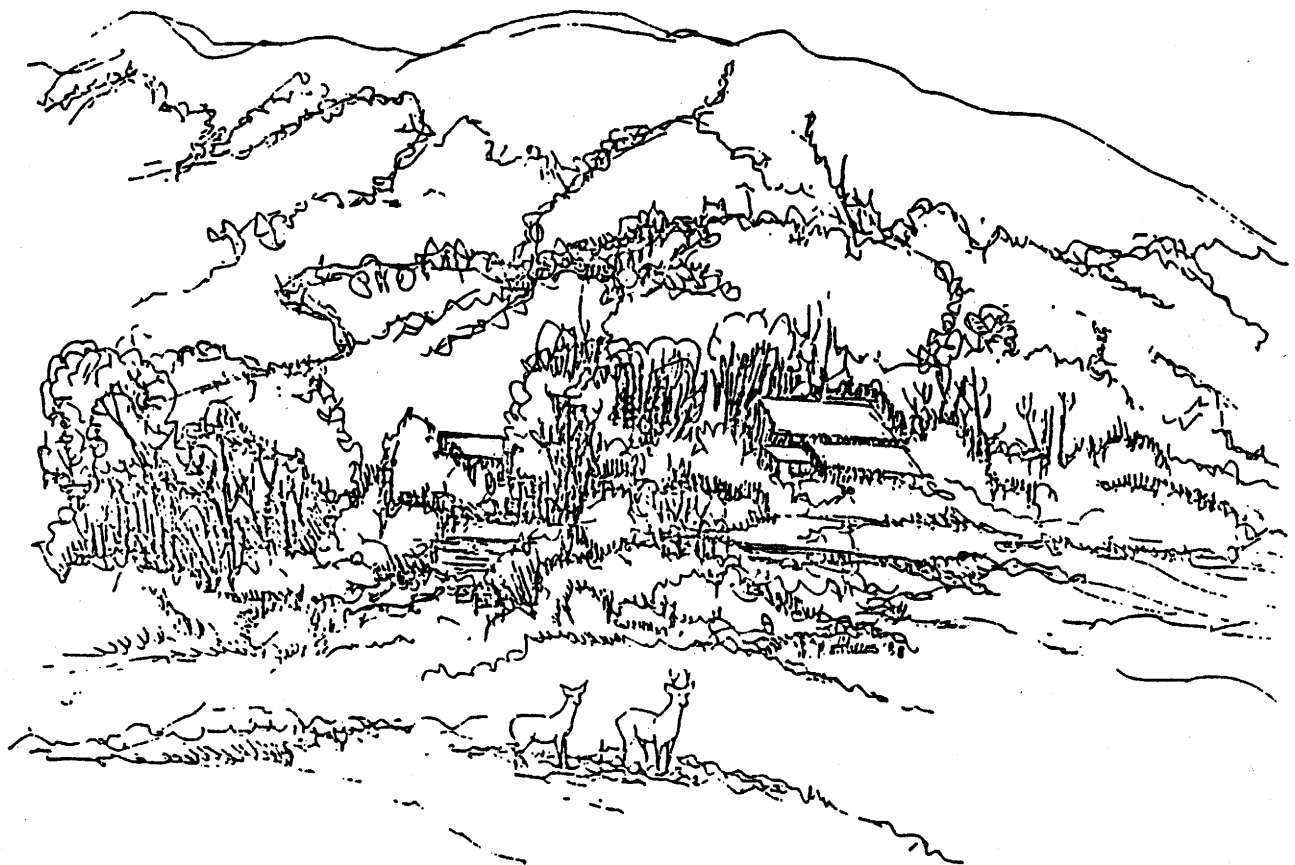


**GOVERNOR'S ECONOMIC
DEVELOPMENT
SEMINAR AND FIELD TOUR
CARBON COUNTY, WYOMING**

**COMMENTS AND SUGGESTIONS
FROM
TOUR PARTICIPANTS**



August 24, 25, 26, 1988

EDITED BY:

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Paul Schwieger, Chief, Water Division, Economic Development and
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Donald J. Brosz, Associate Director, Wyoming Water Research Center,
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Wyoming, Laramie, WY.

GOVERNOR'S ECONOMIC DEVELOPMENT SEMINAR AND FIELD TOUR

The Governor's Economic Development Seminar and Field Tour was held in Carbon County on August 24, 25 and 26, 1988. The purpose of the Seminar and Field Tour was to inventory, review and discuss the economic resources available in Carbon County. Secondly, by taking a close-up look at these resources, new ideas and thoughts were spawned about economic development potentials for Carbon County and the State of Wyoming.

The primary economic resources identified for Carbon County of which many were observed and discussed on the tour were:

Tourism - historical and geological sites, several loop tours, hunting and fishing, bed and breakfast facilities and dude ranches, winter sports, hiking, backpacking, white water canoeing and rafting, resorts and mountain scenery.

Mining - oil, gas, uranium, coal, jade, precious metals, trona, gravel and limestone.

Agriculture - ranching and farming of sheep, cattle, hay, wheat, barley and oats; plus, the development of value added products.

Forestry - logging and lumber, plus the recreational value of the forest.

Water - water in the strictest sense is not a resource that can be developed at a profit; however, water is a major resource necessary for industrial, commercial and residential growth, as well as for its recreational benefits.

During the tour, each of the ten communities in Carbon County were visited and the resources particular to that community were highlighted. Detailed information about each community was provided in a booklet, as well as information about the many resources and attributes of Carbon County.

The Carbon County Economic Development Corporation (CCEDC) has taken on the task of promoting Carbon County for the purpose of developing and stabilizing the local economy. Many of the CCEDC members were part of the tour, providing additional information about Carbon County and what the County has to offer. You may get additional information by contacting:

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A brief seminar and tour agenda follows:

First Day - August 25, Agenda and Tour Information

- Amoco Bairoil CO₂ Project
- Transportation
- Wind River Energy Company
- Town of Elk Mountain
- Palm Livestock Epididymitis Sheep Breeding Field Trial
- Communication Resources
- Town of Medicine Bow
- Coal Mining in Carbon County
- Arch Mineral Corporation
- Rosebud Coal Sales Company
- Cyprus Shoshone Coal Corporation
- Town of Hanna

Second Day, August 25, Agenda and Tour Information

- City of Rawlins
- Rawlins Mainstreet Program
- Rawlins Family Recreation Center
- Frontier Prison
- Pacific Power and Light Company
- Energy International, Inc.
- Bureau of Land Management
- Steer Grazing/Ranching in the Red Desert
- Dad History
- Riparian Area Reclamation and Water Storage on Muddy Creek
- Wildlife Resources of Southwest Carbon County
- Little Snake River Water Control Project
- Towns of Baggs, Dixon, and Savery
- Sandstone Project
- Cheyenne Stage II Water System
- Towns of Encampment and Riverside
- Encampment-Riverside Visitor's Center
- R.L. Hammer Timber and Lumber, Inc.
- Ski Grand Encampment
- Grand Encampment Museum
- Ranching in Upper Platte Valley

Third Day, August 26, Agenda and Tour Information

- Town of Saratoga
- The Saratoga Inn
- Old Baldy Club
- Louisiana Pacific Corporation
- Saratoga National Fish Hatchery
- Jack Alexander, Ltd.
- The Saratoga Hot Pool
- Carbon Power & Light, Inc.
- Snowy Range Road
- Medicine Bow Forest, Brush Creek District

- U.S. Forest Service Watershed Project
- Carbon County Ranch Recreation Business
- The Sinclair Refinery
- The Town of Sinclair
- Wrap-up (discussion by tour participants on economic development in Wyoming) - Sinclair Golf Course

COMMENTS AND DISCUSSION DURING TOUR WRAP-UP

Don Brosz - Associate Director, Wyoming Water Research Center,
University of Wyoming and Tour Coordinator, Laramie, WY.

I think that as was demonstrated on this tour, in Carbon County we have great people. I am sure that every state and every community says that "people" are one of their most valuable resources. Here in Wyoming and in Carbon County, our people have pride. The people in all the communities we visited on this tour showed up in large numbers and, with pride, showed us the resources in their area. I would guess that if anyone at any of these gatherings would have made any kind of derogatory remark about the community or area, the people would have soon set them straight, because these are a proud people and I think that people in this county are a great resource. I think we have some great opportunities to develop with this kind of "people resource".

Bob Grieve - Wyoming Senate, Carbon County, Savery, WY.

It was three individuals, Dan Rodgers (University of Wyoming), Paul Schwieger (Governor's Office, EDS Board), and Don Brosz (University of Wyoming), and I am sure that the Governor's enthusiasm came with them when they came to Carbon County, that asked the local group to set this tour up. I speak now for Carbon County--we were enthused that they picked Carbon County. We hope you enjoyed it here. Jim York, Chairman of the tour and Carbon County Commissioners, would have liked to have been here today to tell you how much he appreciated the fact that you have come, especially those of you who have stayed the entire trip. I am sure that during the program you heard Della Vivian's enthusiasm the first day, you heard Mayor Glode's enthusiasm come across this morning, and that enthusiasm prevails throughout the county. Some of our other leaders in the county also have this enthusiasm. We are going to make it, the State of Wyoming is going to make it. And, we again thank those individuals for coming.

Gail Mattheus - Director, Wyoming Small Business Development Center,
University of Wyoming, Laramie, WY.

I guess if I were going to say something, this morning Joe Glode from Saratoga said it before me. I really think what I notice when I do counseling in Albany County, and throughout the

state, is that a lot of people say we need some economic development. We need to bring things in and yet at the same time they are saying that they want things left just as they are. I think one thing we really need to work on is our own attitude. Just like Joe said, if we want to improve the economic conditions we really need to be there as a community, not just as our own individual communities, but also the state. I think one of the things I have noticed is that there is such a variance of attitudes and a lot of communities are trying to take part of the action but are not willing to help other communities. If we are going to work for economic development, we need to do it together. I think that is what I noticed the most in touring this county. It seemed like everyone was together; there was a real infrastructure and we need to take that on as a whole state. I don't have any real quick answers.

John Hay - Banker and Board Member, Economic Development and Stabilization Board, Rock Springs, WY.

The things that I noticed on this three-day tour were first of all, the great hospitality that the people of Carbon County have put forward. I don't know how anybody could feel more welcome than the people of this tour have made us feel over the last three days and we all greatly appreciate that. I believe that it does show a commitment on the part of the county to what they would like to do for their county. Economic development is not something that happens overnight and I think that you have laid a lot of groundwork for projects here in the future. You have the water development work that is being done down on Muddy Creek. That project and others like it, I think, have a lot of potential because where there is water development there is industry. Those are things that need to be looked at very seriously. You have the road going in between Savery and Encampment. Although that is not going to be finished in the near term, it is something that can be built on in terms of tourism and I am sure a lot of other opportunities exist there. You certainly have started the process for a great future here, and I have to believe its going to go very well for the county. Carbon County is reported to be one of the more depressed in the state and I don't doubt that in terms of statistics, but along with the fine people here there are some good projects going. I think you have a very bright future. One final comment that I would like to make would be in regard as to how this tour has been handled. I believe the people in charge have done a wonderful job. Everything has been on schedule. I can't think of any mishaps. I think it has been very good.

Shelby Gerking - Assistant to the President for Economic Development, University of Wyoming and Board Member, Economic Development and Stabilization Board, Laramie, WY.

In terms of economic development, there is really a great opportunity here in Carbon County. Let's look at the resource base

that everybody got a chance to tour over the last 2 1/2 days. You have water resources that you are in the process of developing. I am thinking of the case of Sandstone Dam. You have a timber industry, you have coal, you have oil. Carbon County is a microcosm of the whole state. Some of the problems you are facing here are the problems that are going to be faced across the whole state. So, Carbon County could be a litmus test on economic development in Wyoming. Like John Hays said, there is just a terrific opportunity for economic development here in the long run. One of the things that you noticed as you traveled on this tour, in the terms of resources everybody has talked about, are the great people that hosted us at various points. I would also like to say that this county must have an abundance of food. That has to be one of the resources I didn't touch on earlier. There is a tendency, I think, for people to see these resources that we looked at as being unrelated to each other, water, coal, and oil and all these energy resources, but they're not. These are all closely interrelated and economic development really is using your available resource base to facilitate lasting economic growth for a particular area. So the key challenge we must deal with here in Carbon County and the rest of the state is how we marshall these resources that we have.

How do we call all the tools we have into focus in order to foster a greater level of economic development? Now, I think there are really three challenges that we face here in trying to do this. The first John Hay touched on when he indicated that economic development is a long-term process. It can be a very long-term process, as I think some of us are discovering. If we are not willing to face the fact that this is going to take us a long time, we are going to get our rear-ends kicked in, I will guarantee you. We have to have some staying power; we have to be able to go the distance and make sure that things get done. I have been fond of saying to other groups, don't expect any lightning strikes. That is not the speed at which economic development is going to happen. It may happen at a snail's pace, but I think if everyone cooperates we can get there.

The second thing is, I think, we have got to call into focus all of the resources in terms of the state programs that we have. One of the key problems that I see right now is that the state economic development programs are run by many different agencies and that includes the University of Wyoming; so I want to be critical of my own employer here. In fact all of these economic development programs are organized sort of like Germany before unification in 1870. Any student of European history knows that Germany was simply organized as a group of independent fiefdoms that had a tendency to fight with each other and make treaties and then break them, and a lot of forced marriages to reinforce treaties and people getting knifed in order to undo that situation when it was appropriate.

I am calling for a great deal more cooperation of economic development programs across the state and I think this is one of the key jobs the next director of the EDS Board is going to have to face. As you know, we have an acting executive director of the EDS Board right now. We are in the process of looking for a permanent director. Believe me, that person is going to have a mountain to climb in terms of what is going to be expected by people around the state, including groups like the Carbon County Economic Development Group and the private sector. Economic development in the state right now is at a watershed. Either we deliver on at least some of the expectations of the state in this regard, or we are going to have a lack of interest. Now is the time that we really take economic development as seriously as we possibly can and try to make some things happen. Now what kinds of things are those? Let us talk about Carbon County for a moment.

Where are you going to have the biggest bang for your buck in Carbon County? What are we going to do? It is easy to say just a lot of words about economic development but it is kind of a mushy area when you have to come right down and say exactly what you are going to do. That is when it gets hard. One of the things I urge you to think about is what can you do with this resource base? What are the really good things you have going for you already in Carbon County. Can you do a few more things like them? Let us take some of the tourist attractions that we saw yesterday. Some of these are the extremely interesting museums--one in Savery and one in Encampment. Quite frankly I had never been to either of them before. In fact, I didn't even know they were there until I came on this tour. Maybe there is some additional marketing of those operations that would be in order. Maybe there is some additional tourist attractions similar to those that possibly could be developed.

Let us take this operation called Coalbrik, which I probably know less about than I should. There is an operation that uses two of the resources that you have in Carbon County. It uses oil and it uses coal. Maybe there are some other uses of coal or oil that could be developed here in the county that could foster greater employment growth. I note that the Carbon County Economic Development Group is in the process of looking into what kinds of businesses could make further use of the coal resources here in the county. Believe me, I think that kind of interest is going in the right direction.

One other thing comes to mind. Let us take this Wyoming Wool Works that we saw yesterday in Savery. There is an example of an enterprise that really does capitalize on the heritage of this area and it's one the community can get behind and push. It is one that really is a natural for this part of the country.

Perhaps people some questions. Perhaps people have some thoughts they want to share about things that they have seen on this tour that they feel should be looked into further in terms of

things that should be pushed or looked into in terms of economic development in this county.

Jim Anson - Yellowstone Freight System, Inc., Cheyenne, WY.

I am in the trucking industry, and it is an industry that is growing quite rapidly. I think it was brought up several times that people are going to have to start looking at industry to be brought in. With new industries, you are going to have an influx of new ideas and new people that may not go along with some of the old trends in the state. People are going to have to be very objective about what they hear and not just shun ideas away but really evaluate them. In my position in trucking industry, we are looking at issues coming up that the legislature has to look at very seriously. If things don't happen, my industry very easily can move to other states within the United States where we can be productive. Wyoming has a very good opportunity to bring my industry in and really grow, but there are going to have to be some changes within the next few months to help us maintain our growth here and be very stable. So I hope everybody becomes open-minded and even though you may hate a guy's face, you had better evaluate his ideas and get his face out of your mind and look at what he is saying whether you like the guy or not.

The tour has been educational for me going down into the different parts of the state, the watershed and so forth. I grew up in the east where there is plenty of water. Water is a big issue here, and I hope I can come up with some ideas to help the state through our industry, me personally, and my family. We really enjoy the state. I just hope everyone stays very open-minded on the issues that are going to be coming up in the near future.

Shelby Gerking:

Do we see more alliances or marriages between public sector groups and private sector groups to try to foster greater economic development in the future? Is that an accurate restatement of what you are talking about here? I think what people are going to discover is that unless this happens, economic development is not going to occur. So this is a fundamental truth, economic development is going to take a long time. Another fundamental truth is that people are going to have to cooperate, and that means more marriages between private sector groups to get this done.

Question from the audience:

Besides various types of financing that blend public and private participation, what other opportunities are there for the kinds of alliances between the public and private sector?

Shelby Gerking:

Let me tell you about one you might not have thought of. It involves the University and could involve other universities. We have a unit at the University called the Enhanced Oil Recovery Institute. This Institute does research on tertiary oil recovery processes. In other words, oil recovery processes that are necessary once reserves fall to a low level and you just can't get any more out of the well without taking more drastic action is one way to look at it. How do you get the last little bit of ketchup out of the ketchup bottle? That is the way I would look at the problem. There was some state participation that came in 1985 to that institute because it was funded by the state legislature. It was funded with the idea that it would seek private support that would equal or exceed the public support put in by the legislature. That actually has occurred. The private support for the institute just barely outranks the annual budget put in by the state legislature. That money is used for research of interest to private sector companies who sponsors the outfit. Also, that unit has gained quite a bit of notoriety for this area and has attracted funding from places like the Navy, the Department of Energy and the National Science Foundation. That is a commercial for other things. So that is one example.

Henry Hewitt - Member, Carbon County Economic Development Corporation, Rawlins, WY.

On our board, we have identified that we need more people with the interest, but more importantly, the energy and desire to serve on some of these boards and take a project and work that project. If each community had active boards, identified and initiated projects, we could overwhelm the EDS Board with things to work on such as assisting with the interrelationship between local groups and private and public sectors. But, the hard thing is when there are a lot of people that want to help but don't really know how. The training aspect needs to be addressed to a certain extent--teaching people on a local level how to work with an idea.

Shelby Gerking:

You appear to be one out in the trenches who has seen this problem. You have tried to solve it. How do you think we can best go about that? I have seen it too, and share your view that it is a critical problem.

Henry Hewitt:

You have to have that public attitude of support so that when mistakes are made people don't feel criticized. Some training is available in our local communities; take your bank sectors, they

know how to work with the businesses, but we have to take them out of their chairs and make them more aggressive with their own bank dollars.

We have people in our board, it is like a 50-50 mix of public and private and that is not as healthy as I feel it should be. At the project initiation stage, we have seen more private sector involvement than public. Most projects start out as private sector initiatives but we need more people who can work with a comfort level to carry out an idea and move it towards an economic development project. This takes training, but by the time people are trained and have the experience, they are too tired or are retired before the project succeeds.

Margaret Brown - Member, Carbon County Economic Development Corporation, Rawlins, WY.

You told us that the University is a possible helper. I would like to see, in response to the idea about training, if there were some way to do a workbook. That sounds real simple, but we need a step-by-step instruction kind of thing that people could do in their own community that would be real basic.

As an example, what is needed perhaps in applying to the EDS Board for a planning only grant? The training materials could include what things you need to have prepared, information that needs to be submitted, the form it needs to be in, as simple as that, up to how to help somebody put together a business plan that has all the important elements in it, and where do you get some of this information. We have worked and worked here and we have learned a lot of these things just from our own experience and we have wasted a lot of time and probably burned out a lot of people who had some great ideas and enthusiasm but didn't figure they were going to live long enough to get anything solved. I would think that with Gail Mattheus's material and perhaps the business development centers across the state, and EDS Board staff, something could be done in a series of pamphlets and/or video tapes, something people could take back to their own community and use over and over. So, when we get two new people on the local board and they want to start working on a project they can take this material and go off in the corner and start with it from scratch and those of us that have been through that step could maybe move on to the next level.

Shelby Gerking:

I think that is really a good suggestion. In fact, I would like to make that a joint University/EDS Board thing involving the small business development centers. I probably have left someone out, but not for the purpose of excluding them. I think this would be really useful, and maybe if we could set something like this up

it would be possible to have someone like Margaret Brown, who has done a lot for economic development in Carbon County and has a real interest and understanding of what is going on around here, serve as a reviewer. We would need some other reviewers of this material so that we would get comments from a user group on whether the draft we put together was all that useful, and make some revisions before we say it is useful and goes out to others. I assume that you and others around the state might be willing to serve as a review group. If so, we at the University and the EDS Board should just go ahead and do that. I think that is a fine suggestion.

Len Edgerly - Northern Gas of Wyoming, Casper, WY.

The one thing that I thought of in trying to put this trip into perspective is how come when we drove into a place like Encampment or Baggs, we observed people from throughout Carbon County cooperating to promote and assist the local community efforts, yet we have great difficulty getting that applied to economic development on a state-wide basis. When you think of Wyoming compared to the competing states, we are in a lot of ways like Baggs compared to Casper. We are a small state, and in any of the polling that you see under the Heritage Society or anything else, the one thing everyone in Wyoming can agree on is that they love living in Wyoming so there is that pride. But, the problem in this sense is that there are other people to do it. How do you activate a level of responsibility among Wyoming people, so that you can have the whole place have some of the sparkle that we have seen in these very small towns. I think that the EDS Board is on the right track when they talk about going out into the communities as I think they are going to be doing in the coming weeks and months and ask the people in the communities what is going on and what they think should be done. The one time I can remember in the state where there was a real sense that it might just be about to happen because the people had that sense of responsibility was back in October of 85 when there were 1000 people at the Events Center in Casper for the Wyoming Futures Project Meeting. There everybody broke into small groups and talked about ideas that came up and you had an idea it was about to happen because so many people had that sense that hey if I don't do it maybe there isn't going to be someone else that will do it. Unfortunately, I think the Futures Project missed the opportunity there and I was on the board and take some of the blame. We were so thrilled at that meeting that in the three days after that we didn't call everybody and say o.k. what is the next step. There was about a three month hiatus there, and it kind of dissipated. I think it was kind of sad. But I would suggest to John Hay and the EDS Board that, as you come up to this next round of going out to the communities, maybe that is an opportunity to let us all know we are part of a community.

Compared with our competitors, it really is true that if we don't get out and do it then it is not going to get done. It is a lot easier to see that truth in Wyoming than it would be in New

Jersey. So I think that is the message I will take back from this trip and I guess personally, when someone asks me to work on a territorial prison or some project, I hope I remember the pride of the people that got on that bus when we were in these small towns and that I will remember that I am a part of a community and that I am just as responsible as those people that got on the bus. It just made me stop whatever I was doing because of the pride in their voices. Thanks.

Matilda Hanson - Wyoming House of Representatives, Albany County, Laramie, WY.

I will make this real brief. We have to build onto where Margaret Brown was working with our forms. We know how to get some help to get a concept through say a master plan stage. What we lack in this state now is a pooling of some kind of expertise to get through the design implementation stage to reality. It would be appropriate for the EDS Board to take to the legislature this next time the concept of a pool of people like we did on the circuit riders, but upscale circuit riders where we can get some state employees who are real creative souls to head honcho on a very short-term basis the assistance to the community. Go and spend two months, six months, ten months in a community and get it from the concept stage almost into the reality stage. There is where we need a help and I think maybe the solution is for some state funding for a pool of people that may be managed by the EDS Board and the Governor. There's a suggestion.

Richard Moore - Owner - Operator, KRAL-KQIZ Radio Station, and Member, Carbon County Economic Development Corporation, Rawlins, WY.

I came to Rawlins three years ago and for the first year I bet I went to 3 meetings a week, 12 a month for a year and we probably had 15 groups all talking about the same thing. Della Vivian (Mayor of Rawlins) and I were talking and I said, "Della I'm so tired of going to meetings and I go to three a week or four or whatever. We talk about the same thing at every meeting, but this group doesn't know what this group is doing and this group doesn't know what this group is doing and this group doesn't know what the other three are doing." The word is coordination and I think that is up to the EDS Board.

Mike Lindsey - Owner, Saratoga Sun, Saratoga, WY.

A couple of ideas that have come to my attention were that maybe we need a little bit more linkage. As we were sitting at Rawlins looking at the displays of Coalbrik and the one in particular mentioned was the new medical apparatus for intravenous feeding and that sort of thing. Is there someone else in the state

that is manufacturing something like that? I happen to know of a person who might be interested in manufacturing an eyepatch so I mentioned that to a couple of people and we are going to find out whether those two things fit together. I don't care whether they locate in Carbon County or Goshen County, but whether they can do it. And I think we need to have more linkage. People are making it with wool in several different places. Maybe we can get four or five people together and come up with an industry rather than just one home-grown industry.

The second thing that I thought about was that we have a lot of good ideas going to the EDS Board asking for money. The banks won't finance them because they don't know whether they are feasible. I guess if it is possible I would like to see some of the Amendment 4 money (several million dollars; some to go to the University for research and development) to build pilot plants, let's say in Platte County where we could go test hydroponics or aquaculture, fish farming and that sort of thing. Let the University do it, prove it is feasible, when it is feasible then we will sell that to the person that is interested and we will get the money back and the University can go on to the next project. Sure we're going to lose a few but we might really hit something.

The third thing that we see in the small communities is the lack of services. And the reason we see the lack of services is because the mom and pop stores are dying and it's not necessarily because of a big mall or big town or whatever, it is just that those moms and pops don't have children that are interested. There is nobody in town that wants to come to work there and yet they are successful businesses; they will provide a living. So perhaps we could use one of our community colleges to assess the needs and then come up and train some shopkeepers. Maybe we don't need a four-year education for a shopkeeper, but we could train a group of individuals that could go back to our towns to keep the mainstreets healthy in each one of the communities. It's an idea I don't know whether it will work or not, but those are some of the things I picked up on the tour.

Shelby Gerking:

Thank you very much Mike. I'll just offer a couple of closing comments and turn it back over to Don.

This tour probably reinforced to me, more than anything else, the need to look at opportunities that we have. Those opportunities are dictated by the resources that are around us, that God gave us. As an example, in Carbon County you have an abundance of those resources. You have a great variety of those resources and the resources do include people. We need to look at opportunities for how to use those resources and I'm not sure that we need more formal programs at this point. I think the comment made earlier about there being lack of coordination and lack of cooperation

between different organizations is really right on point. I think that has been an unbelievable problem around the state because it prevents people from taking advantage of the opportunities they have. I think we have to look broadly at the programs that are available because they are available not only in state government, but are also available at the University of Wyoming and possibly at other universities that we might want to throw in. They are also available through the community college system so as a consequence we want to do quite a bit more coordination of programs and you mentioned that is the responsibility of the EDS Board and it certainly is. You are exactly right there. Speaking as a new, but ex officio member of the EDS Board, I really feel deeply that you are correct and something needs to be done in that area and I think there are many other people on the Board that feel the same way.

Maybe I ought to quit here and just let Don have a parting shot at all of you before we get back on the buses. This has been a great opportunity for me to come and meet with you. I have learned an lot about Carbon County that I didn't already know, and I appreciate the opportunity to come over here. Thank you.

Paul Schwieger - Chief, Water Division, Economic Development and Stabilization Board, Cheyenne, WY.

It is real gratifying to see everybody here. We certainly appreciate all your input. I have had the fortune or misfortune of seeing this economic development thing cycling for the second time. I think about 28 years ago when I first came to work for the State of Wyoming we were in an economic slump. Then we had the fortune or misfortune of oil punching up through \$20 or \$22 a barrel and higher. At that time I can remember the old DEPAD (prior to that it was the old Natural Resource Board) out hustling in the communities trying to get something and I'm not saying it is the communities' fault either, just trying to get another side going. About the time the oil boom hit, I remember getting thrown out of Rock Springs and several other communities in the state. The thought was, "my gosh we don't need any more development here because we can't afford to pay the guy to sweep out the gymnasium in high school." So it is gratifying to hear these comments and I hope we can get something going this time before the next oil boom hits us. We do need to stabilize our economy and get off a single-source resource-oriented economy. I think we're going to get somewhere this time. Thank you a whole lot for showing up.

Susan Grafton - Executive Director, Carbon County Economic Development Corporation, Rawlins, WY.

What I wanted to say, as director of the Carbon County Economic Development Corporation, is thank you. We appreciate you coming and taking a lot of your time. I look forward to seeing what your comments are about Carbon County. If you will notice in

the book that we put together that we did put in our address because a lot of times when you get away and maybe on your drive home you will start to think of things that maybe you should have said. We want to hear from you. Maybe even if it is next year, give us a call. We are very proud of Carbon County. We do know that we do have a lot of resources. We're trying to figure out how best to utilize those resources. Any way that you can help us, we will be glad to hear from you about it. If you want to come to Carbon County, we will be glad to help you locate here also. Thank you. Hope you all have a good trip home and please come back and visit Carbon County anytime.

Don Brosz:

Working together, pulling together, that's what it is all about. The private sector pulling its share of the load--the public sector pulling its share of the load. I have been in this county many times working on irrigated agriculture and yet there were many things that I learned on this tour. We have to divert people off the highways to see what the rest of Wyoming is all about. My thanks to you for your great cooperation. You are the ones that made all this happen.

GOVERNOR'S ECONOMIC DEVELOPMENT SEMINAR AND FIELD TOUR

Carbon County, Wyoming - August 24-26, 1988

INFORMATION SURVEY OF TOUR PARTICIPANTS

Were there other resources that we overlooked that should have been included in this tour and/or discussed that are of interest to you?

- AMOCO CO₂ plant.
- What plans various towns had for expansion.
- Youth and education.
- There are many opportunities to increase economic base from national forest resources, in addition to normal grazing and timber. Also, outfitting, hunting, fishing opportunities (commercial).
- Chances to talk to educators and individual workers.
- USDA Food and Agriculture Council and their rural development coalition, and USDA's resource conservation and development area approach.
- Educational resources (schools).
- Solar energy use, especially PV's.
- Sandstone Dam site and LP sawmill in Saratoga.
- Timber supply and how the timber industry fits into economic development goals.

What advantages do you see in Wyoming as business atmosphere and living in the state?

- The environment and the potential for outstanding recreational activities.
- Great new energy opportunities and quality of life.
- No state income tax, lower gasoline prices and taxes, overall friendly attitude.
- The environment and people.
- Easy access to business statewide, low property taxes, no state tax, excellent outdoor activities.

- Low taxes, good quality of life.
- Low taxes, beauty.
- Attitude of the people (outstanding).
- Wide open spaces, cost of living (i.e., low taxes), and recreation opportunities.
- Tax system, space.
- Tax rates, natural resources, openness of the people.
- Quality of life, outdoor recreation, people, tax climate, work force, abundant natural resources.
- Quality of life and very reasonable utilities.
- A willing and energetic work force, desirable tax environment, abundant recreational opportunities.
- Need for jobs--low skilled and skilled, work force and work ethics, many raw products to finish (value-added).
- Scenery and lack of people.
- Living conditions.
- Low taxes, no state income tax, good air and water.
- Low taxes, well-educated work force, good facilities.
- Tax structure.
- Interstate network and good work force.
- Life style, recreational opportunities, natural resources, vast public lands.
- A young state which is on the frontier of development. However, the "independent" spirit cannot hinder new opportunities, commitment and support for economic development.
- Taxes and outdoor recreation.
- Climate, friendly people, potential is great in many areas.
- Wyoming's greatest resource is its people.
- Minimal taxes, healthy/clean atmosphere, excellent outdoor recreational activities, friendly people.
- Lots of room/space for business; friendly people willing to work.

- Beauty, low taxes, accessible government.
- Friendly people and beautiful scenery.
- Unique, friendly communities.
- Quality of life and open spaces.
- Wyoming is a beautiful state with lots of room and many, many natural resources.
- Cheap energy, good tax rates, good schools, top quality people, southern Wyoming has good transportation.
- Climate, low taxes, recreational activities for employees, friendly people.
- Taxes, worker's compensation, population.

What are the disadvantages you see in Wyoming as business atmosphere and living in the state?

- Transportation.
- Disorganization of services, within and outside of government.
- Not all markets within economic distances, so needs ingenuity in new product slates.
- Too tight on control on resident hunting activity.
- Transportation, government too large and not efficient.
- Low population.
- People in the state continue to think in the past. Primarily think of agriculture as one of our biggest assets.
- Transportation, distances.
- Transportation, air.
- Transportation, isolation from markets, "Snow-Chi-Minh Trail".
- Wind.
- Access to transportation systems = higher transportation costs, some communities may be short some services.

- Availability of financing and lack of support and/or risk-taking to encourage diverse and new business in financial community.
- Weather and transportation.
- Transportation to small communities.
- Poor transportation facilities.
- Air transportation.
- Worker's compensation.
- Air transportation, not always positive business climate (we want to have our cake and eat it too), availability of higher education.
- Cold weather - promote solar (indoor) environment to counter outside cold.
- Too much fragmented economic development agencies.
- Weather. Four-year college.
- Poor legislature, state government not aggressive. Development funds too hard to obtain.
- Everybody is too concerned with how bad things are.
- Conservative attitudes that hamper bold strokes and planning.
- Long distances to markets. No consensus that public officials really want growth/special interests.
- Not enough of the right people are aware of our friendly people and scenery.
- Lack of transportation networks.
- Not sure Wyoming people really want to accept new people/growth-- need to help each other's attitude (i.e., get away from "impact" mode and into thinking "progress").
- There are lots of organizations, groups, committees, etc. working in rural development, but not together. Need to combine federal, state, University of Wyoming, and county efforts to be most effective.
- Lack of labor force, location is remote for most markets.
- Transportation costs, sparse population and lack of markets, nationwide reputation for harsh climate (unfounded).
- Population (i.e., access to goods and services), distance to markets

What suggestions do you have for the Carbon County Economic Development Committee to bring about economic development in the area?

- Keep smiling - you're doing ok.
- Keep looking for opportunities like the furniture factory, Coalbrik, etc. Look for funding from sources like overcharge funds, etc.
- Broader out-of-state contacts.
- Contact major manufacturers personally.
- Continue to work with and expand existing business.
- Lean heavier on the strengths of the people.
- Take advantage of recreation opportunities to expand economic basis. For example, discussions on two creeks (Little Snake and Jack Creeks) centered on low flows and the need for more water for fisheries and recreation. Yet, the principal reason for the low flows is diversion to irrigate and produce a "low" value crop of hay. I dare say that a stable stream flow that would benefit fisheries could generate more revenue than some of the hay.
- Maintain local input and interest.
- Need to focus on single idea and all work towards development of business and industry not dependent on natural resources.
- Concentrate on developing existing resources and look within for expansion opportunities (more likely than outside firms coming in, unless they are coming in specifically to take advantage of resources (coal, oil, uranium, timber, etc.)).

Value-added products and businesses, like Coalbrik, can be a big boost. This is a natural location, close to resources; what about feedlots or a packing plant? Jack Alexander perhaps is unique, but what about looking at business utilizing Wyoming lodgepole pine for furniture; what if state government went to pine desks for furniture? Schools? Businesses? What about picnic tables (for picnic/camping areas)?

Fred Harrison was commenting on the need to look at specific target industries that need coal, oil/petroleum distillates, water, cheap power, rail transportation. Find that and Rawlins is a good site. Plastics?

Tourism. Good potential for destination tourism in southern Carbon County. Need more winter opportunities. Loop tours on Wyo 230 to Battle highway when paved. Also US 30. Limited potential for I-80 towns as destinations but great for overnight. Maybe develop more

campgrounds, fishing access, golf courses, and skiing. Keep Snowy Range road open in winter.

- Continue the upbeat attitude.
- Think about encouraging communities to ensure that they have services available for seniors, encourage retirement communities, i.e., stable income from retirees, no impact on schools, police, etc.
- Would it work to establish a "network" between communities for accommodations tailored to travelers' schedules? Perhaps signs to draw people off I-80 to Savery, etc. - absolutely unique and gorgeous.
- Promote use of solar energy. Promote retirement villages.
- Work on tourism and water development.
- Continue enthusiasm and publicity.
- Process to finished product rather than expect "value added" industry as raw material. Additional water development.
- Natural Gas: (a) synthetic rubber tire manufacturer, (b) plastic pellets (raw material), further process with consumer products.

Beef: (a) food products (i.e., jerky, summer sausage, etc.); (b) leather (i.e., shoes, belts, (personal accessories), saddles, tooling leather, etc.).

Sheep: (a) frozen meat products (i.e., like that which is imported into Wyoming); (b) wool exported, woven into cloth to be exported and made into clothes.

Grain: (a) beer; (b) distilled spirits; (c) prepared food products (i.e., cake mixes, etc.).

Sugar Beets: Refined sugar and candy.

- Promote wild animal viewing; convert marginal agricultural land to winter game range (i.e., above Riverside).
- Eliminate some unnecessary studies, streamline funding.
- Keep your positive friendly attitude.
- Continue to encourage the communities to upgrade their appearances and services.
- Focus on smaller projects and don't be so concerned with big ones.

- Keep up the good work.
- Work on "business environments"... "home runs" will take care of themselves.
- Pave road to Hog Park.
- Need national advertising, even better state advertising in regard to tourist attractions.
- Instill a good neighbor awareness that Mayor Glode spoke of.
- Cooperation with Laramie and territorial prison.
- Look into solid waste disposal in conjunction with coal mine reclamation. Don't throw out on emotion. Look at facts. Look at ways of encouraging hunting on private-public intermingled ownership. Cooperative effort.
- Education is what economic development is. Sell your product. Bring the locals into the project from the beginning.
- Tourism is being looked at as everyone's solution to the economic problem. This shortsightedness capitalizes on the businesses and industries already in-house. Identify their problems and expansion needs, then look for answers to these problems. Example: Louisiana-Pacific produces 2 x 4 lumber. What about a remanufacturing plant or a furniture factory that produces butcher block tables, etc.
- The State Highway Department, in conjunction with the Travel Bureau and the county Chamber of Commerce, should:
 1. Increase the number of rest areas on the interstate.
 2. Add a small area at each rest area for tourist pamphlets, brochures, etc. A computer system for hotels, motels, etc. could be put in place (no staff need be in place).
 3. At one major section of the rest stop, the tourist bureau should have county-related materials showing in a very graphic way the many attractions just a few miles off the interstate.

This approach will encourage drivers to try the county roads and off-interstate facilities.

- Develop Wyoming natural resources through instate benefits, such as reduction on minerals used within state. Protect our environment.
- It continues to be shown that most of us are still too self-centered. We want help but we want to use the help our way.

- Big game concentrate on winter range and are easy to see at that time of year. The National Forest Lands have enough summer range for twice as many elk and many more deer. So, if there was more winter range there would be more elk and deer. If that winter range was near a travelway that is open in the winter time, people could see them. This, too, would add game to attract hunters.

What suggestions do you have for future tours?

- Quite a distance between stops. I am much better acquainted with Carbon County. You are to be congratulated. I will write a letter to the Governor.
- Maybe have fewer places like the hatchery which are in place and more like the Coalbrik factory and furniture factory, which are success stories.
- This was a well organized and conducted tour. Excellent meals.
- Need to have an attendance list at the start, and rotate people between busses to increase interaction.
- Might have a session at the end discussing state programs that are intended to foster economic development.
- Have the name badge list occupation; have a brief biography of each participant.
- Have individual speakers in each bus.
- Need more time meeting as a group to discuss ideas. Mayor of Saratoga made very good points that would have been good to discuss.
- It was very informational and informative and lots of fun. A good chance to inventory the resources, meet people, get a feel for the country and stimulate thought. Some suggestions are: maybe covering a little less ground, so there is more time to stop and poke around. Maybe a brief multi-media show to set the scene and give a brief overview of the high points and those unable to stop at, like Amoco. Spin-off some mini-tours
- Don't start so early; it makes too long a day.
- Encourage expansion of USDA's RC&D concept to more areas of the state. Expand economic development role of RC&D coordinators.
- New awareness of each area of the state reduces feelings of "regional"; each area has something to offer or develop. We must not try or feel we must compete for every project down the pike.
- Keep the Governor for the whole trip.

- Tour was well planned and executed. Community enthusiasm was overwhelming.
- Next year give the names and industry that each individual is involved in.
- Everyone likes to see the wild animals. It is what I hear people talk about. Attract the animals to places people can see them.
- On the name tags - we also need to have the title/organization or company on it. It would help us know who we are talking to. We need more EDS Board staff on tour for input.
- Invite other professional people, teachers, etc.
- This should be continued annually in different areas of Wyoming.
- Need to spend less time on the bus and better air conditioners.
- This is the only way I get to see many of the developments outside mineral resources in Wyoming. The things I see can guide some of the activities of my agency.
- Being new in the state and a member of FAC, it helped me become more familiar with the state and more active in rural development through FAC.
- Trip was excellent with respect to learning more about area, resources, local opinions, conversations with people on tour.
- Tour was a good opportunity to see the resources of Carbon County and meet and talk to the people in the area.
- Could see no improvement except maybe the Governor's attendance on the last day to hold attendees.

ACKNOWLEDGEMENTS

The following organizations were responsible for the funding and planning of the 1988 Governor's Economic Development Seminar and Field Tour.

- * Economic Development and Stabilization Board
- * Wyoming Water Research Center, University of Wyoming
- * Bureau of Land Management
- * Soil Conservation Service
- * Wyoming Water Development Commission
- * Wyoming Game and Fish Department
- * Cooperative Extension Service, University of Wyoming
- * Wyoming Department of Agriculture
- * Bureau of Reclamation
- * U.S. Forest Service
- State Engineer's Office
- Carbon County Board of Commissioners
- Carbon County Economic Development Corporation
- Carbon County Public Health Office
- Carbon County University of Wyoming Cooperative Extension Service
- Carbon County Planning and Development Office
- City of Rawlins
- Town of Medicine Bow
- Umbrella Ranch
- Town of Hanna
- Little Snake River Chamber of Commerce
- Cowbelles
- Encampment/Riverside Merchants Association
- Encampment/Riverside Lions Club
- Town of Saratoga
- Snowy Range Ambassadors
- Sinclair Refinery

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The local planning and assembling of the tour guide and information booklet was done by a local Carbon County Governor's Tour steering committee chaired by Jim York and assisted by Susan Grafton, Margaret Brown and numerous other local people who served as a touring steering committee.

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