Economic Development
Strategic Action Plan

for the
Wind River Native Advocacy Center

PREPARED BY
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PROJECT OVERVIEW

In 2014, the Wyoming Association of Churches (WAC), received a grant from the Episcopal Foundation of the Diocese of Wyoming for Seed Money for the Wind River Native Advocacy Center (WRNAC). WAC provides staff support and other services for WRNAC. WRNAC’s purpose is to create a more positive relationship between the Wind River Indian Reservation and the State of Wyoming. To that end, Community Builders, Inc. (CBI), a community and economic development consulting firm, was retained to provide background research, planning and facilitation services for the economic development component of the larger grant. The goal of this process was to assist in developing resources on the Wind River Reservation (WRR) that will increase sustainability.

WRNAC is led by a Board of Directors consisting of Cherokee Brown, Millie Friday, Glen Fowler and Clarisse Harris. Chesie Lee acts as Executive Director for the Center. All are very engaged and passionate about the mission of the Center.

The WRNAC recently adopted the following core vision, mission and goals:

Vision: A community engaged in self-determination for education, health, economic development and equality for the Wind River Reservation.

Mission: To empower Native Americans in Wyoming through community organizing, education, mentoring, creating allies, research, legal advocacy and leadership development.

Goals:
1. Positive working relationships between the Wind River Reservation and the State of Wyoming, and among other entities that affect the health and welfare of Native Americans in Wyoming.
2. Respect and acceptance of the rights for tribal sovereignty with nation status.
3. Effective implementation of federal trust responsibility.
4. Adequate resources that will increase sustainability.
5. Decreased disparities in health, education and income for Native Americans in Wyoming.
6. Racial equality and cultural understanding throughout Wyoming.

In order to better identify the economic development needs, existing strengths and assets, allies and potential resources on and off the WRR, CBI was charged with performing the following tasks:
• **Task 1: Review Existing Strategic Plans, Proposed Projects and Other Documents**  
CBI will review known existing strategic and action plans for the WAC and the WRR. These documents would frame our understanding of underlying issues to be discussed, and help us to prepare an approach to facilitate the strategic planning session.

• **Task 2: Research Background Information to Identify Needs, Existing Strengths and Assets**  
CBI will be in a better position to facilitate the session by preparing, in advance, certain information that can be shared with the meeting participants, so that they are better informed and can thereby make better decisions.

• **Task 3: Facilitate Strategic Planning Session**  
CBI will jointly facilitate a 2-day strategic planning session. The goal of this meeting is to reach consensus on key topics to be included in a strategic plan.

• **Task 4: Draft/Revise Strategic Plan**  
Following the Strategic Planning Session, CBI will create the first draft of a strategic plan, forward it to participants for feedback, and make revisions as necessary.

• **Task 5: Facilitate Meeting #2**  
CBI will facilitate a second meeting to present the Strategic Planning document. CBI will present a proposed action plan, which will consist of specific programs and projects, goals and objectives, timeframes and milestones, resources needed, and responsible parties.

• **Task 6: Finalize Strategic Plan**  
Following the final meeting, CBI will incorporate any final changes to the strategic/action plan, and provide it to Client. One digital and one bound hard copy of the report will be presented.

**BACKGROUND REVIEW**

In speaking to WRNAC Board members, as well as in conversation with those at the strategic planning session, there seems to be a lack of accessible, usable economic development planning information for the WRR. Members were aware that some economic development plans existed, but locating these documents proved difficult. Likewise, strategic plans for the two WRR Tribes (Eastern Shoshone and Northern Arapaho) do not seem to exist.

CBI then looked further afield and performed a "Best Practices" search following the initial strategic planning session, to assist in the creation of a toolbox for economic development on the WRR. To that end, CBI reviewed additional studies and sources in preparation of this report and the recommended action plan. Those sources are listed below (in no particular order):
• Tribal Strategic Energy Plan created for Eastern Shoshone and Northern Arapaho Tribes, Sandia National Laboratories and kabotie consulting, 2012
• Northern Arapaho Economic Development Plan from 2012
• Joint Occasional Papers on Native Affairs - "Myths & Realities of Tribal Sovereignty", Joseph P. Kalt and Joseph William Singer, 2004 by The Harvard Project on American Indian Economic Development
• "Two Approaches to Economic Development on American Indian Reservations: One Works, the Other Doesn't" - Stephen Cornell and Joseph P. Kalt, 2006 by The Harvard Project on American Indian Economic Development
• Understanding Native American Culture, Don L. Coyhis (2009)
• "Securing our Futures," National Congress of American Indians, February 2013

ENVIRONMENTAL SCAN

In preparation for the Strategic Planning Session, CBI reviewed 2010 Census information on the Northern Arapaho and Eastern Shoshone Tribes, as well as American Community Survey (ACS) 5-year estimates on housing, demographics, economic and social characteristics. This information was compared among U.S., Wyoming, Fremont County and Wind River Reservation population tracts.

Basic background information about the WRR:
• Northern Arapaho and Eastern Shoshone Tribes co-located on the WRR
• 2.2 million acres - large land base
• Mineral rights owned by Tribes
• Sovereignty in many matters
• Tribal casinos have had positive impact on jobs and economy
• Very low median age for both Tribes, well below statewide median
• Education needs are strong (high dropout rate, low college attendance)
• High poverty rates and unemployment (60-70% is probable)
• Low income housing in short supply
• Joint Business Council has been disbanded; each Tribe now operates its own government structure; often without sharing of information or resources
• Bureau of Indian Affairs (BIA) controls much (too much?)
• Land sales, and many leases, requires approval from both Tribes and BIA - impediment to development
• Current tax structure includes severance, TERO fee is tied to state and global energy market success
• Intergenerational trauma is a very real and serious obstacle
• Relationships with adjacent local governments, especially Riverton, strained
• Racism and discrimination are very real

One of the observations made by CBI during the May meetings was the nearly complete split between the Northern Arapaho Tribe and Eastern Shoshone Tribe. This split is steeped in history. In 1868, the United States entered into a treaty with the Eastern Shoshone Tribe in which the Tribe relinquished millions of acres of lands and received, in exchange, the Wind River Reservation, for their "absolute and undisturbed use." Just ten years later, however, Congress passed a law giving the Arapaho Tribe, a traditional enemy of the Shoshone, common ownership of the Wind River Reservation.

The two Tribes are truly different sovereign nations, with different cultures and different values. Yet, there are some common values, and in particular the younger generation seems to embrace those commonalities. Regardless of their differences, both Tribes want to improve the economy and the quality of life for their people on the WRR. Understandably, however, neither Tribe is interested in diluting its own culture, values, or sovereignty.

Previously, the Tribes worked together to lead decisions on the WRR via a Joint Tribal Business Council. That Council is now split into two separate Councils. The Tribal Councils are led by elected members of each Tribe. There is a perception that those Councils conduct much of their business privately, and sometimes that opens them up to criticism. General Councils (which can be attended by all adult members of a Tribe) provide an occasional opportunity to openly discuss issues.

Both Tribes have developed business enterprises that they wholly owned, including casinos. The Northern Arapaho have also created an organization to lead economic development efforts
(Northern Arapaho Tribal Industries, or NATI). These efforts demonstrate the Tribes’ ability and commitment to creating jobs and increasing their income to improve their quality of life.

**NATION RE-BUILDING**

Many economic development plans have utterly failed to improve the economies and quality of life for Tribes throughout America. There are several inherent challenges to economic development on Tribal lands, many of which were mentioned by participants during the May strategic planning meetings and noted in the previous section:

- Insufficient access to capital
- Insufficient workforce development, financial management training, and business education
- Tribal governance constraints
- Regulatory constraints on land held in trust and land designated as restricted use
- Underdeveloped physical infrastructure
- Insufficient research and data
- A lack of cooperation

Economic development failures have led to the observation that “there are two approaches to the development of native nations: one works, the other doesn’t.” (Cornell, Stephen, Joseph P. Kalt. "Two Approaches to Economic Development on American Indian Reservations: One Works, the Other Doesn’t", Joint Occasional Papers on Native Affairs No. 2005-02. The Harvard Project on American Indian Economic Development, Native Nations Institute for Leadership, Management, and Policy, 2005)

In their report, Cornell and Kalt criticize what they call the “standard approach” to economic development. This standard approach is characterized as follows:

- **Decision making is short term and nonstrategic**
  Grim social and economic conditions encourage a focus on short-term fixes instead of fundamental issues. Strategic planning and long-term thinking are replaced by crisis mode short-term fixes. Likewise, grandiose plans take the place of potentially more effective incremental building of a broadly based economy.

- **Someone else sets the development agenda**
  Federal decision-makers have a disproportionate degree of influence in reservation affairs. Development agendas often are set by non-Indians through programs and funding decisions.
• Development is treated as primarily an economic problem
  Strategic goals that focus on short-term increases in jobs and income ignore the longer term
  questions about what sort of society the Tribe is trying to build. Also, this conversation
typically ignores political issues.

• Indigenous culture is viewed as an obstacle to development
  These theme misses the fundamental role that culture can plan as a guide to action.

• Elected leadership serves primarily as a distributor of resources
  Tribal leadership is concerned much of the time with distributing resources: jobs, money,
services, etc. There is enormous pressure to distribute those resources on a short-term
basis. The demands on tribal leaders are immense and there is little time for strategic
thinking.

In many ways, the current and past economic development efforts on the WRR have adhered
to this standard approach. Typical results of the standard approach to development include
failed enterprises, a politics of spoils, an economy highly dependent on federal dollars, an
impression of incompetence and chaos that undermines the defense of tribal sovereignty, and
continued poverty.

Instead of the standard approach, CBI recommends that the WRNAC pursue the nation re-
building effort discussed by Cornell and Kalt. That approach is characterized as follows:

• Native nations assert decision-making power
  The nation-building approach begins with sovereignty or self-rule. This puts the
development agenda in Indian hands and self-governance marries decisions and their
consequences, which leads to better decisions.

• Native nations back up that power with effective governing institutions
  Governing institutions have to be stable; have separate politics from day-to-day business
and program management; take the politics out of court decisions and provide a
bureaucracy that can get things done reliably and effectively.

• Governing institutions match Indigenous political culture
  Governing institutions should be culturally appropriate and be able to also get the job done.
The challenge is for Indian nations to innovate: to develop governing institutions that still
resonate with deeply-held community beliefs about authority but that are flexible enough
to adjust to the demands of contemporary times.

• Decision making is strategic
  Strategic-thinking, asking "what kind of society are we trying to build?", involves a shift from
reactive to proactive thinking, from short-term to long-term thinking; from opportunistic to
systemic thinking’ and from a narrow problem focus to a broader societal focus.
• **Leaders serve as nation builders and mobilizers**
  Leadership's primary concern is putting in place the institutional and strategic foundations for sustained development and enhanced community welfare.

CBI finds it very interesting to see that nation re-building, as described above, reinforces the core consensus at the May meetings (i.e., the priority need for WRNAC is to address the foundational building block of leadership, civic development, public policy). Further, the underlying purpose of the nation re-building effort suggests an excellent approach that should work on the WRR.

The effort to rebuild the Northern Arapaho and Eastern Shoshone Tribes is already underway, but it will need ongoing support from WRNAC and others. Accordingly, CBI recommends that WRNAC immerse its own leadership and staff in the best practices of economic development as currently practiced by at least a few other Tribes. To accomplish that task, WRNAC should further investigate true success stories and best practices, identify specific efforts that are likely to succeed on the WRR, and then educate Tribal leaders on effective economic development principles.

The next section of this report summarizes the strategic planning sessions that were held and the final section includes an Action Plan and Next Steps for WRNAC in helping build economic development capacity through nation re-building efforts.

### STRATEGIC PLANNING SESSION

Joe Coyne and Bobbe Fitzhugh (principal consultants with Community Builders, Inc.) facilitated a two-day economic development strategic planning session for the Wind River Native Advocacy Center (WRNAC). This session was held at the Riverton Public Library on May 12-13, 2015. WRNAC is leading a broader effort to build capacity and leadership of the Northern Arapaho and Eastern Shoshone Tribes on the Wind River Reservation (WRR).

**DAY ONE**
Approximately 20 individuals, most of whom identified themselves as Northern Arapaho, attended some or all of the meeting. Attendees introduced themselves, identified their affiliation, their length of time living in or near the WRR, and stated their expectations for the planning sessions, including:

- **Pat Berge** - Wyoming Women's Business Council representing artists, craftspersons, fiber arts, braiders to find a market for their goods. Pat reminded everyone that the Northern Arapaho and Eastern Shoshone are two separate distinct Tribes; don't speak the same language; history is different; Shoshone is matriarchal and Arapaho is patriarchal.
• John Enos - entrepreneur; Warm Valley Native Tours; also oil and gas experience; has been here all his life
• Chesie Lee – Executive Director of Wyoming Association of Churches; grant-recipient agency for project
• Johnna Nunez - Grants Coordinator; FSCD #14; PhD; taught at University
• Millie Friday – Youth Generation 8S (G8S) program director; Board member of Wind River Advocacy; lived here whole life except high school; college
• Shoshanna Miller; WBRC, youth intervention; grew up here; CWC communication and photography
• Ross Sloss – WBRC, Recovery Center - Escape Mentor
• Nathan Friday, Sr. – G8S- youth work
• Glen Fowler - left WRR when he was five; brought up in Alaska; worked for Indian Health Service for 20 years; trying to make a difference; WRNAL Board member
• Cherokee Brown - born and raised; left in 1998; moved back in 2011; work for SW Wyoming Recovery Access Program; Veteran's; Board member for Advocacy Center
• Carolyn Miller – Northern Arapaho, left in 1989; pursued education in Denver; came back in 2015; worked for both Tribes and organizations; seeking to be active participant to utilize experiences
• Cathy Mink –G8S; went to school in Phoenix
• Belva Day – G8S; Escape Mentor
• Cy Lee - CEO of Wind River Development Fund - CDFI
• Clarisse Harris - board member for WRNAC-WRPTI
• Ron Oldman - former Arapaho Council member; NAT

Presentations

1. CBI presented a slide show that explained the “Building Blocks” of economic development (WEDA’s Economic Development 101 PowerPoint show). (See Appendix "A") The “building blocks” of economic development, as characterized by the Wyoming Business Council (WBC) and the Wyoming Economic Development Association (WEDA), as follows:

   • Leadership/Civic Development/Public Policy
   • Quality of Life
   • Workforce Development
   • Infrastructure Development
   • Existing Business Development
   • Entrepreneur Development
   • New Business Recruitment

The building blocks are all important, but foundational issues need to be in place before reaching the top goal of new business development. In fact, many people misunderstand
economic development and believe that it consists entirely of bringing new businesses to the community. The reality is that all of the building blocks must be addressed, and only when all of the underlying blocks are in place can recruitment succeed. A good way to view the building blocks is in a pyramid shape, as shown in the following diagram.

By creating and implementing a local economic development plan with goals to address all of these building blocks, sustainable success can be achieved and appropriately measured across all economic development efforts, not just business recruitment.

2. Next, CBI presented an overview of the local economy, (Appendix "B"), with information about WRR and Fremont County. Where possible, CBI's presentation included comparisons of local demographics and economics with the state and nation. This presentation included the following observations:

- Map of WRR showing “diminished land” - 1905 lawsuit
- USDA has done demographics on agricultural land - said they couldn't get data without Joint decision from WRR
- Population
  - High % of grandparents raising kids
  - Very high % of young people - no old people
  - Casino expansion - estimated population
  - Tribal vital statistics may be available from Business Councils
  - How many American Indian owned businesses are there?
    - Tribal Employment Rights Office - (TERO) has information on Indian-owned and non- Indian owned businesses
    - Lots of hopes for improvements; need someone to stay who wants to help
    - Different advantages you can use to do business, but won't share
    - Has to be a way to fast track for the Tribes
    - 3 years ago we had 50 potential entrepreneurs - taxes - 2% go to TERO
Median age is in low 20s - why is that? Premature deaths and moving - reservation deaths are 2 to 3 times as high as general population
  - Life expectancy is 54 for Tribes

- Oil and Gas production impact on Tribes
- Excise taxes - where collected and how?
- Potential study area: Document economic impact of mining on WRR. It may provide 20% of sales tax in Fremont County.
  - Tribal members get discounts, do not pay taxes
- Census data suggests that WRR unemployment is 10% on WRR – but some believe that it may be as high as 60%
- Where people live is their Post Office address (e.g., Ethete counted in Lander because that is where their mail comes from)
- USDA free and reduced lunch program – 100% eligibility on WRR
- Education funding on reservation - mostly Title I
- Road blocks lead to depression
- Definition of a drop-out - check outs are counted as drop-out
- Education and home ownership are keys to economic development, in minds of Wind River Development Corporation

**Strengths, Weaknesses, Opportunities & Threats (SWOT analysis)**

- **Strengths: What's good?**
  - Youth
  - Artisans
  - Land - 2.2 million acres
  - Talent
  - Natural resources
  - Loyalty and family
  - Resiliency
  - Uniqueness
  - Spirituality and religion
  - Sovereignty
  - Sense of belonging
  - Elders
  - Culture and tradition
  - Minerals

- **Weaknesses: What needs improving?**
  - Loss of identity
  - Tribal politics
  - Intergenerational trauma
  - Spiritual health
  - Addictions
- Internal racism
- Inexperienced Youth
- Loyalty and family is also a weakness
- All of our strengths are also our weaknesses
- Information technology - led to loss of stories
- Education
- Lack of opportunities for technical people
- Politics
- Communication
- Role reversals - women bring home the bacon and cook it
- Discrimination
- Rigidity; lack of desire to change

- Opportunities:
  - Joint venture with O&G firms
  - Need flexible structure to engage with private business
  - Develop natural resources on own
  - Natural gas production plant option
  - Asphalt plant and sand and gravel
  - Water rights
  - Renewable energy/solar
  - Have access to investment $$$
  - As wards of the federal government, government has obligation to buy electricity from WRR
  - WRR is at headwaters of Pacific and Gulf of Mexico
  - Winters vs. U.S. Government - "read it"
  - Crow Tribe, WRR, State of Montana, State of Wyoming, Big Horn County - order of water rights
  - $6 million micro-loan fund - $15,000, 2.7% interest
  - 780 employees at Casino
  - Health care

- Threats:
  - Politics
  - Lack of access to capital
  - Hard to talk to Councils
  - Potential partners always want water rights/sovereignty
  - Irrigation system money updated went to Missouri Valley side
  - State/Federal public policy
  - Meth is a three-generation impact

**Vision and Mission**

- What is your **vision** for the Wind River Indian Reservation?
• More of our youth employed
• Healthy families
• Tribal empowerment
• More Indian-owned businesses
• Respect
• Develop more natural resources
• Racial and social justice
• Graduation and post-secondary rates higher
• Regain cultural identity
• More positive role models
• Fluent speakers
• Tribal growth fund

**Wind River Advocacy Center Vision:** Strong and effective Native American leadership for the health, welfare and equality for Native Americans of the Wind River Indian Reservation and an appreciation for the positive contributions of Native Americans to the State of Wyoming.

• What are the Tribes’ core **values**?
  o Families
  o Traditional culture
  o Self-sustainability - employment
  o We vs. me - collective community "we"
  o Forgiveness
  o Equity
  o Water/land and other natural resources
  o Protect what we have
  o Faith
  o Sovereignty
  o Generosity

• What should be the **mission** of the Wind River Native Advocacy Center, to accomplish the vision?
  o To empower native Americans to stand up and have a stronger voice
  o To protect what we have

**Mission:** Develop a structure to empower Native Americans in Wyoming through community organizing, education, research, legal advocacy, and leadership development.

At this point in the session, CBI wrapped up the day’s discussion and declared that the next day would be devoted to applying all that we learned, to create an action plan for economic development.
DAY TWO

Many of the Day One attendees returned for Day Two of the planning session, including:

- Chesie Lee
- Johnna Nunez
- Millie Friday
- Nathan Friday, Sr.
- Glen Fowler
- Cherokee Brown
- Cathy Mink
- Belva Day
- Patricia Berge
- John Inos
- Ross Sloss
- Shoshanna Miller
- Cy Lee
- Clarisse Harris
- Ron Oldman

New attendees on Day #2:

- Dean Goggles - Chairman, NA Business Council
- Darrell O’Neal – Arapaho Business Council member
- Burnett Whiteplume – NAT
- Forrest Whiteman - NABC
- Rick - NABC

The group was pleased that the Northern Arapaho Business Council members were able to drop in for the discussion on Day #2.

Discussion

CBI reiterated the need for additional (and accurate) data on the Tribes’ population, businesses, etc. In order to solve problems, they must first be defined, so that the right solutions can be created. Based on that request, the group had a broad discussion about sources of Tribal data that may be available. Some suggestions:

- Advocacy Center can gather and analyze data from all Tribal sources
- 2010 - Tribes completed a data set that was not released to the public

The Tribes do have confidential data on:

- Number of births every month
- Mortality
  - Example: Data demonstrates that alcohol and drug abuse are major causes of early death
Action Plan

CBI facilitated a discussion about potential action steps that can be taken to address each of the building blocks of economic development. Each action step should be organized to include a specific goal, identifying the resources/people that should work on the goal, clear outcomes (and measures of success), and provide some detail about the timing or priority for the action step. The Action Plan can be found in the next section of this report. General goals identified by the group included:

Leadership/Civic Development/Public Policy

- Goal – Data gathering and storage in central location; collection. Need to find out who has the data and where it is stored
- Goal – Create a central data place
- Goal – Alternative/Renewable Energy Development
- Goal – Improve communication between WRNAC and both Tribes
- Goal – Apply for Section 638 authority for Health Care for Arapaho
- Goal – Apply for Section 1115 Waiver for Medicaid
- Goal – Create a roundtable of community and organizational leaders to improve communication, leadership, education
- Goal – Develop youth leadership program
- Goal – Cultural Education
  - Internal – Tribes & Schools
  - External – state/feds
- Goal – Targeted Industry Study (to identify specific industries/businesses that could be created or recruited to help economy)
- Goal – Economic Impact Analysis could document the positive tax revenue impact that the Tribes have on the local economy, and correct the misperception that the Tribes drain public resources.
- Goal – Develop a positive messaging marketing plan, to counter the negative image and stories that are told about WRR
- Goal – Build/enhance museums that celebrate traditional culture and ways of life
- Goal – Open a Native American restaurant that serve traditional Tribal fare
- Goal - Recreation Centers, skate park, parks in general, ball fields, basketball courts, playgrounds, Boys and Girls Club for Arapaho, lifetime sports, pool, movie theater, horse culture (water park using Tribes' water rights)

Workforce Development

- Schools - educate
- Career exploration
- Job Corps
- Stay in school programs
- Social Justice - criminal issues
• Break cycle of intergenerational trauma

*Quality of Life*
• Healing and healthy focus (Don't eat anything that is white!)

As the discussion about building blocks continued, attendees kept redirecting the facilitators to topics that should be included in the foundational block (leadership, civic development, and public policy). A clear consensus was reached that this was the building block that most needed the Tribes’ immediate attention. Without a good foundation, all the other economic development blocks will fail.

**Next Steps**
• WRNAC will explore possible dates for the next planning session (possible July 6th)
• CBI will prepare a facilitator’s report for this first session, and will continue research into possibilities for data

**ACTION PLAN**

During the May planning session, CBI had presented a slide show that explained the “Building Blocks” of economic development:

By creating and implementing an economic development plan with goals to address all of these building blocks, sustainable success can be achieved and appropriately measured across all economic development efforts, not just business recruitment.

Following the May discussion of economic building blocks, CBI presented an overview of the local economy, with information about the WRR and Fremont County. Where possible, CBI’s
presentation included comparisons of local demographics and economics with the state and nation.

After providing the framework for economic development planning, and after presenting the known demographic and economic data about the WRR, CBI then facilitated a discussion about potential action steps that can be taken by WRNAC to address each of the building blocks of economic development. Each action step should be organized to include a specific goal, identifying the resources/people that should work on the goal, clear outcomes (and measures of success), and provide some detail about the timing or priority for the action step.

As the discussion about building blocks continued, attendees kept redirecting the facilitators to topics that should be included in the foundational block (leadership, civic development, and public policy). A clear consensus was reached that this was the building block that most needed the Tribes’ immediate attention. Without a good foundation, all the other economic development blocks will fail. Without looking at all of economic development through the lens of nation re-building on the WRR, the cycle of intergenerational trauma, poverty, and hopelessness will continue.

It is critical that the Tribes' core values not be compromised in undertaking any economic development efforts. Sustaining and regaining the traditional Native American culture and spiritual emphasis, the importance of family and the collective "we" community, the overriding desire to preserve and protect the natural resource environment and a desire to remain as sovereign nations, must guide any economic development goals.

If the WRR were a typical rural economy in Wyoming, CBI would make specific recommendations to address all of the building blocks identified above. In many ways, the Tribes current situation is consistent with the needs of other Wyoming communities. This Action Plan by design covers only the foundational building block of economic development -

**Leadership, Civic Development, Public Policy**

1. **Strengthen Sovereignty and Tribal Governance**
   
   a. **Provide more opportunities for leadership development**
      
      Perhaps by necessity, local leaders have become reactionary. The Northern Arapaho and Eastern Shoshone Tribes have been poorly treated by American government (at all levels: federal, state, and local). Yet, Tribal Councils have done the best they could with the tools available to them. Accordingly, current leaders should endeavor to develop new skills and new tools. Additionally, new leaders need to be prepared for the future. CBI recommends that WRNAC continue its efforts to improve leadership skills, knowledge, and decision-making processes.
b. **Modify policies, regulations, and codes**  
CBI recommends that the Tribes work with WRNAC to conduct a review of all development policies, codes, and processes. Where possible, inclusion of Indian business managers can provide current information on issues and concerns. This is a healthy exercise for any government, and should be conducted every few years. Further, for the Tribes, it is even more critical to know the federal rules that control decisions. When possible, each Tribe should seek more autonomy from the federal government (such as WRNAC’s current Section 638 and Section 1115 waiver efforts to seek Tribal authority to operate health services).

c. **Encourage civic development among the young people on the WRR**  
Continued support of the Gen 8 program is critical to empowering young people to become the next generation of leaders and to break the cycle of intergenerational trauma. One specific opportunity that seems to have presented itself is the development of a youth-led newspaper, which could increase local awareness of issues and improve transparency of decisions.

2. **Cultural Relevancy and Community Involvement**

   a. **Focus on spirituality, including values and respect**  
WRNAC can help the WRR maintain its spiritual emphasis through its partnership with the Wyoming Association of Churches and through continued hosting of events on the Native American Culture.

   b. **Preserve language and culture and teach young people the tribal history**  
Explore ways to provide cultural education internally in the Tribes and schools and externally through the state and federal government partners. Build and enhance museums and other cultural centers that celebrate traditional culture and way of life.

3. **Social Capital**

   a. **Create roundtable of community and organizational leaders to improve communication, leadership, and education**  
WRNAC can act as a bridge and catalyst to improve communication between the Northern Arapaho and Eastern Shoshone Tribes and WRNAC.

   b. **Health Care Initiative**  
The Health Care Section 638 initiative that WRNAC has spearheaded is a huge first step in creating a healthy, sustainable environment for economic development to occur. The Section 1115 Medicaid Waiver would add to this strong health care emphasis.
4. Communication: Best Practices

a. **Develop a positive messaging marketing plan for the WRR**
   WRNAC can play an important role in countering the negative image and stories that circulate about the WRR among the non-native population. Branding, education and marketing will open the eyes of the outside world to the realities of the WRR culture.

b. **Create a central data gathering and storage location**
   WRNAC should take the lead in identifying who has relevant data on demographics, the economy, tax collections, census, etc. and assist in the creation of a central data location. CBI recommends that WRNAC seek relevant demographic and economic data from the Tribal Councils. It will be necessary to establish mutual trust and a clear understanding of what the data may be used for, along with enforceable commitments to confidentiality.

c. **Obtain and provide accurate information on the economy**
   There is far too much speculation about the local economy, particularly since there is good data and fact-based analysis available to explain what is happening. It may be wise to provide a series of new releases and/or reports to provide accurate information about the economy.

   Economic and demographic information needs to be put into a context that has more meaning to local residents and businesses. The general public needs to better understand the local economy AND needs to have confidence that local leaders are effectively using this information.

d. **Improve communication and transparency with the general public**
   There is a perception among some tribal members that leadership's decisions are closed to them, and perhaps not always in the best interest of the entire Tribe. While that assertion may not be true, the perception is reality for at least some people. CBI recommends that WRNAC further pursue the idea about starting a youth-controlled newspaper, which may help create a more open and transparent decision-making process.

5. Economic Development Policy

a. **Pursue the nation re-building effort discussed by Cornell and Kalt**
   WRNAC should immerse its own leadership and staff in the best practices of economic development as currently practiced by at least a few other Tribes. To accomplish that task, WRNAC should further investigate true success stories and best practices, identify specific efforts that are likely to succeed on the WRR, and then educate Tribal leaders on effective economic development principles.
b. **Conduct a Targeted Industry Study**
   A targeted industry study will identify specific industries/businesses that could be created or recruited to help the economy.

c. **Conduct an Economic Impact Analysis**
   An economic impact analysis could document the positive tax revenue impact that the Tribes have on the local economy. Previous studies were completed in 1988 and 2003, but they should be updated.

d. **Consider creation of a Comprehensive Economic Development Strategy (CEDS) for one or both Tribes**
   Grant funding is available to develop a plan to assess current conditions and guide responsible economic growth on the WRR. WRNAC should apply for this funding and lead this effort.

e. **Build broad-based support for economic development and growth**
   There are many perspectives about business. Some people believe that private enterprise takes action when there is opportunity for profit – plain and simple. Others believe that government can encourage growth with incentives, tax breaks, and a favorable regulatory environment. The truth is that both of those perspectives have merit, though neither is completely correct. Still others believe that the government controls all growth. Most believe that economic development consists entirely of business recruitment efforts (and therefore should be judged solely by the number of new businesses/jobs that have been recruited).

   CBI recommends that WRNAC educate tribal leaders about sound economic development principles, and then make a concerted effort to encourage local residents and businesses to support a comprehensive economic development effort.

f. **Engage relevant associations to improve economic development skills and knowledge.**
   The Wyoming Economic Development Association (WEDA) and the Wyoming Business Council (WBC) can be valuable allies in economic development efforts. WEDA is able to support local economic developers, and hosts regular conferences at which economic developers can learn their trade and network with their peers. If the Tribes themselves do not join WEDA, then WRNAC certainly should.

g. **Enable and support effective economic development.**
   Creation of NATI is a good start for economic development on the WRR. A next step could be to include open discussions with Eastern Shoshone leaders, or perhaps even creation of a similar economic development organization for that Tribe. Additionally, CBI recommends that these organizations be accountable for their actions (successes and failures), but that political controls be removed so that a long-term plan can be effectively implemented.
The suggestion has been made that WRNAC pursue economic development projects off the WRR, on their own or with Tribal members. That kind of effort is risky, though it may in fact be successful. The risk is that it may require a new business (or other venture) to succeed entirely on its own, without the support of the many economic development building blocks discussed above. That is, it may succeed in spite of sound economic development principles, and thus set an example for the Tribes to follow that example. In the long run, it will probably lead to an exodus of talent and jobs that would otherwise remain on Tribal lands.

A key to developing support for economic development is to adequately define what it is (and is not). This effort requires clear identification of goals and measures of success. Those who receive funding for economic development must be accountable for their activities to those who provide funds, and that accountability must be based on pre-defined measures of success. The return on investment is not always the number of new jobs or the increase in the tax base. In fact, most economic development efforts should be focused on helping existing businesses grow and other building blocks. Building community support will require regular communication, a comprehensive approach to economic development, and a fair system of accountability. Fears of negative changes must be addressed, and economic development must be pursued in ways that recapture the native culture (this is actually a common economic development issue found in all communities, where many residents fear the loss of their core values).

Stable funding for economic development is a necessity. If economic developers are continually spending time and effort securing money for operations, less actual work will be completed. Chasing funds will also limit flexibility and effectiveness. CBI recommends that the Tribes meet with WRNAC to discuss a long-term funding plan (5 – 10 years). That plan should also include specific goals, performance measures, and outcomes (aligned with the economic development building blocks).

**RECOMMENDATIONS FOR WRNAC NEXT STEPS**

The WRNAC is positioned to become the catalyst for more cohesive and sustainable economic development efforts on the WRR. Many of the themes that can guide successful tribal development efforts, and that CBI recommends implementing are action steps that the WRNAC can and should take on:

- Projects and programs that help the Tribes towards increased sovereignty, independence and self-sufficiency
- Projects and programs that lead the Tribes towards strong, responsible, united government
- Projects and programs that lead the Tribes toward a strong, healthy tribal community
The Action Plan Matrix on the page that follows outlines the suggested goals, tasks, outcomes, timing, players and resources to move forward over the next 1-2 years. WRNAC should apply for grants to implement the next stages of this Native American Advocacy effort to live into the vision and mission of that entity:

**Vision:** A community engaged in self-determination for education, health, economic development and equality for the Wind River Reservation.

**Mission:** To empower Native Americans in Wyoming through community organizing, education, mentoring, creating allies, research, legal advocacy and leadership development.
### Goal: Strengthen Sovereignty and Tribal Governance
#### Objective: Provide more Opportunities for Leadership Development

<table>
<thead>
<tr>
<th>Action</th>
<th>Outcomes</th>
<th>Timing</th>
<th>Players</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build consensus for nation rebuilding</td>
<td>Leadership support</td>
<td>Year 1</td>
<td>Tribal Councils, WRNAC</td>
<td>Best practices (see resources identified in report)</td>
</tr>
<tr>
<td>Learn best practices for nation rebuilding, including economic development</td>
<td>Better planning and increased sustainability</td>
<td>Year 1</td>
<td>WRNAC</td>
<td>Best practices (see resources identified in report); Wyoming Economic Development Association (WEDA)</td>
</tr>
<tr>
<td>Educate leaders and general public about best practices</td>
<td>Better leadership and accountability</td>
<td>Years 1-2</td>
<td>Tribal Councils, WRNAC</td>
<td>WEDA; Best practices (see resources identified in report)</td>
</tr>
</tbody>
</table>

#### Objective: Modify policies, regulations, and codes

<table>
<thead>
<tr>
<th>Action</th>
<th>Outcomes</th>
<th>Timing</th>
<th>Players</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify best practices for development codes, laws, processes, and players</td>
<td>Blueprint or model for native development</td>
<td>Years 1-2</td>
<td>WRNAC</td>
<td>Best practices (see resources identified in report); WEDA; Wyoming Business Council</td>
</tr>
<tr>
<td>Review WRR development codes, laws, processes, and players</td>
<td>Better understanding of priorities for change</td>
<td>Years 1-2</td>
<td>Tribal Councils, WRNAC</td>
<td>Tribal Councils, Fremont County, Wyoming Business Council</td>
</tr>
<tr>
<td>Seek additional autonomy from federal government (Sections 638 and 1115, etc.)</td>
<td>Increased sovereignty</td>
<td>Year 1 and ongoing</td>
<td>Tribal Councils, WRNAC</td>
<td>BIA and other federal agencies</td>
</tr>
</tbody>
</table>

#### Objective: Encourage civic development among the young people on the WRR

<table>
<thead>
<tr>
<th>Action</th>
<th>Outcomes</th>
<th>Timing</th>
<th>Players</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Gen 8 program</td>
<td>Empower young people</td>
<td>Year 1 and ongoing</td>
<td>Gen 8, WRNAC</td>
<td>Funding from</td>
</tr>
<tr>
<td>Support creation of youth-led newspaper</td>
<td>Increased awareness and transparency</td>
<td>Years 1-2</td>
<td>Gen 8, WRNAC</td>
<td>Dan Neal, Wyoming Press Association</td>
</tr>
</tbody>
</table>

### Goal: Cultural Relevancy and Community Involvement
#### Objective: Focus on spirituality, including values and respect

<table>
<thead>
<tr>
<th>Action</th>
<th>Outcomes</th>
<th>Timing</th>
<th>Players</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support teaching and celebrations of native culture</td>
<td>Increased native pride</td>
<td>Years 1-2</td>
<td>WRNAC, Tribal Councils</td>
<td>Schools and community events</td>
</tr>
</tbody>
</table>

#### Objective: Preserve language and culture and teach young people the tribal history

<table>
<thead>
<tr>
<th>Action</th>
<th>Outcomes</th>
<th>Timing</th>
<th>Players</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support improvements to native museums and cultural centers</td>
<td>Increased access to and awareness of native culture</td>
<td>Year 2</td>
<td>Existing museums, WRNAC</td>
<td>Wyoming Cultural Fund</td>
</tr>
<tr>
<td>Support teaching of native languages in schools</td>
<td>More fluent and proficient speakers of native languages</td>
<td>Year 1 and ongoing</td>
<td>Schools, Tribal Councils, WRNAC</td>
<td>Education funds</td>
</tr>
</tbody>
</table>

### Goal: Social Capital
<table>
<thead>
<tr>
<th>Objective: Create roundtable of community and organizational leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action</strong></td>
</tr>
<tr>
<td>Create informal roundtable for both Tribes (focus on key but common issues)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective: Healthcare initiative</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action</strong></td>
</tr>
<tr>
<td>Complete Section 638 initiative for healthcare</td>
</tr>
<tr>
<td>Complete Section 1115 Medicaid Waiver</td>
</tr>
</tbody>
</table>

**Goal: Communication: Best Practices**

**Objective: Develop a positive messaging marketing plan for WRR**

| **Action** | **Outcomes** | **Timing** | **Players** | **Resources** |
| Create a media/public relations plan that positively portrays Tribes | Better awareness of Tribes | Years 1-2 | Tribal Councils, WRNAC | Wind River Country |

**Objective: Create a central data gathering and storage location**

| **Action** | **Outcomes** | **Timing** | **Players** | **Resources** |
| Create confidentiality agreement with Tribal Councils regarding collection and use of data | Better understanding of economic and demographic status and trends | Years 1-2 | Tribal Councils, WRNAC | Tribal Councils’ data |

**Objective: Obtain and provide accurate information on the economy**

| **Action** | **Outcomes** | **Timing** | **Players** | **Resources** |
| Create a series of articles or newsletters that provide facts to leaders and general public | Increased awareness of truth, reduction of rumor incidents | Years 1-2 | WRNAC, and potentially a youth-led newspaper | Public data sources, Tribal Councils |

**Objective: Improve communication and transparency with general public**

| **Action** | **Outcomes** | **Timing** | **Players** | **Resources** |
| Support creation of youth-led newspaper | Increased awareness and transparency | Years 1-2 | Gen 8, WRNAC | Dan Neal, Wyoming Press Association |

**Goal: Economic Development Policy**

**Objective: Pursue Nation Re-building effort (Cornell and Kalt)**

| **Action** | **Outcomes** | **Timing** | **Players** | **Resources** |
| Learn best practices for nation re-building, including economic development | Better planning and increased sustainability | Year 1 | WRNAC | Best practices (see resources identified in report); Wyoming Economic Development Association (WEDA) |

**Objective: Conduct Targeted Industry Study**
<table>
<thead>
<tr>
<th>Action</th>
<th>Outcomes</th>
<th>Timing</th>
<th>Players</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete a targeted industry study</td>
<td>Identification of the best opportunities for growth</td>
<td>Year 2</td>
<td>WRNAC</td>
<td>Wyoming Business Council planning funds</td>
</tr>
<tr>
<td>Objective: Conduct Economic Impact Analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Update economic impact analysis</td>
<td>Improved information about net positive economic impact of Tribes</td>
<td>Year 2</td>
<td>WRNAC</td>
<td>Wyoming Business Council planning funds</td>
</tr>
<tr>
<td>Objective: Develop Comprehensive Economic Development Strategy (CEDS)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop comprehensive economic development strategy for WRR (or for each Tribe?)</td>
<td>Clearer understanding of current status, and roadmap to future economic growth</td>
<td>Year 2</td>
<td>WRNAC</td>
<td>Wyoming Business Council planning funds</td>
</tr>
<tr>
<td>Objective: Build broad-based support for economic development and growth</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teach economic development best practices to existing businesses and Tribal leadership</td>
<td>Better understanding of and support for economic development</td>
<td>Year 1 and ongoing</td>
<td>WRNAC, Tribal Councils, business leaders</td>
<td>WEDA; Best practices (see resources identified in report)</td>
</tr>
<tr>
<td>Identify key economic development goals and performance measures</td>
<td>Increased accountability and transparency</td>
<td>Year 1 and ongoing</td>
<td>WRNAC, Tribal Councils, business leaders</td>
<td>WEDA; Best practices (see resources identified in report)</td>
</tr>
<tr>
<td>Objective: Engage relevant associations to improve ED skills and knowledge</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WRNAC joins WEDA</td>
<td>Membership, better communication, peer support, networking</td>
<td>Year 1 and ongoing</td>
<td>WRNAC</td>
<td>WEDA</td>
</tr>
<tr>
<td>Tribes join WEDA</td>
<td>Increased native presence and awareness of economic development efforts</td>
<td>Years 1-2</td>
<td>Tribal Councils</td>
<td>WRNAC, WEDA</td>
</tr>
<tr>
<td>Objective: Enable and support effective economic development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work toward removing politics from NATI</td>
<td>Greater flexibility and focus on economic development</td>
<td>Years 1-2</td>
<td>WRNAC, Northern Arapaho Tribal Council</td>
<td>WEDA, Wyoming Business Council</td>
</tr>
<tr>
<td>Create economic development organization for Eastern Shoshone</td>
<td>Greater flexibility and focus on economic development</td>
<td>Years 1-2</td>
<td>WRNAC, Eastern Shoshone Tribal Council</td>
<td>WEDA, Wyoming Business Council</td>
</tr>
</tbody>
</table>
What is Economic Development?
A lot more than you think!

Economic Development Tiers

- Tier 1: Leadership/Civic Development & The Role Of Public Policy
- Tier 2: Quality Of Life, Workforce Development, Infrastructure Development
- Tier 3: New Business Recruitment, Entrepreneur Development, Existing Business Development
Tier 1 – Leadership & Policy
A Strong Foundation

New Business Recruitment
Existing Business Development
Entrepreneur Development
Quality Of Life
Workforce Development
Infrastructure Development

Leadership/Civic Development & The Role Of Public Policy

Without leadership, nothing else matters

Wyoming Business Leadership Institute 2012
Wyoming Economic Development Association (WEDA) provides leadership and support to foster economic development in Wyoming.

We do that in two ways:

- Develop skilled economic development practitioners in Wyoming
- Educate leadership regarding the impact of economic development to maintain the programs and services which help us do our job.
Tier 2 – Quality of Life
Work Where You Want to Live

New Business Recruitment
Existing Business Development
Entrepreneur Development
Quality Of Life
Workforce Development
Infrastructure Development
Leadership/Civic Development & The Role Of Public Policy

Quality of Life:
Makes a community worth living in
Our Key WY Business Council Programs:

- Community Facilities Program (CFP)
- Community Enhancement Program
- Community Development Block Grants (CDBG)

These programs help your communities create community gathering spaces, and recreational and educational amenities, which promote a positive business climate in your home towns.

Tier 2 – Workforce
Without good employees, job creation is not possible
Wyoming’s workforce relies upon the Department of Workforce Service’s Workforce Training Fund

- This program is used repeatedly by Wyoming citizens and businesses to improve their skill sets to become more attractive to relocating businesses requiring a trained workforce.
Tier 2 – Infrastructure
“Shovel Ready”

New Business Recruitment
Existing Business Development
Entrepreneur Development
Quality Of Life
Workforce Development
Infrastructure Development
Leadership/Civic Development & The Role Of Public Policy

“Shovel Ready”

NCAR Groundbreaking in Cheyenne, Wyo.

Ribbon Cutting atelan Technology in Cody, Wyo.

Fair View Industrial Park, Riverton, Wyo.
A key tool in our tool kit:

WY Business Council – Business Ready Communities Program (BRC)

• This program builds the infrastructure needed to attract and grow both existing and new business.
Wyoming’s banner economic development projects historically rely on these key programs:

• Planning information from WY Business Council
• Statistics from Workforce Development /Labor
• Infrastructure Grants from WY Business Council
• Workforce Training Grants from Dept. of Workforce Services
Tier 3 – Local Entrepreneur
Living Your Dream

- New Business Recruitment
- Existing Business Development
- Entrepreneur Development
- Quality Of Life
- Workforce Development
- Infrastructure Development
- Leadership/Civic Development & The Role Of Public Policy

Home-grown Companies

Blue Bird Frozen Yogurt in Jackson Hole, WY
MultiMix Concrete in Sheridan, WY
Sunlight Spas in Cody, WY
Tier 4 – New Business
Hitting the Target

Business Recruiting:
Add jobs, diversifies & enhances existing base
Recent Announcements & Programs Used:

- Microsoft – Supported by WBC’s Business Committed Program (BRC)
- Hi-Viz – Supported by WBC’s Business Ready and Business Committed Programs (BRC)
- Gestamp Worthington Wind Steel – supported by State Bonding
- Haystack Coal Company – Supported by WBC’s Business Committed Program (BRC)
- Insultech – Supported by WBC’s Business Ready and Community Facilities Programs (BRC & CFP)
Economic Development is a process, not an event

For More Information:
Wyoming Economic Development Association

307.332.5546
info@wyomingeda.org
www.wyomingeda.org
How is the local economy doing?

A. Stagnant/Shrinking
B. Stable
C. Poised for Growth
D. Growing
E. None of the above
F. All the above
CBI Focus Newsletters

- Community Builders, Inc. prepares a monthly newsletter for each county in Wyoming
- Provides demographic and economic information on a county/state level
- Keeps decision-makers aware of trends, changes, and overall status of local economy
- Uses publicly available information, presented with simple, consistent graphs
- 40,000 foot level – often there’s much more information available

Census Bureau/ACS

- American Community Survey (ACS) is an ongoing survey conducted by the U.S. Bureau of Census
- Provides data every year – giving communities the current information they need to plan
- Most recent data (2009–2013) is 5-year average that can be compared directly to larger economies (US, WY, and Fremont County)
Fremont County Population Estimates (as of July 1 each year)

- 2003: 33,000
- 2004: 34,000
- 2005: 35,000
- 2006: 36,000
- 2007: 37,000
- 2008: 38,000
- 2009: 39,000
- 2010: 40,000
- 2011: 41,000
- 2012: 42,000
- 2013: 43,000

What Is Economic Development?

- Tier 1: Leadership/Civic Development & The Role Of Public Policy
- Tier 2: Quality Of Life, Workforce Development, Infrastructure Development
- Tier 3: Existing Business Development, Entrepreneur Development
- Tier 4: New Business Recruitment
Components of Change

Fremont County Components of Population Change

Births
Deaths
Migration
Net Change

Agricultural Land

Fremont County (Number of acres)

Range Land
Dry Farm
Irrigated Land
Agricultural Product Values

Fremont County (Value in $ millions)

Livestock Inventory
Crop Production

Mineral Tax Valuations

Fremont County
(State Assessed - in $ millions)

Oil
Gas
Coal
Other
Rental Vacancy Rates

Fremont County

Excise Taxes

Fremont County
2014 Excise Taxes by Industry

Fremont County

AGR $22,775
MIN $9,038,983
OTH $1,344,096
PUB $4,730,410
ACC $4,218,841
ART $156,200
EDU $42,150
ADM $82,884
PRO $117,308
REL $1,784,888
FIN $72,285
INF $1,127,143
TRA $52,169
UTL $1,295,830
CON $807,400
MFR $463,294
WHO $2,425,384
PRO $117,308
MGT $0
EDU $42,150
HEA $3,972
ACC $4,218,841
OTH $1,344,096
PUB $4,730,410
AGR $22,775
MIN $9,038,983
OTH $1,344,096
PUB $4,730,410
ACC $4,218,841
ART $156,200
EDU $42,150
ADM $82,884
PRO $117,308
REL $1,784,888
FIN $72,285
INF $1,127,143
TRA $52,169
UTL $1,295,830
CON $807,400
MFR $463,294
WHO $2,425,384

2014 Excise Tax Comparison

Fremont County
Location Quotients (LQ) compared to Wyoming

AGR 1.9
MIN 1.0
UTL 0.7
CON 0.6
MFR 0.3
PRO 0.7
REL 0.9
FIN 1.4
EDU 1.9
WHO 0.7
TRA 0.3
ADM 0.9
HEA 0.9
ACC 1.0
OTH 0.8
PUB 1.3
Employment by Industry (ACS)

Income (ACS)
**Income Measures (ACS)**

- **Median Household Income**
  - USA
  - Wyoming
  - County
  - WRR

- **Per Capita Income**

**Poverty Rate**

- **Fremont County**
  - USA
  - Wyoming
  - County
**Poverty Rates – Families (ACS)**

<table>
<thead>
<tr>
<th>Poverty Rates</th>
<th>USA</th>
<th>WY</th>
<th>County</th>
<th>WRR</th>
</tr>
</thead>
<tbody>
<tr>
<td>All people</td>
<td>15.4%</td>
<td>11.5%</td>
<td>15.0%</td>
<td>17.5%</td>
</tr>
<tr>
<td>All families</td>
<td>11.3%</td>
<td>7.7%</td>
<td>10.5%</td>
<td>12.6%</td>
</tr>
<tr>
<td>With related children under 18 years</td>
<td>17.8%</td>
<td>12.9%</td>
<td>19.9%</td>
<td>21.9%</td>
</tr>
<tr>
<td>With related children under 5 years only</td>
<td>18.6%</td>
<td>14.4%</td>
<td>21.0%</td>
<td>29.4%</td>
</tr>
<tr>
<td>Married couple families</td>
<td>5.6%</td>
<td>3.7%</td>
<td>5.5%</td>
<td>6.1%</td>
</tr>
<tr>
<td>With related children under 18 years</td>
<td>8.3%</td>
<td>5.7%</td>
<td>11.0%</td>
<td>11.3%</td>
</tr>
<tr>
<td>With related children under 5 years only</td>
<td>7.1%</td>
<td>5.5%</td>
<td>9.3%</td>
<td>10.1%</td>
</tr>
<tr>
<td>Families with female householder, no husband present</td>
<td>30.6%</td>
<td>31.0%</td>
<td>33.2%</td>
<td>37.5%</td>
</tr>
<tr>
<td>With related children under 18 years</td>
<td>40.0%</td>
<td>38.5%</td>
<td>42.1%</td>
<td>45.1%</td>
</tr>
<tr>
<td>With related children under 5 years only</td>
<td>46.9%</td>
<td>51.1%</td>
<td>58.5%</td>
<td>65.7%</td>
</tr>
</tbody>
</table>

**School Enrollments (ACS)**

- Nursery school, preschool
- Kindergarten - 8th grade
- High school (grades 9-12)
- College or graduate school

(Percent of Appropriate Age Group)
Summary

- Young population
- Limited commercial/industrial development
- Agriculture and Mining (includes oil & gas) are primary industries
- Unemployment and poverty rates are higher than elsewhere
- School enrollment and educational attainment are lower than elsewhere
- Disability rates are higher

Strategic Planning Principles

- Does it diversify the economy?
- Does it build on strengths?
- Does it increase private investment?
- Does it create new, quality jobs?
- Does it improve competitiveness?
- Does it improve infrastructure?
- Does it strengthen the workforce?
- Does it have a positive impact on the Tribes?
- Does it improve efficiency of Tribes?