

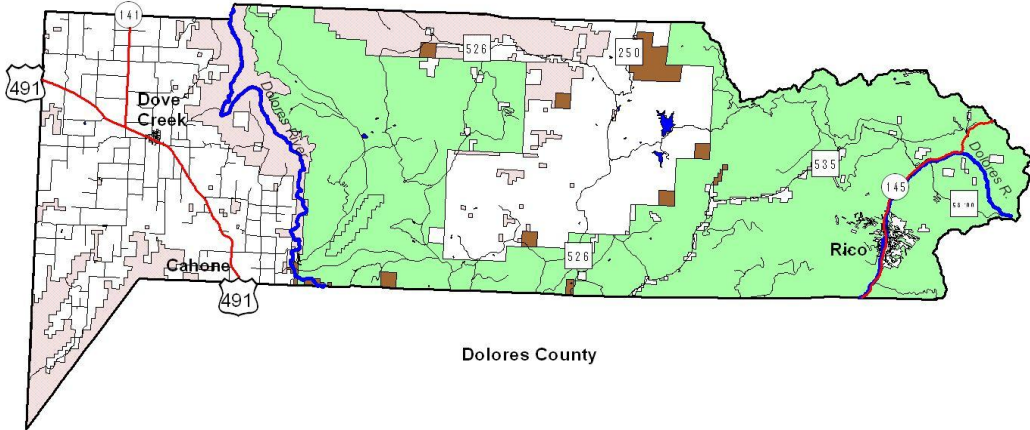
MAP OF DOLORES COUNTY



- Land Area - 683,833 acres (1,068 sq. miles)
- Private Lands- 236,314 acres (35%)
(1% of private lands are in patented mining claims)
 - San Juan National Forest- 329,492 acres (48%)
 - Bureau of Land Management- 88,283 acres (13%)
 - State Lands- 20,903 acres (3%)



REGION 9



Dolores County

Information Services
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 acreage estimates from <http://www.nrel.colostate.edu/projects/comap/index.html>

4. DOLORES COUNTY

TABLE OF CONTENTS

INTRODUCTION	1
EXECUTIVE SUMMARY	1
BACKGROUND	2
LOCAL ISSUES	3
Agriculture	3
Education	3
Environmental and Land Use Issues	4
Elderly Populations	6
Housing	6
Health Care	8
Livable Wages	9
Telecommunications	10
Transportation	10
DOLORES COUNTY PROFILE	12
Dolores County Government	12
Infrastructure and Services	13
Demographics	14
The Local Economy	15
STRATEGIC PLANNING	33
Dolores County Vision and Mission Statements	33
SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis	33
Key Economic Development Directions	34
Goals, Actions & Implementation	35
BOTTOM UP ECONOMIC DEVELOPMENT STRATEGY	38

INTRODUCTION

The purpose of the Comprehensive Economic Development Strategy (CEDS) is to create a plan for retaining and creating better paying jobs, fostering stable and more diversified economies, as well as maintaining and improving the quality of life in Southwest Colorado. The purpose of this section is to provide specific information on Dolores County, and how it fits into the region of southwest Colorado.

EXECUTIVE SUMMARY

Dolores County has some significant areas of strength and weakness as compared to the region. Key issues include agriculture, education, environment and land use, elderly populations, housing, health care, telecommunications and transportation.

Perhaps more than any other county in Region 9, Dolores County's economic base and people are closely tied to the lands that surround them, both public and private. This county is unique because there are two geographically and economically distinct communities. The eastern end is home to the small former mining town of Rico, which has become a bedroom community for Telluride. Two hours to the west, near the Utah border, is Dove Creek, a traditional farming/agriculture town. Despite their diversity, both ends of the county have significant amounts of public lands with 329,492 acres owned by the United States Forest Service and 88,283 acres owned by the Bureau of Land Management or the state. Dolores County is comprised of 683,333 acres (1,068 sq. miles). Only 35% of lands in Dolores County are in private ownership.

From 1990 to 2000, the population of Dolores County grew by 2.3% annually. Since 2000, the estimated rate of growth has slowed down to about 1% annually, with most of the growth in the Rico area. Unincorporated areas, particularly around Cahone, and Dove Creek continue to see some growth. The population in 2010 was 1,844.

In 2009, the government sector provided 30% of jobs and 24% of employment income. The agricultural sector accounted for 23% of jobs and 6% of employment income. Proprietors (owners) made up 40% of total employment, while wage and salary jobs accounted for 60%. When we compare job growth from 2001 to 2009 we see that the most growth was in manufacturing and transportation and warehousing sectors. Most other sectors declined in terms of employment.

In 2010, county unemployment rates (17.5%) are significantly higher than the state (8.9%) and nation (9.6%). In fact, Dolores County led the State in unemployment from mid 2009 to well into 2011.

Region 9 has estimated that in 2010 a minimum of \$11.99/hr provided a livable wage in Dove Creek and \$12.25 in Rico

In 2009, Dolores County had a total personal income (TPI) of \$60,887,000, which ranked 59th (of 64 counties) in the state and accounted for less than 0.1% of the state total income.

In 2009, Dolores County had a per capita income (PCPI) of \$31,385. This PCPI ranked 47th in the state (of 64 counties) was 75 percent of the state average (\$41,895), and was 79 percent of the national average (\$39,635).

BACKGROUND

Ancestral Puebloans (Anasazi) were the first known inhabitants of Dolores County and the surrounding area. Following them were the Ute, Navajo and Paiute Indian Tribes. Members of the Escalante - Dominquez Expedition, seeking a route to the Spanish Missions of California, rested on the banks of Dove Creek in western Dolores County on August 15, 1776. By the mid - 1800s Dove Creek had become a way station for caravans of traders using the Old Spanish Trail. Dolores County was created from part of Ouray County in 1881.

Dove Creek

Western Dolores County was originally lush native grass that attracted livestock settlers beginning in the 1870s. By 1910 open range overgrazing had caused sagebrush to overtake native grasses in most of the area. In 1914 the Federal Government opened the area to homesteaders and dry land farming began in earnest. Most farming is high altitude dry land, with a strong emphasis on sunflowers and safflowers. Dove Creek is known as the "Pinto Bean Capital of the World" for its long - standing production of high quality pinto beans noted for their nutritional content and extended shelf life. New opportunities are constantly being explored in the agricultural sector including the development of new crops and value added businesses. The land surrounding Dove Creek is rich in scenic attractions and prehistoric cultural resources. These resources, as well as hunting and fishing opportunities, are currently being promoted to attract visitors to the area.

Mining had always been an integral part of the County's economy but this industry has seen significant employment swings due to world market prices. Presently, the reopening of a couple of uranium mines and a new area copper mine has improved the mining picture.

Rico

Historically, the mountainous (eastern) part of Dolores County supplied a number of small saw mills with timber, and was the site of gold, silver, copper, lead, and zinc mining in the Rico area, beginning around 1869. In 1876 the Pioneer Mining District was formed and mining became the main industry for the upper Dolores Valley and the Rico area. In 1879 the discovery of rich, oxidized silver ore on Telescope and, Blackhawk Mountain, and the signing of the Burnot Treaty when the Utes ceded much of Southwest Colorado to the United States led to the incorporation of the Town of Rico and a 320 - acre town site was platted out into streets and alleys. In 1880 the first wagon road was completed up Scotch Creek and Hermosa Park where it eventually led to Animas City and Durango. In 1891 the Rio Grand Southern Railroad (the Galloping Goose) pulled into Rico, and eventually connected the communities of Durango, Dolores, Rico, Ophir, Telluride and Ridgeway. The railroad ran for 63 years until it was abandoned in 1954.

In 1892 Rico had a population of over 2,000 people, 23 saloons, 3 blocks of red light districts, 2 churches, 2 newspapers, a theater, the Rico State Bank and many other stores and hotels. That same year the Dolores County Courthouse was built and Rico became the county seat, remaining so until 1946, when it was moved to the Town of Dove Creek. In 1893 Rico suffered a Silver Panic and many businesses were closed. By the turn of the century the population had declined to 811 people. The mining district had its ups and downs until 1926 when the Rico Argentine Mining Company consolidated the Town's mining industry. In 1937 the Rico Argentine Mining Company constructed a mill and eventually became the only surviving mining company of size. A sulfuric acid plant was constructed in 1953 and operated until 1965. At this time there were only about 300 people living in the town. From 1965 to 1971 the industry concentrated on lead and zinc mining and the population dropped to approximately 45. At present the mining industry is not active in the Rico area, but in 2010 sampling for molybdenum began above the town.

Comment [b1]: Molybdenum was never mined in Rico

Comment [b2]: The number 5,000 is a myth. US census records show it somewhere around 2,000 at that time.

LOCAL ISSUES

Dolores County has some significant areas of strength and weakness as compared to the region. The following information takes a closer look at some of the key issues for the county.

Agriculture

Over the last 20 years, there has been a significant shift in Dolores regarding agriculture. In 1990, 70% of the total economy was agriculture based – today it is less than 40%. In the early 1990s, a sophisticated irrigation system provided water to the western portion of the County, but the water reached only 7,600 acres out of a total of 150,000 acres. Farmers are getting older as the average age of a farmer in the County is now 58. Farms are becoming more numerous and smaller in size as land has become more valuable for development than for agricultural production. Livestock production is limited to relatively small herds of cattle and a few scattered small-scale goat and sheep operations.

Production cropping still focuses on wheat, pinto beans, alfalfa and the relative newcomers sunflowers and safflowers. The latter two crops were a direct result of the Oil Crush Plant built in Dove Creek in 2008, but the plant is currently not operating. Even with the status of the oil plan in question, growers have found that sunflowers and safflowers have a significant place in the ecology of dry-land crop rotation.

The above mentioned issues have caused a slight shift away from production agriculture to small scale agriculture. Even though the Dolores Water Conservancy irrigation project mainly focused on production agriculture, municipal and industrial water (MI) has been available to those near the main delivery canal to the Dove Creek pumping station. Those near the canal system have taken advantage of accessing this MI water, which enables them to start small-scale greenhouses, and plant fruit trees and vegetable crops.

This growing shift to small scale agriculture has led agribusinesses in the area to carrying smaller farm equipment and catering to the needs of small scale farms. Colorado State University (CSU) Extension and CSU Experiment Station Personnel are now providing programming to small-scale agriculture clientele. Even with these changes supporting small-scale farms, one issue that continues to be challenging for those absentee and small acreage landowners (100 acres or less) is the lack of custom farm services for cultivation, planting and harvesting.

The Dolores County Mandatory Weed District provides noxious weed control in the county for both large- and small-scale farms. If the District is not available, there are private companies in the area that also offer this service.

Education

Since the last CEDS report, there have been significant changes in the way Colorado schools are rated, as well as in the State Standards and Assessments. In 2008, a landmark education reform initiative known as “Colorado’s Achievement Plan for Kids,” or CAP4K, was signed into law. The purpose of the reform was to align the state public education system from preschool through postsecondary schooling. The Education Accountability Act of 2009 aligns the accountability system to focus on the CAP4K goals: holding the state, districts and schools accountable on a set of consistent, objective measures and report performance. (See Regional Overview on Education for more detail on these reforms.)

Comment [b3]: There's some serious concern in Rico that the school will eventually close. Most parents send their kids to Telluride or Dolores due to parents' primary employment locations and the high quality after school programs offered in the other school districts. Just an FYI if it's not appropriate to address here.

District and school Unified Improvement Plans (UIP) are based on four performance indicators: academic achievement; academic growth; gaps in growth levels for a variety of historically disadvantaged subgroups; and success in preparing students for postsecondary and workforce readiness (based on dropout rates, graduation rates and scores on the ACT college entrance exam). Based on these indicators, the Colorado Department of Education (CDE) determines if each district (and the district in turn, their schools) exceeds, meets, approaches or does not meet the indicators.

According to the 2010 one-year performance reports (the first year the UIP format was required); Dolores County RE No. 2 is accredited with Improvement Plan. The district meets one of the four indicators (postsecondary and workforce readiness) and is approaching meeting the academic achievement and academic growth indicators. It does not meet the academic growth gaps indicator. (View full district report at <http://www.schoolview.org/performance.asp>.)

Note: Dove Creek High School CSAP scores are not displayed here because fewer than 16 students were tested.

Environmental and Land Use Issues

Perhaps more than any other county in Region 9, Dolores County's economic base and people are closely tied to the lands that surround them, both public and private. This county is unique because there are two geographically and economically distinct communities. The eastern end is home to the small former mining town of Rico. Two hours to the west, near the Utah border, is Dove Creek, a traditional farming/agriculture town. Despite their diversity, both ends of the county have significant amounts of public lands with 329,492 acres owned by the United States Forest Service and 88,283 acres owned by the Bureau of Land Management or the state. The Town of Rico, working with other jurisdictions and partners, is a leader in the San Juan Skyway Heritage Initiative whose goal is to protect the 232 mile scenic by-way that ribbons across southwest Colorado.

Water quality around Rico in particular, has been an environmental concern. Water quality has been impaired along segments of Silver Creek and the Dolores River from historic mining activities. The lack of adequate sewer capacity spurred the Town of Rico to pursue funding for a new sewage treatment plant. A public vote that was passed in September of 2005 enabled the Town to move forward with a \$4.2 million dollar sewer plant. Grants were also secured through a number of other sources. However, a later in-depth analysis resulted in a cost estimate of approximately \$12 million, rather than the preliminary estimate of \$4.2 million. The estimate was almost three times the funding secured for the project, and since development has slowed down considerably since the mid-2000's, Rico decided it is was not feasible to build the sewer plant at this time.

The agriculture base of the county is very important and County Commissioners as well as others are involved in the Dolores River Dialogue (DRD), a coalition of diverse interests, whose purpose is to explore management opportunities, build support for and take action to improve the ecological conditions downstream of McPhee Reservoir (which is in Montezuma County) while honoring water rights, protecting agricultural and municipal water supplies, and the continued enjoyment of rafting and fishing.

In December of 2008, the DRD initiated a project known as the [Lower Dolores River Plan Working Group](#). A Working Group was formed to make recommendations to the Dolores Public Lands Office (USFS/BLM) prior to development of its update to the 20-year-old Dolores River Management Plan. The group was further charged with exploring and evaluating alternatives to the finding of the USFS/BLM that the Lower Dolores River is "Preliminarily Suitable" for the status of a Wild and Scenic designation. It is the policy of the United States government that certain selected rivers possess outstandingly remarkable scenic, recreational, geologic, fish and wildlife, historic, cultural or other similar values, and those waters will be preserved in free-flowing condition and protected for the benefit and enjoyment of present and future generations (Wild & Scenic Rivers Act, October 2, 1968). Actual designation of a river as "Wild and Scenic" is done by an Act of Congress. There is concern among many local stakeholders about the ramifications of a Wild and Scenic designation, in that there could be a federally-reserved water right in which the river could not be dammed, and also, there could be difficulty in diverting water in the future.

The [Lower Dolores River Plan Working Group](#) is comprised of almost 60 members who represent a wide range of stakeholder positions. The group spent over a year and a half examining the "Outstandingly Remarkable Values" (ORV's) within five reaches of the river, and discussing ways to protect them while also protecting water rights and the local economies. They discussed the following ORV's along the Lower Dolores: archaeological/cultural resources, scenery, geology, hiking in Bull Canyon and Coyote Wash, rafting, native fish, various plants, and the canyon tree frog. The group made management recommendations concerning archaeology/cultural resources, scenery, rafting, and fish, wildlife, and ecological issues. Their full report can be found at (<http://ocs.fortlewis.edu/drd/pdf/WorkingGroupFINALREPORT.pdf>)

The group also made a recommendation to the Dolores Public Lands Office that a National Conservation Area be developed, rather than a Wild and Scenic River designation. National Conservation Areas are designated by Congress to conserve, protect, enhance, and manage public lands for the benefit and enjoyment of present and future generations. These lands feature exceptional scientific, cultural, ecological, historical, and recreational values. A subcommittee was formed to draft a framework for a proposal to introduce federal legislation to establish an NCA, and this work is ongoing.

One controversial issue is the Boggy-Glade Travel Management Plan regarding federal lands in Dolores and Montezuma counties. In late 2005, the U.S. Forest Service adopted the Travel Management Rule, which requires the national forests to designate roads, trails, and areas for motor vehicle use and specifies the types of vehicles that can be used. After the designation process is complete, the public is authorized to use only the roads, trails, and areas that are designated. The Boggy-Glade Travel Management Plan encompasses approximately 245,800 square miles of national forest north of Dolores. The ten-year plan designates approximately 354 miles of forest roads open for public driving during the summer and decommissions 155 miles of forest roads. The plan also eliminates all cross-country motorized travel and off-road motorized big-game retrieval.

The Boggy-Glade Travel Management Plan Decision Notice and Finding of No Significant Impact (FONSI) states that the purpose of the rule is not to unnecessarily limit access to the Forest, but rather to strike a balance in managing all types of recreational activities. (http://data.ecosystem-management.org/nepaweb/nepa_project_exp.php?project=19604). However, there is some strong dissension to the plan. After the record of decision was released, about 40 appeal points were filed by the Dolores County Commissioners, the Dolores County Development Corporation, the Dove Creek Chamber of Commerce, and individuals. Commissioners stated concerns about the travel plan's economic impacts on a region that depends on hunting and ATV'ing. A perceived lack of coordination with local governments during the planning process was also cited (Cortez Journal, 12/24/10).

What happens now? The appeals of the Boggy-Glade Travel Management Plan Decision resulted in a reversal of the decision, and the case was sent to the Dolores Forest Service Office for further planning. Additional public hearings and open houses will be held in June and July of 2011, offering new opportunities for public dialogue. Following the public process, a new decision will be issued.

Elderly Populations

Dolores County Senior Services provides numerous services within their limited funding. The mission of this department is to help seniors (age 60+) to live safely and independently, in their homes, for as long as possible. This agency offers home-delivered meals, homemaker (housekeeping) services, and connects the elderly with caregivers. These services are funded through the Older Americans Act, passed by Congress in 1965 in response to concerns about lack of community social services for the elderly. Congregate meals are provided in Cahone twice per week and in Dove Creek once a week, offering nutritious meals and social activity for seniors. Hot meals are delivered to homebound seniors in the area three days per week, and frozen meals are delivered to this population twice per week. In Rico, the lack of senior and health care services will most likely prevent residents from aging in place.

Comment [b4]: In Rico, the lack of senior and health care services will most likely prevent residents from aging in place.

Several other services for seniors are offered in the county. For example, a call-button service links to third parties, the sheriff's office, or 911 in case of a fall by a home-bound senior whose caregiver is not present in the home at the time of the fall. In addition, Dolores County Senior Services publishes a monthly newsletter and articles in the local newspaper with a listing of activities and also menus for the hot meal services. Health promotion activities include walking, line-dancing, and chair exercises programs. Senior Services also uses DCTV (the local public access TV channel) to promote its services and programs.

As mentioned in the Transportation section below, transit services provide transportation for seniors to medical appointments in distant towns. The small community health clinic in Dove Creek is staffed by a doctor one-half to one day per week; a physician's assistant is available the other weekdays. A daily shuttle service delivers prescriptions from Cortez to the Dove Creek community health clinic. Senior Health Insurance Program (SHIP) counseling is available to assist seniors with Medicare programs.

Land has been purchased in Dove Creek for construction of the Dove Creek Community/Senior Center, and \$16,000 of preliminary architectural work was completed. Construction of the center was expected to be secured through a state-funded Energy Impact grant; however, this funding was discontinued by the state of Colorado. Plans for the community/senior center are "on hold".

Housing

The provision of adequate housing continues to be a concern in Dolores County. The following information was drawn from a recent report prepared for the Southwest Colorado Housing Collaborative, in an effort to create a regional housing strategy (*Southwest Colorado Housing Plan*. Report prepared by Economic & Planning Systems. Draft January 21, 2010. p5).

"A housing needs assessment was completed for Dolores County in January of 2007 and summarized needs of each community (<http://www.scan.org/archives.html>). A key recommendation was the construction of housing units; however, specific action steps were not included in the report. There are no housing agencies providing housing services, and the County relies on agencies from outside of the county to provide most services. The County would benefit from a greater presence of regional housing agencies within the county to ensure its needs are met.

The eastern portion of the county includes the town of Rico that is becoming a bedroom community for nearby resort areas, specifically Telluride. Locals looking for housing options in Rico have difficulty finding affordable options due to the lack of housing stock and the higher price levels found in the Telluride area. Compounding this issue is the fact that Telluride is located in a different county but impacts Dolores County. Rental units in Rico are expensive and in high demand. A desire for affordable and attainable housing in Rico has been expressed by some local residents; however, there is a debate about the need to create housing for residents who work outside Rico and, therefore, outside the County.

The west side of the County reflects the agricultural economy and has an aging housing stock. Newcomers to the western portions of Dolores County have had a difficult time finding homes for sale due to the limited inventory. Rental housing options are quite limited as well. The housing needs assessment identified gaps in housing options for low-income households and disabled persons. The study found a need for some level of assisted housing in the Dove Creek area, with a recommendation of 10 to 15 units needed to meet immediate needs.

Contributing to its housing challenges, Dolores County has a significant number of senior residents who are more and more in need of alternative housing options. The high number of senior residents in the western portion of the County, specifically in the Cahone area, was identified in the housing needs assessment. Senior assisted housing was identified as a need for the community and should be located in or near Dove Creek. An option that has been evaluated is to develop senior housing next to the new senior center, but this concept has not yet been pursued.

Compounding the need for senior housing is the lack of desire from seniors to leave their current homes, which in some cases are in great need of repair. The overall quality of housing in the western portion of the County was cited in the housing needs assessment as an issue, with 76 percent of homeowners who responded claiming their homes need some level of repair. Housing rehabilitation strategies were suggested by the needs assessment as a way to upgrade the current housing stock. The small population of Dolores County makes it difficult to attract parties interested in providing housing services to the County. The Montezuma County Housing Authority has explored developing a low-income housing tax credit project in Dolores County but has been unable to make a project feasible.”

Hunny-do, LLC., was formed in April of 2011 to try and address the needs of Seniors. The mission of Hunny-do is to provide a variety of home maintenance options for Seniors through a fee based structure.

In the fourth quarter of 2010, Dolores County had a foreclosure rate of 36% of occupied housing units. It is important to note, however, that counties with small populations are prone to very volatile foreclosure rates as a small rise or fall in the total number of foreclosures can significantly change the foreclosure rate in terms of a percentage.

Although there were a small number of single family residential homes sold in Dolores County in 2010, we can characterize their median prices by area. In Cahone the median was \$107,300; in Dove Creek the median was \$54,500; in Rico the median was \$82,000. Elsewhere in the county the median was \$112,000 – this included rural properties with acreage [Sales information from the Dolores County Assessor].

Health Care

With a poverty rate estimated at 12%, and an uninsured rate estimated at 26%, Dolores County faces challenges in meeting the health care needs of its residents. A full 48% of the county's children qualify for free or reduced lunch. However, the county qualifies as a federal HPSA (Primary Care Health Professional Shortage Area), Dental Health Professional Shortage Area, and a Medically Underserved Area/Population (MUA). These designations, granted by the Federal Department of Health and Human Services, make providers eligible for higher Medicare and Medicaid reimbursements.

Such designations are important for the Dove Creek Community Health Clinic, a federally qualified health center (FQHC) – the only locally managed and operated FQHC in Region 9 thus far. In 2010, the facility served 1,557 patients, 70% of whom were 200% of FPL (Federal Poverty Level) or lower. The FPL for a family of four is \$22,350 in annual income. The clinic provides essential health care including primary medical, dental, and integrated behavioral health services. The 200+ residents of the Town of Rico, also in Dolores County, do not have access to a community clinic and must travel either to Telluride, Dolores or Cortez for most of their health care needs.

The Dolores County Nursing Service provides public health services, including referrals to programs such as WIC (Women, Infants and Children), school nursing services, 9 Health Fair, blood-pressure clinics, well-adult clinics, and HCP (Handicapped Children's Program). In Dove Creek one ambulance is available 24 hours per day and is a collaborative effort of the Dolores County Sheriff's Office, Dove Creek Fire Department and Town of Dove Creek.

The closest emergency room is located at San Juan County Hospital in Monticello, Utah (25 miles from Dove Creek) and the next-closest is at Southwest Memorial Hospital in Cortez (35 miles from Dove Creek, and 58 miles from Rico). Dolores County residents must travel to Cortez, Durango, Monticello, Utah or Farmington, New Mexico for all other health care services such as more extensive primary care, hospice, and nursing home care. Many Rico residents go to the Telluride Medical Center for minor out-patient visits, which is about 35 miles from Town. Public transportation to the Community Health Clinic is available for seniors through the Dove Creek Senior Center.

Comment [b5]: It's 58 miles from Rico. Many Rico residents go to the Telluride Medical Center for minor out-patient visits, which is about 35 miles from Town.

Sources:

- Colorado Department of Education <http://www.cde.state.co.us/cdereval/rv2010pmlinks.htm>
- Dove Creek Community Clinic (970) 677-2291
- Colorado Rural Health Center, Dolores County Profile. 2008. www.coruralhealth.org
- Small Area Health Insurance Estimates 2007 <http://www.census.gov/did/www/sahie/index.html>
- Small Area Income and Poverty Estimates 2009 <http://www.census.gov/cgi-bin/saipe/saipe.cgi>
- Department of Health and Human Services <http://aspe.hhs.gov/poverty/11poverty.shtml>

Livable Wages

What level of income is necessary to support a given size and type of household? A livable wage addresses the essential financial requirements for basic living needs, such as shelter, healthcare, childcare, and nutrition. When one earns less than a livable wage, he or she is forced to make undesirable choices such as working two or more jobs, working longer hours, making longer commutes, sharing a residence, or giving up basic items such as a telephone or insurance.

Within our region, Pagosa Springs (Archuleta County) and Silverton (San Juan County) are the least expensive places for a family to live, while Rico (Dolores County) and Durango (La Plata County) are the most expensive places to live. Since 2007, the cost of living in Dove Creek has decreased (- 9%). This is due primarily to decreasing rents and declines in prices of some consumer goods and services. The complete report can be seen at www.scan.org.

The following tables illustrate the expenses for households in Dolores County in relation to livable wages.

Dolores County Dove Creek	Single Person renting 1 bdrm \$613* per month	Single Parent, 1 child renting 2 bdrm \$710* per month	Family of 4 renting 3 bdrm \$940* per month
Basic Expenditures (excluding rent)	\$ 16,270	\$ 30,873	\$ 39,024
2010 Rent Expense	\$ 7,356	\$ 8,520	\$ 11,280
Travel Expense (35 trips x 75 miles x .50)	\$ 1,312	\$ 1,312	\$ 1,312
² Child Care (\$4.00 x 2080 per child)		\$ 8,611	\$ 17,222
Total Living Expense	\$ 24,938	\$ 49,316	\$ 68,838
³ Livable wage per hour	\$ 11.99	\$ 23.71	\$ 33.10
# of jobs at minimum wage (\$7.24)	1.7	3.3	4.8

Dolores County Rico	Single Person renting 1 bdrm \$613* per month	Single Parent, 1 child renting 2 bdrm \$710* per month	Family of 4 renting 3 bdrm \$940* per month
Basic Expenditures (excluding rent)	\$ 16,270	\$ 30,873	\$ 39,024
2010 Rent Expense	\$ 7,800	\$ 12,600	\$ 16,800
Travel Expense (35 trips x 80 miles x .50)	\$ 1,400	\$ 1,400	\$ 1,400
² Child Care (\$4.14 x 2080 per child)		\$ 8,320	\$ 16,640
Total Living Expense	\$ 25,470	\$ 53,193	\$ 73,864
³ Livable wage per hour	\$ 12.25	\$ 25.57	\$ 35.51
# of jobs at minimum wage (\$7.24)	1.7	3.5	5.2

Notes:

The minimum wage for Colorado is currently at \$7.24 per hour, effective January 1, 2010.

² Source: Tricounty Headstart Early Childhood Programs.

³ Total Living Expenses/2080 hour work year.

* Local rent estimates not available. Fair Market Rent provided by HUD.

Family of four assumes two children requiring full-time day care.

Telecommunications

Broadband services in Dolores County are limited. Telecommunications fiber optic infrastructure in the Town of Dove Creek currently connects four school facilities on Main Street. The majority of the town's community anchor institutions, any community institutions, businesses, and residents in the town and outlying areas are served either by wireless service from Farmer's Telephone via a tower in Dove Creek or the wire based system provided by Centurylink. Other county residents and businesses in Pleasant View are also served by wireless infrastructure owned by Farmer's Telephone. The infrastructure does not provide redundancy for the town and county offices as currently deployed.

Government facilities, community anchor institutions, businesses and residents of the Town of Rico currently receive all services via wireless infrastructure. The Rico Telephone Company, in partnership with Farmer's Telephone, is currently investing in fiber optic infrastructure improvements to the town's infrastructure, bringing broadband services via fiber directly to residences, businesses, and community institutions.

Dolores County, the Town of Dove Creek, and the Town of Rico are participants in the Southwest Colorado Council of Governments (SWCCOG), and the SWCCOG telecommunications infrastructure development project, the Southwest Colorado Access Network (SCAN). The SCAN project has identified 12 community anchor institutions in the Town of Dove Creek and five community anchor institutions in the Town of Rico as potential participants in an intra-community private government network. These and other institutions in the area are also potential purchasing consortium members for the SCAN project. The County, Town of Rico, Town of Dove Creek, and community anchor institutions will have input into the type of infrastructure and services that are appropriate for the community's broadband needs.

Transportation

Highways - The Colorado Department of Transportation (CDOT) rates the condition of highway surfaces with its Pavement Management System, providing a range of years of Remaining Service Life (RSL) of the pavement for the highway segment. The RSL calculation is based on roughness, cracking, patching, rutting and other indicators of smoothness and structure. A good surface condition corresponds to a remaining surface life of 11 years or more. A fair surface condition corresponds to a remaining surface life of 6 to 10 years, while a poor evaluation represents a remaining surface life of less than 6 years. According to data provided by the CDOT Region 5 Pavement Manager, 92.2 percent of the state highway miles in Dolores County were rated poor in 2010.

The fiscal year 2012-2017 Statewide Transportation Improvement Program (STIP), CDOT's six-year plan for the region, includes a project in the amount of \$1.12 million in fiscal year 2017 for reconstruction of a segment of SH 141 rated to have zero remaining years of service life. The project was added to the STIP at the recommendation of Dolores County.

Intersections - In 1998, the regional CDOT office first conducted an analysis of intersections needing improvement, and has updated the study two times since then. CDOT requests potential study locations from the counties in the region and hires a consultant to perform an objective study, based on parameters such as accident rate, congestion, truck usage, cost/benefit, and local funding participation. A ranking of priorities is made, and projects are basically funded in order of ranking in the study. CDOT has programmed funding for two intersection improvement projects in Dolores County in the next six years: 1) US Highway 491 at County Road J in the amount of \$520,000 in 2016; and 2) US Highway 491 at County Road M in the amount of \$1.69 million in 2017.

Airports - The Dove Creek Airport is located in Dolores County, one mile east of the Town of Dove Creek at an elevation of 6,975 feet. It is a privately-owned, general aviation facility open to the public and operated by Dove Creek Airport, Inc. The facility includes a 4,000-foot-long runway. There is no terminal building.

Specialized Transit - Currently, transit exists only as a senior bus service between the towns of Dove Creek and Cahone and outside the county for medical visits. On a positive note, in the fall of 2011, the Dolores County school district will begin transporting college students to Pueblo/Southwest Community College, located east of Cortez. The college has cited lack of transportation as a barrier to prospective students.

Dolores County Senior Services provides demand-response transportation service for seniors (60 years and older) in the communities of Dove Creek and Cahone. The agency operates four vehicles in its fleet, ranging from 5 to 14-passenger capacities that transport seniors to the Cahone Recreation Center and the Senior Center for meals, as well as for medical appointments, business appointments, shopping, visiting nursing homes, and for recreational purposes. The agency coordinates whenever possible with Montezuma Senior Services for passengers taking long trips. Since 2004, Dolores County Senior Services has also coordinated an on-demand medical van that takes seniors to medical appointments in Cortez, Durango, Moab, Utah and Farmington, New Mexico for specialized treatments. The medical van currently makes up to 14 trips a week.

The Southwest Colorado Transit Feasibility Study, dated September 24, 2009, was developed in collaboration with a working group of transit providers in Region 9. One of the strategic directions the study identified is increasing transit service along major corridors, including US 491, between Dove Creek and Cortez. Dove Creek has a high concentration of mobility-impaired residents, as well as those living in poverty, and these people rely on transit services for transportation. At a kick-off meeting for the study in January of 2009, a working group member stated the need for public transportation in Dolores County, in addition to the existing specialized service. Further comments at public meetings and a community survey conducted for specified a gap in public transit service in the Dolores- Cortez-Durango corridor and the need for commuter service for transportation to employment. Further, the study identified the following transit needs and potential solutions.

Geographic Service Gaps:

- Regional service needed on US 491, from Dove Creek and Cahone to Cortez and Durango
- Commuter service is needed to Telluride.

Service Type Gaps:

Lack of general transit service in Dolores County, especially Dove Creek and Rico.

Service Needs:

- Dolores County wants to expand services from senior transportation to general public transit service.
- Dolores County needs one paid dispatcher/clerical position.

Service Alternatives for a Regional Transit Plan:

- Fixed-route and commuter services between Dove Creek and Cortez and between Cortez and Durango could be operated by Dolores County Senior Services.
- Vanpool service between Dove Creek and Cortez and between Cortez and Durango could be operated by Dolores County Senior Services.

Dolores County Senior Services is exploring being a public transportation provider. Transfers would be made at the Durango Transit Center.

DOLOROS COUNTY PROFILE

Dolores County Government

Dolores County is one of 64 counties created by the State of Colorado. The responsibilities of implementing state law and managing county business are shared by elected officials including: Assessor, Clerk and Recorder, Sheriff, Treasurer, Judge, Court Clerk and Coroner. There is no County Manager. An elected three member Board of County Commissioners is the chief legislative and executive body of the County. Their duties include overseeing county budget, land use policy, social services, road maintenance and construction, and public health programs. In addition to these 10 elected officials, the county employs a staff of 84 people.

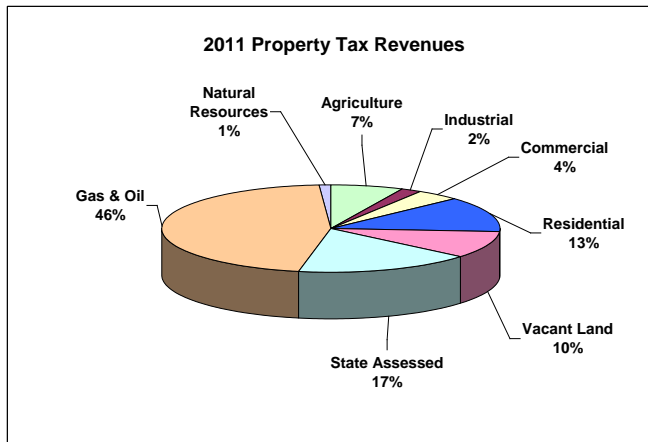
Expenditures

Dolores County provides many different services to its citizens, including roads and bridges, senior services, DCTV, a CSU Extension office, and public safety. Estimated expenditures for Dolores County total \$2,342,593 for 2011.

Revenues

The County expects to receive \$2,353,204 in revenues in 2011. Revenues are produced from a variety of sources, including property taxes, non-local tax sources such as federal and state, and highway user taxes.

The total assessed valuation for properties in Dolores County totaled \$78,952,586 in 2010. The proportionate contributions of different kinds of properties for 2011 are shown in the following figure. Oil, gas and other natural resources produced 47% of property tax revenues. Oil and gas production and equipment is assessed at 87.5% of the actual value of production, as opposed to a 7.96% assessment ratio for residential properties and 29% for all other properties



[Dolores County Assessor – June 2011]

- Property tax revenues are distributed among municipalities, school districts and special districts (i.e. fire protection and sanitation). Special Districts set additional tax levies.
- The Dolores County property tax levy rate is 27.867 mils

Infrastructure and Services

Local sources provided this information unless otherwise noted in text

Business Parks – Weber Industrial Park is just west of Dove Creek.

Major Employers – 2010 Top employers: Dolores County (63), Dolores County School District (48), Dove Creek Superette (25), Dove Creek Implement (16), Duntun Hot Springs (14), Dolores County Health (13), San Juan Biodiesel LLC (10) – closed in 2011, Adobe Milling Co Inc (8), Hankins Stone Co Inc (8), Midland Bean Co (7). [Calls to employers by Region 9]

Recreation Facilities – [2010] 5 baseball field, Dove Creek Community Center, Dolores County Fairgrounds and surrounding public lands (San Juan National Forest, BLM, State Lands. Dolores County has a Seniors Program based in Cahone and offers extensive fitness opportunities for seniors. Also, Cahone Recreation Hall.

Childcare Availability – In 2011 there are 42 Total Slots (Ages 0-5). No Providers offer 24 hour or weekend care. [Durango 4C Council]. The Doves Nest Early Care and Education Center provides 20+ children from infants to kindergarten day services.

Long term care facilities for seniors – (2010) No facilities, a recognized gap.

Estimated number of persons without health insurance – (2007) 428. [U.S. Census Bureau]

Electric – Most of the county, including Dove Creek, is served by Empire Electric Association. San Miguel Power Association serves Rico.

Natural Gas – Natural gas is provided to Dove Creek by Atmos Energy. Rural areas and the Town of Rico rely on propane or other heating, i.e. wood or coal.

Water – Depending on location, the area is served by the Montezuma Water Co., The Towns of Dove Creek and Rico have municipal water. Those who are not on the rural water systems use wells or haul water to below ground cisterns.

Wastewater – In Dove Creek there are municipal sewage treatment facilities. Rico and many rural residents have their own septic systems.

Solid Waste – Most of the area is served by Waste Management. There are also a variety of private waste haulers.

Police & Fire Departments – The Dolores County Sheriff's Dept. provides public safety for the entire county. Fire Protection Districts are located in Dove Creek and Rico.

Telephone – Depending on location, the area is served by Century Tel and Farmers Telephone. The Rico area is served by Rico Telephone.

DCTV – Owned by Dolores County and with considerable support from the Southwest TV Translator Association, this broadcasting network transmits a public access community information channel and a classic movie channel covering most of SW Colorado and SE Utah. There is also a fully operational television studio and refeeds of Colorado Public Radio and the major TV networks

Demographics

From 1990 to 2000, the population of Dolores County grew by 2.3% annually. Since 2000, the estimated rate of growth has slowed down to about 1% annually, with most of the growth in the Rico area. Unincorporated areas, particularly around Cahone, and Dove Creek continue to see some growth as well.

	Census 2000	Census 2010	% Change 2000-2010
Dolores	1,844	2,064	11.9%
Dove Creek	698	735	5.3%
Rico	205	265	29.3%
Unincorporated	941	1,064	13.1%

Source: Colorado State Demography Office 3-2011

The population is expected to continue its moderate growth rate through 2030, presenting ongoing challenges for the provision of adequate facilities and infrastructure.

Population Forecasts					
Dolores	2010	2015	2020	2025	2030
Population	2,064	2,134	2,336	2,564	2,776
Avg. Ann. % Change		0.7%	1.8%	1.9%	1.6%

The **American Community Survey** (ACS) is a large, continuous demographic survey conducted by the Census Bureau that will eventually provide accurate and up-to-date profiles of America's communities every year. Questionnaires are mailed to a sample of addresses to obtain information about households -- that is, about each person and the housing unit itself. The survey produces annual and multi-year estimates of population and housing characteristics and produces data for small areas, including tracts and population subgroups. The following topics are drawn from the ACS, but do not include all available information. For a more comprehensive look at the demographics of Dolores County go to <http://www.census.gov/acs/www/>.

Population: In 2005-2009, Dolores County had a total population of 1,800 - 830 (47 percent) females and 940 (53 percent) males. The median age was 43.7 years. Twenty percent of the population was under 18 years and 17 percent was 65 years and older.

Households and Families: In 2005-2009 there were 670 households in Dolores County. The average household size was 2.6 people. Families made up 74 percent of the households in Dolores County. This figure includes both married-couple families (63 percent) and other families (11 percent). Nonfamily households made up 26 percent of all households in Dolores County. Most of the nonfamily households were people living alone, but some were composed of people living in households in which no one was related to the householder.

Education: In 2005-2009, 85 percent of residents 25 years and over had at least graduated from high school and 14 percent had a bachelor's degree or higher. Fifteen percent were dropouts; they were not enrolled in school and had not graduated from high school.

Poverty and Participation in Government Programs: In 2005-2009, 18 percent of residents lived in poverty. Nine percent of related children under 18 were below the poverty level, compared with 11 percent of people 65 years old and over. Ten percent of all families and 48 percent of families with a female householder and no husband present had incomes below the poverty level.

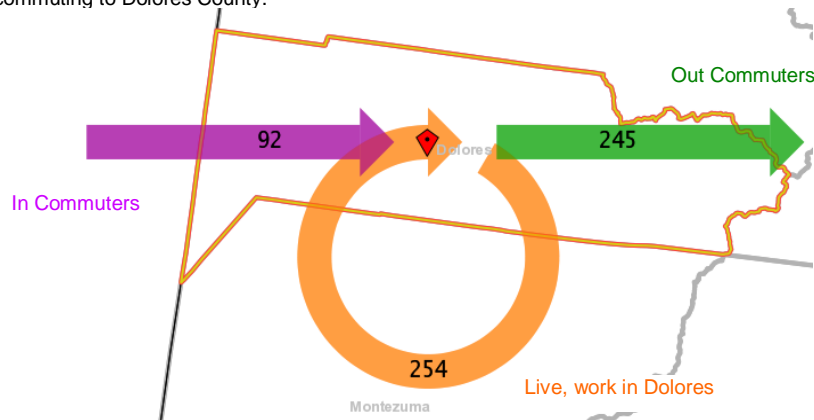
The Local Economy

Unemployment Rates

Dolores County generally follows statewide and national trends with regard to unemployment rates. In 2010, county rates (17.5%) were higher than the state (8.9%) and nation (9.6%) due to the national economic recession which hit the area hard in 2009 and continues in what has been termed a “jobless recovery”. The seasonally adjusted labor force was 1,012 in 2010. For a look at how Dolores County compares with the rest of the region from 1999 to 2010 please refer to the Regional Overview.

Commuting - Wage and Salary Jobs

People commute to where the jobs are, but take their paychecks home. This has an effect on how we evaluate employment, whether by place of work or by residence. Neighboring Montezuma County is clearly an important source of employment although workers from Montezuma are also commuting to Dolores County.



Who works in Dolores?		Where do Dolores residents work?	
Place	Share	Place	Share
Dolores County, CO	73.4%	Dolores County, CO	50.9%
Montezuma County, CO	10.4%	Montezuma County, CO	12.0%
La Plata County, CO	3.5%	San Juan County, NM	4.2%
San Miguel County, CO	2.3%	La Plata County, CO	4.0%
Delta County, CO	2.0%	Mesa County, CO	3.8%
Montrose County, CO	2.0%	Montrose County, CO	3.2%
Archuleta County, CO	1.4%	San Miguel County, CO	3.2%
Denver County, CO	1.2%	Denver County, CO	2.8%
San Juan County, NM	1.2%	San Juan County, UT	2.6%
Clark County, NV	0.6%	El Paso County, CO	1.8%
All Other Locations	2.0%	All Other Locations	11.4%

Source: US Census Bureau LEHD

Employment and Income 2009

The following table includes wage earners as well as proprietors (owners). Total employment refers to the numbers and types of jobs reported by place of work – which may be outside of the county, or even the state. This data is provided by the Bureau of Economic Analysis then is adjusted and reported by the Colorado State Demographer. It lags two years behind the current year, thus 2009 is the latest available data.

Dolores County 2009 Total Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.	Avg ann. wage
Agriculture	150	23%	\$ 1,666	6%	*
Mining & Utilities	12	2%	\$ 3,075	12%	\$ 256,250
Construction	64	10%	\$ 2,201	8%	\$ 34,391
Manufacturing	12	2%	\$ 1,010	4%	\$ 84,167
Transportation & Warehousing	21	3%	\$ 1,092	4%	\$ 52,000
Wholesale & Retail Trade	75	11%	\$ 2,559	10%	\$ 34,120
Information	1	0%	*		
Finance, Insurance & Real Estate	6	1%	\$ 2,928	11%	\$ 488,000
Services	125	19%	\$ 5,211	20%	\$ 41,688
Government	198	30%	\$ 6,649	25%	\$ 33,581
Total	664	100%	\$26,391	100%	

Source: Colorado State Demography Office 3-11

* not disclosed

From this table we see that proprietors (owners) form a substantial part of the total number of jobs, especially in information, agriculture and construction sectors.

Dolores County 2009 Total Employment	% of Wage/ Salary Jobs	% of Proprietors
Agriculture	33%	67%
Mining & Utilities	68%	32%
Construction	29%	71%
Manufacturing	74%	26%
Transportation & Warehousing	57%	43%
Wholesale & Retail Trade	85%	15%
Information	0%	100%
Finance, Insurance & Real Estate	100%	0%
Services - see detailed tables	58%	42%
Government	100%	0%
Total	60%	40%

Economic Drivers

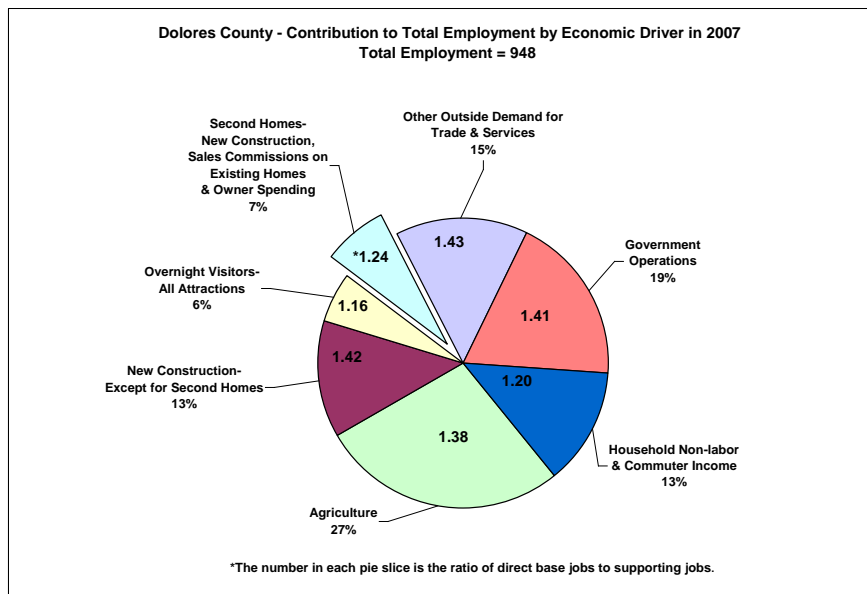
The following narrative is drawn from a report prepared by Lloyd Levy Consulting for Region 9. An explanation of economic drivers and how they function in a local economy is provided in the Regional Overview section of this document. The full report, including multipliers specific to Dolores County, can be found at http://www.scan.org/regional_data.html. Although the numbers of jobs are down 12% from 2007 to 2009, the proportions of jobs in each sector are very similar, thus we believe the drivers identified here are still pertinent.

A 2006 study by Region 9 estimated that about 44% of single family homes in Dolores County were owned by someone whose primary residence was outside of the county (this figure does not include time shares). The analysis applied a common-sense rule: If the County Assessor mails the tax bill to an owner of a residential unit at a non-county address, the unit is counted as a second home.

The Economic Drivers study grew out of a desire to estimate how many jobs are associated with the building, sales and maintenance of these homes. To put this information in context we must also examine the other important parts, or "drivers" of the county economy. This research is designed to give numerical answers to three key questions about a county economy:

- What share of total employment is generated by each economic driver?
- How important is each driver, compared to all the other drivers, in terms of its total employment effect?
- How much total employment is generated in response to one basic job within a given economic driver, or in other words what is the ratio of total to direct employment for each economic driver?

This figure depicts the size, relative importance and total employment ratio for Dolores County's economic drivers in 2007.



Economic Clusters

The identification of these drivers also allows us to refine our understanding of regional economic clusters. In recent years, "cluster strategies" have become a popular economic development approach among state and local policymakers and economic development practitioners. An industry cluster is "a group of firms, and related economic actors and institutions that are located near one another and that draw productive advantage from their mutual proximity and connections". Cluster analysis can help diagnose a region's economic strengths and challenges and identify realistic ways to shape the region's economic future.

www.brookings.edu/metro/pubs/20060313_clusters.pdf

For example, to provide a more accurate picture of the agricultural sector we can expand agricultural industry analysis by linking production to other segments of the economy that directly and indirectly support agriculture. These industries are known as *agribusiness*, and include services such as processing food products, trucking, storage, sales of farm equipment and supplies; as well as impacts on credit institutions and commodity brokers. Similarly, the oil and gas industry employs heavy construction and excavation firms to clear sites, trucking and pipeline companies to transport products, chemists, electricians, welders and a complex supply chain to support that industry. It is hoped that the same labor force and supply chains will feed the “new energy” economy of solar, wind, geothermal and hydroelectric power.

Total Personal Income

Dolores		% of
2009 Total Personal Income (\$000)		Total
Employment Earnings	\$ 24,950	41%
Residency Adjustment	\$ 9,345	15%
Dividends, Interest & Rent	\$ 11,864	19%
Transfer Payments	\$ 14,728	24%
Estimated TPI	\$ 60,887	100%

In 2009, Dolores County had a total personal income (TPI) of \$60,887,000, which ranked 59th (of 64 counties) in the state and accounted for less than 0.1% of the state total income.

Source: Bureau of Economic Analysis

Payments to retirees accounted for almost 16% of the estimated TPI in Dolores County in 2009. That was \$9,741,920!

Per Capita Income

Per Capita Income 2009		
	PCI 2009	% of USA
USA	\$ 39,635	100%
Colorado	\$ 41,895	106%
Archuleta	\$ 29,344	74%
Dolores	\$ 31,385	79%
La Plata	\$ 39,769	100%
Montezuma	\$ 32,502	82%
San Juan	\$ 38,705	98%

Total personal income divided by the total number of residents in the county gives us an estimate of per capita income (PCI). In 2009 Dolores County had a per capita income (PCPI) of \$31,385. This PCPI ranked 47th in the state (of 64 counties), was 75 percent of the state average (\$41,895), and was 79 percent of the national average (\$39,635).

Source: Bureau of Economic Analysis

Total Personal Income Trends

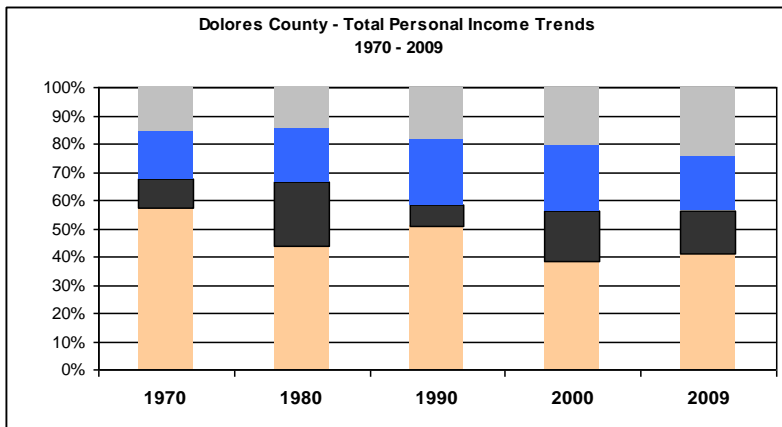
In addition to employment income, money enters the local economy from other sources. Total Personal Income (TPI) is the sum of all personal income that flows into the county. The following chart examines the components of TPI and how the proportions of this income have changed over time.

- Transfer payments consist primarily of retirement and disability benefit payments, medical payments (i.e. Medicare and Medicaid), income maintenance benefits, unemployment insurance, veteran’s benefits and payments to nonprofit institutions.

- Dividend income is income that is paid in cash or other assets to stockholders by corporations in the U.S. or abroad. Interest income consists of monies received from money market mutual funds and interest from other sources. Rental income consists of income from the rental of real property, the net income of owner - occupants of non-farm dwellings, and the royalties received from patents, copyrights, and from the rights to natural resources.

- Residency adjustments are made when a person receives income for work performed and paid for from outside their place of residency, (i.e. commuters). Negative numbers mean that more people were coming into the county for work than were commuting out.

- Earnings are derived by place of work, including farm and non-farm earnings.

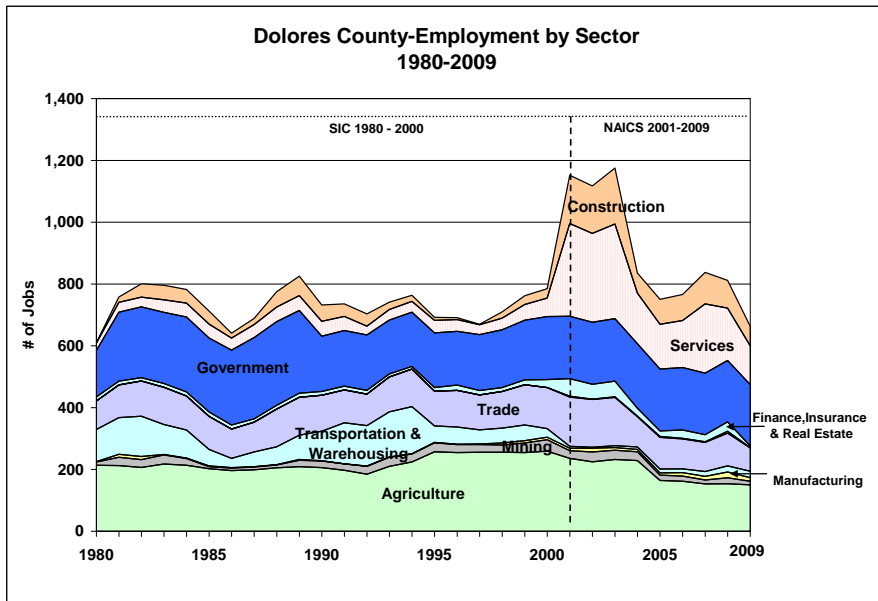


Generally, from 1970 to 2009, we see a trend of decreasing employment income, and increasing income from dividends, interest and rent, and transfer payments. Residency adjustments illustrate how the economy of each county is tied to others as people commute to where the jobs are, but take their paychecks home. <http://www.bea.gov/regional/reis/> (Table CA04)

Employment Sector Trends 1980 - 2009

An employment “sector” groups jobs into categories that are alike and allows us to measure the relative strength of that industry in the local economy. Using “trend analysis” we can see how those industries have grown or declined within a specific timeframe. The trends presented here reflect the Standard Industrial Code (SIC) job classifications used from 1980 to 2000. In 2001, the North American Industry Classification System (NAICS) replaced the (SIC) system. NAICS groups the economy into 20 broad sectors, instead of the 10 divisions of the SIC system. NAICS was developed jointly by the U.S., Canada, and Mexico to compare business activity across North America.

The primary differences between the two classification systems is that the mining sector now includes utilities; eating and drinking (food services) have been moved from retail trade to the service sector; and the service sector includes new categories.



There was a peak in the number of jobs in 2003 (1,175) and subsequent declines, including job losses associated with the current U.S. recession.

When we compare job growth from 2001 to 2009 using the NAICS system, we see that the most growth has been in manufacturing and the transportation & warehousing sectors. There have also been declines in most job sectors since 2001.

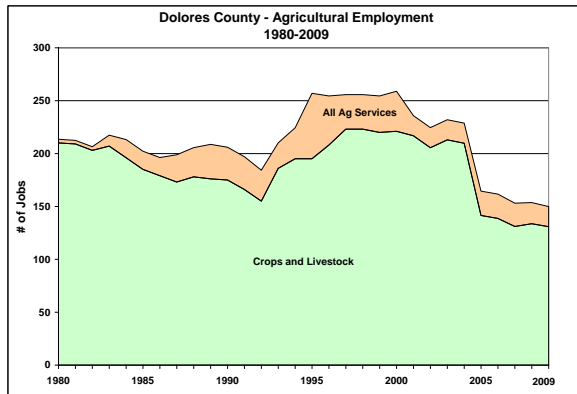
Dolores County	# of Jobs		% change
	2001	2009	01 - 09
Agriculture	236	150	-36%
Mining & Utilities	25	12	-52%
Construction	156	64	-59%
Manufacturing	8	12	50%
Transportation & Warehousing	6	21	250%
Trade	159	75	-53%
Information	3	1	-67%
Finance, Insurance & Real Estate	57	6	-89%
Services	298	125	-58%
Government	202	198	-2%
Total Employment	1,150	664	-42%

To fully understand the ups and downs of each sector, we need to look at them in greater detail. In the following pages each of these sectors is broken into subgroups for further definition of job type. Some sub sectors have been grouped into "other" categories in order to abide by non-disclosure rules. The rule by state statute is that employment can't be disclosed if there are three or fewer firms in a sector or one firm comprises more than 80% of sector employment.

Remember that the closure of even one business may appear to create dramatic "ups and downs" within sectors in the following charts. Especially when looking at small populations, be sure to notice the scale of the numbers of jobs. Differences can also arise from reclassification of jobs within a business over time.

To provide detail for the intervening years, the following table tracks changes in each sector from 2005 to 2009.

Dolores County	% Change			
	05-06	06-07	07-08	08-09
Agriculture	2%	1%	-36%	-1%
Mining & Utilities	-29%	-27%	27%	-37%
Construction	33%	-8%	-9%	-30%
Manufacturing	190%	11%	25%	-40%
Transport. & Warehousing	47%	13%	20%	17%
Wholesale & Retail Trade	-12%	4%	10%	-30%
Information	0%	-33%	200%	-83%
F, I & R E	-36%	29%	21%	-79%
Services	-6%	57%	-34%	-22%
Government	-1%	0%	-2%	1%
Total	0%	10%	-16%	-17%



While employment and earnings are traditionally used to measure the “strength” of an industry, there are some drawbacks with using employment data to measure the agricultural sector. Employment and earnings in non-agricultural sectors are derived from unemployment compensation reports of average wages and employment, which is supplemented by the sampling of tax returns to estimate proprietor employment and income. Family operated farms and ranches are not required to

file unemployment compensation reports, and it is very difficult to accurately estimate earnings from limited sampling of income tax returns. In light of the shortcomings described above, we see that the agricultural sector has had fairly steady employment since 1980, but has seen declines in employment from 2001 to 2009.

To provide a more accurate picture of the agricultural sector we can expand agricultural industry analysis by linking production to other segments of the economy that directly and indirectly support agriculture. These industries are known as *agribusiness*, and include services such as processing food products, trucking, storage, sales of farm equipment and supplies; as well as impacts on credit institutions and commodity brokers.

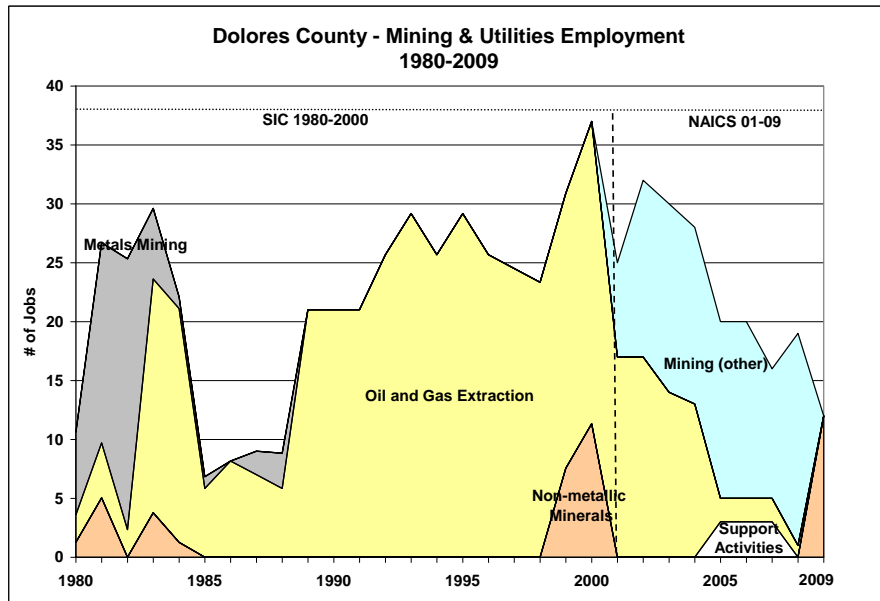
Dolores County 2009 Agribusiness Employment	# of Jobs	% of Jobs	Income (\$000)	% of Inc.
Crops & Livestock Production	131	69%	\$ 1,061	34%
Farm Services	19	10%	\$ 605	20%
Food and Beverage Product Manufacturing	0	0%	\$ 421	14%
Wholesale - Agribusiness Processing	14	7%	\$ 293	10%
Agribusiness Transportation	14	7%	\$ 195	6%
Ag Related Warehousing and Storage	0	0%	\$ 76	2%
Agribusiness Related Services	12	6%	\$ 430	14%
Total	190	100%	\$ 3,081	100%

Total number of jobs and job income from BEA & ES 202-includes proprietor income
Source: Colorado Demography Section 3/11

Indicator/Measure	Dolores			% Change 1997-2007
	1997	2002	2007	
# of Farms	171	213	279	63%
Land in Farms (acres)	155,741	158,518	173,872	12%
Average Size of Farms (acres)	934	734	623	-33%
Average Age of Farmer	54.1	55.4	56.9	5%

Source: Census of Agriculture
http://www.agcensus.usda.gov/Publications/2007/Online_Highlights/County_Profiles/Colorado/cp08033.pdf

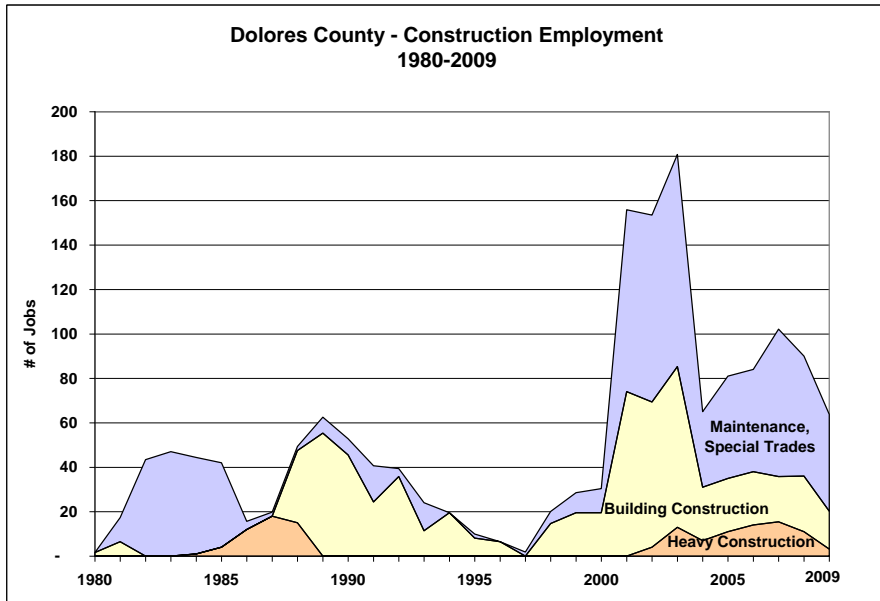
One of the most important sources of agricultural data is the **Census of Agriculture**, which takes place every 5 years (most recently 2007). Overall, a comparison of selected characteristics from 1997 to 2007 shows an increase in the numbers of farms, and a decrease in the size of farms. The average age of farmers is also higher, possibly a reflection of our generally older population.



Utilities have been moved from the transportation sector to the mining sector in the NAICS system, although the utility sector is not present in Dolores County. Oil and gas extraction sees periodic booms and busts, dependant upon the national and global economy. Other types of mining, such as gravels and other non-metallic minerals, became an important source of employment as Dolores County rode the regional development boom of the 1990s and beyond. Currently, uranium and copper mining are on the rise in adjacent areas and may provide more jobs in the future.

Although the numbers of jobs in the mining sector are relatively low, average annual income in the mining sector was \$256,250 in 2009, among the highest wages of all sectors in the local economy. About 32% of those employed in this sector are proprietors (owners).

Mining & Utilities Sectors	# of Jobs		% change 01 - 09
	2001	2009	
Oil and gas extraction	17	0	-100%
Mining (other)	8	12	50%
Total	25	12	-52%

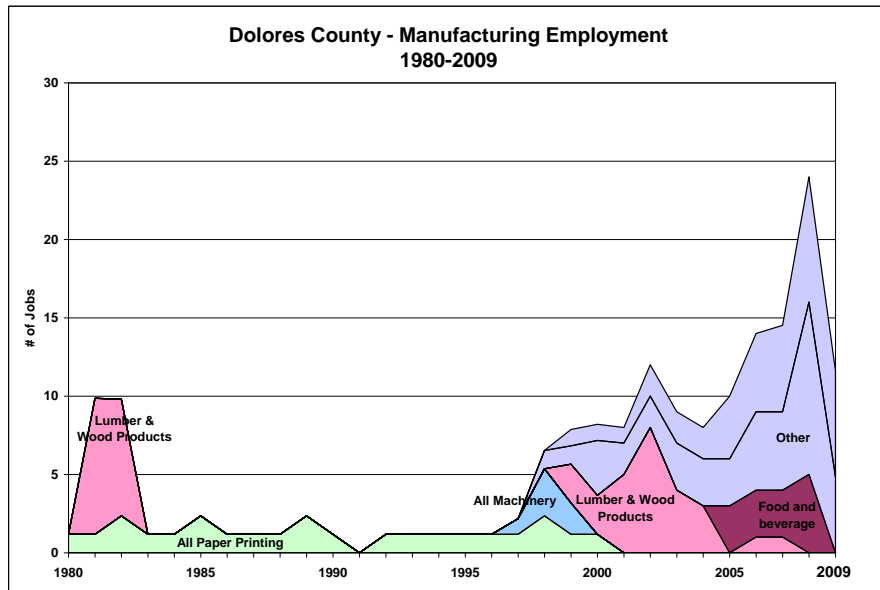


From 2000 to 2003 the construction industry was very strong in Dolores County, although in 2004 these jobs declined. It may be that workers were drawn to other parts of the region such as La Plata County, which was experiencing a building boom.

Average annual income in this sector was \$34,391 in 2009. About 71% of those employed in this sector are proprietors (owners).

Construction Sectors	# of Jobs		% change 01 - 09
	2001	2009	
Construction of buildings	74	17	-77%
Heavy Equipment and civil engineering construction	0	3	
Special trade contractors	82	44	-46%
Total	156	64	-59%

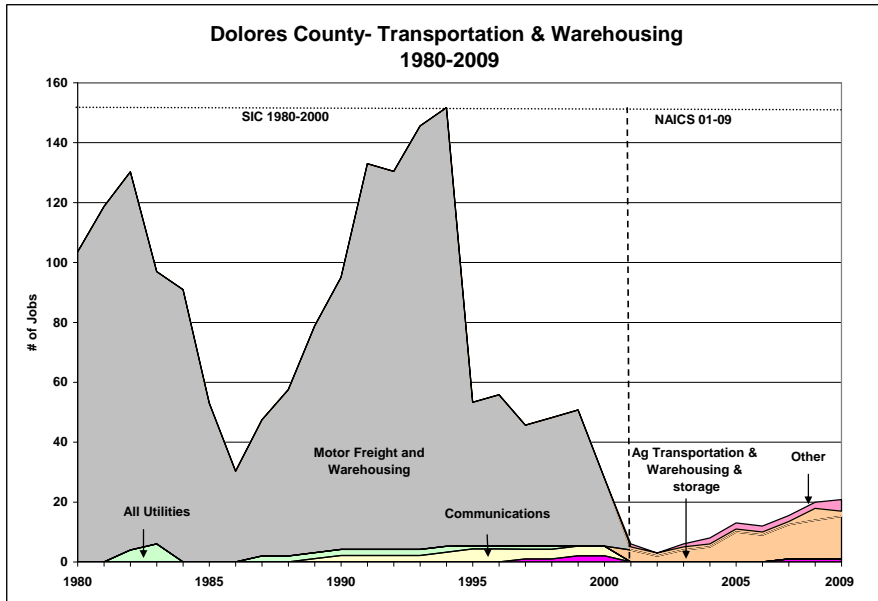
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This chart illustrates the ups and downs of manufacturing employment in the county. Manufacturing has not been a strong sector since the timber industry declined in the 1980s. Many jobs in the printing industry (i.e. publishing) have been moved into the Information segment of the service sector in NAICS. Food and beverage products are a relatively new segment in Dolores County, appearing in 2005, but is unstable at this time. Growth industries include primary and fabricated metals, and miscellaneous manufacturing. Overall there has been 50% growth since 2001.

Average annual income in this sector was \$84,167 in 2009, among the highest wages of all sectors. About 26% of those employed in this sector are proprietors (owners).

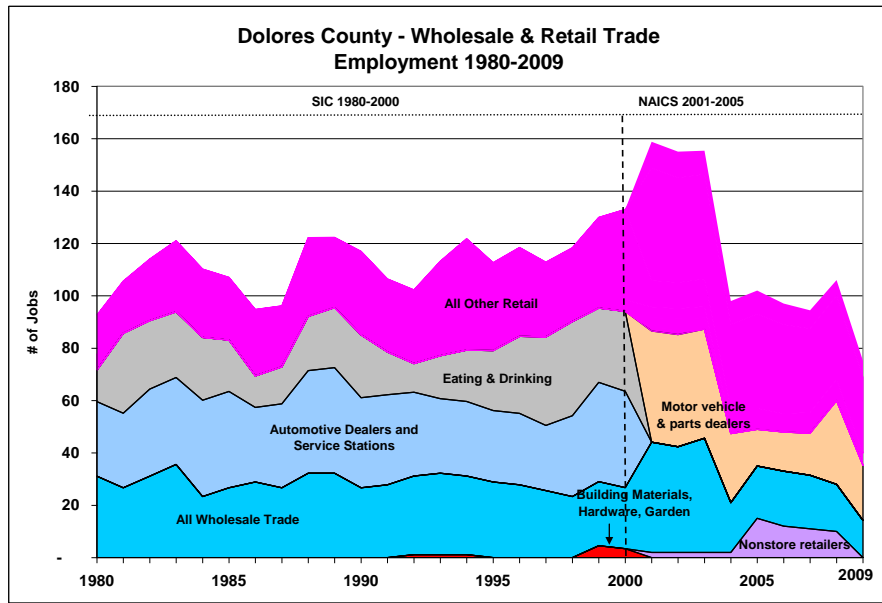
Manufacturing Sectors	# of Jobs		% change 01 - 09
	2001	2009	
Lumber and Wood Products incl. Furniture	12	0	-100%
Other Manufacturing	2	5	150%
Total	14	5	-64%



Motor freight and warehousing has declined considerably in Dolores County since 1994. The communications segment of this industry is now included in information and utilities have moved to the mining sector.

Average annual income in this sector was \$52,000 in 2009. About 43% of those employed in this sector are proprietors (owners).

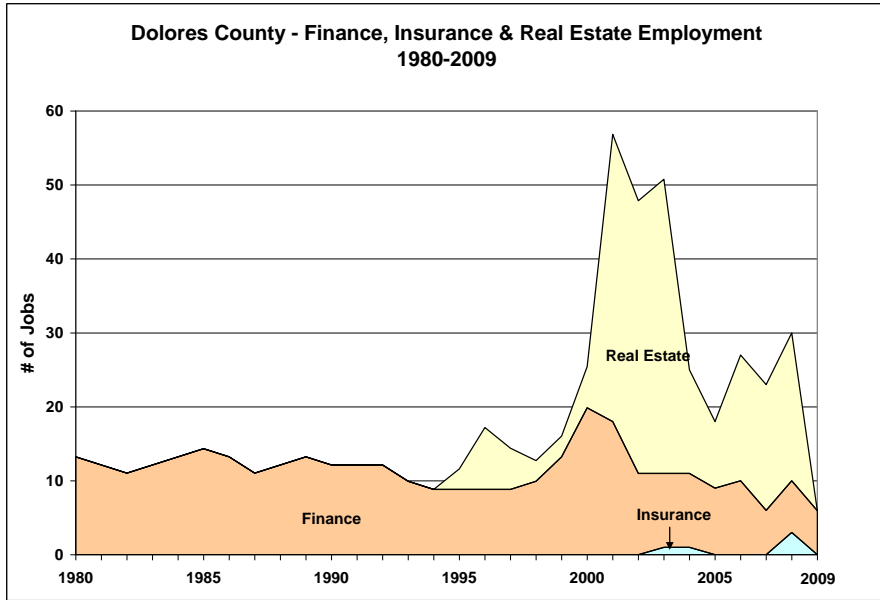
Transportation & Warehousing Sectors	# of Jobs		% change 01 - 09
	2001	2009	
Agribusiness transportation and warehousing and storage	5	16	220%
Other	1	4	300%
Total	6	20	233%



The trade sector changed dramatically under the NAICS system. The primary difference is the removal of restaurants from retail trade. Restaurants are now combined with accommodations to form a new service sector in NAICS, Accommodation and Food Services. In addition, many of the general groups have been split into finer detail, so it is difficult to compare trends in the various retail sectors.

Average annual income in this sector was \$34,120 in 2009. About 15% are proprietors.

Wholesale & Retail Trade Sectors	# of Jobs		% change
	2001	2009	01 - 09
Wholesale-agribusiness	42	14	-67%
Motor vehicle and parts dealers	42	21	-51%
Health and personal care stores	4	0	-100%
Clothing and clothing accessories stores	4	0	-100%
General merchandise stores	1	0	-100%
Other retailers	63	40	0%
Nonstore retailers	2	0	-100%
Total	159	75	-53%

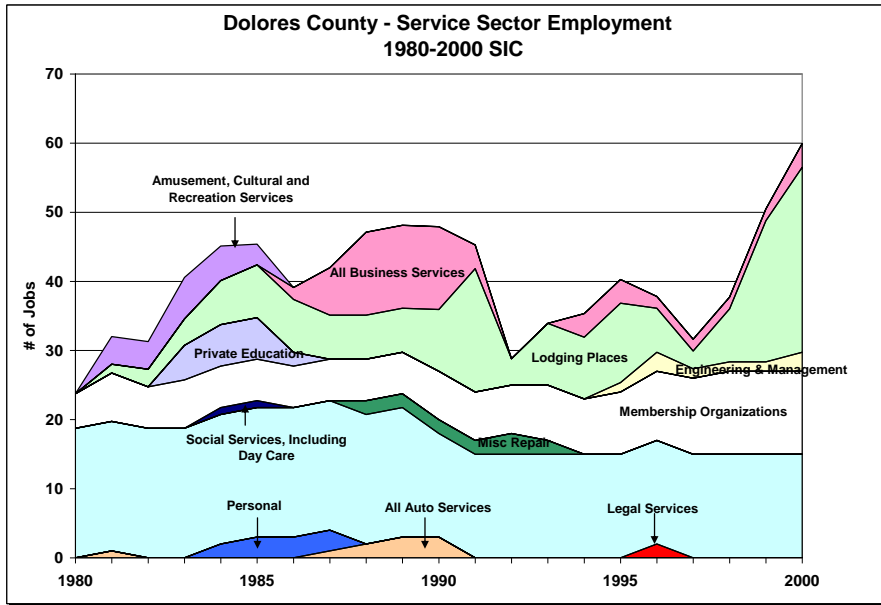


The real estate sector declined dramatically around 2004, and has had ups and downs since then.

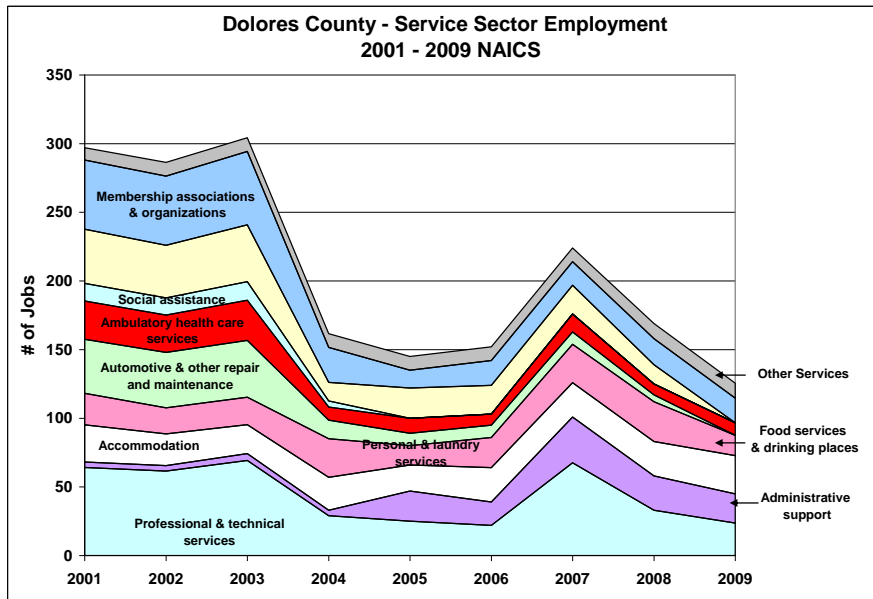
None of those in this sector are proprietors (owners), but the workers are apparently very well paid. Average annual income in this sector was \$488,000 in 2009, among the highest wages of all sectors

Finance, Insurance & Real Estate Sectors	# of Jobs		% change 01 - 09
	2001	2009	
Monetary authorities and credit intermediation	18	6	-67%
Securities, commodity contracts and investments	0	0	0%
Insurance carriers, funds, trusts, and other	0	0	0%
Real estate	39	0	-100%
Total	57	6	-89%

The service sector is the third largest (after government and agriculture) segment of all sectors in the local economy, accounting for 18% of total employment. For historical perspective we have included the SIC system showing trends from 1980 to 2000. The new categories of services under the NAICS system are grouped into a separate chart for 2001 to 2009.



Lodging places (accommodation) employment grew rapidly from 1997 to 2000.



Food services (previously included in SIC Retail Trade - eating and drinking), is now in the service sector.

We see new types of services emerging in 2001 although it is difficult to fully evaluate them over the long term due to the SIC – NAICS shift.

We can, however, compare them using just the NAICS system from 2001 to 2009. From the charts below we see that almost all of the service sub-sectors have seen declines from 2001 to 2009. Overall, the average annual wage for all sub-sectors combined was \$41,688. About 42% of these are proprietors (owners).

Professional, Scientific and Technical Service Sectors	# of Jobs		% change 01 - 09
	2001	2009	
Professional and technical services	64	23	-64%
Administrative and support services	5	10	100%
Total	69	33	-52%

Average yearly income for professional and technical services was \$46,000 in 2009.

	# of Jobs		% change
	2001	2009	01 - 09
Education, Health and Social Assistance Service Sectors			
Ambulatory health care services	28	9	-68%
Social assistance	13	0	-100%
Total	41	9	-78%

Average yearly income for education, health and social assistance services was about \$62,000 in 2009.

	# of Jobs		% change
	2001	2009	01 - 09
Accommodation, Food & Entertainment Service Sectors			
Accommodation	27	28	4%
Food services and drinking places	23	15	-35%
Total	50	43	-14%

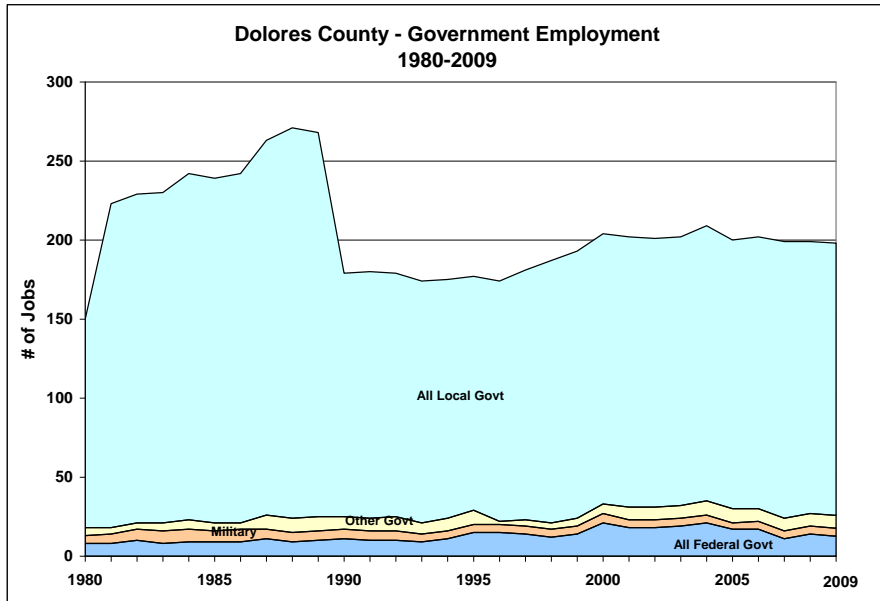
Average yearly income for accommodation and food services was about \$33,000 in 2009.

	# of Jobs		% change
	2001	2009	01 - 09
Other Services Sectors			
Automotive and other repair and maintenance	39	0	-100%
Agribusiness related	0	12	
Personal and laundry services	39	0	-100%
Membership associations and organizations	50	18	-64%
Other Services Sectors	9	11	22%
Total	138	41	-70%

Average yearly income for all other services was \$42,750 in 2009.

Perhaps the most important change in NAICS is the recognition of a new Information sector. This sector includes establishments that create, disseminate, or provide the means to distribute information, and establishments that provide data processing services.

	# of Jobs		% change
	2001	2009	01 - 09
Information Sectors			
All sectors	3	1	-67%
Total	3	1	-67%



Government employment is a strong sector in the local economy, and has been very stable since 2000. The average yearly income in 2009 was \$33,581.

Government Sectors	# of Jobs		% change 01 - 09
	2001	2009	
Federal government, civilian	18	12	-33%
Military	5	5	0%
Other government	8	8	0%
Local government	171	172	1%
Total	202	197	-2%

STRATEGIC PLANNING

Dolores County Vision and Mission Statements

Vision Statement

A vision statement is a broad but concise description of what we as a community want to be in the future in regards to economic development. The vision statement describes the assets and values and focuses on moving the community toward achieving our goals for the future. The following economic development vision for Dolores County was created with assistance from the Dolores County Development Corporation (DCDC).

“Dolores County is endowed with regional beauty and strong ties to our pioneer and agricultural heritage. Dolores County will continue to grow based on the knowledge and skills of our residents, natural resources, tourism, resource management, and agricultural growth and expansion that maintains and enhances the unique character of our county.”

Mission Statement

If the vision sets the direction for our community and its organizations, then the mission statement should clarify the purpose and function for the community and its organizations in relation to economic development. It is the filter that we use to ensure everything we do is focused on achieving the vision. The economic development mission for Dolores County is the following:

“Dolores County will build on its natural beauty, unique geography, regional attractions, and natural resources while diversifying its agricultural base and the county economy.”

SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis

The starting point for a credible economic development strategic plan is an assessment of the strengths and weaknesses of Dolores County. This is the baseline by which the community begins to understand where they are in relation to their vision. Once the SWOT analysis is completed, strategies for solutions can be identified. By working with the Dolores County community, and input received through Governor Hickenlooper’s Bottom Up Economic Development strategy, the following was identified:

Strengths

- Vast natural and cultural resources.
- Agricultural land and open space.
- Renewable energy potential.
- Bio-diverse public lands.
- Heritage areas/pioneer districts.
- Headwater systems/river corridors.
- Underused rural potable water system.

Weaknesses

- Declining agriculture sector in terms of income and jobs.
- Isolation from major interstates, rail and trade centers.
- Lack of higher education opportunities.
- Inadequate Telecommunication infrastructure.
- Lack of sewer and water infrastructure in the Town of Rico.
- Lack of housing to support worker base.
- Shortage of job opportunities and affordable workforce housing.
- Transportation options.
- Complex property ownership.

Opportunities

- Available land.
- Development of niche tourism markets that build on local assets and culture.
- Utilization of natural surroundings/public lands to develop tourism for rafting, fly fishing, skiing, mountain biking, hiking, hot springs bathing and hunting.
- Highway #491 traffic and potential business development along Dove Creek thoroughfare.
- Capitalizing on historic preservation opportunities.
- Recruitment of people who want small communities, few regulations, and scenic beauty.
- Capitalize on Weber Business Park in Dove Creek and Burley Building in Rico.
- Capitalize on extraction industries, gas, oil, CO2, timber and mining in the region.
- Business expansion, retention and diversification.
- Cultivate retirees to area.
- Development of retirement and elder care.
- Available facility for seed crush plant in Dove Creek.
- Value-added agriculture.
- Geo-thermal.
- Capitalize on Enterprise Zone designation.
- Relationship with federal systems and agencies

Threats

- Declining agricultural sector.
- Infrastructure capacity.
- Management of natural resources.
- Relationship with federal systems and agencies that are key stakeholders with public lands and natural resource management.
- Aging population resulting in increased services.
- Drought and other natural disasters.
- Outmigration for work.
- Funding cuts in transportation, public health, education and human service programs.
- Governmental regulations impacting job creation.
- Declining property values and subsequent tax revenues.

Comment [b6]: That's ironic, considering that governments are the primary employer for the largest sector of the population!!!!

Key Economic Development Directions

- 1) Build the capacities of DCDC to work on implementing locally - identified and supported projects in Dove Creek, Cahone and Rico.
- 2) Develop innovative strategies for marketing agriculture products, developing value-added marketing operations and diversifying the crop base in the West end of the County.
- 3) Build a broader tourism base in Dove Creek and Rico utilizing community assets, Colorado heritage sites, archeological resources and access to public lands for big game and other recreational uses (e.g. trails, access to public lands, homestead farms, locally made and grown products).
- 4) Further develop and promote the hiking, rafting, skiing, fishing, hunting, hot springs and mountain biking tourism sectors eventually developing several key destination sites.
- 5) Bring in modest-sized businesses (5 - 25) to Dolores County with benefit of Enterprise Zone tax credits.
- 6) Continually upgrade community services, education, arts, culture, and health care services increasing the chances of businesses relocating to Dolores County.
- 7) Help develop products and services that are not only needed by local residents but can potentially be produced by local residents.
- 8) Increase supply of available/affordable housing opportunities throughout the county.
- 9) Create policies, and the environment, that provide incentives for new business

- development.
- 10) Recruit businesses to Weber Business Park and investigate new opportunities for crush plant facility.
 - 11) Investigate the economic feasibility of telecommunications expansion and participation in regional project.
 - 12) Investigate the feasibility of geothermal development in the east end of the County.

Goals, Actions & Implementation

Ideally, the goals of a community reflect its vision statement and are focused on the priority issues impacting the development of the community. The actions should then reflect the steps needed to accomplish the goal. By taking the economic development directions identified earlier, and applying goals and actions, we can begin taking the steps towards the vision. Through utilizing the work done by the Dolores County Development Corporation, the following goals and actions have been established for Dolores County:

Goal 1: Achieve a diversified, sustainable and growing economy in Dolores County that is compatible with the local environment and small town atmosphere.

Actions:

1. Work with partners in all communities to create economic indicators, and meet annually to review and develop strategy plans for the whole county's economic development direction.
2. Support and recruit home-based businesses or occupations that allow people to work from home.
3. Determine what industries will diversify the economy, provide higher direct based, livable wages, and are compatible with the vision of Dolores County. Develop strategies and a marketing campaign to attract these opportunities, developing and using local talent, and expanding offerings to outside entities.
4. Recruit businesses to incubator sites such as the Weber Business Park in Dove Creek and the Burley Building in Rico.
5. Work with the Colorado Office of Economic Development and International Trade, towns, and county officials to provide incentives to direct-based businesses, protect the vision, and fill needed niche markets in Dolores County.
6. Support county initiatives that target and promote agriculture such as agribusiness marketing and researching crop diversification, as well as promote passive and big game use, and multiple use recreation.

Goal 2: Build the tourism and recreation sectors.

Actions:

1. Grow and sustain the tourism industry by ensuring tourism-related land uses, and attracting, creating, or expanding tourism-related businesses, events and marketing.
2. Maintain and improve county website to comprehensively cover government, tourism, community organizations and businesses in the County.

3. Increase marketing of the county's attributes to get people to stop and stay at least one day.
4. Provide a series of experiences for targeted populations (i.e. tourists, retirees).

Goal 3: Business mentoring and support will be available to expand and sustain local businesses.

Rationale – Fostering a business climate that helps retain & grow local businesses is crucial. Having the necessary training and mentoring programs to aid business owners increases the chances of ensuring local business owner success.

Actions:

1. Maintain a list of local business experts to use as mentors for local business owners, and inform local businesses about business mentoring services through the Small Business Development Center, and the services Dolores County Development Corporation offers.
2. Increase marketing and utilization of Enterprise Zone status to support local entrepreneurial efforts.

Goal 4: Increase intergovernmental collaboration between Rico and Dove Creek around socio-cultural needs.

Rationale – Socio-cultural needs are an important part of any community. Facilities such as affordable housing, recreational centers, health care centers, aged care facilities, childcare facilities, etc., are necessary to ensure a high quality of life in any community.

Actions:

1. Work with regional housing providers to increase housing opportunities while making sure the County is prepared for the aging demographic shift and the resulting changes in desired housing stock.
2. Provide the facilities and community services needed to support government, community organizations, businesses and citizens serving a diversity of populations.
3. Support the creation of new activities & programs for youth and seniors.
4. Increase intergovernmental collaboration with state and federal management agencies that are stakeholders in the Dolores County area.

Goal 5: Have adequate infrastructure, such as roads, water, electric, gas, internet, telecom, etc; ready and available for commercial use.

Rationale – Without adequate and available infrastructure, businesses cannot function. It is the responsibility of every community to make sure that adequate infrastructure is available and ready for use in order to provide the foundation for a growing economy.

Actions:

1. Support infrastructure improvements that increase the desirability of downtowns as a tourism and shopping destination and social center.
2. Identify potential grants for the purpose of promoting available infrastructure.
3. Support local businesses in their infrastructure needs by being a conduit with the utility companies, CDOT and other agencies to improve process time.
4. Support local utility companies and government where needed to ensure completion of the actions on the Community Development Action Plan (CDAP).
5. Work with SW Colorado Council of Governments about what extent to participate in regional telecommunications project. Provide support in the expansion of telecommunications, including fiber optic internet connections in Dolores County, so that the capacity exists for future business developments.

Goal 6: Support the completion of all projects listed in the Dolores County Community Development Action Plan.

Rationale – The Community Development Action Plan (CDAP) is a list of short-term projects that may need assistance from Region 9 EDD or other community and economic development agencies. Maintaining a current Community Development Action Plan (CDAP) for each community is a process to assist communities with strategic planning.

Actions: Work with Region 9 EDD, Dolores County Development Corporation, town and county to find the resources, technical assistance, and political will to complete CDAP projects.

Implementation Plan - Strategic planning is an on-going process. As the local economic development organization begins to work with other organizations and the towns and county, it is clear that modifications and adjustments are necessary.

The ultimate success of any strategic plan depends on how well the organizations manage the implementation of the various strategic actions. The plan by itself is worthless. It is critical, therefore that a solid implementation plan is created to ensure the proper priorities are given to each task, and the suitable owners for each task are assigned. Only then will the vision begin to come to life.

The Dolores County Development Corporation, along with Region 9 Economic Development District overseeing the process, will own the plan, and the Dolores County Development Corporation is charged with ensuring the completion of the plan. This will be done by coordinating, participating and/or overseeing the various committees and organizations working in each of the key areas.

BOTTOM UP ECONOMIC DEVELOPMENT STRATEGY



“Bottom-Up” 2011 County Economic Development Summary Top Five Economic Development Goals & Strategies For Dolores County, Colorado

As part of Governor Hickenlooper’s Bottom Up Economic Development strategy, we are requesting that each county develop or update its economic development plan based on current input from local citizens, businesses and other interested stakeholders. The objective of the county plan is to identify up to five economic development goals and strategies of the county, utilizing information gathered from the online public survey, the public county meetings and comments, and the most current economic development plans in the county (town, city, or county). These county plans will be rolled up and incorporated into fourteen regional plans that together will assist in developing an overall statewide economic development plan.

Goal(s) ⁱ	#1 Eliminate red tape around job creation (mining & oil & gas) to achieve a diversified, sustainable & growing economy compatible with the local environment and small town atmosphere	#2 Build Agriculture, Agribusiness, Tourism and Recreation sectors	#3 Expand and sustain local businesses through increasing business mentoring & support services	#4 Have adequate infrastructure such as roads, water, electric, gas, internet telecom, etc. ready and available for commercial use	#5 Support the completion of all projects listed in the Dolores County Community Development Action Plan (CDAP)
Strategy(ies) ⁱⁱ	<ol style="list-style-type: none"> 1. Strengthen the Dolores County Development Corporation to be the county’s resource for businesses. 2. Work with partners and key stakeholders in the county to meet annually to review and develop strategy plans for the county’s economic development direction. 	<ol style="list-style-type: none"> 1. Grow and sustain the tourism and recreation industry by ensuring related land uses are not prohibitive, and attract, create or expand tourism related businesses, events and marketing. 2. Grow and sustain the agricultural industry by supporting county, regional and state initiatives that target and promote agriculture. 	<ol style="list-style-type: none"> 1. Foster a climate that helps retain and grow local businesses by providing training, and mentoring resources to ensure local business owner success. 2. Strengthen the Dolores County Development Corporation to be the county’s resource for businesses. 3. Assess needs of local business owners and workers to provide solutions. 	<ol style="list-style-type: none"> 1. Strengthen the Dolores County Development Corporation to be the county’s resource for businesses. 2. Support infrastructure improvements that increase the desirability of downtowns as a shopping destination and social center. 	<ol style="list-style-type: none"> 1. Update the Community Development Action plan list of projects every two years that includes the priorities of the county. 2. Support creation of new activities and projects.
	1. Determine what	1. Maintain and improve	1. Continue to work with	1. Provide education and	1. Work with Region 9 EDD

Action(s)ⁱⁱⁱ	<p>industries will diversify the economy, provide higher direct based, livable wages, and are compatible with Dolores County.</p> <p>2. Build relationship with the Colorado Office of Economic Development and International Trade, towns and county, to provide incentives to businesses that are direct-based in nature, support the local environment, provide livable wages and fill needed niche markets.</p> <p>3. Recruit businesses to Weber Business Park.</p>	<p>the county website to comprehensively cover government, tourism, recreation, and businesses in the county.</p> <p>2. Ensure funding for Dove Creek and Rico visitor Centers.</p> <p>3. Connect to State Tourism Office and Southwest Travel Region websites.</p> <p>4. Explore enhanced agriculture marketing and research crop diversification through CSU and other partnerships.</p> <p>5. Increase marketing of the county's attributes to get people to stop and stay at least one day.</p>	<p>the Small Business Development Center at Fort Lewis College to mentor local business owners and provide local trainings and workshops.</p> <p>2. Develop a list of local business experts to use as mentors.</p> <p>3. Support Dolores County Development Corporation Business Loan Fund</p>	<p>support in the expansion of telecommunications to Dolores County.</p> <p>2. Identify potential funding for the purpose of promoting infrastructure needs.</p> <p>3. Work with SW Colorado Council of Governments what extent to participate in the regional telecommunications effort.</p>	<p>to host community meetings with key stakeholders on the status and need for a variety of economic development projects.</p> <p>2. Specifically develop elderly care programs and housing.</p>
Expected Outcome(s), i.e., Measurable Results^{iv}	<p>1. Weber Business Park recruits at least one new business.</p> <p>2. DCDC will make 2 loans through their Micro-loan program.</p> <p>3. DCDC will find a renter/buyer for the bio-energy building in Weber Business Park.</p>	<p>Measurable increase in the number of visitors to area attractions and sales tax dollars in communities.</p>	<p>1. Measure number of businesses that receive mentoring services in business.</p> <p>2. Track the number of businesses that open and stay open over a year period.</p>	<p>1. Bring funding into Dolores County for 2 infrastructure projects.</p> <p>2. Track the dollars and partners leveraged.</p>	<p>Have community plan in place as funding opportunities become available.</p>
Primary Partners^v	<p>Dolores County Development Corporation, Town of Rico, Town of Dove Creek, Dolores County, Region 9 Economic Development District</p>	<p>Town of Rico, Town of Dove Creek, Dolores County, Dolores County Development Corp.</p>	<p>Small Business Development Center at Fort Lewis College, Region 9 EDD loan support, Dolores County Development Corporation, OEDIT</p>	<p>Dolores County Development Corporation, Town of Rico, Town of Dove Creek, Dolores County</p>	<p>Region 9 EDD, Dolores County, Town of Rico and Town of Dove Creek, Dolores County Development Corp.</p>
Available Resources^{vi}	<p>Region 9 EDD Loan program and data, Small</p>	<p>Colorado Tourism Office, Southwest Travel Region</p>	<p>Small Business Development Center at</p>	<p>Dept of Local Affairs, Region 9 EDD, DCDC, Small</p>	<p>USDA, EDA, Region 9 EDD, DCDC, local communities,</p>

	Business Development Center at FLC, SW Colorado Council of Governments, OEDIT, CSU Extension Offices, DCDC	Neighboring chambers, CSU Extension Offices, Small Business Development Center	Fort Lewis College, Region 9 EDD, Dolores County Development Corporation, OEDIT	Business Development Center	nonprofits, civic groups
Needed Resources & identified issues or barriers^{vii}	<ol style="list-style-type: none"> 1. Need local economic development staff capacity for DCDC. 2. More funding for business loan programs and equity capital. 3. Hard for local governments to meet federal and state match requirements for grants. Look at reducing those for "frontier, rural communities". 4. EDA loan program funds should be defederalized. David Bacon requirements prohibit Dolores County from being able to apply for potential project funding. 	<ol style="list-style-type: none"> 1. Needs staff capacity for Chambers, visitor centers and budget to market community and events. 2. More financial resources in State Tourism Office to outreach and support rural areas. 	<ol style="list-style-type: none"> 1. More funding for SBDC programs to increase staff capacity. 2. More Support for OEDIT Business Development Representatives in rural areas. 	<ol style="list-style-type: none"> 1. Hard for local governments to meet federal and state match requirements for grants. Look at reducing those for "frontier, rural communities". 2. David Bacon requirements prohibit Dolores County from being able to apply for potential project funding. 	<ol style="list-style-type: none"> 1. Hard for local governments to meet federal and state match requirements for grants. Look at reducing those for "frontier, rural communities". 2. David Bacon requirements prohibit Dolores County from being able to apply for potential project funding.
Timeline^{viii}	2 years	2 years	1 year	On-going	2 years

Comment [b7]: Typo in "needed resources and identified issues or barriers" rows 1, 4 and 5 it's **Davis** Bacon not David Bacon

<p>A few more questions.... When completing this template, please provide a written response to these questions, as applicable</p> <p>1. What current federal, state and local programs or initiatives hinder your local economic development efforts? The US Forest Service and BLM road closure enforcement has hurt the hunting, and recreation industries in County. Public perception on relationship with these agencies is negative. There are concerns that increased regulations on extractive industries has resulted in mine closures, impacting jobs in Dolores County. Licensing of farm vehicles changed under Governor Ritter and increased costs to farmers.</p> <p>2. What resources/actions do you need from the State of Colorado to assist your effort in implementing a county economic development plan? More training, access to loans and capital for very small business, less regulation for oil & gas industries</p> <p>3. Identify innovative economic development programs and partners in the county or region that can be replicated across the state?</p>

Growth Company Initiative –Implemented by Region 9 EDD. This program works with 2nd stage companies to provide the specialized services such as peer networking, mentoring and angel investors to help companies grow and stay in region.

¹Goals are expressions of the desires of the community; a future condition or state that it's aiming for – a concise statement that articulates the desired future. For example:

²Update and expand marketing efforts for economic development in _____ County"

³ Strategies provide direction and framework for how to go about achieving the goal. For example, "Craft and finance strong, ongoing major marketing promotions."

⁴ Actions or implementation steps will carry out the strategy in a systematic way. For example, "Brand _____ County and its communities through the use of an agreed-upon economic development logo and slogan" or

⁵ "Develop a focused marketing program which consists of email, social networks, and blogs to promote the county."

⁶ Expected outcomes and measurable results should reflect a realistic feedback of how well the strategy is working. How do we know we're making progress? This includes building results into the action plans – relating back to the goal. For example, for marketing efforts, "Number of inquiries stating they saw our ad/website/news release/story, etc. etc."

⁷ Identify partners with something to contribute/gain from involvement in this effort – e.g. Chambers, trade associations, non-profits, etc. etc

⁸ Available resources can, and should, include more than funding. Students, volunteers, business sponsorships, strategic grants, can all be considered. Also, ways to leverage resources.

⁹ Needed resources should be based on gaps existing after all available resources have been considered. The more innovative, creative use of resources without requiring additional funding will be the most expeditious in the short run. Issues or barriers are items that need to be addressed in order to realize goal.

¹⁰ Timeline-some goals may be long-term. These may be broken down into intermediate steps with identified timelines for each action step. Short-term goals or specific projects may have a definite timeline. This is a way of keeping the process on track and reinvigorating efforts if a timeline slips, so that it doesn't get forgotten.

This County Plan was submitted on _____ by the county team (please list the county team members below):

1. _____ Dan Fernandez, CSU Extension
2. _____ Ernest Williams, County Commissioner
3. _____ Laura Lewis Marchino