, roads, and utility systems that require non-recurring or one-time expenditures of public funds. A capital improvement program (CIP) is a financial management tool. It helps plan capital expenditures by establishing what projects are needed, how important they are, how much they will cost, and when they should be constructed.

One principal attribute of a CIP is its inherent coordinating function. By combining all planned projects which are normally executed by various city departments into one composite document, it provides the City Council with a better understanding of the overall scope of proposed improvements. It also allows comparative evaluation, selection, and implementation of the most critical or most beneficial projects.

Although it is a major financial implementation tool, a capital improvement program is only one part of a city's long-range financial plan. Other components of a financial plan include a public service program (operating expenditures), a revenue program (income sources, bonding programs), and an operating budget (a one-year plan of all revenues that a city will receive and expenditures that a city will incur).

A capital improvement program is an estimate of expenditures for capital improvements for long-range as well as short-range periods. A long-range program most often covers a 3-5 year period. A one-year estimate constitutes a capital improvement budget and becomes a part of the city's operating budget. Each year as a new capital improvement budget is adopted, the long-range program is reevaluated and updated to cover the next 3-5 year period.

The process for developing a capital improvements program should consist of the following steps:

1. Listing of Capital Improvement Projects. Every city department or agency prepares a list of all the capital improvement projects they feel are necessary or desirable to be developed during the next three to five-year period. The projects should be listed in order of priority as perceived by each department or agency and an estimated construction cost should be included for each project.
2. Coordination and Evaluation of Projects. The planning director collects the lists from all the departments and agencies, combines them into one document, evaluates the projects for their significance, and prepares a recommended capital improvement program and budget.



The document is passed on to a committee established and appointed by the mayor and confirmed by the City Council for its evaluation and approval. The committee should consist of one representative from each of the following departments: Finance, Engineering and Planning. The committee makes adjustments to the document and presents it to the Planning Commission.

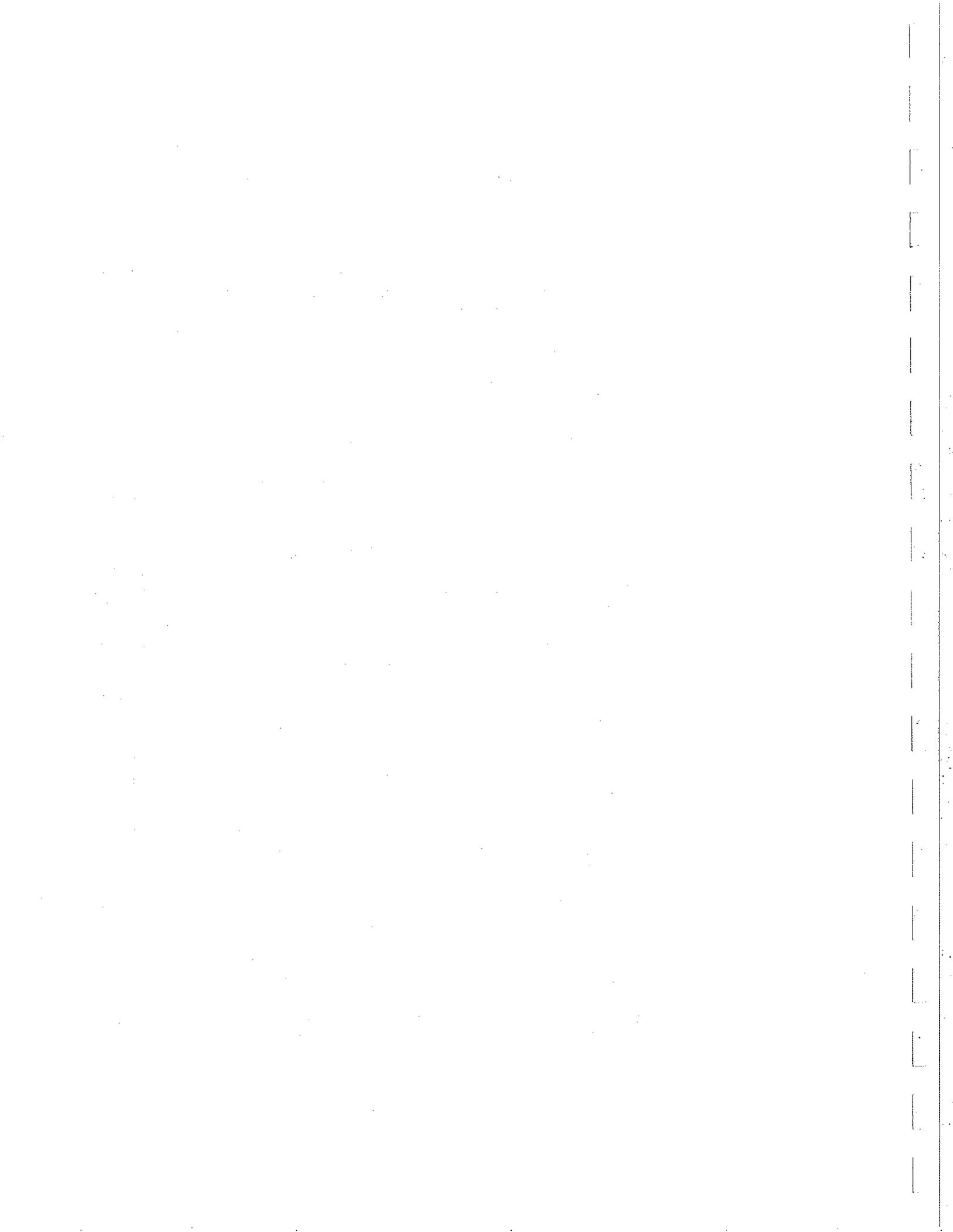
The Planning Commission evaluates the project for their significance in terms of furthering the Master Plan. The Commission recommends adjustments to or approves the program, which is then passed on to the City Council for referral to the City Finance Committee.

3. Capital Improvement Budget Evaluation. The Finance Committee evaluates the Capital Improvement Budget as part of the overall financial plan, makes adjustments to it, and presents it to the Council for adoption.
4. Capital Improvement Budget Adoption. The Council adopts, with or without modification, the Capital Improvement Budget.

A key factor in evaluating and prioritizing the capital improvement projects (in addition to critical elements necessary for the protection of life and public health) should be their respective significance in terms of implementing the Master Plan. Since the Plan was developed in response to the established Goals and Policies, its implementation will maximize benefits and improve conditions for all citizens of Rawlins.

Establishing a capital improvement program process will provide the following advantages:

- . It will allow each department to plan capital improvements for a 3-5 year period and to anticipate major future expenditures.
- . It will permit the City to compare all the projects from all the departments and to select the most beneficial or the most desirable projects.
- . It will facilitate scheduling of future projects and acquisition of land for future improvements.
- . It will inform the public and the private investors/developers about anticipated future projects.
- . It will permit better financial planning by avoiding excessive fluctuations in bonded indebtedness.



Although the Master Plan is a principal source for evaluating specific projects, it cannot be all-inclusive in terms of identifying all capital improvement projects to be implemented by the City. Some projects, such as specific improvements of streets, will have to be identified by the responsible departments.

Following is a list of capital improvement projects that could be included as part of a capital improvement program.

1. Community Service Facilities

- . Acquisition of land for community service facilities.
- . Design and construction of administration and maintenance facilities.
- . Design and construction of police facilities.
- . Design and construction of fire stations.
- . Acquisition of major maintenance and police and fire department equipment.
- . Design and construction of community cultural and social facilities such as a community activity center.
- . Upgrading of community facilities for handicapped access.

2. Community Movement Systems

- . Acquisition of right-of-way for streets or pedestrian/bicycle paths.
- . Construction of new streets.
- . Design and construction of bridges.
- . Design and construction of community parking facilities.
- . Major repair of existing streets and alleys.
- . Reconstruction of sidewalks.
- . Planting of trees.
- . Installation of street furniture such as benches, trash receptacles, and kiosks.
- . Installation of traffic signals.



- . Landscaping of boulevards and traffic islands.
- . Construction of pedestrian/bicycle paths.

3. Community Open Space

- . Acquisition of land for community open space.
- . Park development.
- . Design and construction of recreational buildings and facilities.
- . Construction of bicycle/pedestrian paths.
- . Design and construction of community spaces such as malls and plazas.

4. Community Utility Systems

- . Extension of watermains and construction of storage facilities.
- . Extension of sanitary and storm sewer mains.
- . Major repairs on existing water and sewer systems.

It is recommended that the City immediately begin utilizing a capital improvements program procedure for purposes of financial planning and as an implementation tool for the Master Plan.



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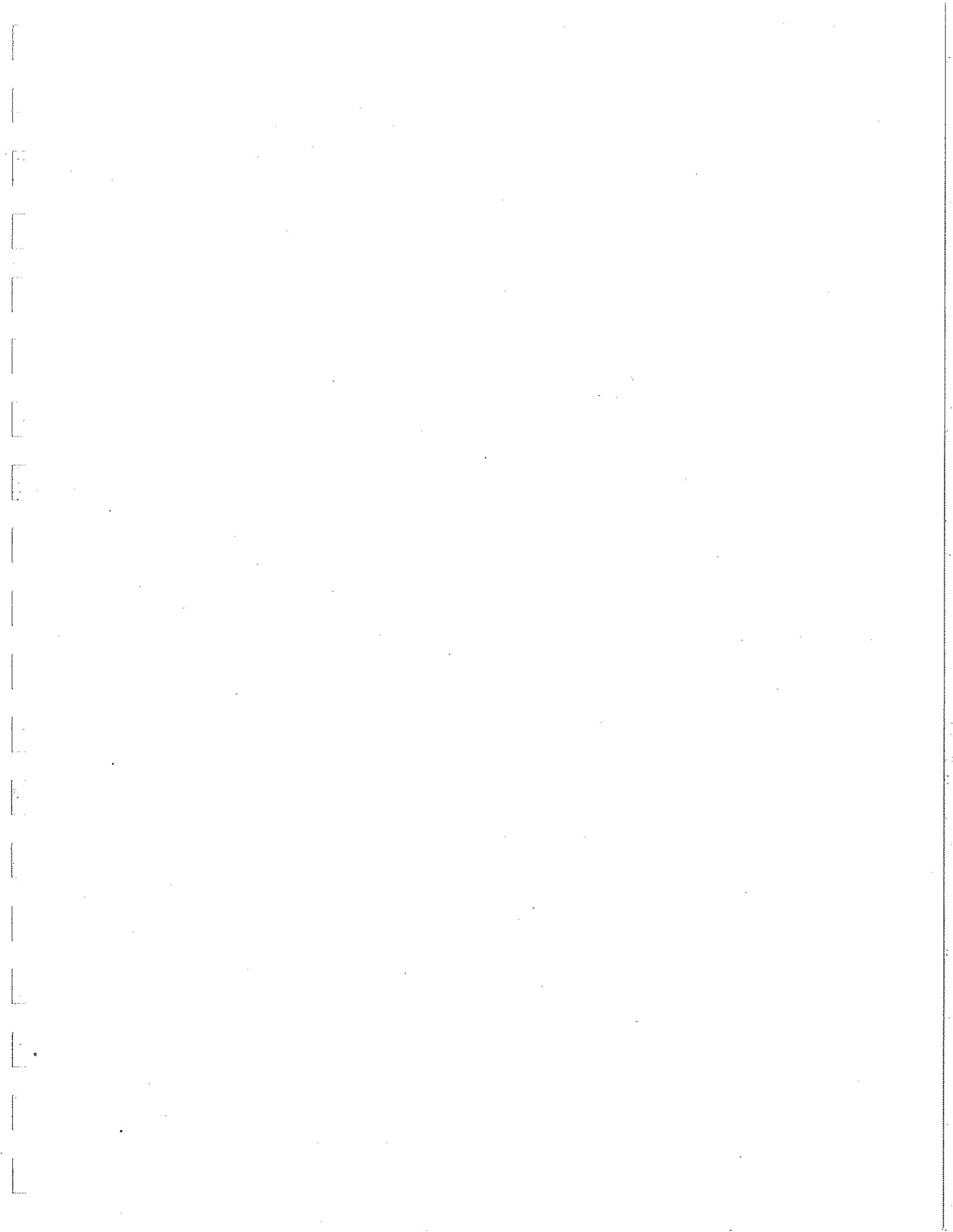
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MASTER PLAN UPDATE

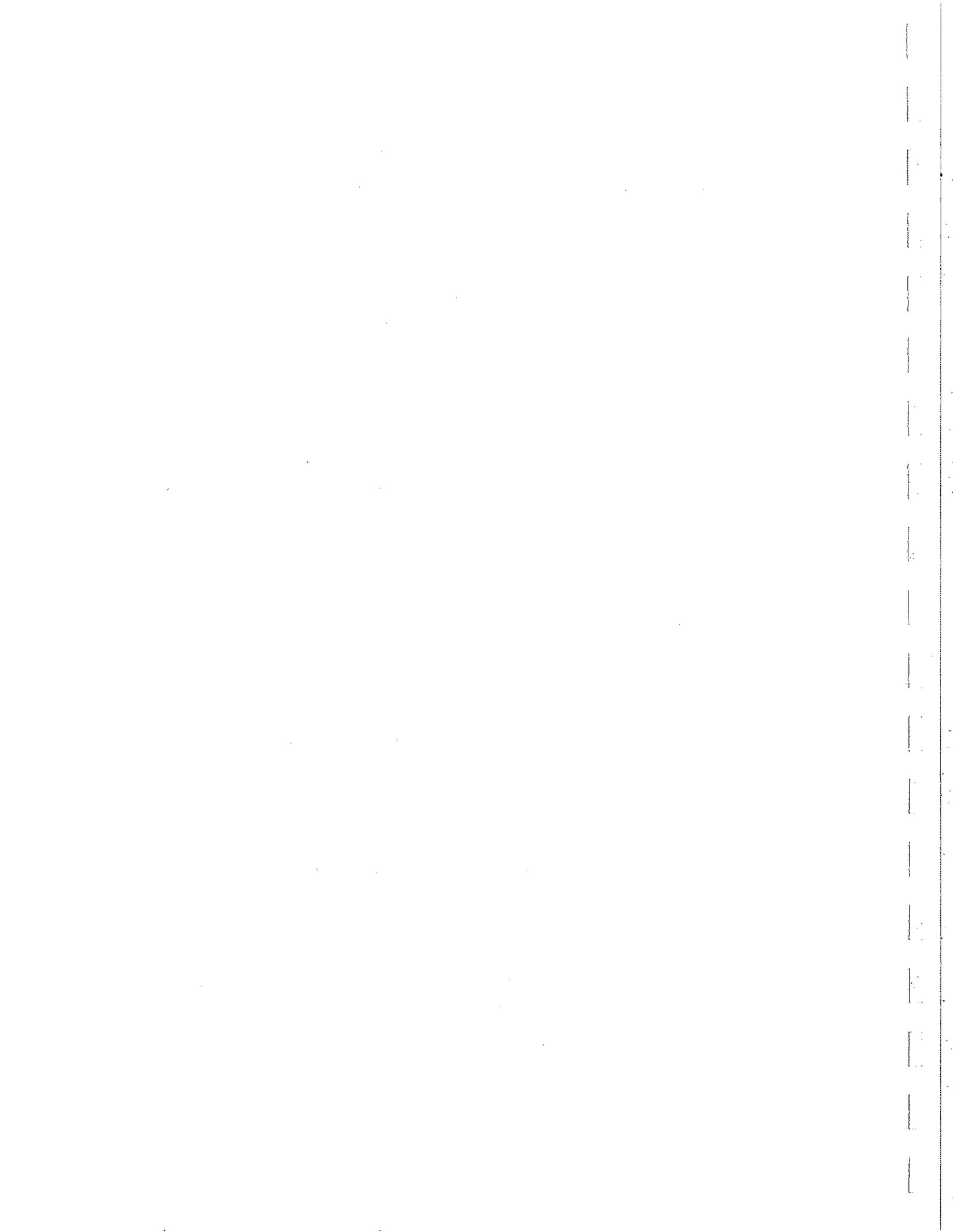
***City of
Rawlins, Wyoming***

MAY, 1999

**Submitted to Paul Musselman
City Engineer/Community Development Director**

**Prepared by:
Worthington, Lenhart and Carpenter, Inc.
400 S. Gillette Ave.
Gillette, WY 82716**

**Consultant Staff:
Dave Spencer, Planner, Project Manager
Lori McCreary, Planning Assistant
Cindy Schirmer, Secretary**



Rawlins City Council

*Susan Barnes
Erland Erickson
Suzi Kline
Larry Knock
DeBari Martinez
Scott Thomas
Connie Toth*

Rawlins Planning Commission

*Harry Lovato
Della Vivion
Ralph Glenn
Jay Grabow
Tom Ubben
Erland Erickson
Malcolm Watson*

Recommended for adoption by the Rawlins Planning Commission on April 4, 1999.

Adopted by the Rawlins City Council on April 20, 1999.



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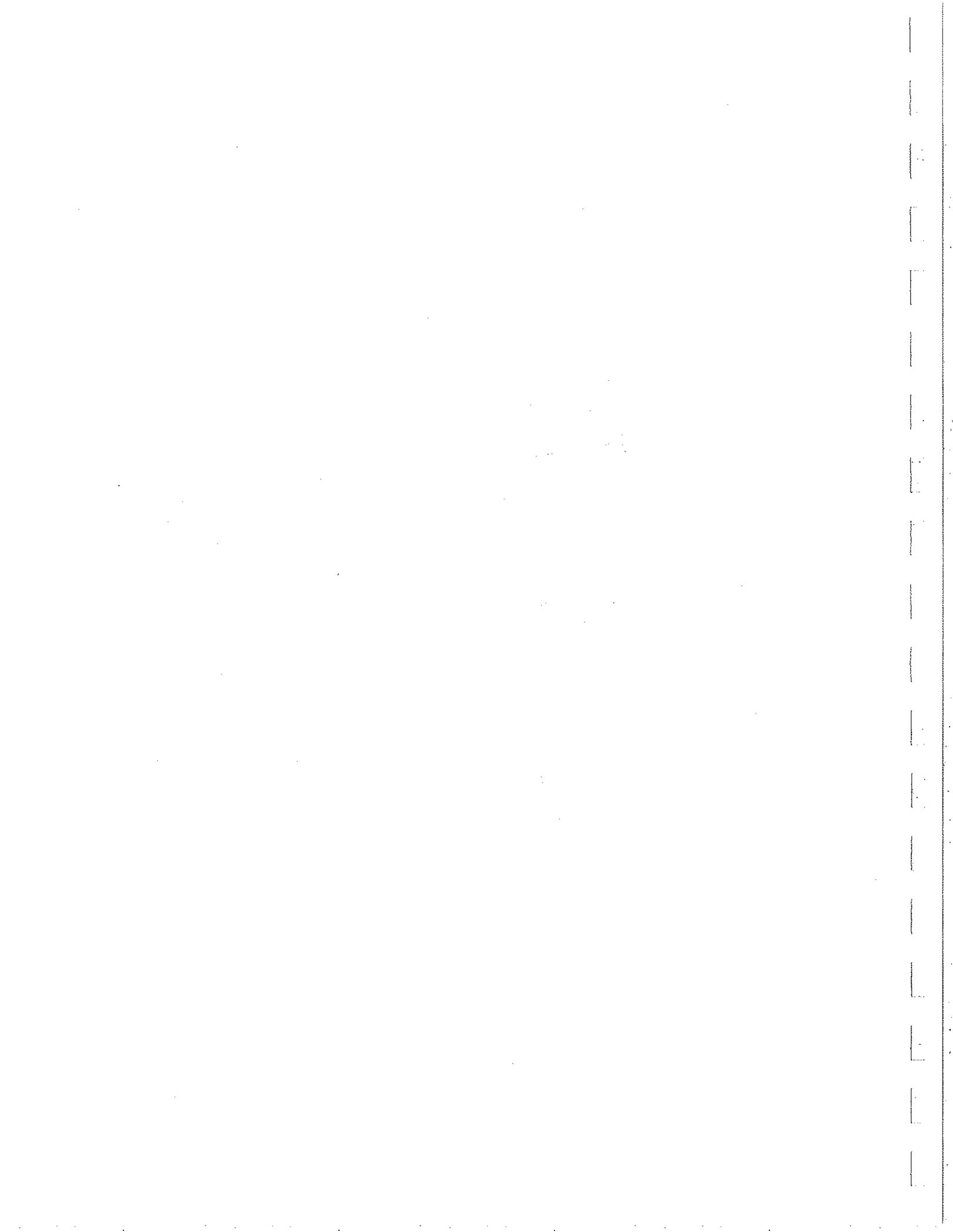
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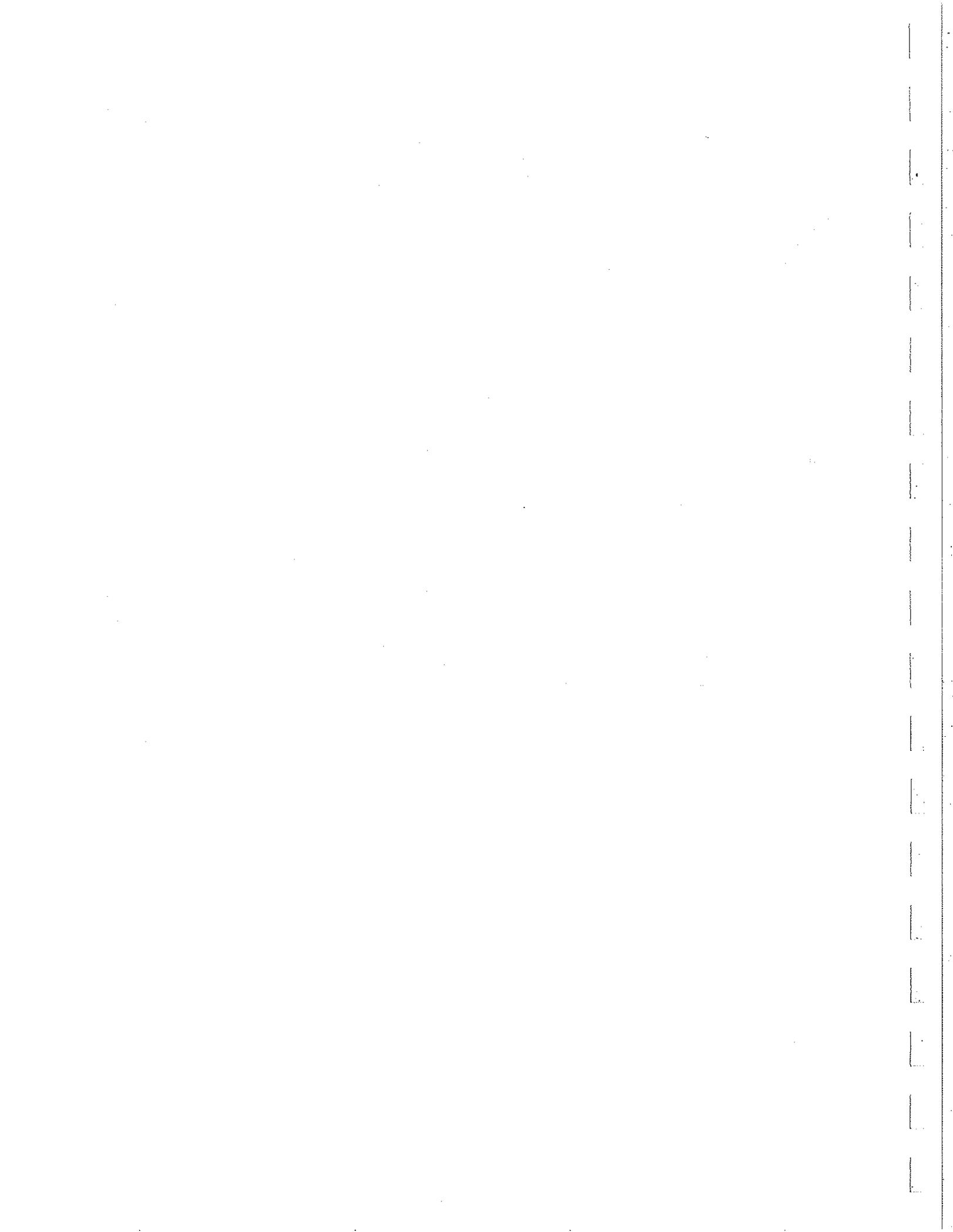


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i. INTRODUCTION

Purpose of Master Plan Update

In 1997, the City of Rawlins retained the firm of Worthington, Lenhart and Carpenter, Inc. (WLC) to complete a Master Plan Update consisting of existing conditions and data, analysis of potential rates of development and incorporating existing suitability into a future land use plan.

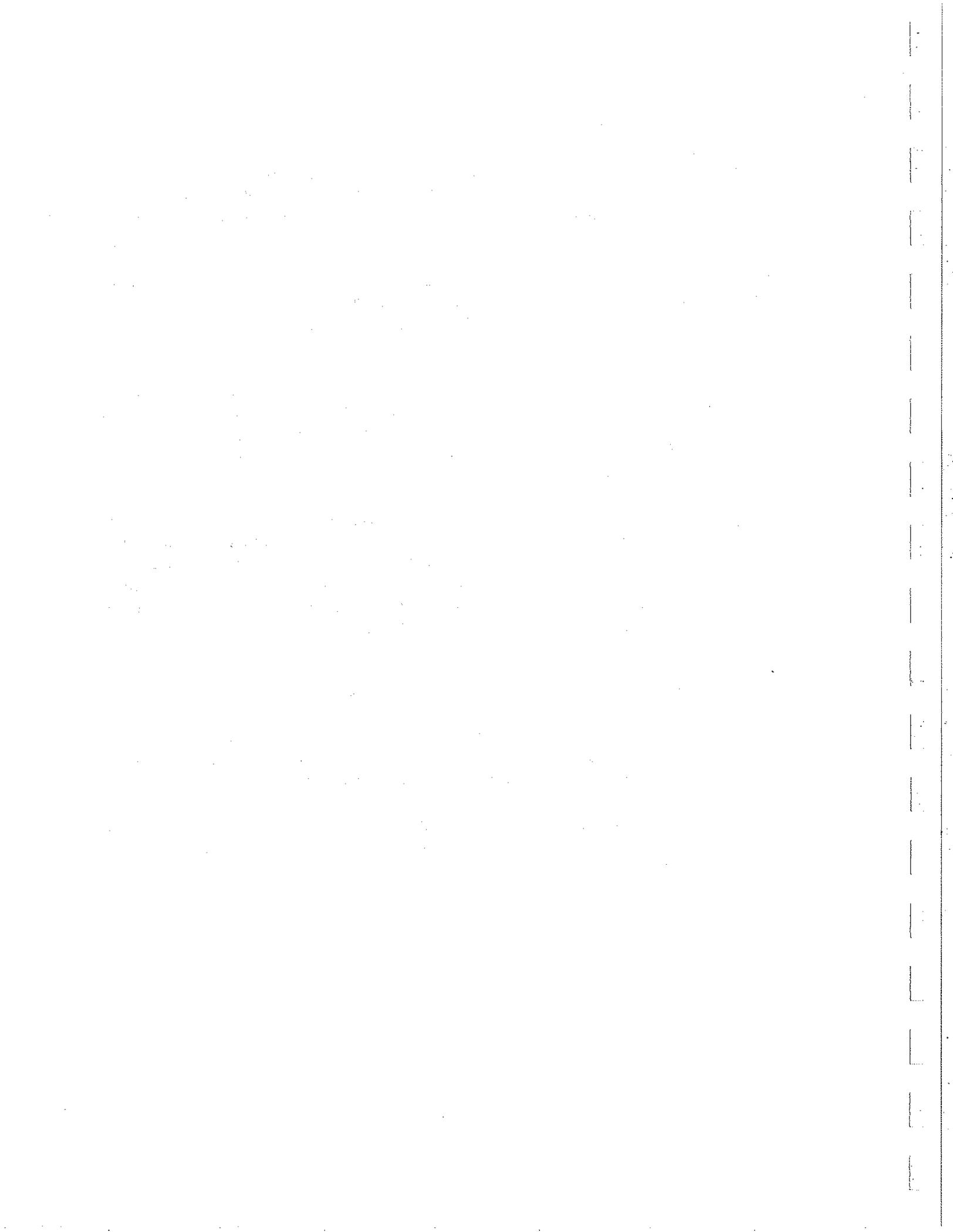
This document is an update of the City of Rawlins Master Plan completed in November 1981. The 1981 Plan encompasses the traditional planning process that projects a complete view of the existing city, incorporating goals and policies, development plans and implementation strategies.

The 1999 supplement will be more of an integral plan addressing any community changes and establishing new growth demands and future land use while utilizing applicable information from the 1981 plan. This plan is intended as a guide for the further development of the city; a guide which city officials can utilize on a day-to-day basis as they formulate decisions which will affect the future of Rawlins.

This plan, however, as with any document of its type, must not be a rigid, inflexible or static program. Many changes will occur from month to month or year to year in factors which influence the growth and needs of the community. Whether those factors be economical, social or physical, they will need to be recognized, analyzed and responded to in an appropriate manner. This plan must be capable of accommodating or responding to changing influences and yet uphold its integrity as the overall blueprint for city development without jeopardizing all.

To that end, the plan has been constructed to accomplish two objectives:

- 1.) Outline a specific direction for physical growth related to land use and the necessary support improvement against which development proposals can be evaluated, and upon which Capital Improvement Programming can be based; and
- 2.) Develop a framework within which creativity, community concerns, public leadership and change can be encouraged and accommodated without invalidating the plan as a basic development tool.



Introduction

Historical Development

The City of Rawlins, Wyoming, had its beginning in 1867 when General Grenville M. Dodge and General John A. Rawlins, then Chief of Staff in the United States Army, rode into the area.

General Dodge and his civil engineers were surveying a route from Omaha into Wyoming. Joined by General Rawlins near Cow Creek, which was to become the site of Cheyenne, they proceeded west. Approaching the hills around what is now Rawlins, scouts went ahead to look for good, cold drinking water and found a spring near the base of the hills. General Dodge immediately named the spring Rawlins Spring and marked it on his map. A community grew up around the spring and was called Rawlins Spring; later the name was shortened to Rawlins.

When, in July 1862, the Pacific Railway Act passed, two subsidized corporations began construction of a main line from the Missouri River to Sacramento, California. The construction of the railroad spurred new settlements along the line. Some settlements lasted only a short time; others, including Rawlins, survived and began to grow.

Initially, the settlement was located south of the railroad tracks near Rawlins Spring. Within about one year, growth began on the north side of the tracks where most of the city is now located.

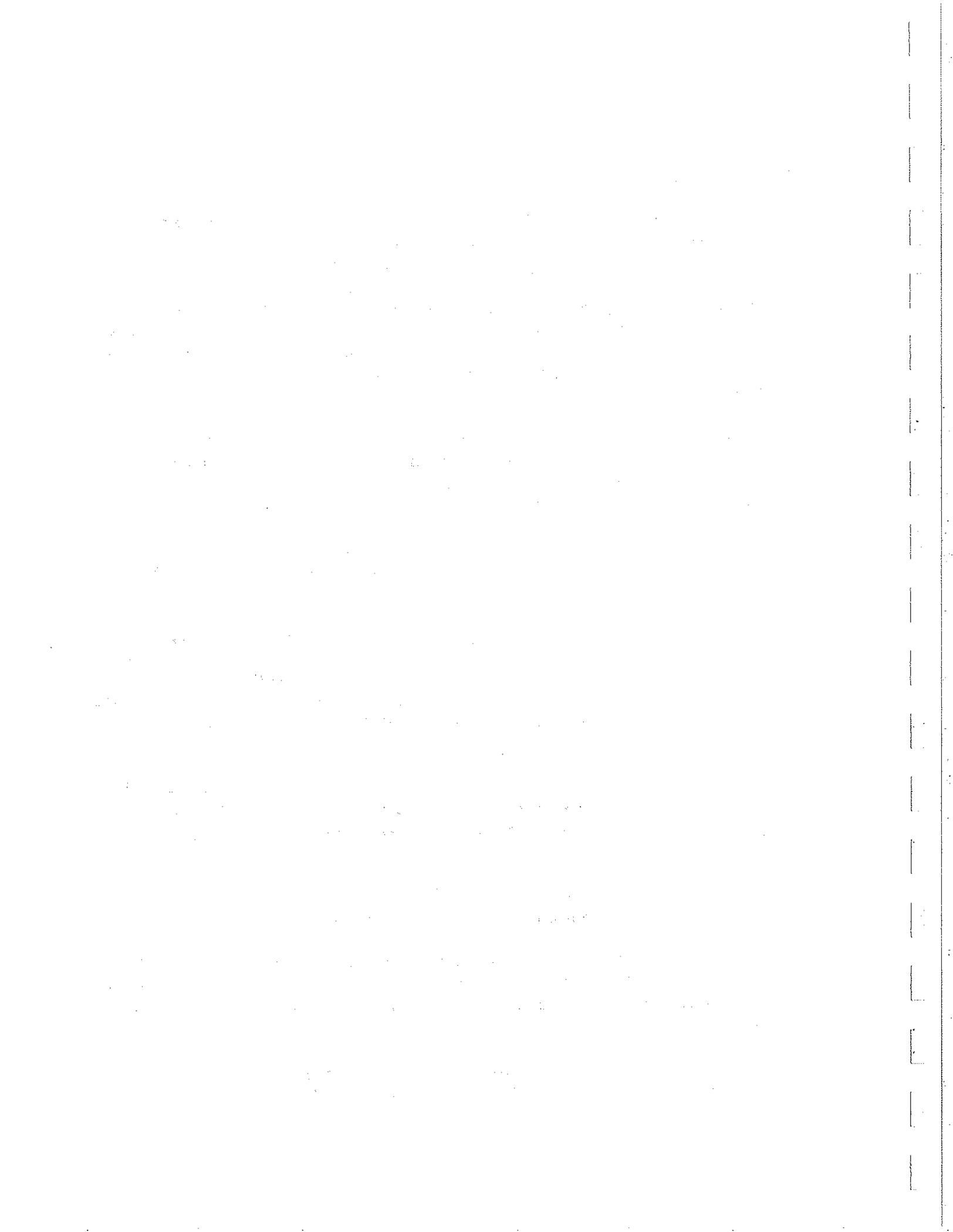
Rawlins quickly became involved in energy development. From the 1880s through the early 1900s, coal mining was an important industry around the city. Trains relied on coal for steam locomotives and lines were often located so that coal supplies could be easily obtained. Locomotives gave way to diesel engines during the mid 1900s and the extent of coal mining declined temporarily. The population dropped dramatically, also as a result of the decreased coal production.

The State Penitentiary was established in Rawlins in 1890 and housed criminals until 1981. The old prison and grounds serve as a base for activities, tours and special events. A new prison was built south of town and an expansion to this facility is expected to begin in the near future.

Also in 1890, the city was designated as the Carbon County Seat. Governmental functions - both State and Federal - continue to be an important part of the local economy.

During the 1970-1980 time period, Rawlins experienced a renewed activity in the energy industry, which included coal, oil and uranium production. But by 1983, Rawlins was again experiencing economic decline from sluggishness in this industry, leaving a major impact on the community.

From the mid 1980s to today, the community has progressively worked at establishing new employment sectors and has generated a stable economic environment.



I. PLANNING CONTEXT



PLANNING CONTEXT

1.0 Introduction

In order to properly plan for future city growth and development, it is important to understand both influencing factors and existing conditions. This portion of the plan will summarize both natural and man-made forces which impact planning decisions.

The data included herein represents a "picture" of Rawlins as it exists today. It is recommended that the city should continually update maps and data, as necessary to maintain a reliable base that will be used for further reference.

The area for which data has been collected is illustrated in Figure 1.1 and includes a study area within a 2 mile radius of Rawlins. This study area incorporates 28 square miles, amounting to 17,920 acres allowing for growth alternatives for the existing municipality.

The 1981 plan contains the regional context and environmental conditions including topography, geology, soils, drainage, climate and wildlife within Rawlins and the surrounding area. These conditions should stay consistent, barring any imminent environmental calamity and as such, will not need to be repeated. This update will refer to the 1981 plan for these factors and will use them as a guide for the future growth of the community.

1.1 Population/Employment

As in the original 1981 plan, population and economic forecasts are important because they give a general indication of future land use and facility needs. The 1981 plan cited the difficulty of accurately predicting population and economic growth or decline and this turned out to be prophetic. Within three years after the plan was adopted major adjustments in the county economy occurred which radically altered the population forecast for Rawlins. For 1990, the 1981 plan estimated the population of Rawlins would be 19,511. Instead the population was 9,380, less than what it had been in 1975.

A serious decline in the county's energy production beginning with closure of uranium mines in 1983, followed by declining coal production and the drop in oil prices in 1986 all combined to reverse a decade of growth. Since the early 1990's the population of Rawlins has stabilized and the economy has undergone modest growth. However, not without changing the underlying structure of the economy and altering the development scenario for the city.



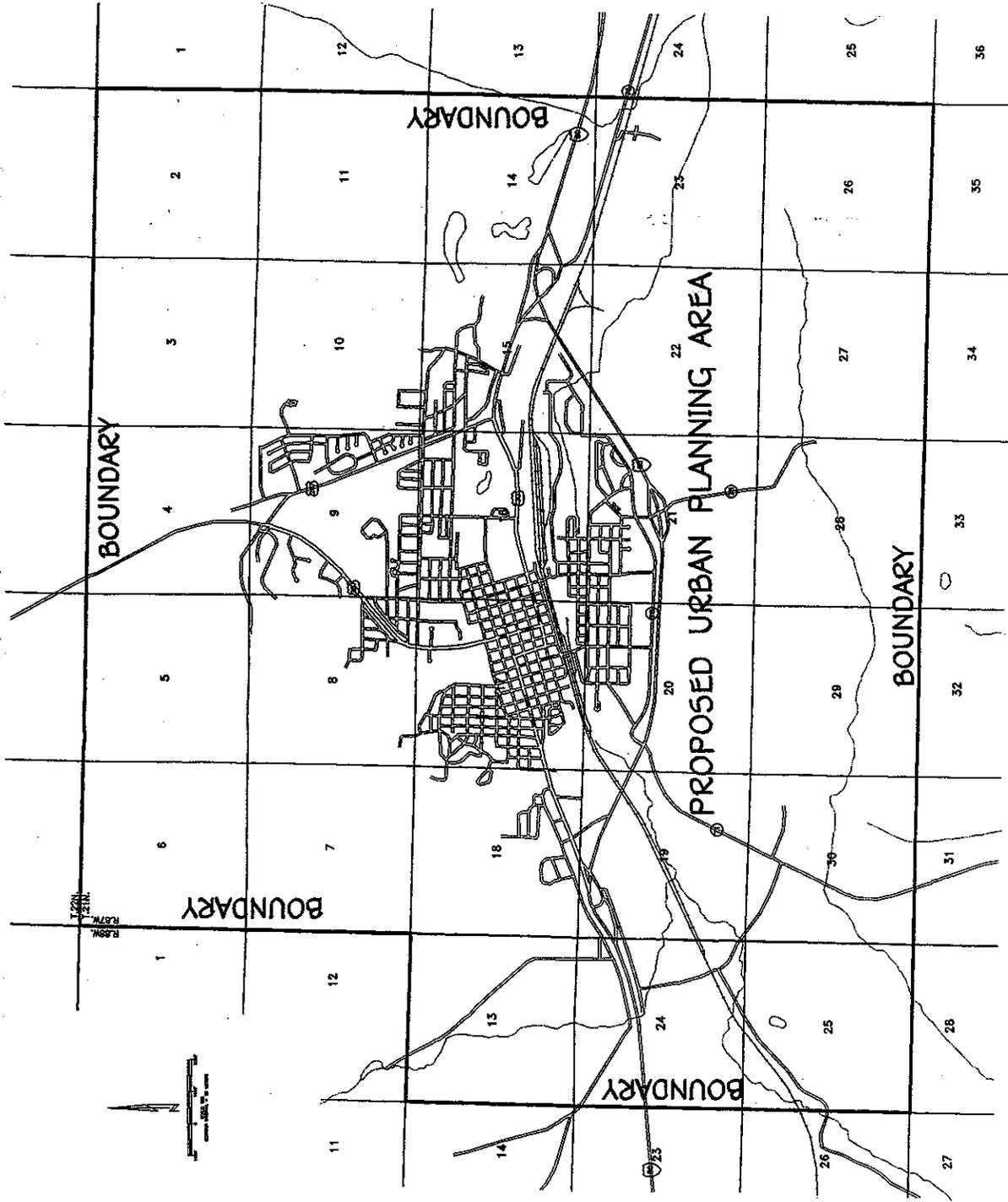


FIGURE 1.1 CITY OF RAWLINS, WYOMING - STUDY AREA

1.1.1 Employment Forecast for Carbon County and Rawlins

Employment in Carbon County has changed drastically since the 1981 Plan. The total employment for Carbon County in 1981 was 12,920 versus 10,077 in 1994, reducing employment by 2,843.¹ In 1981 Carbon County had been highly dependent on mining, with 2,998 employees, making it the largest employment sector.² The second largest sector was Government, employing 2,216 employees, with Services (2,022) and Retail Trade (1,835) trailing respectively.³ Figure 11A shows that by 1994 the Mining labor force had dropped by nearly two thirds. Government, employing 2,060, had replaced Mining as the top employment sector.⁴ Services (1,988) and Retail Trade (1,824) had increased their share of employment which moved them into the second and third largest sectors.

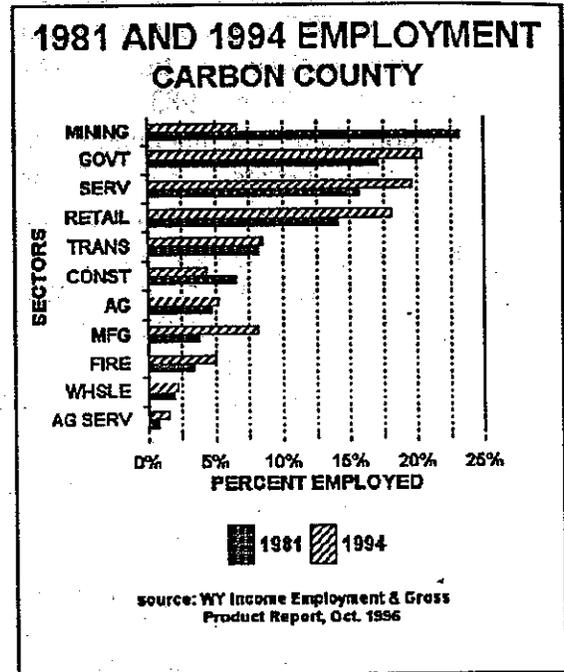


Figure 1.1A

Although mining remains significant to the local economy today, transportation, manufacturing, non-local government employment, agriculture and tourism are all making a significant contributions to the economic base as well. A recent economic base study by Pedersen Planning Consultants characterizes the current economic base activities and their relative contributions to the local economy. This is summarized in Figure 1.1B. The largest contributor is transportation followed by government and oil and gas.

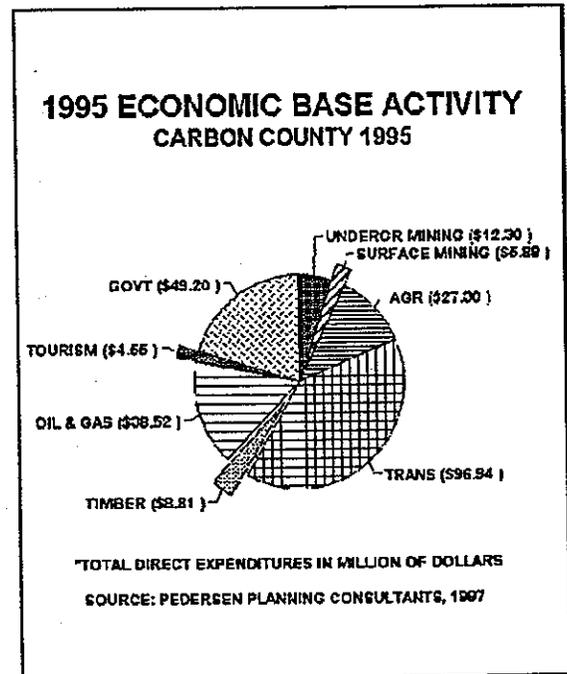


Figure 1.1B

¹Wyoming Income Employment and Gross Product Report, DAI, Division of Economic Analysis; 17th Edition, Oct. 1996, page 51.

²Ibid

³Ibid

⁴Ibid



As indicated in Figure 1.1C, Carbon County's unemployment rate fluctuated extremely between 1981 and 1994, primarily caused by the decline in the energy industry. From 1983 to 1990 Carbon County's unemployment rate was elevated most of the time, in comparison with the state and national averages. However, starting in 1991 we begin to see a rate that is less than the national average and closer to the state average, indicating a steadier economy. As of 1994, Carbon County's unemployment rate stood at 5.5% with the national average at 6.1% and the state being 5.3%, placing the county in a slightly better unemployment rate than the nation as a whole. More recently in September of 1997 the monthly rate was 2.6%, well below the state wide rate of 4.2% and the U.S. rate of 4.9%.

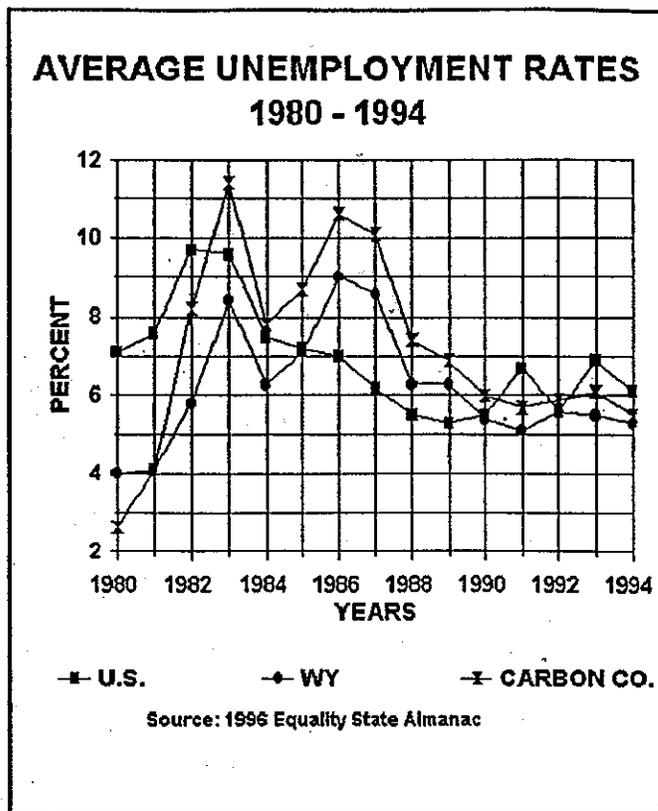


Figure 1.1C

In 1996, Rawlins had 8 major employers who employed a total of 1,635 people, making up 19% of the work force for Carbon County.⁵ These major employers are listed in Table 1.1A.

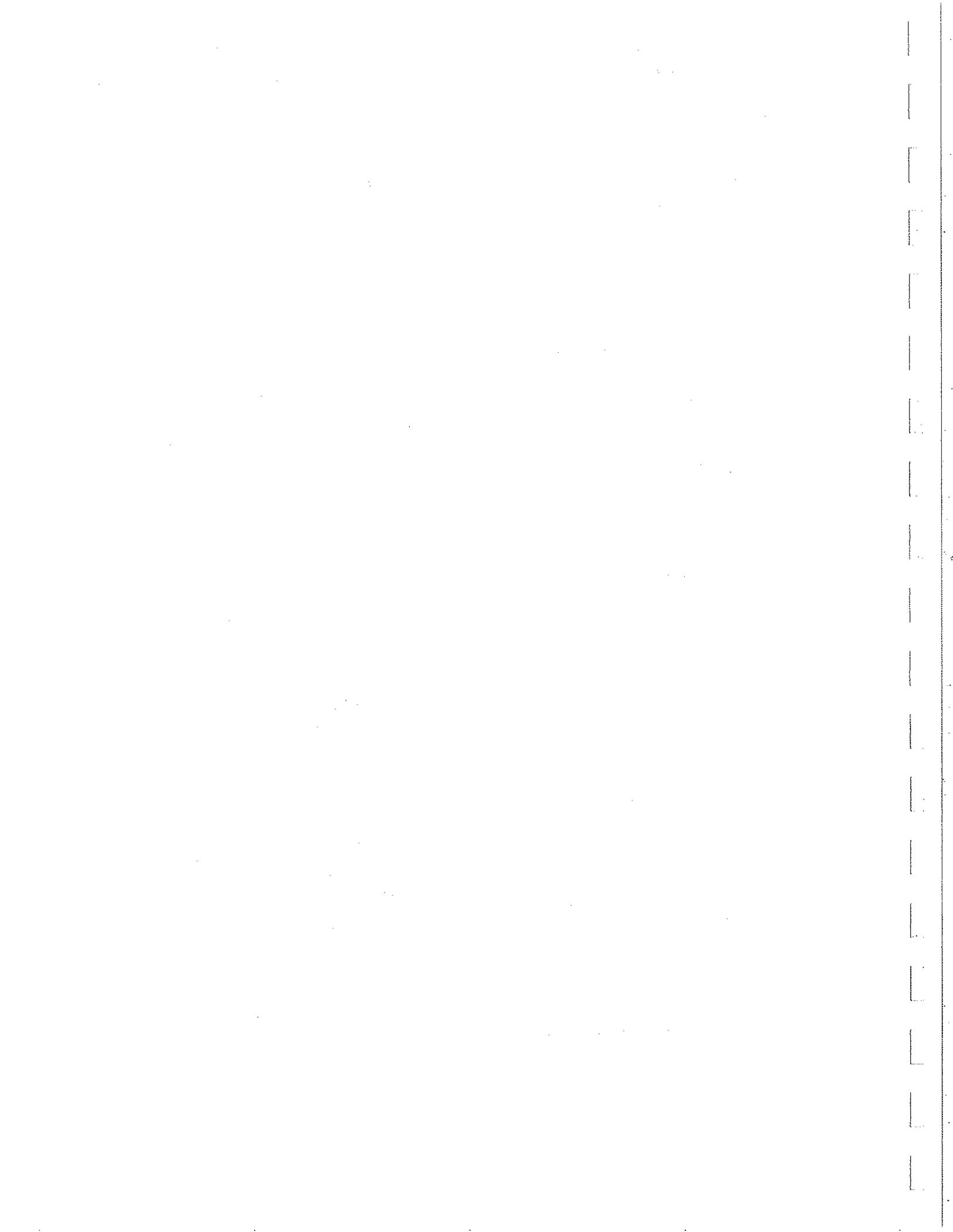
Table 1.1A Rawlins Major Employers - 1996

EMPLOYER	PRODUCT	# OF EMPLOYEES
School District	Education	300
Union Pacific	Transportation	265
Memorial Hospital	Health	181
Arch of Wyoming	Mining	87
Sinclair Oil Corp.	Refinery	222
Wyoming State Penitentiary	Government	313
City of Rawlins	Government	107
BLM	Government	160*

Source: 1996 Equality State Almanac

*Carbon County 2000 Project "A Socio-Economic Analysis of Carbon County, WY; Oct. 1993

⁵1996 Equality State Almanac; page 11 and 75



Government employment for Rawlins totals 580 for 1996, with the major employers being the Wyoming State Penitentiary, City of Rawlins and BLM. The table also indicates that the School District and Union Pacific employ a substantial number of Rawlins citizens. Mining has a fairly low total, indicating that Rawlins is not as dependent on mineral activities as it has been in the past. The reduced dependency may be favorable, since Rawlins is remaining stable without the mining industry and diversification is a positive attribute considering that mining placed 10th (lowest) in jobs that were ranked by stability.⁶ Because Rawlins has a more diversified and larger employment base than any other municipality in the county, it is expected to be less volatile than other towns in the county in terms of economic activity.

Table 1.1B provides an employment forecast for Carbon County through 2005 based on the 1996 State of Wyoming Forecast which has been applied to county data.

Under this scenario mining employment in the county continues to shrink while government employment grows significantly. Other growth sectors will include Service and Retail while Construction and Manufacturing will undergo more modest expansion. In total, employment is expected to expand on an average of about 1.5% per year during the forecast period. This analysis has been adjusted to reflect expected declines in oil production as well as the influx of employment expected when the Wyoming State Penitentiary expands in about the year 2000. These are two virtual economic certainties which can be anticipated at this time. Other future expansions of basic employment in the county are uncertain. The assumption of this analysis, however, is that the balance of the local economy will share in expected growth in the state economy over this period.

For the period from 2005 until the end of the planning period a lower employment growth rate of about .5% per year is forecast which will account for expected cyclical growth and decline likely to occur over the longer period. Utilizing this data, Carbon County is expected to have employment of about 13,000 by the year 2020. Utilizing a ratio of population to employment of 59%, as it existed in 1990, this level of employment would support a county population of about 22,000 by the end of 2020. If Rawlins maintains its proportionate share of municipal population at about 56% this would result in a population of about 12,000 persons in Rawlins by 2020. In the following section a more detailed population forecast is made based on this economic scenario.

⁶W. Fruth, Where the Money is...America's Strongest Local Economies, Policom Corp. 1997



Table 1.1B

CARBON COUNTY

*EMPLOYMENT FORECAST 1990-2005

YEAR	AG	AG SERV	MINING	CONST	MFG	TRANS	WHSLE	RETAIL	FIRE	SERVICES	GOVT	TOTAL
1990	562	136	962	479	665	833	167	1,657	514	1,730	2,149	9,854
1991	536	129	913	458	710	854	176	1,637	500	1,880	2,154	9,947
1992	519	128	750	447	734	796	180	1,642	476	1,847	2,137	9,656
1993	541	147	683	414	749	864	176	1,692	488	1,901	2,085	9,740
1994	531	164	674	447	812	858	220	1,824	499	1,988	2,060	10,077
1995	549	174	648	462	807	855	228	1,824	493	2,061	2,045	10,147
1996	542	180	633	474	825	847	235	1,878	503	2,115	2,058	10,288
1997	542	182	620	488	831	849	238	1,915	506	2,170	2,086	10,428
1998	544	186	625	504	838	860	242	1,968	511	2,232	2,098	10,609
1999	546	191	638	524	852	873	247	2,027	518	2,295	2,112	10,822
2000	547	197	643	544	867	883	252	2,069	527	2,355	2,276	11,159
2001	549	202	642	562	881	886	257	2,106	538	2,413	2,295	11,332
2002	549	208	641	581	897	890	263	2,150	549	2,468	2,317	11,513
2003	549	214	641	602	911	894	268	2,198	561	2,521	2,336	11,697
2004	551	220	655	623	928	905	273	2,247	573	2,577	2,354	11,906
2005	552	226	660	641	945	912	278	2,294	587	2,636	2,372	12,104

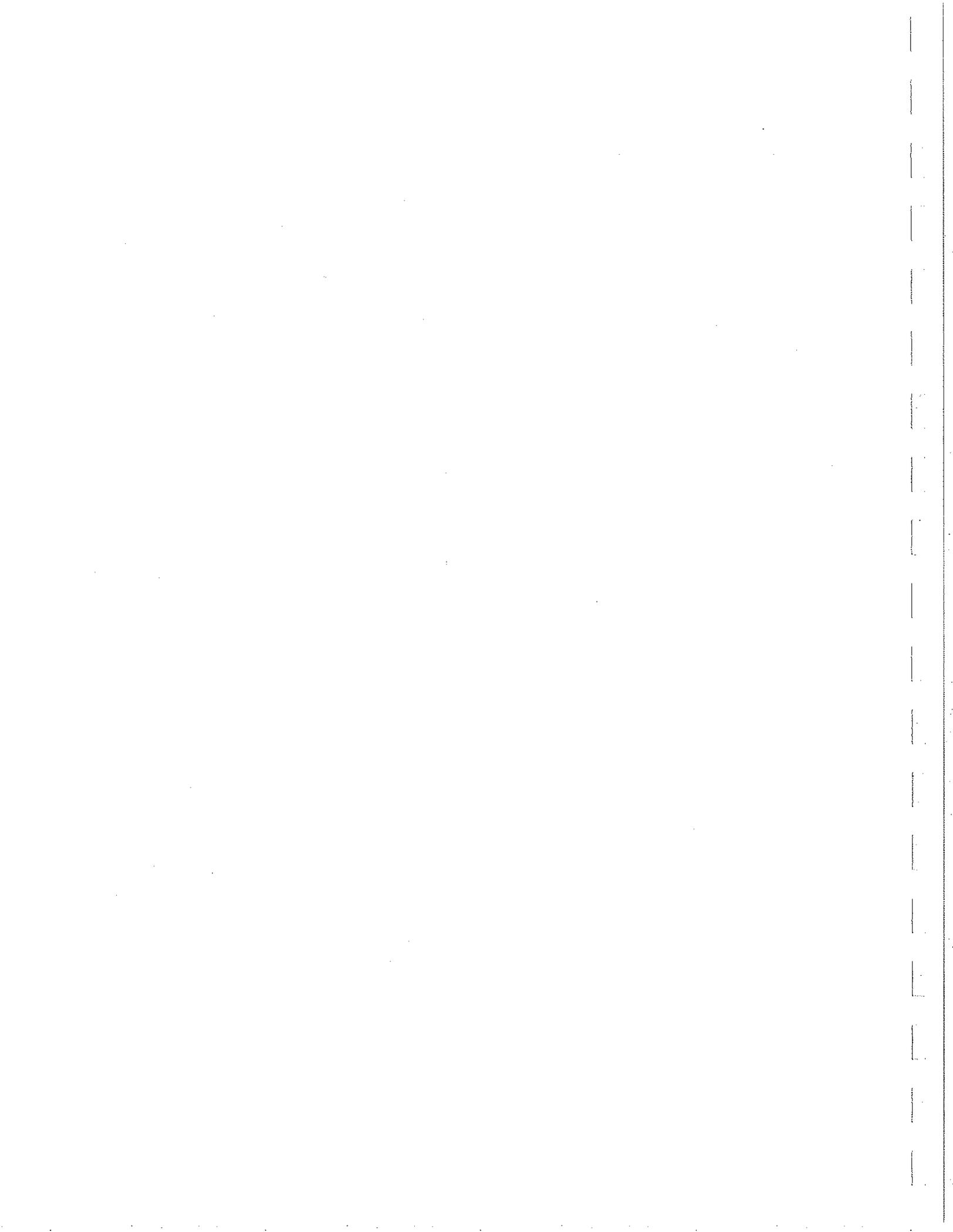
Source: 1996 Wyoming State Forecast Report and WLC Analysis.

* Includes full and part-time employment as well as proprietors.

1.1.2 Population Forecast

Based on the preceding economic forecast three population growth rates were prepared which are reflective of a range of population growth which is most likely to occur.

Figure 1.1.2A shows these projections in relation to the historical trend of population growth in Carbon County since 1900. In reviewing this figure it can be seen that the moderate projection approximates the long term growth trend for the county and would place the population of the county slightly over 22,000 persons by the year 2020. The high growth rate exceeds most growth periods during the past 90 years, except the energy boom from 1970-1980. Conversely the low growth rate portrays a more stable pattern of population growth similar to periods of mild recovery in the past.



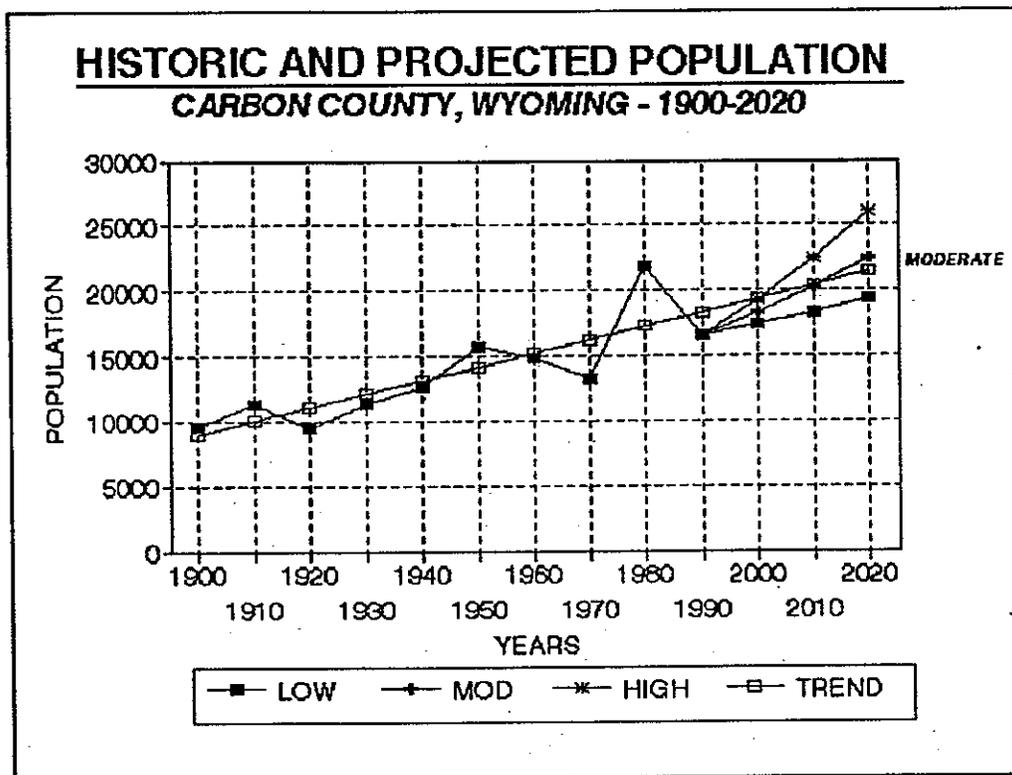


Figure 1.1.2A

Table 1.1.2A shows the specific county population ranges for each decade through 2020.

**Table 1.1.2A CARBON COUNTY, WYOMING
HISTORICAL AND FORECASTED POPULATION 1900-2020**

YEAR	ACTUAL			
1990	9,589			
1910	11,282			
1920	9,525			
1930	11,391			
1940	12,644			
1950	15,742			
1960	14,937			
1970	13,354			
1980	21,896			
1990	16,659			
		LOW	MOD	HIGH
2000		17,511	18,402	19,333
2010		18,406	20,327	22,437
2020		19,348	22,454	26,039

Source: WLC Analysis



Figure 1.1.2B shows the final population forecast range on an annual basis from 1975 to 2020. This range of population is expected to be from 19,348 to about 26,039. Also shown is the employment forecast which seems to support population growth in the low to moderate range.

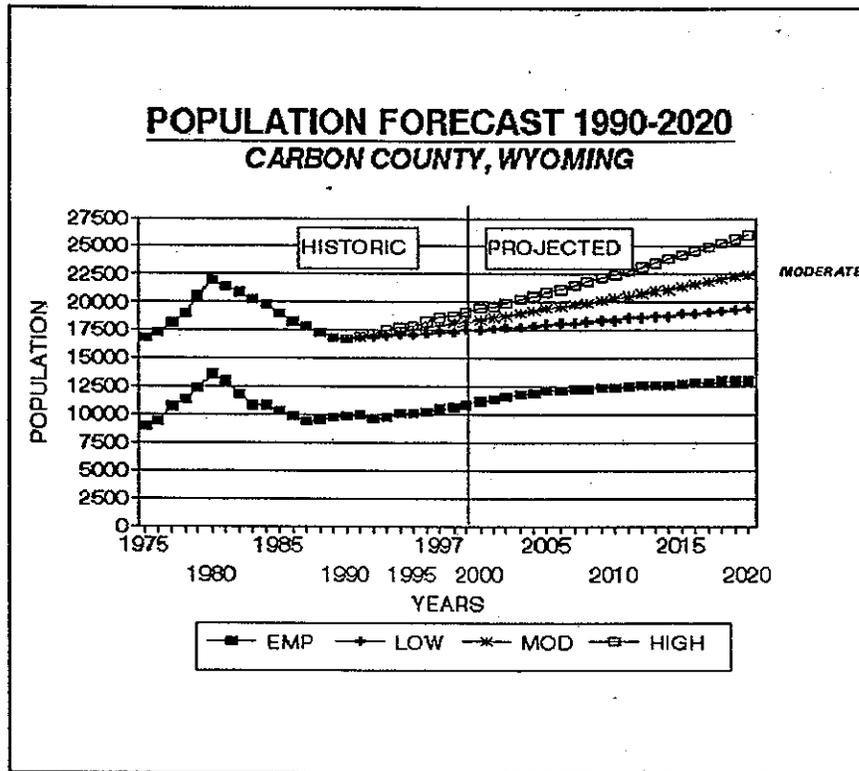
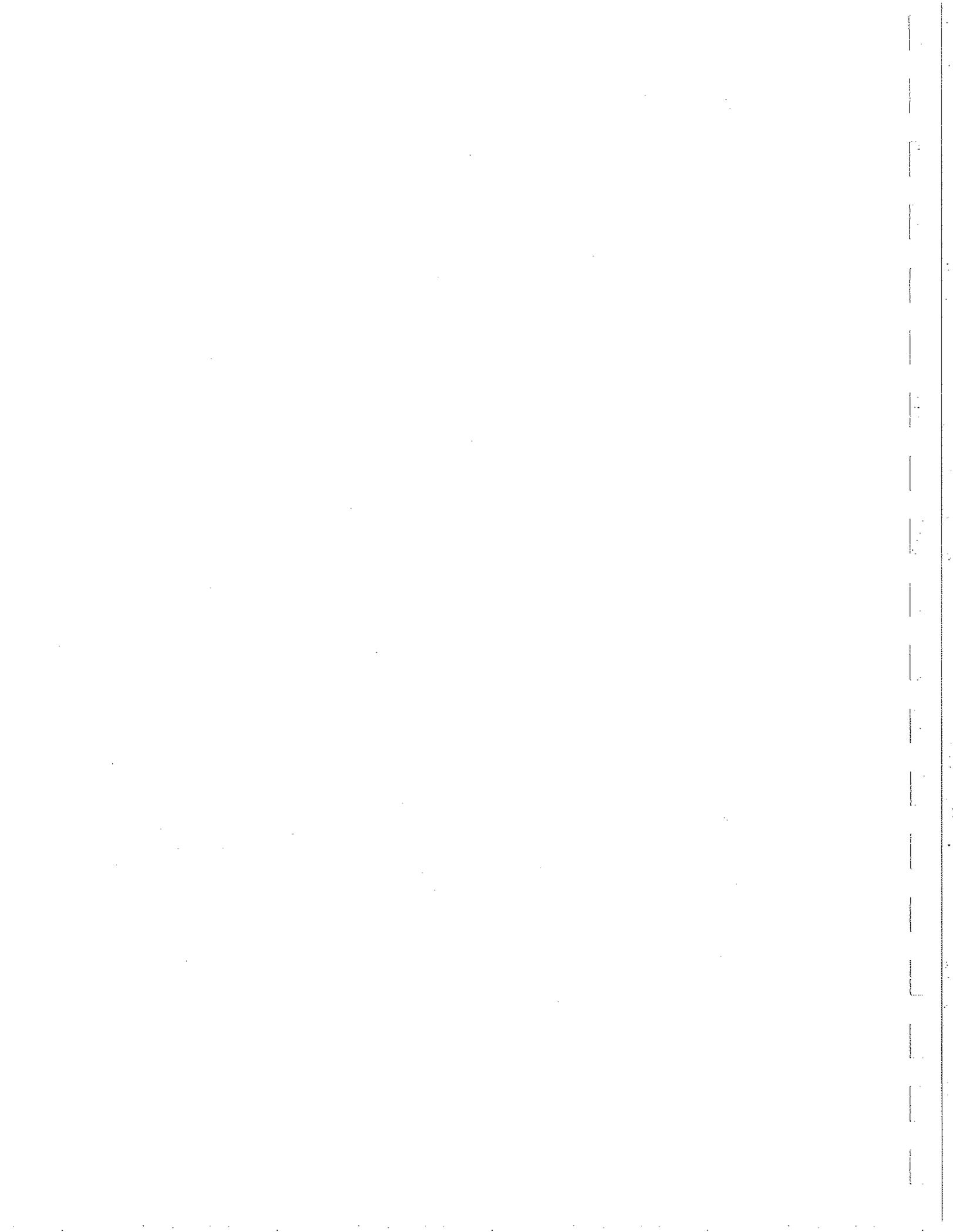


Figure 1.1.2B

Historically the City of Rawlins has experienced two periods of population growth and decline since 1920. Currently the population is recovering from a severe decline caused by economic recession from 1980 to 1990. Another period of decline occurred from 1960 to 1970. A census estimate in 1994 showed the population to be about 9,289. Figure 1.1.2C shows the range of growth forecast for the City of Rawlins. This range of growth assumes that under the forecast low that the ratio of population in the City of Rawlins to county population will increase slightly from its current level of 56%. Under the high growth scenario it is assumed that the ratio of population in Rawlins to the balance of the county will more dramatically increase to about 62% at the end of the planning period. This result can be altered depending on the annexation policies of the city and its ability to absorb a share of county population growth. Lack of ability to absorb population or unwillingness to annex new growth would result in more county development and less growth for the city.



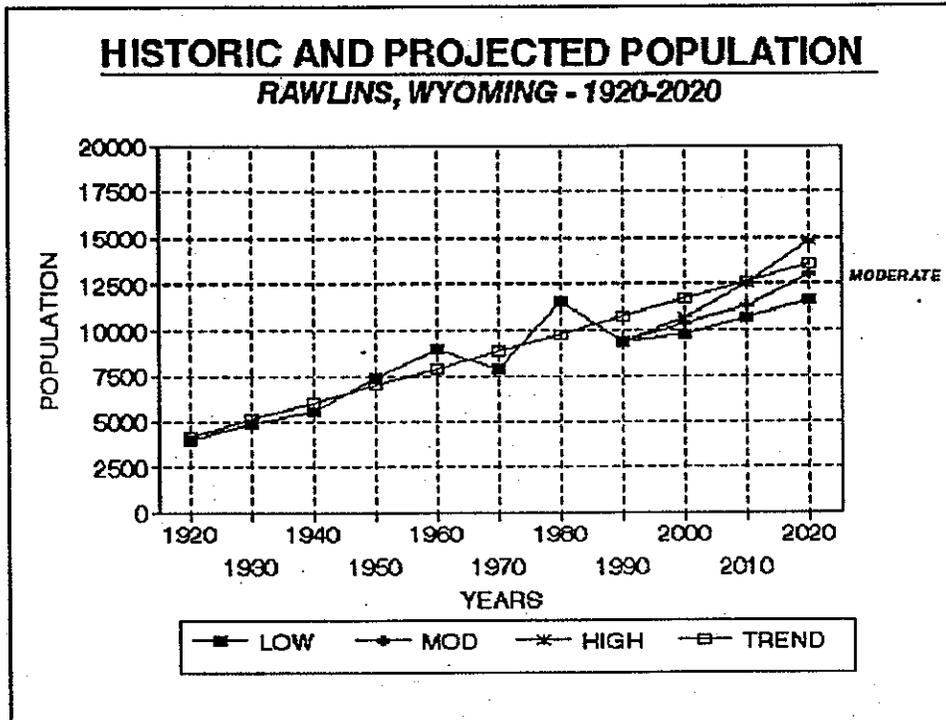


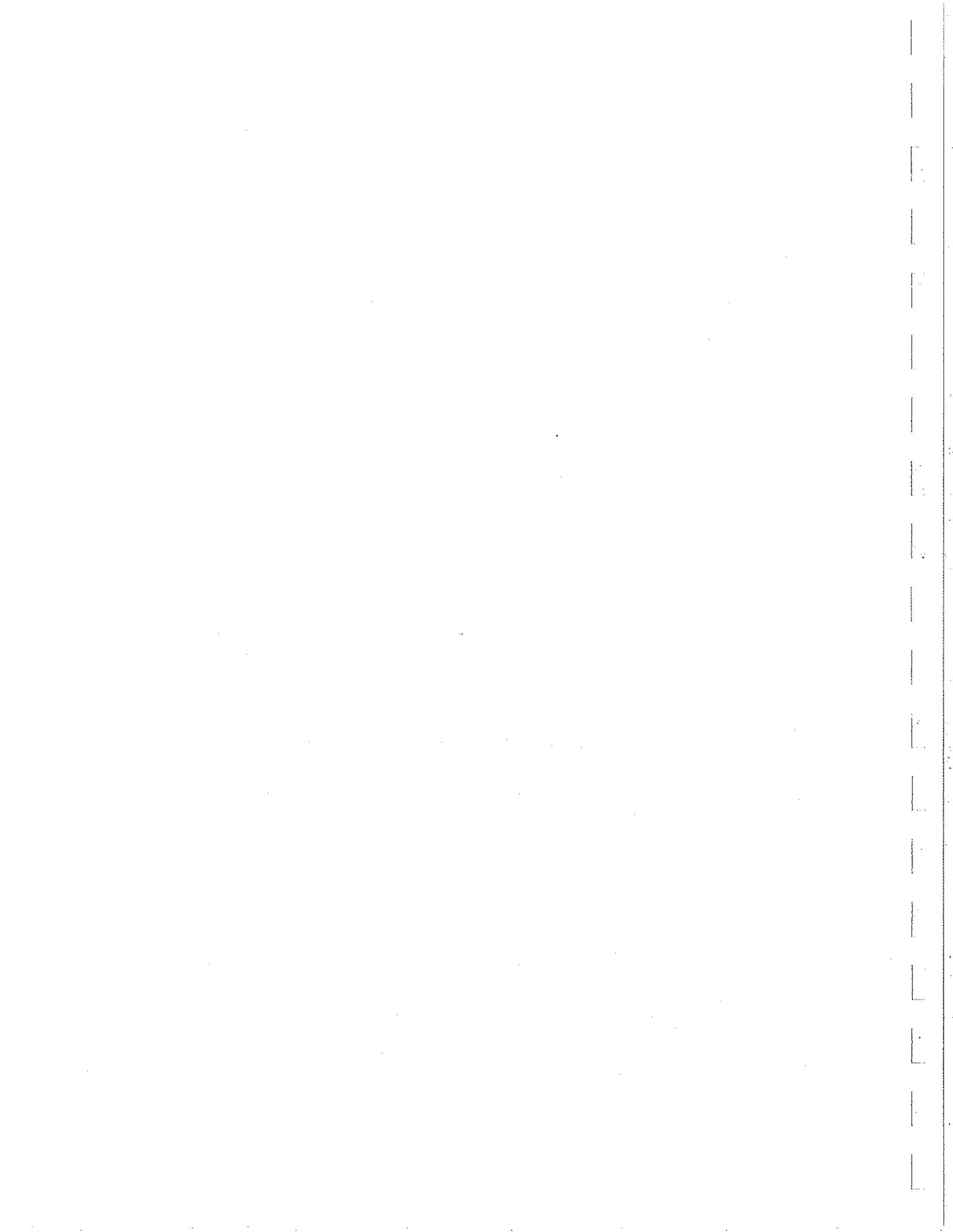
Figure 1.1.2C

This forecast predicts a population ranging from 11,609 to 14,842 by the year 2020. This is an annual growth rate ranging from about .5% per year to a high of about 1.5% per year. The moderate growth scenario, which is probably the most accurate for planning purposes, forecasts growth of approximately 1% per year.

Table 1.1.2B

CITY OF RAWLINS POPULATION FORECAST 1920-2020

	YEAR	ACTUAL			
Historical	1920	3,969			
	1930	4,868			
	1940	5,531			
	1950	7,415			
	1960	8,968			
	1970	7,855			
	1980	11,547			
	1990	9,380			
			LOW	MOD	HIGH
Forecast	2000		9,806	10,305	10,633
	2010		10,675	11,383	12,565
	2020		11,609	13,023	14,842



It should be noted that these forecasts are theoretical as to timing and are presented to illustrate the effects of various growth rates. Population almost never increases or decreases in a linear fashion and is controlled by cycles of economic growth and market changes. However, the range of growth presented represents a range of what might be expected in terms of historical trends and reasonable economic forecasts. Thus, it is useful in determining a range of land use and services which might be needed in the future to keep Rawlins healthy as a city and will be useful to provide a basis to plan for development of land, services and infrastructure in the community.

1.2 Transportation System

Rawlins is situated along Interstate 80 corridor that runs east-west in the southern section of Wyoming. Rawlins' Central Business District (CBD) is accessible off of I-80 from the east or west ends of the City by Cedar Street and Spruce Street. Motorists have the option to go through the town for food, fuel, lodging and tourist attractions or stop at Rip Griffin's Truck and Travel Center located south off the I-80 interchange.

Two State highways run through the city consisting of Highway 287 and 30. U.S. Highway 287, which accommodates the majority of the commercial facilities, enables travelers to reach Rawlins or Interstate 80. This highway offers motorists a by-pass for those who do not desire to go through Rawlins CBD. U.S. 30, on the eastern side of Rawlins, is a principle artery that connects I-80 with Cedar Street, creating access to businesses such as; Alco and the Pamida Discount Stores and public facilities that are located in the city's downtown area.

The Union Pacific Rail Operations is based in Rawlins. The tracks run east-west through the City and is one of the main reasons the town exists today. As of 1996, Union Pacific Rail Operations employs 265 people from this community and also delivers coal for Arch of Wyoming, another major employer for Rawlins.⁷

Rawlins has three local trucking company's which include North Park Transportation, Hyland Enterprises and Wyoming Express, that serve the need for transporting of goods.

The Rawlins municipal Airport within a mile of the City limits has a 7,100 foot asphalt runway with available Charter Service. In addition, Rawlins is served by Greyhound at the Rip Griffin truck stop on I-80. A cab service and a senior center bus provide public transportation within the community.

⁷1996 Equality State Almanac



1.3 Sanitary Sewer

The City operates a waste water treatment plant just south of I-80 east of town. This facility, built in 1980, utilizes an aerated lagoon system and consists of a headworks building that uses a mechanical bar screen grit removal system and lift station. This operation uses three aerated lagoons, two settling lagoons and three storage lagoons in order to facilitate their current users, at 2.8 million gallons per day (mgd), and at its present capacity is able to accommodate an additional 3,430 households.⁸ The location of the facility is shown in Figure 1.4.1 on the next page.

1.4 Water System

Rawlins current water is supplied by the Sage Creek Springs and Nugget Wellfield wells. Sage Creek Springs, located 30 miles south of the City, can on an annual average provide at least 810 gallons per minute (gpm) of water most of the time.⁹ The Rawlins Reservoir, located near the Sage Creek Springs, can hold 212 million gallons that can be used as a back-up supply when the springs flow is slow. The Sage Creek Pipeline that runs from the Sage Creek Basin, has two reservoirs for storage before it reaches the water treatment plant. The Peaking Reservoir, directly behind the water treatment plant, has the capacity of 169 million gallons and the Atlantic Rim Reservoir, which lies 3 miles south, is capable of holding 240 million gallons.¹⁰

The Nugget Wellfield, located 11 miles south of town, is a group of 3 wells drilled in 1987 that pulls water from the Nugget formation. It is assumed that the annual average production of this wellfield will be 400 gpm.¹¹

A supplemental water source for Rawlins is the North Platte River, 15 miles east, from which the Ft. Steele Pipeline runs to the City. Currently the water rights are shared jointly between Rawlins and the Union Pacific Railroad. These rights consist of a total of 1.5 million gallons per day which are distributed between the City, having rights to 1.3 mgd and the railroad 0.2 mgd.¹² The water treatment plant was put on line in December of 1984. It's expansion, completed in February 1995, increased the plants design capacity from 6 mgd to 8 mgd. The location of the facility is shown on Figure 1.4.1 on the next page.

1.5 Housing

During the early 1980s, Rawlins was still experiencing economic growth, creating a need for any type of housing including unconventional types which even included motel units. With population exceeding housing capabilities, new housing units were in demand. However, by 1994 Rawlins population had decreased 18.8% reducing the urgency for additional housing.

As of 1990 Rawlins total housing stood at 3,948 units.¹³ Looking at Table 1.5A, it is apparent that the number of dwelling units had increased 9.7% (114 units) since 1981.

⁸Rawlins Housing Assessment, 1st Edition, March 1997, page 24

⁹City of Rawlins Water Supply Project, Level II, Phase I Report, October 1997, page 11

¹⁰Master Plan, City of Rawlins, September 1981

¹¹City of Rawlins Water Supply Project, Level II, Phase I Report, Oct. 1997, page 14

¹²Ibid, page 15

¹³1990 Census, Summary Population and Housing Characteristics, Wyoming, page 22.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that proper record-keeping is essential for the integrity of the financial system and for the ability to detect and prevent fraud. The text notes that without reliable records, it would be difficult to track the flow of funds and identify any irregularities.

2. The second part of the document outlines the specific procedures for handling cash and other assets. It details the steps for receiving payments, issuing receipts, and depositing funds into the appropriate accounts. The text stresses the need for strict adherence to these procedures to ensure that all transactions are properly documented and accounted for. It also mentions the importance of regular reconciliations to verify the accuracy of the records.

3. The third part of the document addresses the issue of internal controls. It describes the various measures that should be implemented to safeguard assets and prevent errors or misstatements. These controls include segregation of duties, authorization requirements, and regular audits. The text explains how these controls work together to create a system of checks and balances that helps to minimize the risk of financial loss.

4. The fourth part of the document discusses the role of management in overseeing the financial operations. It highlights the responsibility of management to ensure that the financial system is operating effectively and in accordance with applicable laws and regulations. The text notes that management should provide clear guidance and support to the staff responsible for financial reporting and record-keeping.

5. The fifth part of the document concludes by summarizing the key points discussed. It reiterates the importance of accuracy, transparency, and accountability in financial reporting. The text encourages all stakeholders to work together to maintain the highest standards of financial integrity and to ensure that the organization's financial statements are reliable and trustworthy.

6. Finally, the document provides a list of resources and references for further information. It includes links to relevant laws and regulations, as well as contact information for the appropriate authorities. The text also mentions that additional guidance and support are available from the organization's internal audit department and from external consultants. The document is intended to serve as a comprehensive guide for all those involved in the financial reporting process.

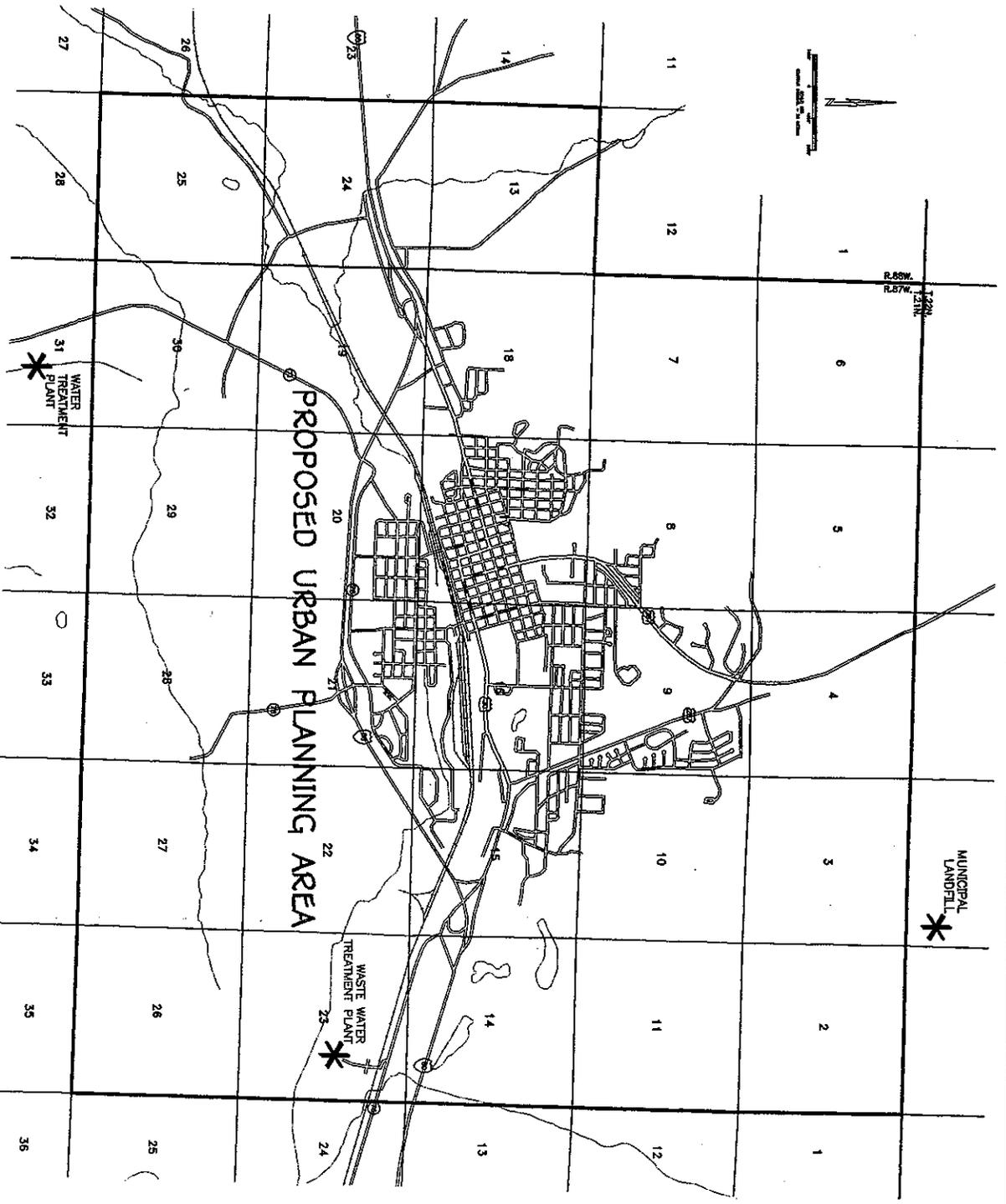


FIGURE 1.4.1 CITY OF RAWLINS, WYOMING - CITY FACILITIES

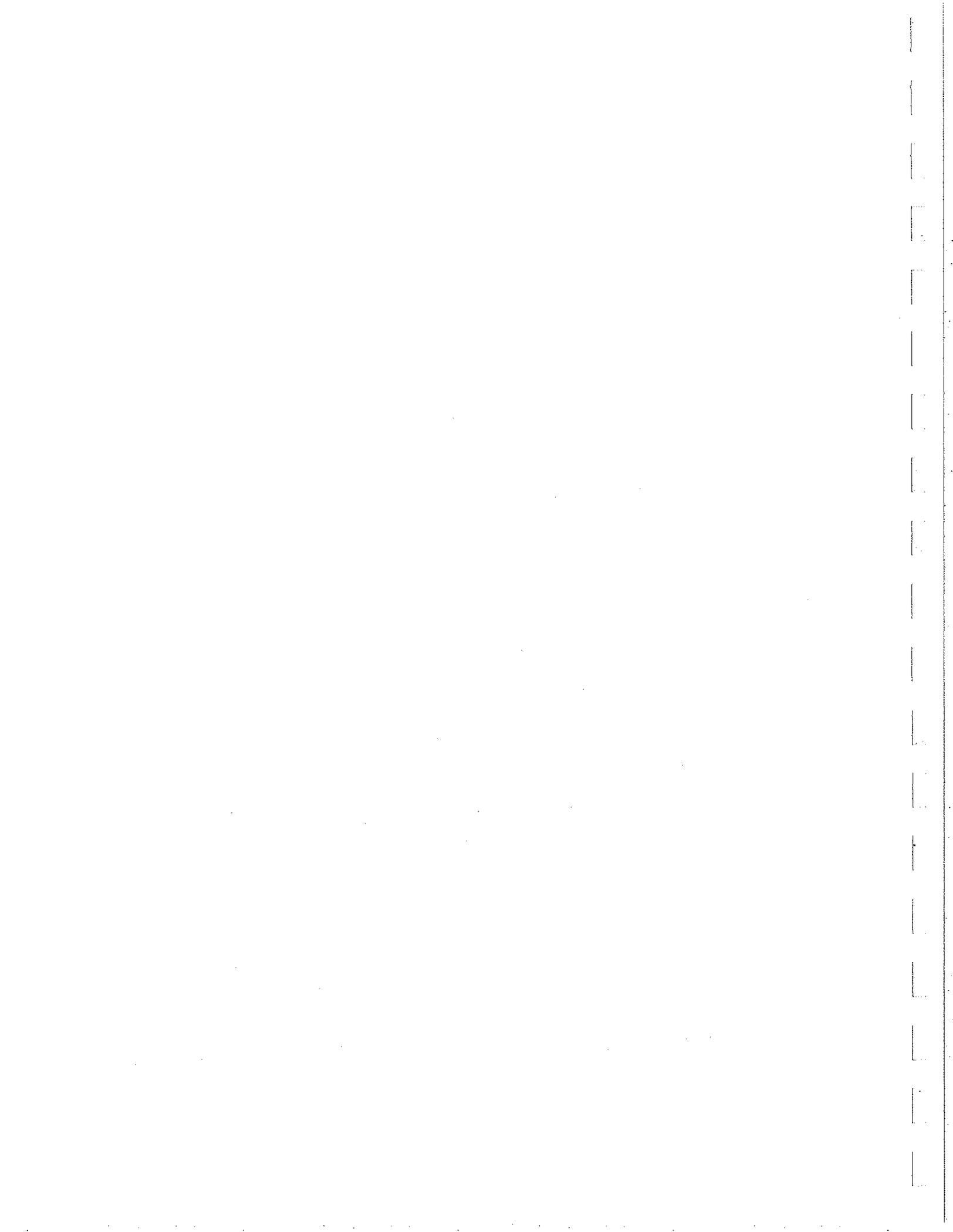


Table 1.5A**1981 VS 1990 HOUSING UNITS**

TYPE	1981	% OF TOTAL	1990	% OF TOTAL
Single Family	2,518	65.7%	2,609	66.1%
Mobile Home	730	19%	560	14.2%
Multi-Family	586	15.3%	779	19.7%
TOTALS	3,834	100%	3,948	100%

Source: 1981 Master Plan - City of Rawlins 1990 U.S. Census, WY, Summary Population and Housing Characteristics

Multi-family units have increased 4.4% since 1981 and is due in part to the building of Stagecoach apartments and other such facilities. There has been a reduction in mobile home units by 170, probably due to the economic stress that Rawlins experienced starting in 1983. Single family units have increased by a modest 3%. This slight increase reflects the fact that most housing needs were met between 1978 and 1983 and additional single family housing was not in demand.

In 1990, Rawlins total population was 9,380 with 738 being institutionalized leaving 8,642 individuals in households.¹⁴ The 1990 Census claims 3,280 households for Rawlins, creating a 2.63 average household size.¹⁵ These numbers seem to indicate that there is adequate housing, considering the total housing units is 17% greater than the total of households.

A recent housing survey conducted by the City classified existing homes into three categories; Poor, Fair and Good conditions. Table 1.5B shows that there is a small portion of housing that is in poor condition, indicating that the City of Rawlins Neighborhood Housing Conservation Program has been productive in encouraging maintenance and reducing deteriorated conditions.

Table 1.5B**CONDITION OF HOUSING
1981 VS 1997 RAWLINS**

Condition	1981 % of Units	*1997 % of Units
Good	65.1	48.3
Fair	28.3	44.8
Poor	6.6	6.9

Source: 1981 Master Plan, City of Rawlins Planning Department
1997 Rawlins Housing Characterization Survey

*Note: Used base figure of 2,924

¹⁴Ibid, page 13.

¹⁵Ibid

This table also shows the condition of Rawlins housing for 1981. It is apparent that since 1981, approximately 16.9% of the housing units have lapsed from good to fair condition. This could be due in part to the age of the housing stock, basically built during the 1970's through the 1980's, and the fact that there has been very little new construction of multi-family or affordable single family homes for 14 years.¹⁶

According to Rawlins Housing Characterization Survey 4.6% of the current housing is considered vacant. However, this may be a little tight for a smaller housing market and may lead to vacancies in substandard housing.

To determine the need for additional housing one must first complete an assessment of the current housing, including condition, type, tenure, value, location and vacancy rate then identify needs and determine if there will be an economic and population growth that will drive the market in an upward trend. This is done in a later section.

1.6 Land Ownership

The city, comprising 7.1 square miles is surrounded by large tracts of BLM and land owned by Union Pacific Resources. The County Assessor's office estimates the distribution of current land ownership within the city as follows;

City	100 acres
County	60 acres
City/County	100 acres
State	960 acres*
BLM	500 acres
UPRR	470 acres
Forest Service	15 acres
Private	<u>2,785</u> acres
Total	4,990 acres

* does not include highway right-of-way

1.7 Community Facilities, Personnel and Equipment

The City of Rawlins is continually upgrading and enhancing its community through federal, state, corporate, foundation and city funds. A recently completed project, the renovation of the Union Pacific Railroad Depot, offers the city a community facility while preserving a part of Rawlins' history. In conjunction with this depot an adjacent park will be established improving the aesthetics of downtown Rawlins. The remodeled "Old Post Office" functions as a new city administration building. This restoration was provided through Farm Loan Board funds that were matched with city funds. This building houses the Department of Community Development, Municipal Court, City Attorney, Clerk and Manager.

¹⁶Rawlins Housing Assessment, 1st Edition, March 3, 1997.

The Parks and Recreation Department is in charge of the Family Recreation Center, which was built in 1988, encompassing 42,000 sq. ft. and includes three gymnasiums, three racquetball courts, an indoor shooting range, fitness center, locker rooms, a track, two multi-purpose rooms, daycare and administrative offices. The Parks and Recreation Department maintains seven ball fields, two softball fields, a cemetery and also provides recreational activities for all ages. Additionally, the parks department also maintains a warehouse and shop at the Old State Penitentiary.

The city presently owns seven parks which the department maintains: Washington Park, including restroom facilities, play equipment, picnic areas, pavilion, horseshoe courts and two tennis courts; Bolton Park, including restroom facilities, picnic areas, pavilion and play equipment; Tully Park, containing play equipment and a large covered picnic area; Key Club Park, including play area, picnic area and two tennis courts; Rob Roy Park with play equipment and picnic area; Pocket Park, a small green area with benches located in the downtown area; and Rawlins Springs Park, with a small picnic area and viewing area of Rawlins Springs.

The Parks and Recreation Department also maintains three areas that belong to Carbon County School District #1 through a joint use agreement. These areas are the Old Outlaw Bowl, which has a football/soccer field, restroom, track, bleachers and press box. Also, four outdoor, asphalt tennis courts and eight outdoor asphalt basketball courts at the high school.

As of 1996, the city had started construction of a ball field complex on 30 acres of privately donated land east of the Family Recreation Center. The Parks and Recreation Department's responsibilities have increased dramatically since the 1981 Plan and certainly has the potential to grow further in the future.

Fire protection for the city as well as the rural part of the county is provided by the Rawlins Fire Department, a combined paid professional and volunteer organization that operates two stations. Currently there are six full-time paid engineers who work three shifts, seven days per week, a fire chief and 24 volunteers. As of November 1997, Rawlins received a "Class 4" fire insurance rating indicating a very adequate water supply and fire department services.

Fire Station No. 1 serves as the Fire Service Administration building and includes 9 bays that are manned on a 24 hour basis. This station houses six pieces of fire and rescue apparatus.

Since the 1981 Plan, the Fire Department has added Fire Station No. 2 to better serve the community. This substation has four bays that are manned only at night and helps benefit the south side of Rawlins including the State Penitentiary.

Station No. 2 houses two fire trucks and snow equipment and is used by fire personnel to conduct fire inspections. As of the fall of 1997, the fire department has started to develop a training center located next to this station and the council has set goals to continue this complex. Even with these improvements there is still a need to replace the 1966 American LaFrance pumper, a heavy rescue truck and establish a Hazardous Materials Response Team that could address such spills made along I-80.

The Rawlins Police Department provides protection within the city limits. The department employees include the chief, captain, officers, dispatchers, animal control officers, victim advocates and a secretary that operates in the former city hall. Jail facilities are provided through the county jail. The police department also maintains a yard and building for storage of impounded vehicles along with an animal shelter located near the airport. This shelter is in need of improvement in order to meet increasing demands. Improvements were recently made to the Police Department building to accommodate a new E-911 system console. The department currently has 19 vehicles with seven of these units incurring 80,000 miles or more. Attention needs to be directed towards maintenance and vehicle replacement in order to assure the security force. Making continued improvements will increase the community's public safety.

The Rawlins Public Works Department, consisting of seven operating divisions with a work force of 40-55 people, has an expansive scope of responsibilities entailing water collection, treatment and distribution, sewage collection and treatment, streets and alleys, paving and stripping, snow removal, maintenance of all city vehicles, equipment and buildings, land fill/bale fill and the Rawlins recycling center.¹⁷ Various divisions of this department operate numerous vehicles and heavy equipment that will upkeep 65 miles of streets and maintain 120 miles of water and sewer lines.

Under the direction of the Public Works Director, the street division, with a staff of eight, is responsible for the maintenance and repair of all city streets and alleys. The city has an asphalt hot mix plant used for resurfacing, as well as, maintenance and repair. Most of the city's streets are paved, except for a number of streets, 15 to 20 miles that are without curb and gutter. Upgrading of existing streets is needed to avoid erosion, sedimentation and possibly flooding.

The city landfill is located approximately three miles north of Rawlins on land leased from the Bureau of Land Management (BLM). The location is shown in Figure 1.4.1 on page 12. Solid waste collection is provided by a private contractor. The garbage is baled, placed in an on-site trench and covered with six inches of soil daily.

The city also operates a recycling center through Ark Industries from which the city rents a building and equipment. The center accepts numerous collectibles including aluminum cans, #1 and #2 plastics, glass, newspaper and magazines.

The total enrollment for Carbon County School District #1 is 2,216, with 89% of the students attending schools in the City of Rawlins. Since the 1981 plan, Sunny Side has been eliminated as a elementary school and is being used for post secondary education. This leaves the K-12 students to attend classes in Highland Hills, Mountain View, Pershing, one middle school and a Senior High. As indicated in Table 1.7A below, in 1980, Mountain View's enrollment was at its capacity with Sunny Side exceeding their facility. At that time, it was a general consensus that another elementary school would need to be built, and as such constructed the Highland Hills Elementary School. Today's enrollment figures show a drop in students by 615, allowing sufficient room for a 34% increase in student enrollment in the future, utilizing existing facilities as long as they remain in good repair.

¹⁷Rawlins Housing Assessment, 1st Edition, March 1997, page 23.

Table 1.7A

**RAWLINS PUBLIC SCHOOL ENROLLMENT
1980-81 AND 1996-97**

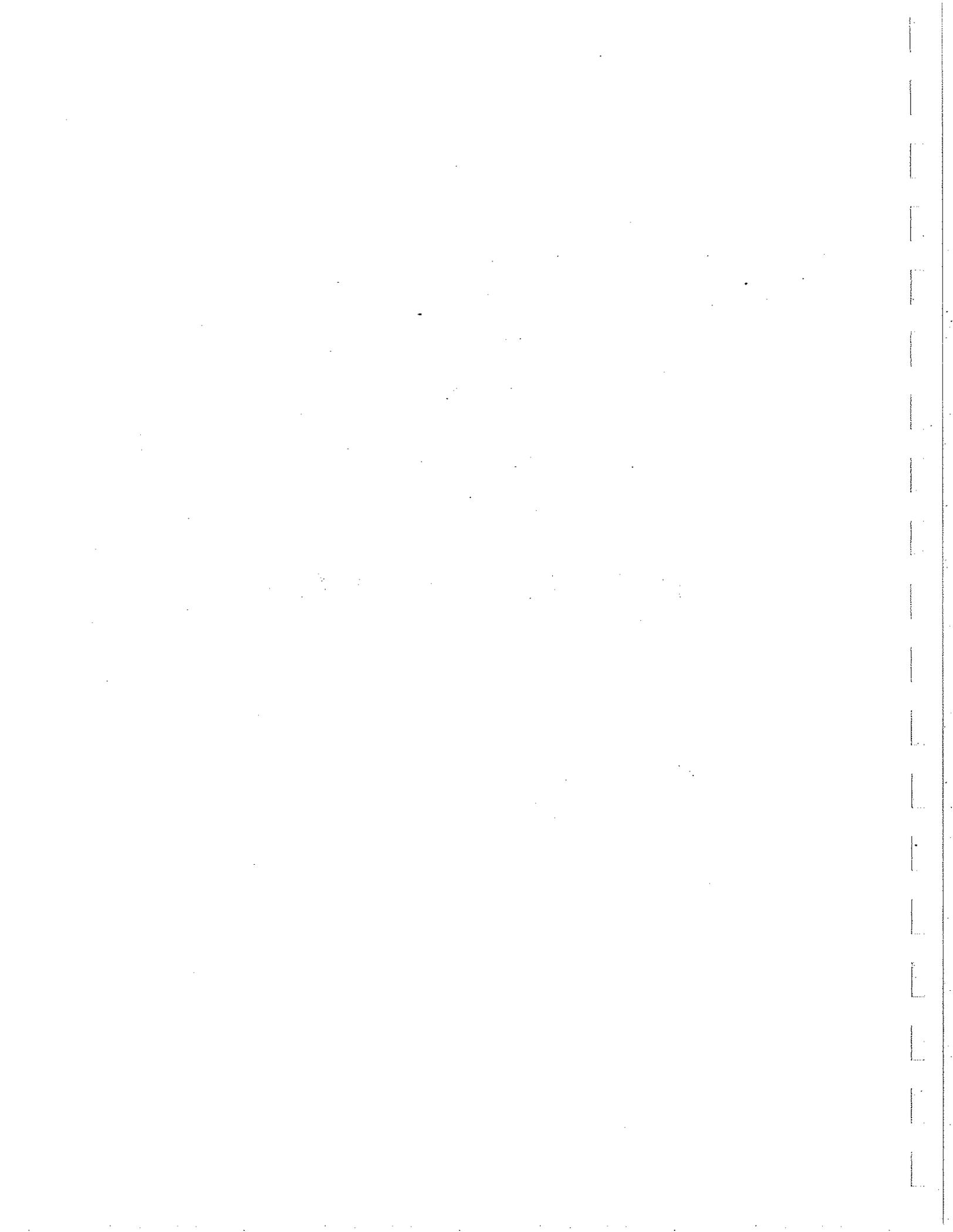
SCHOOL	1980-81 ENROLLMENT	1996-97 ENROLLMENT	*OPTIMUM ENROLLMENT
<u>Elementary</u>			
Highland Hills	N/A	306	N/A
Mountain View	350	267	350
Pershing	363	201	325
Sunny Side	453	-	380
Middle	604	519	900
High	806	668	1,000
Total	2,576	1,961	2,955

Source: 1981 Master Plan, City of Rawlins Statistical Report Series #2, WY, Department of Education

*Note: Based on 1981 Master Plan

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II. GOALS AND POLICIES



2.0 Goals and Policies

The goals and policies of the master plan update examines existing objectives from the 1981 plan and incorporates new circumstances that are occurring in Rawlins today. Based upon this information and upon the intentions for the future of the city, the City Council and Planning Commission have developed the following goals and policies for Rawlins.

These guidelines serve a dual purpose: (1) to guide development of the land use, housing, transportation and public facilities plans; and (2) to assist city policy makers and administrators in the task of interpreting, enforcing and implementing the goals and polices which are developed in this section.

These goals and policies presented include pre-existing policies from the 1981 plan that are still applicable and useful today and include new policies that have evolved. A note should be made to carefully examine the policies on a regular basis to insure a desired result. Amendments and improvements should be made after careful thought and based on the broad trends which the city experiences, but not on an issue by issue basis.

In order to facilitate understanding of these goals and policies, the following definition of terms is provided for the reader:

Goals: A desired objective or end which may ultimately result in the achievement of the kinds of living, working and recreational environments which are desired.

Policy: A governing principle; a means by which to achieve an established goal. Policies prescribe a general course of conduct which lead toward goal achievement.

The presented goals will assist city policy makers and administrators along with the community to venture into the next millennium with proper guidance and direction.

2.1 General Community Goals and Policies

2.1.1 Goal

Develop the City of Rawlins in accordance with the Master Plan and other approved City functional plans.

- A. **Policy** - The Plan for Rawlins shall serve as a decision-making guide for the future public and private development.
- B. **Policy** - All development proposals will be examined for conformity with the Plan; and if not in accordance with the Plan, will be permitted only if it can be adequately demonstrated that the proposal is an improvement to the Plan and is consistent with the purposes and intent thereof.

- C. Policy - All decisions rendered by the City with respect to both public and private development proposals shall be made on the basis of compliance to the Master Plan. In areas where the Plan is silent, proper planning methods and procedures and development standards shall be employed to assure the best possible results within the realm of economic and legal feasibility.
- D. Policy - Land development will be considered in relation to its long range effect upon the City as a whole, rather than short term benefits.
- E. Policy - Developing the community of Rawlins will be accomplished through the Master Plan incorporating a proactive relationship between the Planning Commission and City Council and bridging communications with the community.

2.1.2 Goal

The Master Plan shall provide for balanced urban growth that includes a sound and diversified tax base.

- A. Policy - The City will welcome and encourage development of commercial, industrial and residential uses consistent with the Plan.
- B. Policy - Development will not be permitted to scatter indiscriminately; but will be permitted in areas provided with public sewer and other necessary urban services.
- C. Policy - New development will be required to "pay for itself" relative to the construction of roads and utilities.
- D. Policy - A corresponding increase in supportive services and facilities shall accompany land development or intensification of land use.
- E. Policy - Encourage land development toward the north, south and east.
- F. Policy - Manage urban growth by making developers aware of existing vacant areas within the city.

2.1.3 Goal

Land use allocations shall be controlled so as to defend and enhance the existing natural environmental functions and to retain aesthetic features for the protection of living conditions in the community.

- A. Policy - Preservation of natural environmental features is desirable and as such, natural features shall be used as land planning tools.
- B. Policy - An adequate amount of open space shall be provided for the use and enjoyment of existing and future generations.

- C. Policy - Public recreation sites shall be maintained and developed to the Parks Master Plan.
- D. Policy - Air quality and curb appeal will be improved by the planting of various trees and becoming a "tree city".
- E. Policy - Public and private participation will be involved in city wide beautification efforts.
- F. Policy - Elaborate on entryways into Rawlins that will appeal to travelers and draw them into the community.

2.1.4 Goal

Land development shall occur in compatible, functional arrangements.

- A. Policy - Related and complementary land uses shall be arranged into supportive clusters.
- B. Policy - The detrimental impact of unrelated and noncomplementary land uses shall be minimized through physical separation by roads and by architectural and landscape buffering.
- C. Policy - The development or use of land in a fashion which contributes to the economic, physical or social decline of the community shall be discouraged.
- D. Policy - Throughout the community, differing but supportive types of land uses shall be compatibly arranged in proximity to one another for their mutual benefit.
- E. Policy - Land use allocations shall be made on the basis of overall community need and planning policy.
- F. Policy - Noncomplementary land uses shall be eliminated as it becomes possible in each instance.
- G. Policy - Work with Carbon County to plan and regulate an enhanced buffer zone around Rawlins for future urban growth.

2.1.5 Goal

The community shall be developed as a collection of functional neighborhoods having a common focal area of interest.

- A. **Policy** - A sense of neighborhood identity in each subregion of the City shall be fostered through the arrangement of related land uses and the proper hierarchical layout of the road system.
- B. **Policy** - Neighborhoods shall be bordered but not penetrated by major roads.
- C. **Policy** - Plan development areas for larger parcel development with appropriate development standards which are suitable for semi rural living.

2.2 Residential Goals and Policies

2.2.1 Goal

Preserve the identity and improve the quality and appearance of existing residential areas through enforcement of performance standards in the Zoning Ordinance.

- A. **Policy** - The City shall maintain comprehensive subdivision regulations governing platting procedures, design standards, required improvements and other factors dealing with the proper subdivision of land.
- B. **Policy** - In order to perform their intended function, ordinances shall be continuously reviewed and amended to meet changing needs.
- C. **Policy** - Nuisances such as smoke, noise, dust, litter, vibrations, soil erosion and others shall be controlled by performance standards in the zoning regulations and other codes and ordinances as necessary.
- D. **Policy** - Improve appearance of neighborhoods through neighborhood zoning and nuisance enforcement that will continually monitor areas for lack of compliance.

2.2.2 Goal

All residential developments shall be located to insure the best use of the land and compatibility with adjacent developments.

- A. **Policy** - The City shall not discriminate between existing and future residential developments in the provision of public services.
- B. **Policy** - Residential development shall be according to well-conceived plans that relate to the area, adjacent developments and suitability of the land.

- C. Policy - The City shall review all development proposals with consideration as to the need for newly platted land for residential development so as not to restrict orderly community growth.

2.2.3 Goal

The Master Plan shall recognize the various needs and desires of the total population and shall provide for diversity and compatibility in living environments.

- A. Policy - All types of housing will be permitted provided each is properly located and the site plans and structural quality are in compliance with the applicable standards.
- B. Policy - Apartment structures should be located adjacent to or very near a major thoroughfare so as not to introduce excessive vehicular traffic onto minor residential streets.
- C. Policy - Apartment buildings shall be located in close proximity to permanent public or private open space such as parks, playgrounds, schools and similar uses.
- D. Policy - The development of alternative forms of housing such as townhouses and condominiums shall be supported in addition to single-family detached homes.
- E. Policy - Update zoning regulations to manage manufactured home usage in residential areas.
- F. Policy - Encourage the development of new housing units in an effort to establish a more permanent housing stock.
- G. Policy - Continue the city operated housing rehabilitation program as long as funding is available.
- H. Policy - Encourage development of assisted housing units for the elderly.

2.3 Commercial Goals and Policies

2.3.1 Goal

Promote and maintain balanced commercial activity that is viable and responsive to the needs of the community and surrounding areas.

- A. Policy - The City shall work with commercial developers in creating site plans with emphasis on efficient ingress and egress, parking areas and landscaping.

B. Policy - The location of new commercial areas shall take into consideration the neighborhood, land use and circulation patterns.

C. Policy - Joint utilization of parking areas shall be promoted.

2.4 Industrial Goals and Policies

2.4.1 Goal

Industrial development shall be encouraged to provide a broad base of diversified employment and to develop an acceptable community environment.

A. Policy - Sufficient land suitable for industrial development in the City shall be designated to preserve it for said use and to avoid needless harm to homes which might develop in potential development areas.

B. Policy - Land use by industry is entitled to protection against residential encroachment just as land zones for residential use is protected against the ill effects of proximity to industry.

C. Policy - Performance standards will be utilized to judge industrial proposals.

D. Policy - The City shall work with industrial developers to insure that industrial development is a community asset.

E. Policy - Locate industrial areas so that they have easy access to major roads. Industrial traffic shall not use local residential streets.

F. Policy - Industrial uses shall be designed to provide adequate off-street parking, loading and maneuvering areas for cars and trucks.

G. Policy - Zones of transition shall be located between areas of heavy industry and commercial or residential use.

H. Policy - Increase development related to Interstate 80 that would contribute increased revenue to the Rawlins community.

2.5 Transportation Goals and Policies

2.5.1 Goal

Accommodate all modes of movement.

A. Policy - City transportation planning shall be coordinated with the plans of the Federal, State and County Governments.

- B. **Policy** - The various modes of transportation shall be recognized as essential elements of a unified system and shall be developed in a comprehensive and related manner.
- C. **Policy** - The City shall continually assess the need for public transit services to existing and future activity areas. The City shall support public transit in the form and to the extent a need is demonstrated.
- D. **Policy** - Support proper maintenance and service of the municipal airport.

2.5.2 Goal

All modes of transportation should be safe, quick and convenient.

- A. **Policy** - Safe and convenient pedestrian and bicycle trails shall be established to link the City's parks and open space systems and to provide access to schools, as well as municipal and commercial service centers.
- B. **Policy** - Hazardous intersections shall be redesigned to improve their safety.
- C. **Policy** - Request WYDOT to enhance the viaduct over I-80 for pedestrian traffic on Higley Blvd.

2.5.3 Goal

Continue to develop a transportation system that allows easy access to all destinations within the community without disrupting residential neighborhoods.

- A. **Policy** - New streets shall be compatible with the neighborhood and adapted as much as possible with the landscape.
- B. **Policy** - All streets shall be scaled to their planned function.
- C. **Policy** - A current major street plan shall be developed and maintained to accommodate the future needs of the City, but premature access roads shall not be provided in conflict with the Master Plan.
- D. **Policy** - Through the development review process, site plans shall be inspected for conformance with the following transportation design guidelines:
 1. Direct access from property to arterial streets shall be limited or prevented whenever feasible.
 2. Access to and from commercial-industrial concentrations or residential subdivisions shall be designed to minimize interference with the flow of traffic on the collector or arterial roads.

3. New developments shall provide adequate off-street parking for their projected needs.
4. The amount of parking area required shall be minimized by encouraging the joint use of facilities among owners and by grouping lots in functional clusters.
5. Where commercial development is allowed along arterials, access to such development shall only be via frontage roads, designed and improved, at the expense of the developer.

E. Policy - Pursue the feasibility of completing Higley Boulevard, as an east bypass.

2.5.4 Goal

Schedule the development of the overall system according to the resources of the City.

A. Policy - The development and maintenance of the transportation system shall be scheduled through a Capital Improvements Program.

2.6 Parks and Recreation Goals and Policies

2.6.1 Goal

Provide a full range of indoor and outdoor recreational opportunities to all residents of Rawlins in a safe, convenient and economical manner.

- A. Policy - Recreation opportunities shall be made available to the total population regardless of age, sex, creed, race or economic status.
- B. Policy - Consideration shall be given to existing and accepted principles, procedures and standards in the formulation of a Master Plan.
- C. Policy - Recreation and park facilities shall be planned on a neighborhood, community, City and County-wide basis as integral parts of a cohesive, well-balanced system, to provide maximum recreation opportunities for all persons residing within the planning jurisdiction.
- D. Policy - Park and playground provisions, where feasible, should be made in each neighborhood, preferably adjacent to school facilities.
- E. Policy - Facilities shall be planned and designed to reflect probable future needs as well as current demand.
- F. Policy - Maximum efforts shall be made to coordinate planning in the public and private sectors.

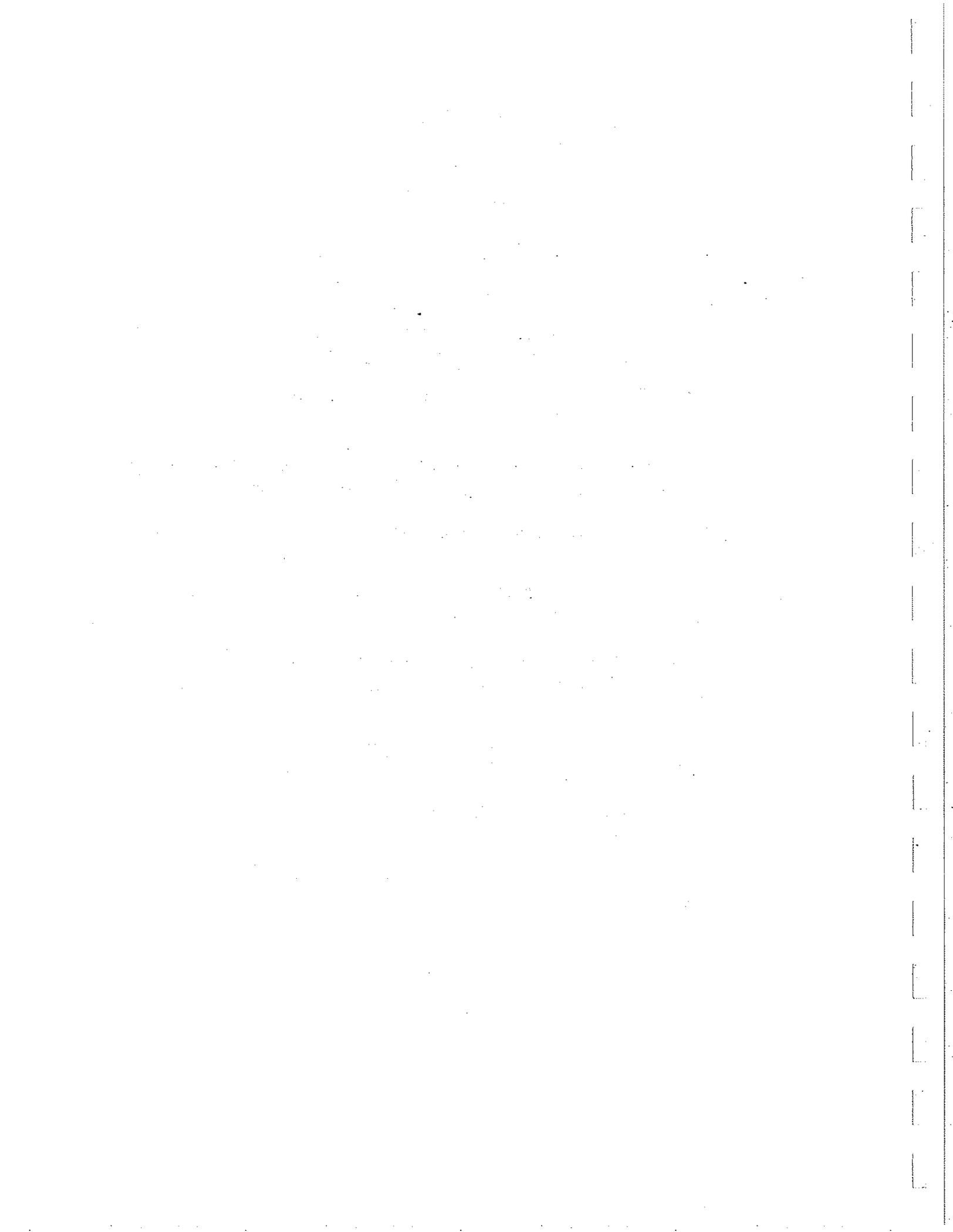
- G. Policy - Link expansion of green belts and park areas to maintenance capabilities of the community. Emphasize low maintenance xeriscaping in design.
- H. Policy - Continue development of pedestrian and bicycle trails, that can accommodate all ages, in and around Rawlins.

2.7 Community Facilities and Services Goals and Policies

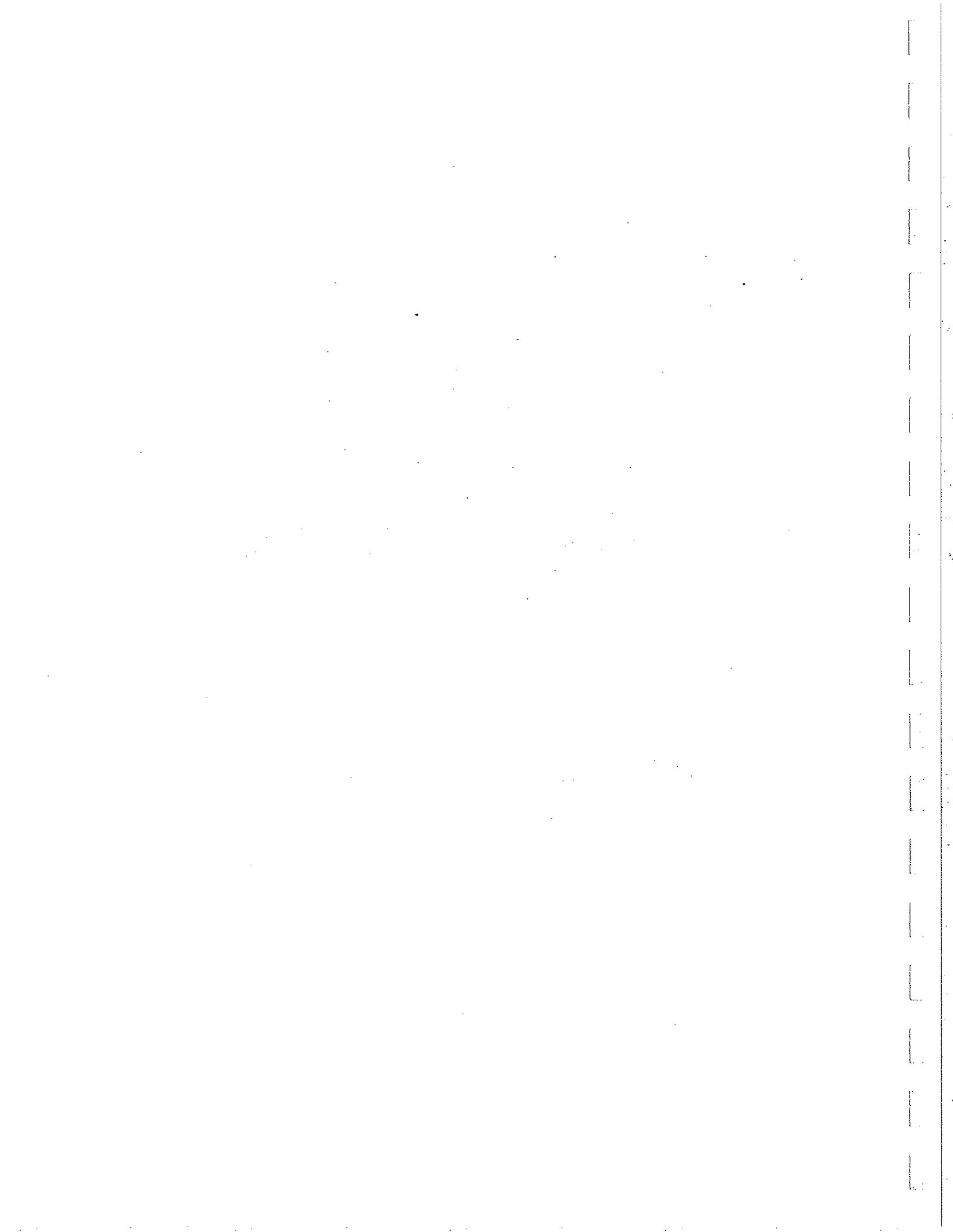
2.7.1 Goal

Provide a system of community facilities and services to the citizens of Rawlins in such a way as to assure their health, safety and general welfare.

- A. Policy - The City shall continue to assess the demand for expanded police and fire protection and provide additional facilities when and where required.
- B. Policy - The City shall continue to upgrade the sewer and water distribution systems as required to maintain safe, efficient and dependable distribution and treatment facilities.
- C. Policy - The City shall assist in making medical services available to citizens of all ages and income levels through cooperation with the medical industry.
- D. Policy - Rawlins shall continue to assist in providing quality education and adequate facilities at all levels, both formal and informal.
- E. Policy - Rawlins shall continue to monitor the sociological needs of the community and encourage the fulfillment of those needs through either public agencies or private organizations.
- F. Policy - The city shall develop a cooperative program with property owners to replace deteriorated curb and gutter and develop it where there is none.
- G. Policy - Develop a permanent facility for post-secondary or continuing higher education classes.
- H. Policy - Develop a multi-use facility downtown that would compliment the existing Jeffrey Center.



III. DEVELOPMENT PLANS



3.1 Land Use Plan - Introduction

The updated land use plan provides a new assessment of residential, industrial and commercial land use needs based on the updated population forecast. Certain development constraints from the 1981 plan have remained the same. The most economical path of growth for Rawlins is still towards the northeast and southeast because of water and sewer availability as well as favorable terrain and fewer natural constraints to growth. What has changed since that time, is the magnitude of growth as well as the market demand for various land uses. In addition redevelopment of the downtown area has been begun under a separate, more specific neighborhood plan and this has worked well. Potential future redevelopment of other neighborhoods such as the West Spruce commercial corridor or the historic neighborhood around the Frontier Penitentiary may also occur in the future. However, such efforts should be completed under a specific neighborhood plan developed at the time that redevelopment is to occur. This approach has worked well for the community in the past. Thus, this plan update deals only with the interface of vacant and partially developed property on the fringes of the community where new development is most likely to occur. In conjunction with this type of growth management approach, plans must include a compatible mixture of land uses as well as utility and transportation infrastructure to support it. In addition, movement or creation of new employment such as construction of the second penitentiary south of Rawlins must be considered.

The balance of this section relates to the changes which have occurred and the presentation of a new development plan for the community which is fully integrated with the old plan. Where the plan update is silent, the original plan remains viable and should be consulted. This applies to the majority of the built environment in the existing city. The plan update addresses the requirements of new growth which may occur through the year 2020 or longer. It contains ample room for market choice and competition without over planning the community. It is intended to indicate a pattern of growth which is efficient and desirable. It is not meant to be final authority but merely a guideline. However, it should be remembered that while each land use decision is incremental and may be, in itself, appear inconsequential, the cumulative pattern of decisions may significantly alter the character of the community in the future. Thus the land use plan can and does act as a foundation to prevent indiscriminate, haphazard or inefficient development.

3.1.1 Land Demand Forecast

The 1981 plan is based on a development intensity which is much greater than what is foreseen in this plan update. Ultimate population levels for the city in the 1981 plan ranged from a low of 25,000 to a high over 41,000. Likewise, household sizes and housing densities were also presumed to be quite high with a minimum of 2.4 persons per household in the category of high density residential up to 3.2 persons per household in very low density residential. In the 1990 Census Rawlins average household size was approximately 2.6 persons.

In the 1981 plan residential density ranged from a low of 2.4 dwellings per acre in very low

density residential to a high of 8 to 20 units per acre in high density residential. Low density which includes the majority of single family neighborhoods was to be developed at 2.5 to 5 units per acre growth which is quite dense. The resulting plan estimated total residential land demand at 1,577 acres additional at full build-out, with average densities ranging from 5.7 to 9.3 units per acre.

Based on the new population forecast, as well as more up to date market demand, this plan provides a much less intense development scenario. Table 3.1.1A and B provides an estimate of future household demand based on the updated forecast in Section I.

Table 3.1.1A **City of Rawlins**
Estimate of Potential Future
Household Demand 1990-2020

YEAR	POPULATION		AVERAGE HOUSEHOLD SIZE	TOTAL NUMBER OF HOUSEHOLDS
1990	8,642*		2.63	3,280 (base)
2000	Low	8,706**	2.6	3,348**
	Moderate	9,205		3,540
	High	9,533		3,666
2010	Low	9,575	2.5	3,830***
	Moderate	10,283		4,113
	High	11,465		4,586
2020	Low	10,509	2.5	4,203
	Moderate	11,923		4,769
	High	13,742		5,496

* Includes only non-institutional population.

** All projections include an assumed adjustment of 1,100 for the projected inmate population.

*** All projections are cumulative from the previous decade.

Table 3.1.1B **Summary of Household Demand**

Total Demand Formula (population ÷ average household size) - 1990 base households = net increase	Households		
	Net Increase	Low	High
	1990-2000	68	386
	2000-2010	550	1,306
	2010-2020	923	2,126

This demand is calculated in a range of 923 to 2,126 additional households by the year 2020. This would result in an ultimate average housing demand of 30 to 70 additional housing units annually over the planning period.

Utilizing this general demand range it is important to designate an appropriately large residential growth area in the land use plan which can accommodate the highest range of growth expected as well as additional area to promote a healthy choice of housing types and land availability.

Housing market demand is difficult to predict, however, it is assumed that the majority of development will be medium or high density development due to development cost factors versus income distribution in the economy. Low density and very low density development will represent a much smaller portion of the market. These later areas will, however, consume large acreage versus the amount of population they absorb.

In addition, average household size will fluctuate between various densities. Generally high density development and very low density has smaller average household size while medium density contains the highest. Table 3.1.1C summarizes the assumed density and household factors utilized in the demand calculations.

Table 3.1.1C **Projected Density Factors**
Rawlins, Wyoming 1990-2020

Residential Density Classification	Average Units Per Acre	Population Distribution	Average Household Size - P/PH
High	8.0	45%	2.3
Medium	3.0	48%	2.6
Low	.9	5%	2.2
Very Low	.2	2%	2.1

Table 3.1.1D portrays the final land demand calculation upon which the proposed development plan is based. In each decade period, a low, moderate and high range calculation is made for each density type as well as an estimate of dwelling units and population to be absorbed.

As in Table 3.1.1A these calculations are based on a population level which is lower than the forecasted population because of a reduction for the inmate population. This population is counted as part of the overall city population but does not enter into the household calculations. For the planning period this population adjustment is assumed to be 1,100 persons.

Table 3.1.1D

Rawlins Residential Land Demand Forecast
1990-2020

YEAR 2000												
LOW POPULATION				MODERATE POPULATION				HIGH POPULATION				
Total Population		8,706		9,205		9,533		Total Population		Total Population		
Net Change		64		563		891		Net Change		Net Change		
Density Type	Pop	Units	Acres	Pop	Units	Acres	Pop	Units	Acres	Pop	Units	Acres
HD	29	12.5	1.6	253	110.2	13.8	401	174.3	21.8	428	164.5	54.8
MD	31	11.8	3.9	270	103.9	34.6	45	20.3	22.5	18	8.5	42.4
LD	3	1.5	1.6	28	12.8	14.2	563	232.2	89.4	891	367.6	141.6
VLD	1	0.6	3.0	11	5.4	26.8						
Total	64	26.4	10.2	563	232.2	89.4	891	367.6	141.6			
YEAR 2010												
Total Population				9,575				11,465				
Net Change				933				2,823				
Density Type	Pop	Units	Acres	Pop	Units	Acres	Pop	Units	Acres	Pop	Units	Acres
HD	420	182.5	22.8	738	321.1	40.1	1,270	552.3	69.0	1,355	521.2	173.7
MD	448	172.2	57.4	788	303.0	101.0	141	64.2	71.3	56	26.9	134.4
LD	47	21.2	23.6	82	37.3	41.4	2,833	1,164.5	448.5			
VLD	19	8.9	44.4	33	15.6	78.1						
Total	933	384.9	148.2	1,641	676.9	260.7	2,833	1,164.5	448.5			
YEAR 2020												
Total Population				10,509				13,742				
Net Change				1,867				5,100				
Density Type	Pop	Units	Acres	Pop	Units	Acres	Pop	Units	Acres	Pop	Units	Acres
HD	840	365.3	45.7	1,476	641.9	80.2	2,295	997.8	124.7	2,448	941.5	313.8
MD	896	344.7	114.9	1,575	605.7	201.9	255	115.9	128.8	102	48.6	242.9
LD	93	42.4	47.1	164	74.6	82.9	5,100	2,103.8	810.2			
VLD	37	17.8	88.9	66	31.2	156.2						
Total	1,867	770.2	296.6	3,281	1,353.5	521.2	5,100	2,103.8	810.2			

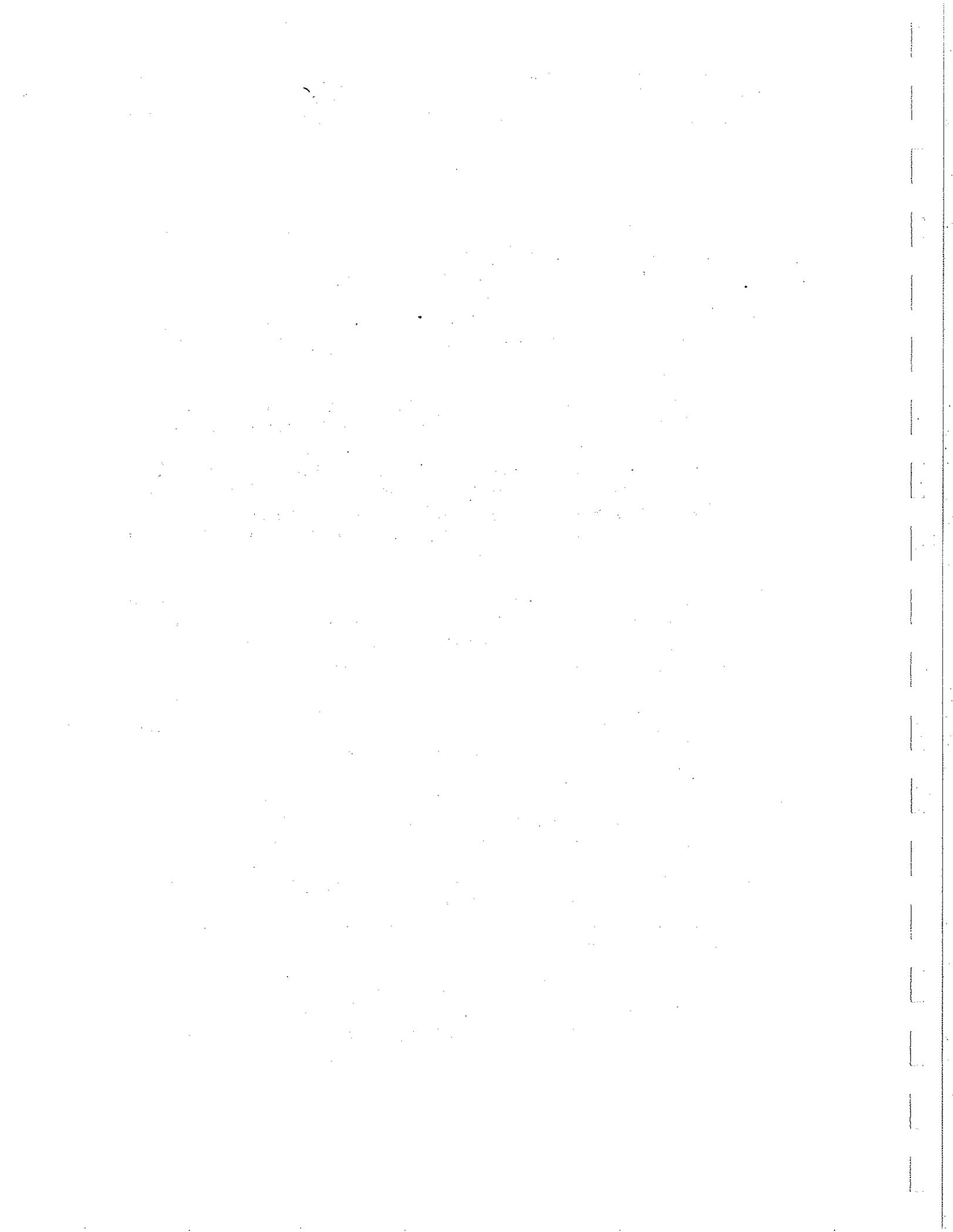
Based on this analysis residential land demand is forecast to require 770 to 2,104 residential units by the end of the planning period in 2020. This would result in consumption of 297 to 810 acres for residential development by 2020. In the next section the development plan for meeting this demand is presented.

3.1.2 Future Land Use Plan

Figure 3.1.2 illustrates the Future Land Use Plan for the Rawlins Urban Planning Area. The total recommended planning area covers 28 square miles or approximately 17,920 acres. The current area of the incorporated city is 7.1 square miles or about 4,544 acres.

In concept the updated land use plan is similar to the 1981 plan in terms of growth direction and pattern. However, it also differs from that plan in several important respects. These can be summarized as follows:

- 1.) The scope and intensity of proposed residential development is much less than the 1981 plan and is in closer harmony with the historical development pattern in Rawlins.
- 2.) Commercial development areas around the south interchange of I-80 have been enlarged considerably to accommodate expected expansion of Interstate oriented business such as motels, restaurants and other support businesses. This reflects a process which was begun after the 1981 plan was amended for the establishment of a major truck stop and motel in the area.
- 3.) Market desire for areas which can provide viable "ranchette" development were also included in this plan. All three areas shown on the map can easily be served by city water (a key to successful large parcel development). These areas are all located in scenic areas but are buffered from other residential development.
- 4.) Park and public land dedication is smaller and more compact than in the 1981 plan in keeping with the city's desire to closely control expansion of the current park system without corresponding increases in revenue for maintenance.
- 5.) Commercial areas in the northeast development area have been considerably decreased in scope, to a size commensurate with neighborhood services only. This will strengthen the existing business districts in the older portions of the city.
- 6.) The areas designated as open space have been confined to "view sheds" such as the south slopes of Rawlins Peak and the north slope of "R" hill. Other areas have been designated as Ranching, Agricultural and Mining (RAM) to fit with likely county zoning of these areas.
- 7.) An expansion area for the Wyoming State Penitentiary has also been shown to the east. This will accommodate further expansion of the facility beyond the current expansion as this facility becomes an even more important component of the city's economic base.



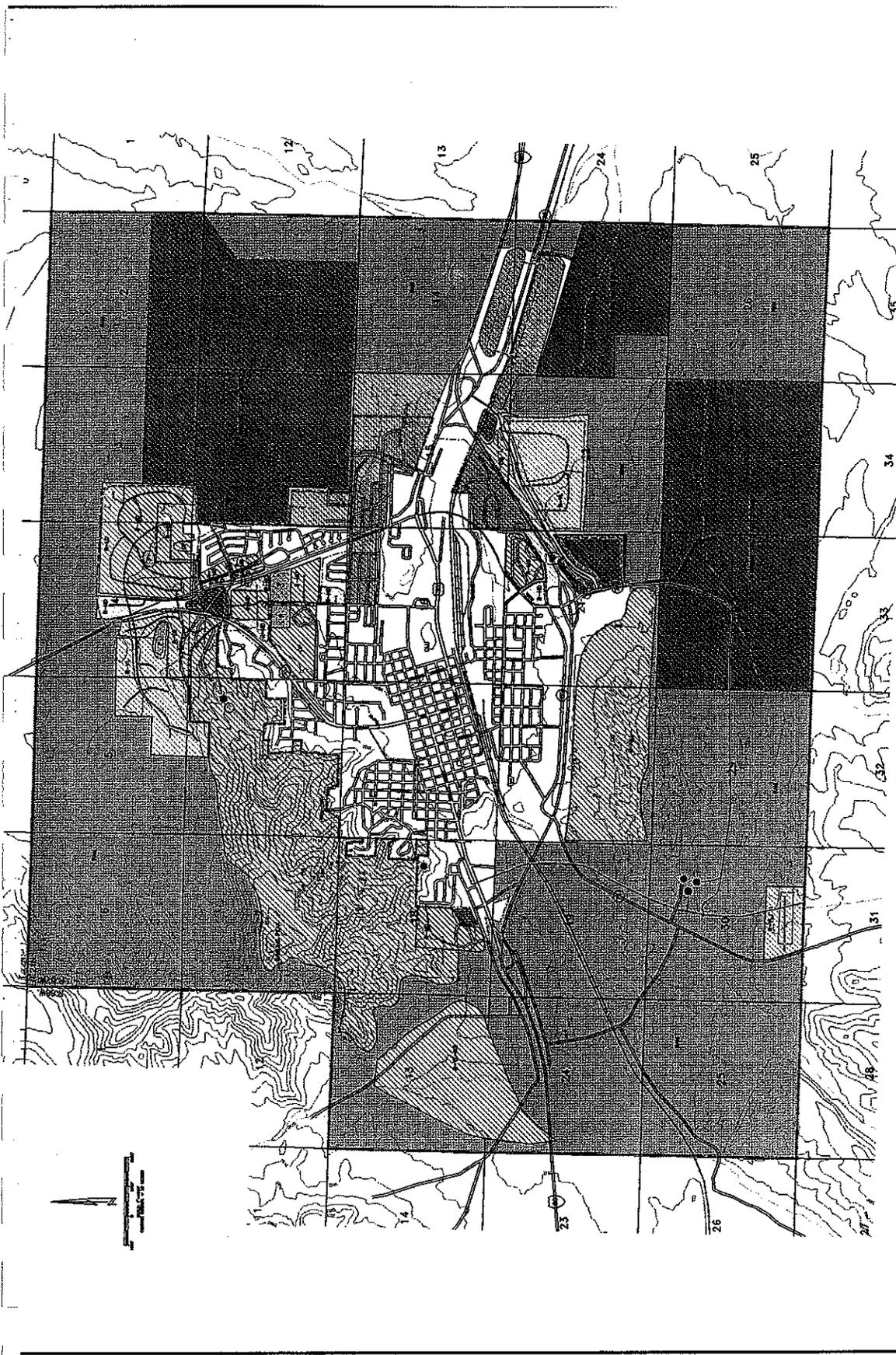


FIGURE 3.1.2 CITY OF RAWLINS, WYOMING - FUTURE LAND USE PLAN

SYMBOLS	
URBAN PLANNING BOUNDARY	—
CITY LIMITS - EXISTING 1989	—
PROPOSED COLLECTOR STREET	—
EXISTING WATER	○
PROPOSED WATER	○
RESIDENTIAL	
VERY LOW DENSITY (1-2 UNITS PER ACRE OR MORE)	R-1
LOW DENSITY (3-4 UNITS PER ACRE OR MORE) FULL CITY	R-1D
HIGH DENSITY (5-10 UNITS PER ACRE OR MORE)	R-HD
COMMERCIAL	
COMMERCIAL (CENTRAL BUSINESS DISTRICT)	C
INDUSTRIAL (LIGHT OR HEAVY)	I
OPEN SPACE	
AGRICULTURE (GENERAL USE)	A
OPEN SPACE (FOR RECREATION)	OS
EXISTING USES	
COMMITTED LAND USES (GENERAL BULK DEVELOPMENT)	CLU
VERY LOW DENSITY (EXISTING LAND DEVELOPMENT)	VL
LOW DENSITY (EXISTING)	L
MEDIUM DENSITY (EXISTING)	M
HIGH DENSITY (EXISTING)	H
COMMITTED INSTITUTION (USE QUARRY AREA)	CI
INTENSIVE AGRICULTURE (OR RECREATION, COMPACT INTENSIVE)	IA
PUBLIC AND SEMI PUBLIC	
PARKS AND RECREATION (EXISTING AND WITHOUT ACQUISITION)	P
OTHER PUBLIC (SCHOOL AND OTHER PUBLIC USE)	OP

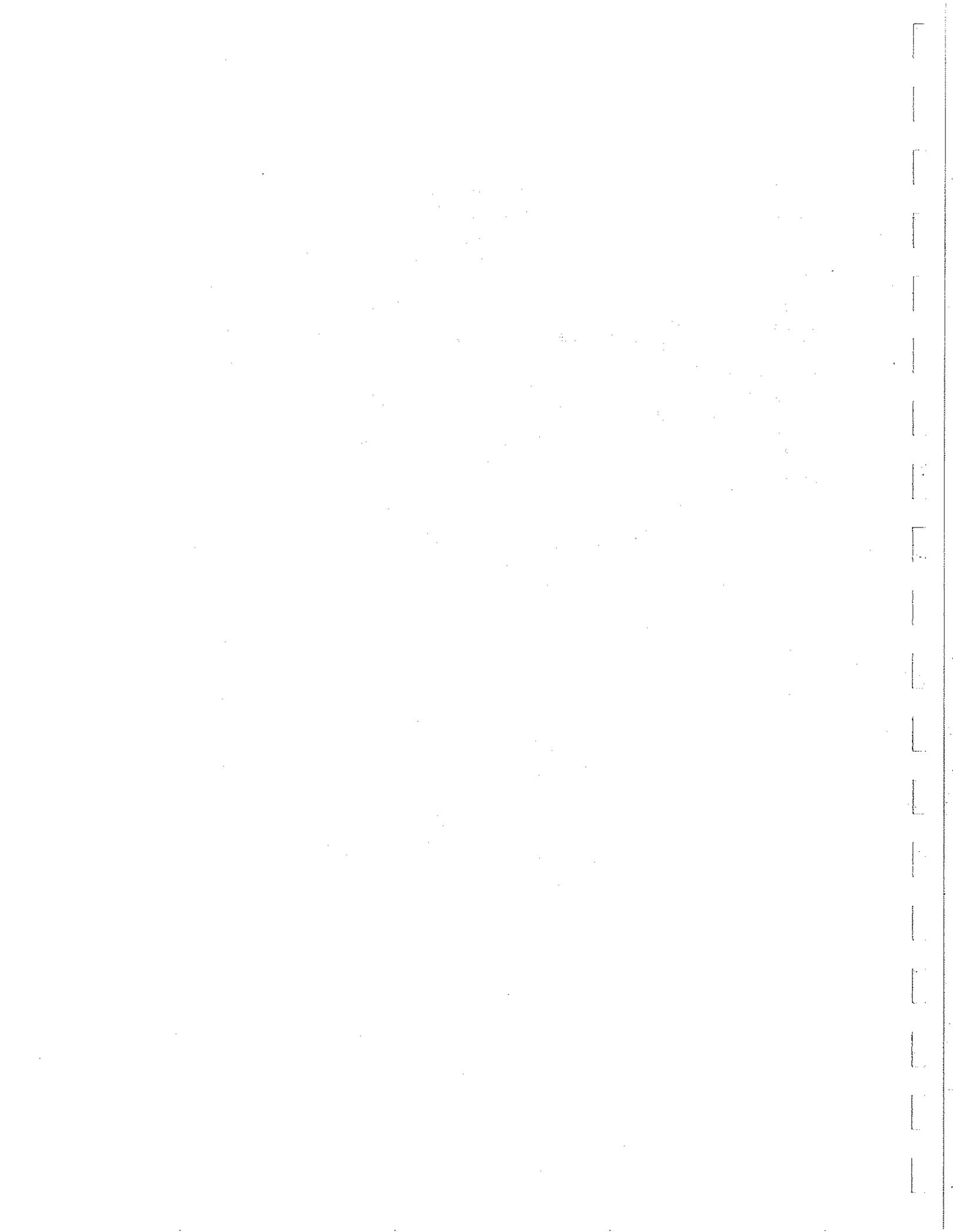


Table 3.1.2 shows the residential land use allocations of the updated plan in relation to the maximum projected demand calculated in the previous section.

Table 3.1.2
Future Land Use Plan
Residential Land Use Allocations

Category	Maximum Demand Calculation	Plan Acreage	% of Demand	Dwelling Units	POP
R-HD	125	139	111%	1,112	2,891
R-MD	314	342	108%	1,026	2,667
R-LD	129	131	101%	118	260
R-VLD	243	515	211%	103	216
Total	811	1,127	139%	2,359	6,034

Based on the allocation shown, this plan would easily accommodate the high growth scenario with a city wide household population of up to 15,000 persons and a 150% increase in the number of households over 1990.

The large allocation of very low density acreage is unlikely to be achieved in the current market and will act as an "urban reserve" if additional, higher density development area is needed. For example, if an additional 200 acres in this category were utilized instead as medium density because of changing market demand, this could provide an additional 600 dwellings accommodating an additional population of over 1,500. Under high density development 200 acres could provide for 1,600 dwellings and accommodate 3,500 in additional population. The very low density residential areas are all located such that full utility development is possible under a higher demand scenario. Thus this plan is flexible enough to accommodate almost any residential development scenario which the city might face in the next 30 years.

In keeping with the economic forecast which calls for modest growth over the next 25 years, industrial and commercial land use areas have been decreased slightly from 1981. There is considerable opportunity for redevelopment, infill and more intensive utilization of existing commercial and industrial property throughout the city. By keeping this type of development compact and concentrated, a more efficient and economical development pattern may be achieved for this type of property. The allocation of large new areas of commercial and industrial would undoubtedly work against this goal.

In total there is 617 acres of industrial designated by the plan of which only about 40% is currently developed. In the 1981 plan about 884 acres were designated as industrial. There are, however, significant large areas zoned industrial within the city in the existing developed area. Many of these areas are, however, raw land along the railroad with poor access to both transportation and utilities. These lands are not likely to contribute significantly to the future development of the city's industrial base, but are appropriately designated because of their proximity to the Union Pacific main line and

lack of suitability for other uses. The combination of planned areas and existing zoned areas is more than sufficient to meet current and future industrial needs.

Additional commercial areas consisting of about 140 acres are designated at key areas near the east and south interchanges as well as two small areas in the northeast and one near the hospital. Again considerable opportunity for redevelopment and infill exists in the developed portions of the city. By decreasing outlying commercial areas to only those needed to serve specific market niches, the existing areas will be strengthened. The combination of newly designated areas and existing zoned commercial areas is more than sufficient to serve the future needs of the community for the foreseeable future.

3.2 Transportation Plan

The purpose of this section is to continue development of the transportation plan. The 1981 Master Plan provides the particulars of the transportation system including identification of functional classification of existing streets, development of design standards for each classification and a projection of the traffic volumes on the major segments of the system. This update will address the continued development of the Transportation Plan incorporating its goals and to continue development of this system which allows easy access to all destinations within the community in conjunction with the resources of the city.

Transportation improvements since the adoption of the 1981 plan consist of removal of median strips from three blocks of Cedar Street improving traffic flow and the Wyoming Department of Transportation's (DOT) completions of the West Spruce Street project along with the reconstruction of East Cedar Street from the Airport Road to Third Street.

The development of Higley Boulevard, as was originally foreseen in the 1981 plan, from U.S. 287 bypass to the I-80 interchange would improve future north-south traffic flows and accommodate northerly traveling vehicles with an easier access to the commercial districts of the city. Further expansion of the Wyoming State Penitentiary in the southeast portion of the city and expected expansion of new housing in the northeast portion of the city will increase the need for expanded and enhanced access. This would also be well served by construction of Higley. The project should be restudied and consideration given to completion during the next planning period.

It has also been identified that there is a need to expand the Colorado/Washington Street underpass with a second tube. This will relieve traffic congestion between the north and south side of the city while alleviating safety issues caused by a narrow ingress-egress situation.

3.3 Sewer and Water

In this section of the update the plan presents future demands that will be placed on the sewer and water system. This will serve as a guide for changes that will be needed to meet future growth and will also insure adequate water and sewer for the future growth areas of the community.

3.3.1. Sanitary Sewer

Since 1981 Rawlins has constructed a waste water treatment plant bringing the city into compliance

with the U.S. Environmental Protection Agency (EPA). This plant is designed to treat 2.8 million gallons per day (mgd) and has a peak sewage flow at 160 gallons daily per capita.¹⁸

The average daily summer waste water treatment for 1996 was 1.5 mgd, which relates to a little more than 50% capacity usage.¹⁹ The Master Plan scenario for future waste water treatment was based on a higher population than what actually did occur. This plan forecasted the population at 19,511 for the year 1990. Therefore, the assumption used for the development of the 1981 sewer system plan has become obsolete.

At present, the treatment plan can easily accommodate Rawlins population. Based on the Housing Survey completed in the fall of 1997, the current plant can treat an additional 3,430 households which would facilitate over 18,000 people. Based on WLC population projections for the year 2020, Rawlins population should range between 11,609 to 14,842. These numbers fall well within the current plant capacity. The only additions needed to the system will be extensions of trunk sewer mains to serve new development areas shown in the Future Land Use Plan.

3.3.2 Domestic Water System

The same basic assumptions that were in effect for the sewage system were also utilized for the water plan, making these assumptions outdated.

In 1989, Rawlins replaced the old wood stave pipeline and installed a new steel pipeline, delivering municipal water from the Springs in the upper Sage Creek Basin and the Nugget Aquifer Wellfield.

Rawlins' water demands during the summer months can exceed the available supply of water from Sage Creek Basin and Nugget Wellfield. As a result of this deficiency, water is taken from the storage reservoirs of Peaking and Atlantic Rim. However, the quality of water can be poor at times, which causes a taste and odor problems. The water treatment facility consists of four diatomaceous earth filters which have a combined capacity of 8 mgd.²⁰ The plant was designed for expansion to 12 mgd by adding two (2) filters.²¹ Additional improvements to the water treatment plant should be under taken in order to correct the taste and odor that can, at times, be found when using the reservoirs.

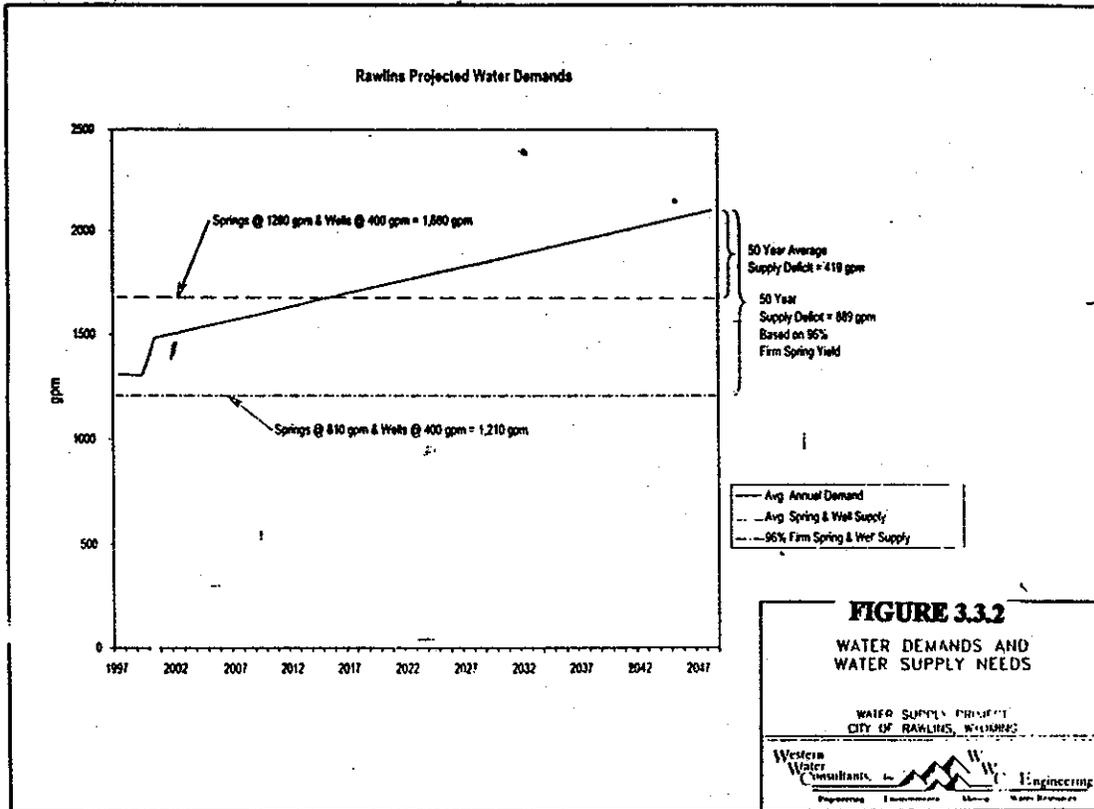
¹⁸Rawlins Housing Assessment, 1st Edition, March 1997, page 24

¹⁹Ibid

²⁰Western Water Consultants, Inc., City of Rawlins Water Supply Project, Phase 1 Report, October 2, 1997, page 27.

²¹Ibid

While the treatment plant is capable of treating water during the planning period, the Springs and wells could reach deficit proportions by the year 2015.²² Figure 3.3.2 illustrates the water supply needs for a 50 year planning period.



²²Western Water Consultants, Inc. City of Rawlins Water Supply Project, Phase I Report, Oct. 2, 1997.

By looking at the average Spring (1280 gpm) and the well (400 gpm) supply, one can conclude that Rawlins will be faced with a water deficit in approximately 18 years. The increase in water demand around the year 2000 is adjusted to accommodate the WSP expansion. As shown, the existing supplies cannot meet future needs and at present has difficulty meeting supply needs when spring productions are low.

Therefore, an analysis of alternatives which includes the North Platte River pipeline, Sage Creek Springs expansion and Nugget wellfield improvements, will need to be made in order to continue development of water supply for the City of Rawlins. By implementing the options listed in the Water Supply Project and their project cost estimates, Rawlins will be able to determine which alternative will be most feasible. As is true with sewer, new growth areas will also necessitate expansion of in-town storage and extension of trunk mains, especially in the northeast portion of the community.

3.4 Community Facilities Plan

This portion of the plan addresses any additional requirements for community facilities involving city government, police protection, fire protection and parks and recreation. Presently, there have been numerous improvements to these areas since the 1981 plan. Rawlins will continue on a regular basis to address community needs for future enhancement of these facilities and proceed to make essential adjustments as needed.

3.4.1 City Government

As of 1993, Rawlins remodeled The Old Post Office to house the new City Administration building located at 6th and Cedar Street. The facility was located in the downtown area, which followed the guidelines set by the 1981 Development Plan for city government's location. Presently, the building is quite adequate for the efficient operations of the city government, but may require further updating in the future.

3.4.2 Police Protection

The Old City Hall now houses the Rawlins Police Department. The building has been remodeled to accommodate a new E-911 system console, and jail facilities are still provided by the county jail. Improvements are needed on the animal shelter located near the Airport Road and a vehicle replacement plan may need to be implemented to update police vehicles. Rawlins will need to monitor and assess these present needs and decide to what extent any additional improvements are needed in the future.

3.4.3 Fire Protection

Since the 1981 Master Plan, the Fire Department has added Fire Station No. 2, located on the south side of Rawlins. Both stations together can cover community fire protection needs and have been rated "class 4", indicating very adequate water supply and fire department services. Continuous improvements of old equipment and establishing a Hazardous Materials Response Team will only improve the community fire protection. Building the extension of Higley Boulevard could enhance fire

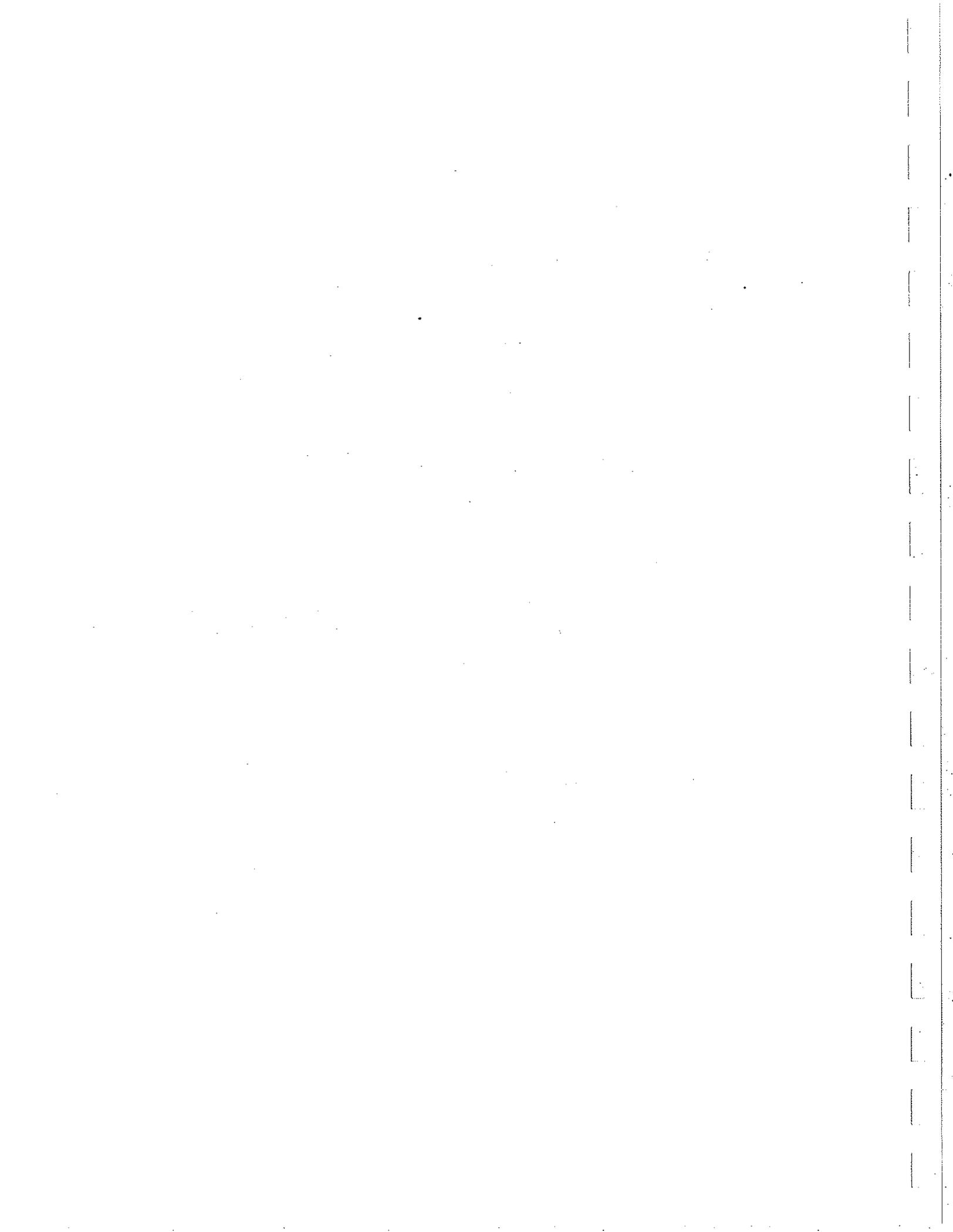
protection in the northeast portion of the city by integrating the full fire protection capabilities of the department with better access to the southside station.

3.4.4 Parks and Recreation

The city has constructed a Family Recreation Center, built in 1988, as had been recommended in the 1981 plan. In addition to the center, construction has started on the Rawlins Memorial Sports Complex. The Parks and Recreation department oversees several parks within the community and provides approximately 200 recreational activities throughout the year. A joint use agreement between School District One and the department should be continued, eliminating any unnecessary duplication of facilities. The department has been involved with beautification plans for the city and has completed two greenbelt areas, one on West Spruce Street and the other on East Cedar Street.

This department has numerous responsibilities and as such, needs to concentrate on current activities and expand or improve its facilities only as needed in conjunction with expansion of the city's capability to pay for additional maintenance.

IV. IMPLEMENTATION STRATEGIES



4.0 Introduction

Rawlins has been quite successful in implementing its planning program from the 1981 plan. This is in spite of a dramatically altered economic scenario for the community since that time. In addition it has accomplished many community improvements not foreseen at the time the plan was adopted. This includes major improvements to the water supply system, both in town and in treatment and storage, dramatic progress in revitalizing its historic downtown area, acquisition of the Frontier Penitentiary, construction of a new indoor recreation center, improvement to arterial streets, and many smaller improvement projects to neighborhood streets, water lines, sewer lines and drainage. The city has operated a successful housing rehabilitation program since 1984 and is continuing to provide for low income housing needs through recent approval for construction of additional subsidized housing in the community.

The foundations for a continued healthy community have been laid by previous planning and commitment of local officials. Further implementation of this plan should follow the pattern of forward thinking management which has marked the last 18 years under the old plan. This implementation program is therefore an extension of the previous plan and should be viewed as continuing from the 1981 plan.

4.1 Growth Management

As in 1981, this plan is primarily a growth management plan for the development of Rawlins. Under a reasonable range of population and economic forecasting the land use plan will accommodate expected growth for well beyond the planning period of 2020. However, as in 1981, care must be exercised in prematurely extending public infrastructure or subsidizing the extension of city maintained improvements except where there is a clear economic benefit to the taxpayer of the city. In addition rural growth should be designed and developed to maintain self-sufficiency throughout its life in order to prevent future costs to the taxpayer if such development fails. Based on these assumptions the following growth management principles should apply to the Rawlins Urban Planning Area:

Growth Management Principles

- 1.) Infrastructure shall only be extended at the cost of the developer. Growth shall pay for itself unless there is clear economic justification for public expenditure in development projects.
- 2.) Each development proposal shall continue to undergo complete evaluation for appropriateness, suitability and adequate design.
- 3.) Development shall remain compact and in proximity to services.
- 4.) Development shall be built to city standards and at an economical density for services if it is to be annexed and provided with full city services.
- 5.) Semi-rural, "ranchette" development may be served by city water only, provided it meets specified design criteria and is in conformance with the land use plan in terms of

density and location. Such development shall not be eligible for annexation without first meeting all development standards of the city. Water service may be provided at different user rates and fees as specified in state statutes and city policy.

- 6.) Commercial and industrial development shall be located and designed to be compatible with adjoining residential development and the land use plan.
- 7.) The city shall continue to seek funding and develop its capital facilities in an orderly and planned manner according to a multi year program.
- 8.) The future redevelopment of existing neighborhoods and commercial areas shall be conducted according to established neighborhood plans in the same manner in which downtown revitalization has occurred.

4.2 Intergovernmental Coordination

The 1981 plan included a plan for development of areas adjacent to but not yet incorporated into the city. It also included areas such as the Cherokee Ranch west of Rawlins which were not intended to be annexed to the city. The plan was adopted by the city and concurred to by the Carbon County Commission as required by Wyoming State Statute. This plan is intended to strengthen the basis of cooperation between the city and county by establishing an Urban Planning Boundary around the City of Rawlins to provide a development buffer and common land use plan for the area around the city. By readopting the plan and entering into a growth management agreement between the City of Rawlins and Carbon County the coordinated development of the urban fringe area will be assured. The county should zone all underdeveloped lands outside the city limits as RAM or other appropriate designation compatible with the land use plan for the Urban Planning Area.

Subdivisions approved within one mile of the city limits should also conform with the land use plan in density and design so that they may be annexed and or serviced by the city as appropriate. Rural or semi rural development should also conform to city standards so that at minimum the city can furnish water. Lands outside the Rawlins Urban Planning Area shall be developed as the county deems appropriate without direct input from the city.

Other intergovernmental coordination will include close working relationships between the City of Rawlins and School District Number One, Federal Agencies, especially the Bureau of Land Management and the State of Wyoming. All of these entities are significant property owners within and around the city and provide services within the urban planning area.

4.3 Regulatory Recommendations

The zoning, subdivision and mobile home park ordinances as well as adopted building and nuisance codes are all important tools for implementing the goals and policies of the master plan. These ordinances and codes should be kept up to date and revised as necessary to support the implementation program. In particular the following recommendations are made:

- 1.) Zoning regulations should continue to specify residential densities which are generally

in conformance with the plan.

- 2.) Performance standards should ultimately provide for common development standards such that all development performs equally and does not become a burden to current or future taxpayers.
- 3.) In those areas where natural hazards or constraints exist such as flood plains, steep slopes, expansive soils etc., regulation should prevent non-compatible development from occurring.
- 4.) Land use regulations should be kept current with changing market demands and conditions such that the regulations do not unduly or unnecessarily hamper the residential, commercial or industrial development of the city.
- 5.) In keeping with number 4, zoning and subdivision regulations should be updated to allow for very low density, semi rural development which is compatible with proximity to the city. Commonly referred to as "Ranchettes", such development when properly designed and with adequate services can fulfill a niche in the housing market which is currently in demand. Standards which frequently lead to successful very low density developments are as follows:
 - a.) Availability of public or community water;
 - b.) Placing limits on numbers and type of livestock;
 - c.) Controlling density and lot splits. Generally lot sizes of 5 to 40 acres are most desirable;
 - d.) Providing limitations on business uses and storage of vehicles or junk on properties;
 - e.) Provision of legal access via platted streets. These streets are developed as either a rural, paved, cross section or upgraded gravel roads with improved drainage and driveway accesses. Such a road should be maintained by a homeowners association;
 - f.) Provide for minimum aesthetic or architectural standards for residential and accessory buildings;
 - g.) Require manufactured housing to be on a foundation and meet the same siting standards as stick built construction;
 - h.) Require the developer to install perimeter fencing around each parcel;
 - i.) Require percolation testing and proper design of individual waste water systems or septic tanks.

4.4 Capital Improvements Program

In the 1981 plan a generic discussion about how to establish a capital improvements plan was included. Since that time the City of Rawlins has developed more sophistication in both planning and implementing capital improvement projects. The city has been successful in accomplishing many major facility upgrades and in building new facilities. Examples include complete replacement of the Sage Creek Pipeline, construction of a new water treatment plant, construction of a new waste water plant, construction of a new family recreation center, construction of a new fire station and myriad of other large and small projects. At this stage it seems more important to simply state that a programmed approach to capital facilities development will continue.

However, the land use plan does highlight some specific long range capital priorities which will need to be pursued to fully implement the plan. In this section these are again highlighted in one place so that they can be appropriately addressed:

Transportation

- 1.) Construction of Higley Boulevard connecting U.S. 287 and the south interchange of I-80 should be reevaluated and reconsidered for funding. The link will become more important to connect the major residential growth area in the northeast to the expanding employment at the State Penitentiary. It would also be important to linking the growing commercial development at this interchange with the rest of the community.
- 2.) A second tube should be considered at the Washington Street under pass to improve egress and ingress to the south side residential neighborhood.
- 3.) Improved signage directing traffic from the south interchange to downtown should be considered.

Water

- 1.) The 1997 water supply study outlines additional treatment supply and storage needed to improve water quality currently and as the population grows.
- 2.) Additional water trunk lines and storage will be necessary in the northeast development area as this sector develops. Further trunk development will also be needed in the southeast development area east of Rip Griffins. Future development in both areas should be sized to accommodate future as well as current development.

Community Facilities

- 1.) Expansion of Highland Hills School would ultimately be needed to accommodate the larger population as this area continues to develop. There may even be a need for a second school in this area someday.

- 2.) This plan calls for the establishment of two additional parks in the northeast area as this area develops. This should be undertaken only when city revenues and/or population increases warrant. However, provision should be made for land dedication as this area develops.

- 3.) A need has been expressed for a multi use facility of a clear span nature for trade shows, meetings and conventions. This facility should not duplicate the capacity of the Jeffrey Center but complement it. A location downtown, near the Jeffrey Center would also be desirable. There are several potential redevelopment blocks downtown where this could take place such as the location of the now vacant Ferris Hotel.

