

Baca County



2017 CEDS

**Prepared by Baca County Economic Development Commission
for the benefit of
Southern Colorado Economic Development District
1104 North Main Street
Pueblo, CO 81003
719-545-8680**

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SUMMARY BACKGROUND

Baca County is located in the Southeastern corner of Colorado bordered by New Mexico, Oklahoma and Kansas. Baca County was created by the Colorado legislature on April 16, 1889, out of eastern portions of Las Animas County. Baca County was named in honor of pioneer and Colorado territorial legislator Felipe Baca.

Prior to the 1880s there was little activity in the county, other than along the Cutoff Branch of the Santa Fe Trail that crosses its extreme southeastern corner. The 1910s saw wet years and expansion due to the increase in acreage that could be homesteaded. World War I also brought increased demand for agricultural products. The arrival of the Santa Fe Railroad in 1926 created new towns and a population increase.

The Dust Bowl arrived in the 1930s, with Baca County being one of the hardest hit areas. This prompted soil conservation efforts by the federal government. Part of this effort was the purchase of cultivated land by the government in order to return it to grassland. Today the U.S. Forest Service supervises 220,000 acres of Comanche National Grassland which was purchased in the 1930s. These areas include Carrizo Creek and Picture Canyon. The Colorado Division of Wildlife maintains the recreational areas at Two Buttes Lake and Turk's Pond.

On May 18, 1977, an F4 tornado tracked from Oklahoma and struck the southeastern portion of Baca County, causing an estimated 2.5 million dollars in damage. It was the first F4 tornado in Colorado since at least 1950. Since 1950 the population has been on a steady decline. This is in part due to drought conditions affecting farmers and crops. Farmers have also participated heavily in government ran programs to plant grass and not farm all the ground. Additionally, the recession, and a large blizzard in 2006/2007 had a negative impact on businesses in the area.

According to the U.S. Census Bureau, the county has a total area of 2,557 square miles (6,620 km²), of which 2,555 square miles (6,620 km²) is land and 2.4 square miles (6.2 km²) (0.09%) is water. Baca County is 55 miles long east to west and 44 miles wide north to south. The elevation ranges from 3,400 to 5,198 within the county.

Baca County is the 10th smallest rural county in population and has had an average annual decrease in population of 0.9% since 1990. Baca's economy is mostly based in goods-producing industry, specifically farming and mining. With the exception of government based industries, services are either undeveloped or not reported due to low employment numbers. Baca County has moderate oil and gas production, registering the 14th and 19th highest productions respectively among rural Colorado counties. While there are no colleges or prisons there are three major highways that pass-through Baca totaling 151 miles.

Transportation options are many in SE corner of Colorado. Highways in Baca County are U.S. Hwy 287, Hwy 160, Hwy 116 as well as Colorado 100 and Colorado 89.

Rail lines running through the county are Burlington Northern Santa Fe and Cimarron Valley rail line.

Airports/Fields/Helipads are Springfield Municipal Airport which is large enough for small private jets. Private Fields are Griffin Field, Doyle Airfield, Schroder Field and Drosselmeyer Field.

Southeast Colorado Hospital has a landing pad for helicopters.

Baca County is a destination for history and nature lovers with sixty-four rustic stone, brick and concrete New Deal era landmarks that are still standing. Visitors who enjoy the outdoors can explore the ancient Indian petroglyphs in the canyons of the Comanche National Grasslands. As well as Two Buttes reservoir and Turks Pond.

County Seat is Springfield Colorado.

County Commissioners:

Glen “Spike” Ausmus

Rick Butler

Peter Dawson

Contact:

741 Main Street Springfield, CO 81073 719-523-6532

Legislative Districts:

Congressional District 4

Senate District 2

House District 64

Projects Completed between 2010 and 2015

1: Springfield Airport Improvements – COMPLETED

Grant funds were acquired over the last 3 years to build a new apron and a new fuel system was installed with 100 low lead fuel. A pilot’s lounge was installed in the snow removal building that includes water and sewer. Transportation into town is also available to pilots from the airport.

2: Springfield Fire Station – COMPLETED

3: Improve the theater to attract entertainment and arts –DIGITAL CONVERSION COMPLETE

Baca County Economic Development Commission purchased the Theater to save it from closing in 2010. A funding campaign began to raise the funding to clean up and upgrade the facility. During this time the film industry decided to stop making movies on film for older theaters. This forced Baca County Economic Development to fundraise along with community support an additional \$50,000 for a conversion to allow new digital technology to be played, a new surround sound system, a new movie

screen, new seating, wall coverings and new HVAC. The project will increase entertainment venues to the community.

5: Town of Vilas project-COMPLETED

Water Purification Ionic water exchange system

6: Upgrade Two Buttes water system – COMPLETED

Dr. Verity Museum was moved- **COMPLETED**

7: Town of Walsh –

Fire Engine Pumper Rescue and bunker gear needed- **COMPLETED**

New sign on GEM Theater-**COMPLETED**

Atmos Gas lines upgraded to meet new requirements throughout Walsh-**COMPLETED**

New Roof on Town Hall-**COMPLETED**

8: Town of Campo –

Replaced residential water meters - **COMPLETED**

Sewer Lagoon was updated-**COMPLETED**

Pool replaced pumps, liner cover and backwash-**COMPLETED**

9: Town of Pritchett

Rehab work done on Community Building-**COMPLETED**

Basketball court put in at the park-**COMPLETED**

New FEMA 2S Firetruck purchased-**COMPLETED**

Upgrades made to Fire Station-**COMPLETED**

Atmos gas lines updated throughout Pritchett to meet new guidelines-**COMPLETED**

10: Two Buttes permanent pool – COMPLETED.

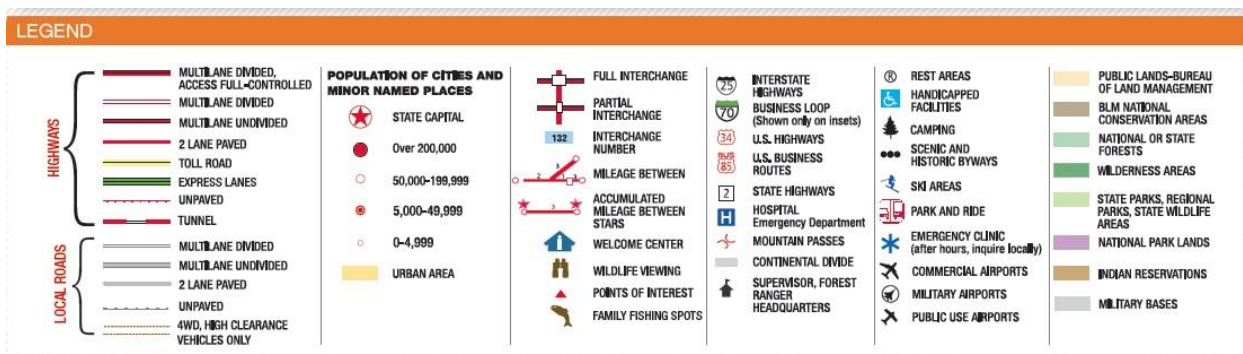
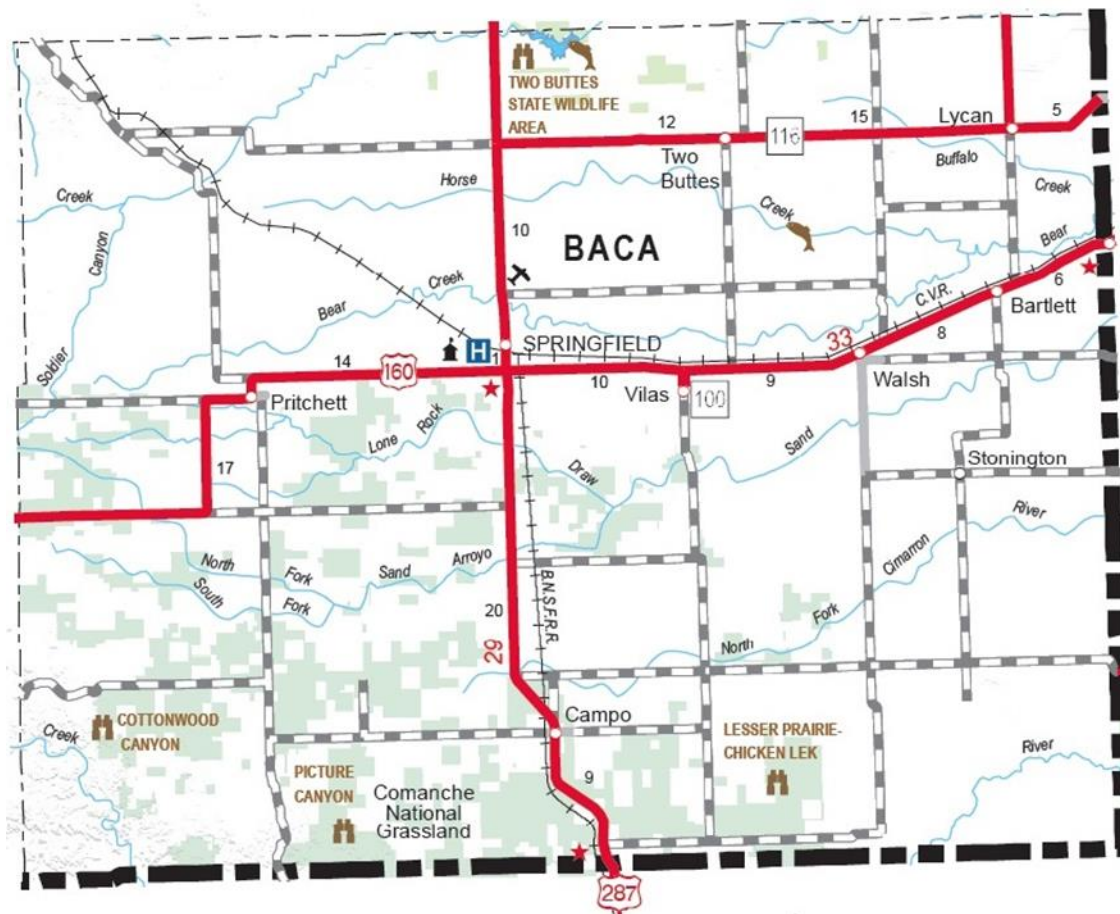
Southeastern Colorado is known for its fishing and water sports opportunities. The development of a permanent pool at the Two Buttes Reservoir would enable Baca County to take part in the developments that are anticipated around this recreational opportunity. This development would provide recreation for local citizens as well as a potential boost to the local economy through tourism development. In 2015 Baca County, Prowers County and Colorado Division of Wildlife reconstructed the canal below the dam that washed out so visitors could access the Black Pool, Canyon and camping area. This collaborative effort was to save enough funds to be able to repair the head gates of the dam. The Baca County Commissioners received an award for their work and collaboration on this project in 2016.

Project 11: Introduce a Tourism Brochure for SE Colorado –COMPLETED

This project was organized by Economic Development in conjunction with SEBREA Southeast Business, Retention, Expansion and Attraction. The brochure includes towns along U.S. Highways 287, 50 and 96. A grant and donations were obtained to cover the funding needed to complete the 24-page full color brochures that were finished and distributed throughout the region June 2015. The brochures highlight's towns, attractions, recreation, events, farmer's markets and Wayfinding Informational Kiosks. The brochures were a follow up project to communities that opted in on the Wayfinding Kiosks and the brochures can be found in Colorado Welcome Centers.

Project 12: Infrastructure Work-COMPLETED

A \$140,000 grant was obtained by Economic Development to do re-paving of a primary access road, base and gravel on secondary and emergency access, street lighting at frontage Rd, secondary intersections and corner of highway access. This was a collaborative project with Economic Development, Baca County, Town of Springfield and Atmos Energy.



DEMOGRAPHIC & SOCIOECONOMIC DATA

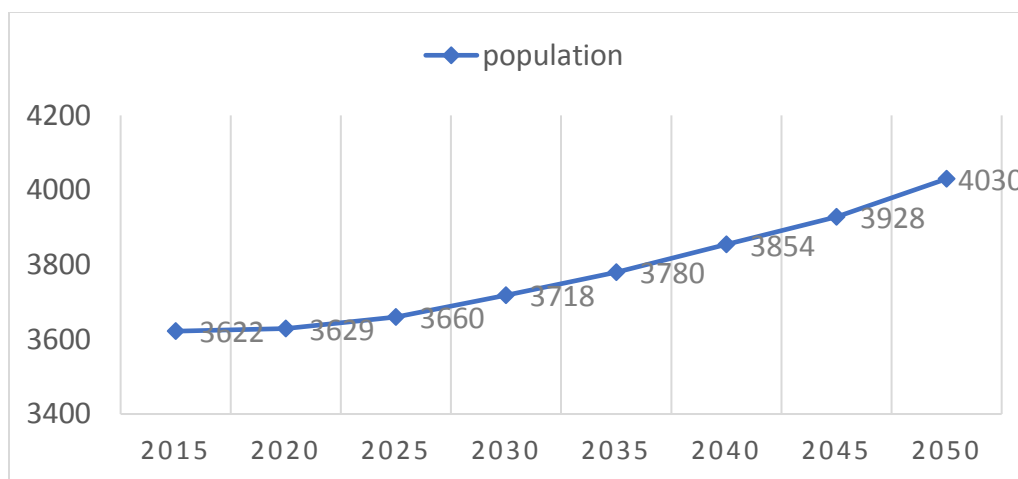
Population by Age, Community & Year



Population by Race and Forecast

Population by Race	2010	2011	2012	2013	2014	2015
American Indian non Hispanic	47.47	48.44	48.29	47.84	47.77	48.24
Asian non Hispanic	14.98	15.42	15.52	15.55	15.87	16.37
Black non Hispanic	26.93	27.29	27.04	26.65	26.61	26.91
Hispanic	346.75	355.27	356.52	355.91	359.44	368.32
White non Hispanic	3,328.78	3,350.51	3,298.55	3,228.96	3,174.24	3,162.03

Forecast



Source: Colorado Demographer's Office May 2015

Population peaked in 1930 at 10,570 residents. By 1980 the population was half at just over 5,000. Although at a much slower rate, the population continues to decline every year. There is no one entity that can solve this. Collaboration across the County on all levels will be needed to reduce the out migration. However, the Demographer's office is expecting growth in Baca County over the next 25 years due to the large population number that will be retiring out of the workforce over the next 15 years and the jobs that group currently holds. This will open numerous primary and post-secondary educated jobs that millennials will find attractive.

Baca County Socioeconomics - Child Statistics

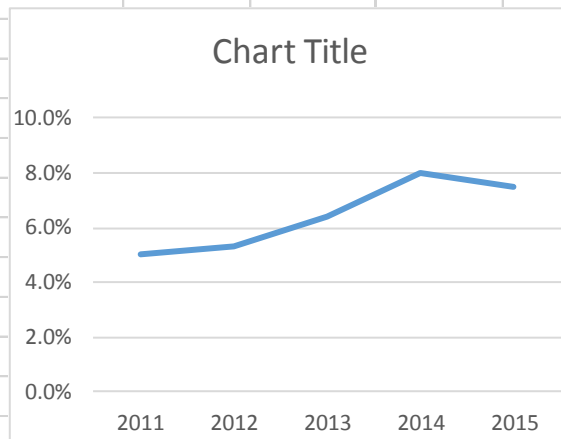
Children receiving TANF

Location	2011	2012	2013	2014	2015
Baca	5.0%	5.3%	6.4%	8.0%	7.5%

Note: 2015 percentages are based on 2015 population projections from the Colorado State Demography Office

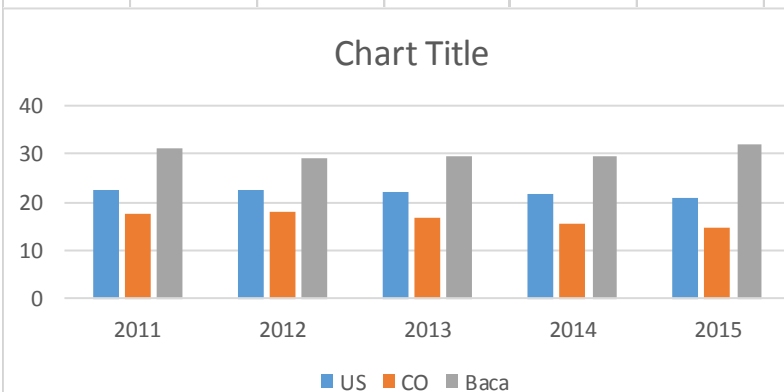
Data Source: TANF case data by county: Colorado Works Program, Colorado Department of Health and Human Services

Population estimates: State Demography Office, Colorado Department of Local Affairs



Baca Population Under 18 In Poverty

	2011	2012	2013	2014	2015
US	22.5	22.6	22.2	21.7	20.7
CO	17.7	18.1	16.8	15.6	14.8
Baca	31.1	29	29.3	29.6	32.1



Baca County Socioeconomics-Child Statistics

Reduced or Free Lunch

Location	Poverty Level	Data Type	2011	2012	2013	2014	2015
Baca	Eligible for Free or Reduced Lunch	Number	466	417	418	398	393
		Percent	53.00%	53.00%	62.00%	62.00%	63.00%
	Eligible for Free Lunch	Number	338	NA	301	298	283
		Percent	38.00%	39.00%	44.00%	47.00%	45.50%
	Eligible for Reduced Price Lunch	Number	128	111	117	100	110
		Percent	14.50%	14.00%	17.00%	16.00%	18.00%

Source: Colorado Department of Education

The low cost of living is an asset in the community. However, poverty remains high compared to the state. In 2009 Kids Count reported 50% of Baca County school age children qualified for free/reduced lunch. In 2015 the number of students that qualify in Baca County has risen to 63%. This number is 22.8% higher than the State of Colorado.

Out of Home Placements

Location	2009	2010	2011	2012	2013
Baca	10	9	5	8	17

Source: Child Welfare Service Division, Colorado Department of Human Services

Teen Pregnancy ages 15-17

Location	2010	2011	2012	2013	2014
Baca	46	48	LNE	LNE	LNE

Definitions: Live births to girls ages 15 through 17 per 1,000 female teens in that age range (age-specific fertility rate).

Data Source: Health Statistics Section, Colorado Department of Public Health and Environment

Footnotes: Low number of events (LNE) indicates fewer than three teen births in the county.

Teen Pregnancy ages 15-19

Location	2011	2012	2013	2014	2015
Baca	56	89	39	40	40

Definitions: Live births to girls ages 15 through 19 per 1,000 female teens in that age range (age-specific fertility rate).

Data Source: Health Statistics Section, Colorado Department of Public Health and Environment
Kids Count

The teen pregnancy rate in Baca is 30% higher than the state of Colorado.

Baca County Socioeconomics

CA35 Personal Current Transfer Receipts

Source: Bureau of Economic Analysis

Description	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Personal current transfer receipts (thousands of dollars)	24362	26466	27019	31600	33623	35104	38354	36977	37207	40560	43248
Current transfer receipts of individuals from governments	23776	25948	26398	30903	32897	34325	37482	36197	36454	39758	42383
Retirement and disability insurance benefits	10718	11111	11364	11432	12040	12225	12132	12175	12522	12396	12661
Social Security benefits	10234	10616	10873	10954	11680	11843	11758	11810	12177	12053	12303
Excluding Social Security benefits 1/	484	495	491	478	360	382	374	365	345	343	358
Medical benefits	9877	11833	11819	15012	16355	16691	19998	19503	19497	23025	25432
Medicare benefits	7182	9119	8963	9390	9952	9657	12342	11365	10747	12465	12642
Public assistance medical care benefits 2/	2660	2673	2820	5564	6319	6958	7570	8052	8667	10486	12728
Military medical insurance benefits 3/	(L)	(L)	(L)	58	84	76	86	86	83	74	62
Income maintenance benefits	2289	2121	2297	2225	2483	2754	2879	2710	2781	2830	2796
Supplemental security income (SSI) benefits	667	472	614	540	423	437	533	478	524	498	507
Earned Income Tax Credit (EITC)	551	523	592	487	573	736	746	710	727	767	745
Supplemental Nutrition Assistance Program (SNAP)	325	362	350	316	364	540	560	581	580	548	550
Other income maintenance benefits 4/	746	764	741	882	1123	1041	1040	941	950	1017	994
Unemployment insurance compensation	220	201	190	303	844	985	824	572	441	228	220
State unemployment insurance compensation	208	190	179	290	820	944	777	523	386	192	189
Excluding state unemployment insurance compensation	(L)	(L)	(L)	(L)	(L)	(L)	(L)	(L)	55	(L)	(L)
Veterans' benefits	452	450	484	465	523	606	711	852	865	794	805
Education and training assistance 5/	188	209	221	243	264	266	258	268	266	268	266
Other transfer receipts of individuals from governments 6/	(L)	(L)	(L)	1223	388	798	680	117	82	217	203
Current transfer receipts of nonprofit institutions	462	429	410	393	410	459	443	465	458	462	455
Current transfer receipts of individuals from businesses 7/	124	89	211	304	316	320	429	315	295	340	410

Legend / Footnotes:

1/ Consists largely of temporary disability payments, pension benefit guaranty payments, black lung payments, workers compensation, and Panama Canal construction annuity

2/ Consists of Medicaid and other medical vendor payments.

3/ Consists of payments made under the TriCare Management Program (formerly called CHAMPUS) for the medical care of dependents of active duty military personnel and of retired

4/ Consists largely of general assistance; family assistance (currently Temporary Assistance for Needy Families (TANF), previously emergency assistance and Aid to Families with

5/ Consists largely of federal fellowship payments (National Science Foundation fellowships and traineeships, subsistence payments to state maritime academy cadets, and other

6/ Consists largely of Bureau of Indian Affairs payments; Alaska Permanent Fund dividend payments; compensation of survivors of public safety officers; compensation of victims of

7/ Consists of personal injury payments to individuals other than employees and other business transfer payments.

Note-- All dollar estimates are in current dollars (not adjusted for inflation).

(L) Less than \$50,000, but the estimates for this item are included in the totals.

Last updated: November 17, 2016-- new estimates for 2015; revised estimates for 2001-2014.

Life Expectancy

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
US	77.8	77.9	78.0	78.1	78.2	78.3	78.4	78.5	78.6	78.7	78.7	78.8
Colorado	80.7	80.8	80.9	81.0	81.1	81.2	81.3	81.4	81.5	81.6	81.7	81.8
Region 6	76.4	76.5	76.6	76.7	76.8	76.9	77.0	77.1	77.2	77.3	77.3	77.4



BACA COUNTY SOCIOECONOMICS				
Uninsured Under 65 Years of Age				
Year	Name	Demographic Group: Number	Uninsured: Number	Uninsured: %
2006	Colorado	4,311,545	804,462	18.7
2007	Colorado	4,378,347	787,080	18
2008	Colorado	4,341,424	785,439	18.1
2009	Colorado	4,399,921	756,645	17.2
2010	Colorado	4,393,592	777,411	17.7
2011	Colorado	4,439,927	753,842	17
2012	Colorado	4,472,629	744,887	16.7
2013	Colorado	4,519,011	722,130	16
2014	Colorado	4,573,406	535,569	11.7
2006	Baca County, CO	2,959	828	28
2007	Baca County, CO	2,871	526	18.3
2008	Baca County, CO	2,879	652	22.7
2009	Baca County, CO	2,830	724	25.6
2010	Baca County, CO	2,863	738	25.8
2011	Baca County, CO	2,854	621	21.8
2012	Baca County, CO	2,793	595	21.3
2013	Baca County, CO	2,737	749	27.4
2014	Baca County, CO	2,677	462	17.3

Source: Small Area Health Insurance Estimates

<https://www.census.gov/did/www/sahie/index.html>

ENVIRONMENTAL, GEOGRAPHIC, CLIMATIC & CULTURAL INFORMATION

Environmental

A great place to live and work, Baca County's air quality index is 46.8, ranked 42nd among the 64 counties in Colorado. Baca County has NO known environmental interests (radiation, toxic, hazardous waste, air, water or other) that have potential to generate releases that affect the environment.

Geographic

Baca County is located in the Southeastern corner of Colorado, bordered by Oklahoma, New Mexico and Kansas. The county is 2,558 square miles with a population density of 1.5 per square mile. The average elevation is 4,295 feet.

Climatic

The average temperature of Baca County is 53.86°F, which is much higher than the Colorado average temperature of 46.26°F and is about the same as the national average temperature of 54.45°F. The risk of tornado damage in Baca County is lower than the Colorado average and is lower than the national average. The chance of earthquake damage in Baca County is lower than Colorado average and is much lower than the national average.

Cultural

Demographic information demonstrates that the most common race in Baca County is White, followed by Hispanic or Latino and Black or African American. Other than English, the most common non-English language is Spanish, followed by German.

INFRASTRUCTURE ASSETS

Industrial Parks

Baca County has a 12-acre Industrial Park on the north end of Springfield. Additional infrastructure such as roads, water and sewer is needed in the park area for expansion.

Broadband

Each of Baca County's Towns have Gigabit Fiber which can be tapped into by businesses wishing to locate in the area. Growth and expansion plans by SECOM, a regional provider for internet and broadband over the next 7 years will make it possible for residents within the Town of Springfield to tap into the fiber as well as part of service. At this time, residents can tap into the fiber for a fee. General broadband coverage in town is fairly consistent however, outside town limits throughout the county broadband coverage is spotty and inconsistent.

EDUCATION

BACA COUNTY SOCIOECONOMICS

Enrollment

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Campo R-6	52	64	48	54	49	58	57	49	44	44	37
Springfield RE-	330	294	305	304	300	292	300	312	299	299	307
Walsh RE-1	170	156	156	155	167	178	161	158	156	156	176
Pritchett RE-3	77	71	70	72	72	66	76	47	53	37	50
Vilas RE-5	2044	4,424	3,789	487	415	354	289	216	127	104	52
Total	2,673	5,009	4,368	1,072	1,003	948	883	782	679	640	622

Vilas no longer offers online school.

Graduation Rate

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Campo R-6	100.0	90.0	80.0	100.0	75.0	100.00	85.7	100.00	100.0	100.0	85.7
Springfield RE-4	95.0	92.6	89.5	88.9	94.4	96.7	94.7	90.9	96.0	91.7	89.7
Walsh RE-1	96.0	100.0	100.0	100.0	84.6	91.7	93.3	100.0	100.0	93.8	91.7
Pritchett RE-3	100.00	100.0	85.7	100.0	80.0	66.7	75.0	83.3	100.0	100.00	100.0
Vilas RE-5	100.0	48.6	35.8	17.4	12.0	18.3	29.5	31.7	33.3	19.2	11.1

Drop Out Rate

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Campo R-6	0.0	0.0	2.9	0.0	3.6	0.0	0.0	3.6	0.0	5.0	0.0
Springfield RE-4	0.6	1.3	1.4	1.3	0.0	1.8	2.4	0.7	0.0	3.5	1.4
Walsh RE-1	0.0	0.0	1.6	0.0	1.1	1.1	1.1	0.0	0.0	1.3	2.8
Pritchett RE-3	0.0	0.0	0.0	0.0	2.9	3.3	0.0	0.0	0.0	0.0	0.0
Vilas RE-5	27.1	4.7	15.0	19.0	17.2	13.7	10.1	11.4	16.0	14.3	5.8

www.cde.state.co.us 12/23/2016

Baca County has one of the largest number of school districts for a small county given the population and comparisons to other counties in the surrounding region. Higher Education is available in the region at Lamar Community College, Otero Junior College and Colorado State University at Pueblo.

The 2014 Census of American Community Survey estimates that 85.5% of the total population 25 years of age and older have attained a high school diploma or higher; 16.1% have attained a Bachelor's Degree or higher.

INDUSTRY SECTORS

Agriculture / Value-Added Ag

The Colorado Department of Agriculture (CDA) has announced three industrial hemp seed varieties have passed the statewide THC validation and observation trial and are now eligible to be grown by the Colorado Seed Growers Association for production of “CDA Approved Certified Seed.” Colorado state law requires that industrial hemp tests at or below 0.3% THC on a dry weight basis. Seed varieties were grown and tested in the northeast, southeast, Front Range, the San Luis Valley and on the Western Slope. These five locations vary in daytime and nighttime temperatures, in altitude, length of growing season, and soil types.

Healthcare

Healthcare is a very important sector in our community and in the region. They are large employers in most counties. There has been difficulty finding and keeping doctors and specialists who will come to the region and stay. A regional healthcare sector partnership has been formed to try to address this as well as other pressing healthcare related workforce issues.

Light Manufacturing

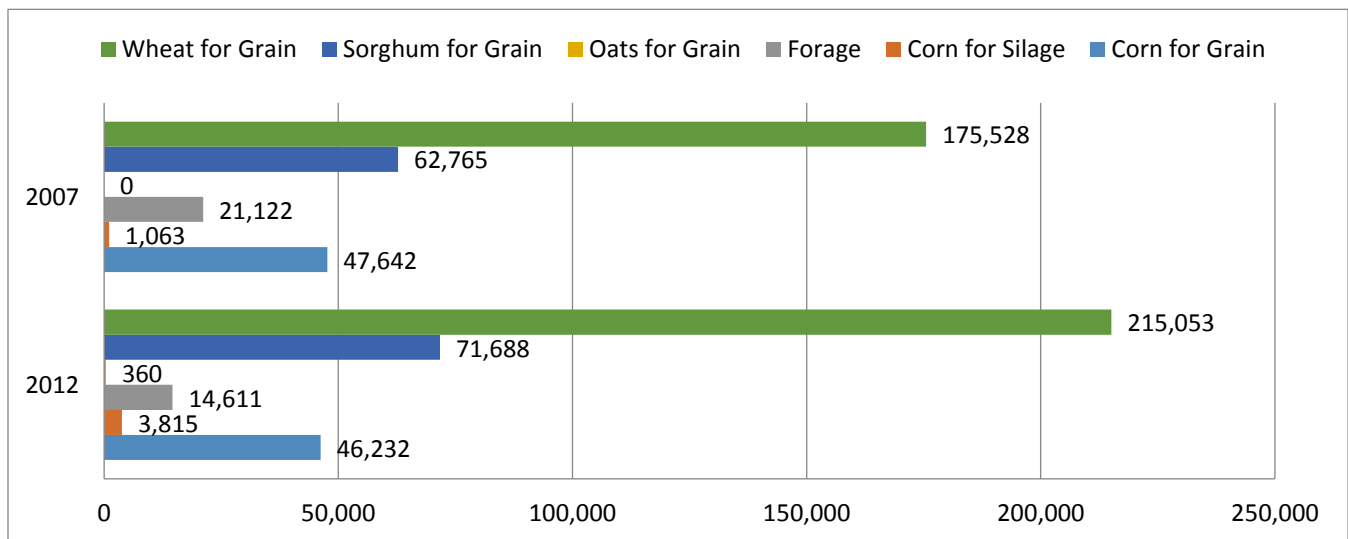
Baca County is home to successful manufacturers that export 95% of their product and have been here for 20 plus years. Collectively they have 30-35 long time employees. This is an area the county would like to continue to expand on. A manufacturing sector partnership has been formed in the region to look at supply chains, workforce training and other positives and challenges in the region.

Hunting/Recreation/Tourism

This is a growing sector within the County with just under 10,000 hunters visiting the county and another 1,500 visitors that signed the register book at the Canyons, these numbers do not include general traveling traffic. Birding is also very popular with over 400 species of birds that either migrate through the area or are native to the area.

Baca County Agricultural Data

	2012		2007
AG data	Baca	Rank	Baca
# of Farms	737		777
Land in Farms (acres)	1503419		1300876
Average size of farm	2040		1674
Largest crop harvested (acres)	215053		175528
Top livestock	41868		56845
Breakdown for Top Crops Harvested in Acres	Baca		Baca
Corn for Grain	46232	9	47642
Corn for Silage	3815		1063
Forage	14611	31	21122
Oats for Grain	360		0
Sorghum for Grain	71688	1	62765
Wheat for Grain	215053	3	175528
	351759		308120

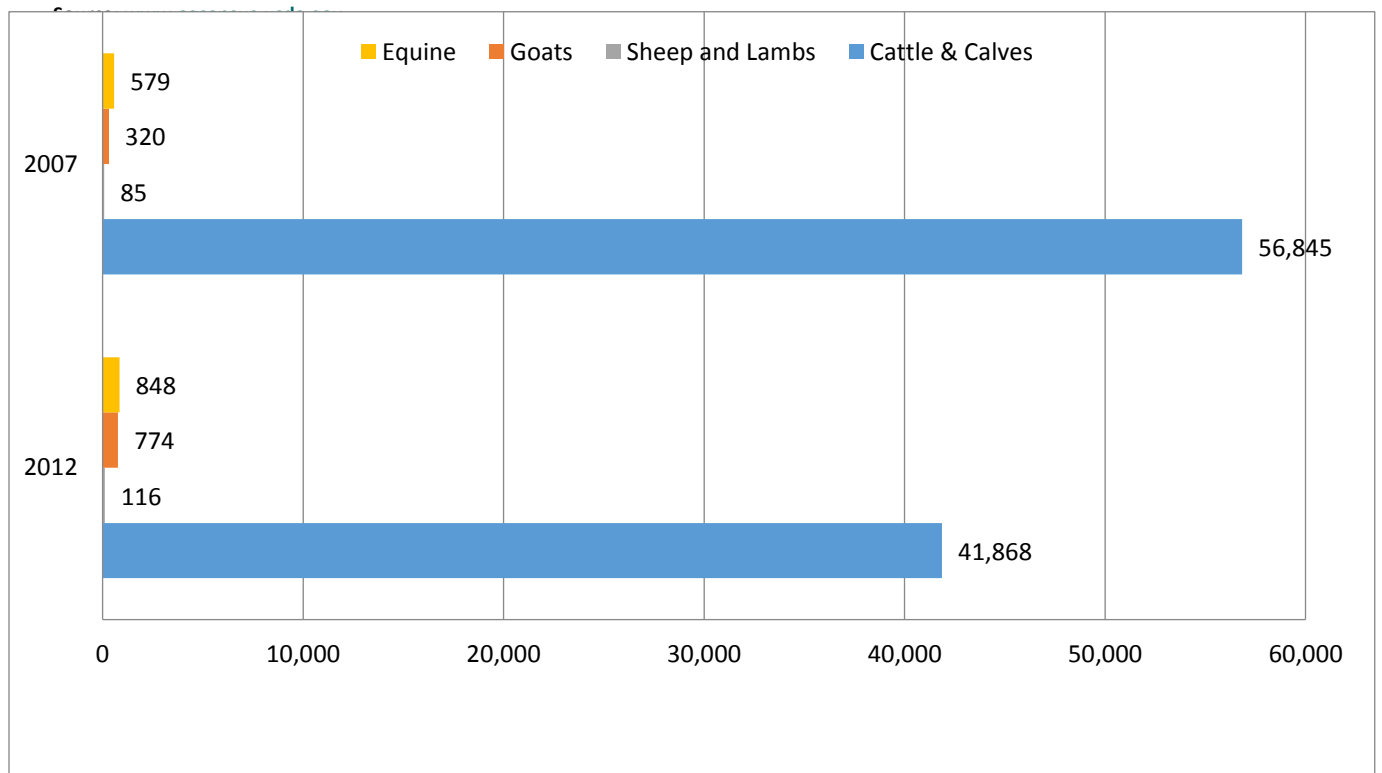


Source:
www.agcensus.usda.gov
 1-4-17

According to the 2012 Census of Agriculture, land in farms in Baca County was 1,503,419 acres which is an increase from 2007. The average size of the farm is 2,040 which is also up from 2007 at 1,674. The market value of crops was increased from 2007 at \$111,202,000 to \$125,299,000 in 2012.

Baca County Livestock Data

Breakdown for Top Livestock Inventory-Quantity	Baca		Baca
Cattle & Calves	41868	14	56845
Hogs and Pigs	(D)	9	(D)
Sheep and Lambs	116		85
Goats	774	12	320
Equine	848	37	579
(D) Withheld to avoid disclosing data for individual operations			



LOCAL ECONOMY Workforce Data

Labor Force Participation Rate

Labor Force Participation Rate														
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Colorado	82.1	81.7	81.4	81.2	80.9	80.6	80.2	79.8	79.5	79.3	79.0	79.0	78.9	78.9
Region 6	63.9	63.7	63.7	63.7	63.7	63.6	63.5	63.4	63.2	63.1	63.0	62.9	62.7	62.6
Baca	74.8	74.4	74.2	74.2	74.0	73.9	74.0	74.0	73.9	73.8	73.7	73.8	73.8	73.7
Total Labor Force														
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Colorado	2,232,933	2,233,759	2,236,843	2,245,543	2,255,955	2,265,192	2,279,603	2,296,569	2,318,315	2,342,968	2,370,402	2,408,578	2,446,656	2,484,129
Region 6	22,698	22,548	22,741	22,922	23,090	23,267	23,435	23,578	23,708	23,868	24,012	24,146	24,248	24,376
Baca	1,199	1,194	1,199	1,208	1,216	1,209	1,226	1,231	1,228	1,233	1,232	1,242	1,249	1,271

Source: Bureau of Labor Statistics

Unemployment

Colorado	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
	2006	5.1	4.9	4.8	4.4	4.3	4.6	4.4	4.2	3.9	3.6	3.8	3.7	4.3
	2007	4.3	4.1	3.8	3.4	3.3	3.8	3.7	3.6	3.5	3.5	3.8	4.0	3.7
	2008	4.6	4.6	4.6	4.2	4.3	4.9	5.0	4.9	4.9	5.0	5.3	5.6	4.8
	2009	6.6	6.9	7.1	6.8	7.0	7.7	7.5	7.4	7.3	7.4	7.7	8.0	7.3
	2010	8.9	8.9	9.1	8.5	8.5	8.9	8.8	8.6	8.4	8.4	8.9	8.8	8.7
	2011	9.2	9.1	8.9	8.4	8.4	8.3	8.1	8.1	7.9	7.8	8.0	8.1	8.4
	2012	8.6	8.7	8.5	8.0	7.8	8.2	7.8	7.7	7.2	7.2	7.3	7.4	7.9
	2013	8.0	7.8	7.5	7.0	6.8	7.3	6.8	6.5	6.1	6.1	6.0	5.9	6.8
	2014	6.4	6.3	6.1	5.4	4.9	5.1	4.8	4.6	4.1	4.0	4.1	4.2	5.0
	2015	4.8	4.7	4.6	4.0	4.0	4.2	3.9	3.5	3.2	3.2	3.3	3.3	3.9
	2016	3.2	3.3	3.5	3.5	3.6	4.0	3.6	3.3	3.0	3.1			
Baca	Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
	2006	3.5	3.7	3.5	2.8	2.9	3.0	3.1	3.0	2.7	2.9	2.9	3.1	3.1
	2007	3.3	2.8	2.5	2.0	2.0	2.3	2.4	2.2	2.2	2.3	2.8	3.0	2.5
	2008	3.5	3.8	3.9	3.8	3.5	3.6	3.1	3.3	3.1	3.0	3.4	3.1	3.4
	2009	3.4	3.5	3.9	3.4	3.7	4.5	3.6	3.4	3.3	3.4	4.0	3.9	3.7
	2010	5.2	4.9	4.8	4.7	4.5	4.9	5.0	4.8	4.6	4.8	5.3	5.0	4.9
	2011	5.6	5.3	4.6	4.8	4.9	4.8	4.8	4.6	4.6	4.4	4.8	4.5	4.8
	2012	5.0	5.1	5.0	4.3	4.3	4.4	4.6	4.5	4.3	4.3	4.4	4.3	4.5
	2013	4.2	4.7	4.3	4.2	4.1	4.5	4.1	3.8	4.0	4.0	3.9	3.6	4.1
	2014	3.6	4.0	3.3	2.9	2.8	2.6	2.6	2.4	2.1	2.3	2.3	2.2	2.7

Source: Bureau of Labor Statistics

Proprietor

CntyName	Job Type					2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Baca County	Total Jobs	0	2,373.64	2,279.00	2,253.86	2,167.66	2,164.32	2,120.18	2,058.52	2,099.13	2,089.26	2,036.39	2,097.51	2,016.64	1,966.82	1,965.07	1,942.82
	Proprietor Jobs	774.79	756.00	701.07	695.04	728.88	675.55	672.52	714.80	708.60	666.40	737.20	687.00	672.36	678.36	677.00	

Source: State Demography Office - Total Estimated Jobs

Our proprietor jobs have held steady in the last few years.

Employment by Sector

LABOR FORCE												
Employment by Industry Sector												
Baca County												
TxtFIPS	SectorName	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
009	Agriculture	617	587	532	536	534	533	541	540	548	550	544
009	Mining	S	S	S	S	S	S	S	S	S	S	S
009	Utilities	S	S	S	S	S	S	S	S	S	S	S
009	Construction	68	60	56	75	66	59	62	62	75	78	63
009	Manufacturing	15	32	24	21	16	16	S	S	S	S	S
009	Wholesale trade	33	S	36	41	53	37	55	51	50	53	55
009	Retail Trade	174	167	154	182	169	146	158	153	150	140	136
009	Transportation and warehousing	S	53	102	70	72	73	69	75	73	67	68
009	Information	13	13	12	8	S	S	S	S	S	S	S
009	Finance activities	56	56	56	64	62	55	61	55	58	52	43
009	Real estate	15	16	9	11	4	12	15	20	11	12	13
009	Professional and business services	42	44	46	44	43	45	46	47	33	33	32
009	Management of companies and enterprise	S	S	S	S	S	S	S	S	S	S	S
009	Admin and waste	S	S	S	S	S	S	S	S	S	S	S
009	Education	10	12	12	10	8	7	5	S	S	S	S
009	Health Services	48	47	47	49	45	29	39	39	40	40	44
009	Arts	S	S	S	S	S	S	S	S	S	S	S
009	Accommodation and food	74	76	66	53	41	34	39	34	33	48	46
009	Other services, except public administration	154	130	106	133	143	137	147	130	123	123	127
009	Government	732	740	736	739	763	787	770	735	695	699	698
009	Total	2,164	2,120	2,059	2,099	2,089	2,036	2,098	2,017	1,967	1,965	1,943

Source: Bureau of Labor Statistics

Weekly Wages by Employment Sector

Baca County	2010	2011	2012	2013	2014	2015
Total, All Industries	\$480	\$491	\$497	\$509	\$527	\$543
Accommodation and Food Services	\$167	\$177	\$211	\$239	\$239	\$247
Administrative and Waste Services	0	0	0	0	0	Confidential
Agriculture, Forestry, Fishing & Hunting	\$606	\$540	\$559	\$522	\$576	\$580
Arts, Entertainment, and Recreation	Confidential	Confidential	Confidential	Confidential	Confidential	Confidential
Construction	\$652	\$617	\$668	\$667	\$658	\$673
Educational Services	\$467	\$473	\$462	\$457	\$462	\$485
Finance and Insurance	\$545	\$580	\$600	\$603	\$660	\$672
Health Care and Social Assistance	\$455	\$468	\$461	\$540	\$549	\$586
Information	Confidential	Confidential	Confidential	Confidential	Confidential	Confidential
Manufacturing	Confidential	Confidential	Confidential	Confidential	Confidential	Confidential
Mining	Confidential	Confidential	\$481	\$609	\$675	\$621
Other Services, Ex. Public Admin	\$498	\$502	\$356	\$373	\$407	\$396
Professional and Technical Services	\$388	\$336	\$333	\$328	\$287	Confidential
Public Administration	\$430	\$427	\$432	\$447	\$474	\$487
Real Estate and Rental and Leasing	Confidential	Confidential	Confidential	Confidential	Confidential	Confidential
Retail Trade	\$413	\$458	\$481	\$408	\$418	\$404
Transportation and Warehousing	\$860	\$886	\$883	\$750	\$802	\$771
Utilities	Confidential	Confidential	Confidential	Confidential	Confidential	Confidential
Wholesale Trade	\$746	\$670	\$742	\$778	\$818	\$785

Source: Bureau of Labor Statistics (Confidential means there are less than 3 businesses in this category which could identify a specific business)

Annual Wages by Employment Sector

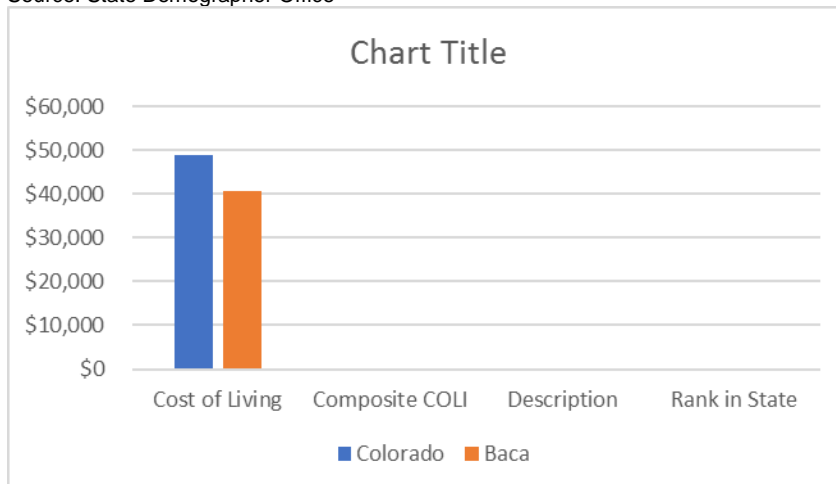
Baca County	2010	2011	2012	2013	2014	2015
Total, All Industries	\$24,948	\$25,508	\$25,838	\$26,486	\$27,416	\$28,255
Accommodation and Food Services	\$8,694	\$9,222	\$10,955	\$12,424	\$12,435	\$12,822
Administrative and Waste Services	ND	ND	ND	ND	ND	ND
Agriculture, Forestry, Fishing & Hunting	\$31,507	\$28,058	\$29,043	\$27,148	\$29,934	\$30,162
Arts, Entertainment, and Recreation	ND	ND	ND	ND	ND	ND
Construction	\$33,918	\$32,102	\$34,734	\$34,669	\$34,192	\$34,983
Educational Services	\$24,281	\$24,605	\$24,010	\$23,774	\$24,014	\$25,242
Finance and Insurance	\$28,335	\$30,148	\$31,207	\$31,347	\$34,337	\$34,963
Health Care and Social Assistance	\$23,670	\$24,313	\$23,956	\$28,095	\$28,544	\$30,477
Information	ND	ND	ND	ND	ND	ND
Manufacturing	ND	ND	ND	ND	ND	ND
Mining	ND	ND	\$24,989	\$31,652	\$35,108	\$32,302
Other Services, Ex. Public Admin	\$25,916	\$26,128	\$18,495	\$19,398	\$21,159	\$20,611
Professional and Technical Services	\$20,181	\$17,464	\$17,332	\$17,072	\$14,931	ND
Public Administration	\$22,378	\$22,221	\$22,472	\$23,255	\$24,623	\$25,309
Real Estate and Rental and Leasing	ND	ND	ND	ND	ND	ND
Retail Trade	\$21,479	\$23,840	\$25,020	\$21,239	\$21,758	\$21,010
Transportation and Warehousing	\$44,735	\$46,093	\$45,923	\$39,025	\$41,688	\$40,072
Utilities	ND	ND	ND	ND	ND	ND
Wholesale Trade	\$38,808	\$34,843	\$38,560	\$40,440	\$42,517	\$40,810

Source: Bureau of Labor Statistics

Cost of Living

2013 Cost of Living Index, where state benchmark = 100				
County	Cost of Living	Composite COLI	Description	Rank in State
Colorado	\$49,100	100		
Baca	\$40,779	83.1	Very Low	63

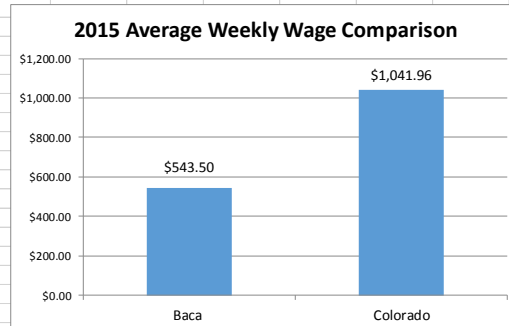
Source: State Demographer Office



Baca County Weekly and Annual Average Wage Median Household Income Per Capita Personal Income

Average Annual Wage			Average Weekly Wage		
	Baca	Colorado		Baca	Colorado
2001	\$17,474	\$37,952	2001	\$336.04	\$729.85
2002	\$18,126	\$38,005	2002	\$348.58	\$730.87
2003	\$18,797	\$38,942	2003	\$361.48	\$748.88
2004	\$19,602	\$40,276	2004	\$376.96	\$774.54
2005	\$20,466	\$41,601	2005	\$393.58	\$800.02
2006	\$21,396	\$43,506	2006	\$411.46	\$836.65
2007	\$22,908	\$45,396	2007	\$440.54	\$873.00
2008	\$24,052	\$46,614	2008	\$462.54	\$896.42
2009	\$24,867	\$46,861	2009	\$478.21	\$901.17
2010	\$24,953	\$47,868	2010	\$479.87	\$920.54
2011	\$25,499	\$49,082	2011	\$490.37	\$943.88
2012	\$25,834	\$50,563	2012	\$496.81	\$972.37
2013	\$26,484	\$50,873	2013	\$509.31	\$978.33
2014	\$27,364	\$52,724	2014	\$526.23	\$1,013.92
2015	\$28,262	\$54,182	2015	\$543.50	\$1,041.96
Growth 05-15	\$7,796	\$12,581	Growth 05-15	\$150	\$242
% Growth 05-1	38%	30%	% Growth 05-15	38%	30%

Source: Quarterly Census of Employment & Wages - Bureau of Labor Statistics



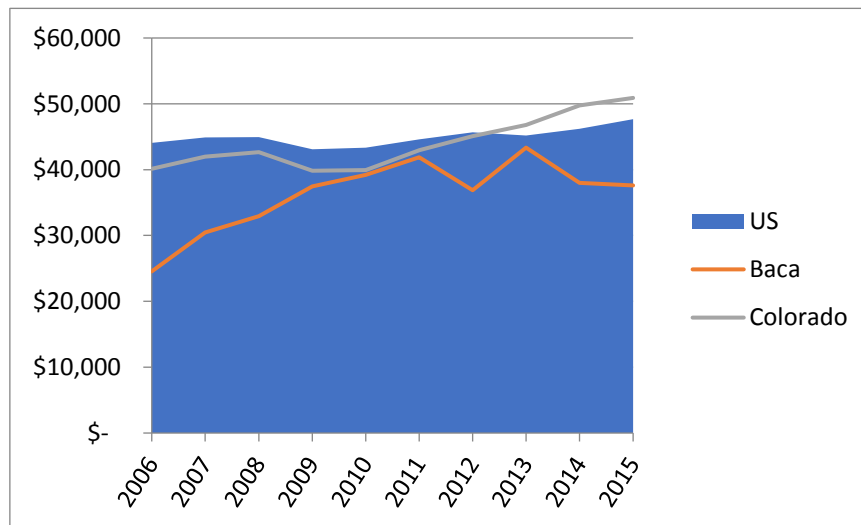
CA1 Personal Income Summary: Personal Income, Population, Per Capita Personal Income

Per capita personal income (dollars) 2/

Source: Bureau of Economic Analysis

County

GeoFips	GeoName	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Growth 05-15	% Growth 05-15
08000	Colorado*	\$38,025	\$40,143	\$41,996	\$42,663	\$39,838	\$39,929	\$42,946	\$45,073	\$46,792	\$49,768	\$50,899	\$12,874	34%
08009	Baca, CO	\$29,314	\$24,551	\$30,445	\$32,929	\$37,445	\$39,204	\$41,906	\$36,892	\$43,347	\$38,015	\$37,619	\$8,305	28%



MEDIAN HOUSEHOLD INCOME

	2008	2009	2010	2011	2012	2013	2014	2015
Colorado*	\$57,184	\$55,735	\$56,456	\$57,685	\$58,244	\$58,433	\$59,448	\$60,629
Baca, CO	\$31,963	\$32,660	\$36,017	\$37,111	\$39,497	\$38,829	\$38,625	\$38,000

ECONOMIC FACTORS & PERFORMANCE

The economy is heavily weighted in agriculture so as the crop performance and prices go so does the local economy. Not all types of retail and services are available in the county. This causes residents to seek those items or services from outside the county. In turn this causes out sourcing and financial leakage from the community. Average annual wages in Baca County are 52% less than the state average in Colorado. Workforce can also be a challenge on multiple levels, there is the unskilled workforce that needs training and the brain drain workforce where they are over qualified for the jobs they are doing at a lesser rate of pay than is equal to their post-secondary education due to a lack of employers for this group. From 2013 to 2016 we have had sixty business assists, twenty-two new businesses open, six business expansions and nine businesses retained.

Retail sales were up significantly in 2012 and then dropped in 2013. This is likely due to the Alco stores nationwide going out of business which caused the county to lose their Alco although sales at that location were strong. In 2014 retail sales began to climb with the attraction of Big R into the building Alco previously was in. In 2015 sales across all retail has continued to climb which is an economic boost to our Towns that have a sales tax.

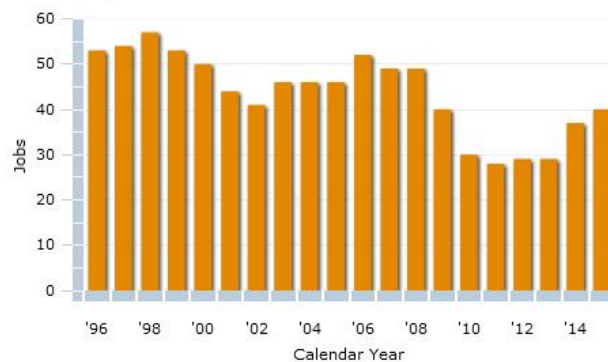
Retail Sales

Baca County Retail Sales								
Baca County	2010	2011	2012	2013	2014	2015		%Change 10-15
Gross Sales	70,808	85,503	96,679	91,188	90,630	93,732		24%
Retail Sales	69,278	82,794	92,297	87,177	84,602	88,561		22%
Net Taxable	22,586	26,012	30,355	26,183	26,709	32,364		30%
Net Tax	661	754	869	746	757	909		

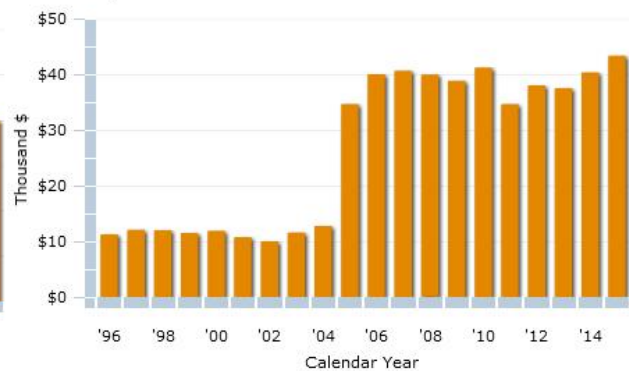
Source: Colorado Department of Revenue
This report reflects taxes collected by the State of Colorado in February through January for sales made in January through December Preliminary information; all data are subject to revision. Data are unaudited and statistical in nature.

BACA COUNTY SOCIOECONOMICS STATISTICS TRAVEL SPENDING, TAX IMPACT, JOBS

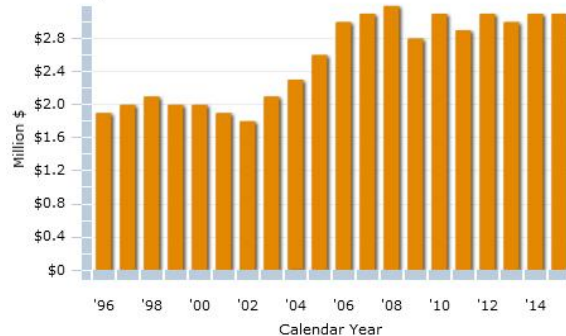
**Total Direct Employment
Baca County**



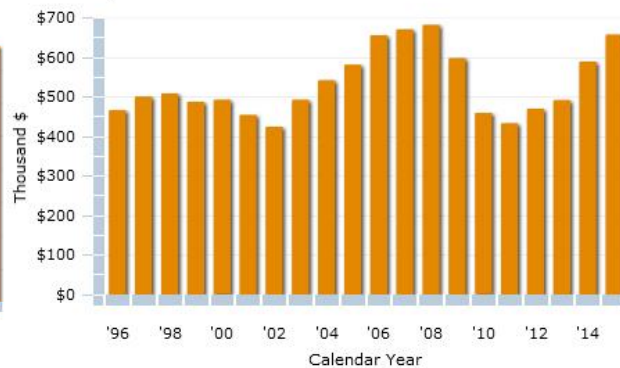
**Local Tax Receipts
Baca County**



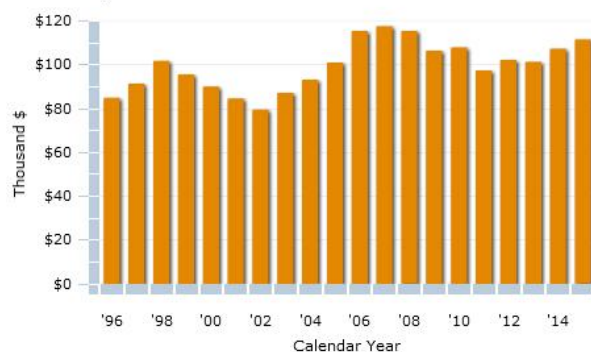
**Total Direct Travel Spending
Baca County**



**Total Direct Earnings
Baca County**

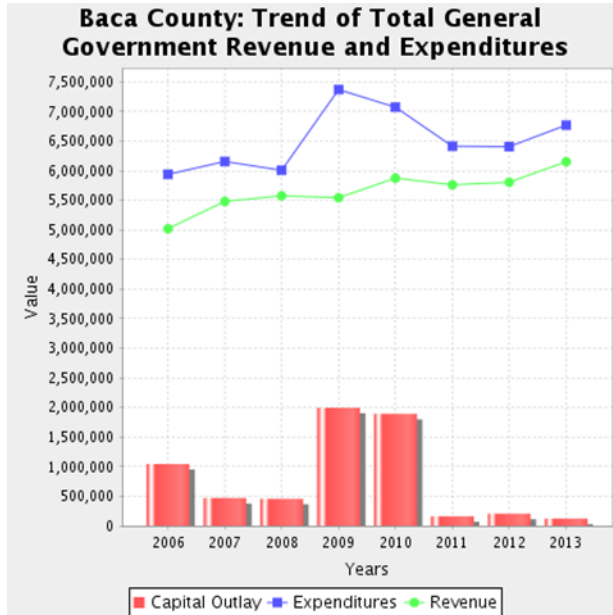


**State Tax Receipts
Baca County**

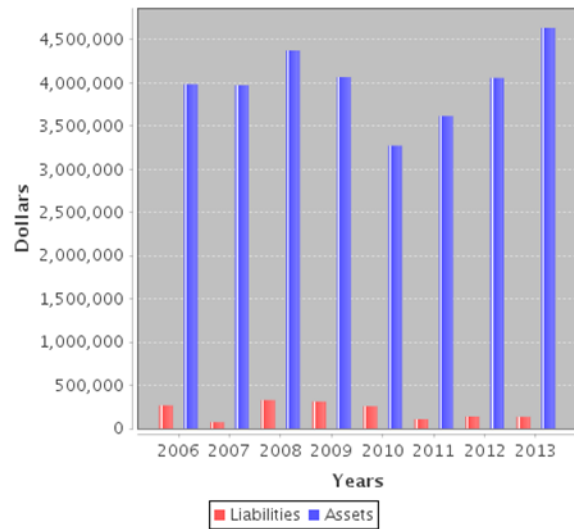


Dean Runyon and Associates report that 3.1 million dollars were spent by visitors to Baca County in 2015. Not only does travel affect the revenues to a community, but jobs must be created to maintain services to visitors. 40 full and part time primary jobs were attributed to travel and tourism in Baca County in 2015 with \$658,1000 in earnings, \$43,400 in local tax revenue and \$111,500 in state tax revenue. There has been increased focused on bringing tourists to the area so the hope is to see these numbers remain stable or continue to increase. www.deanrunyon.com

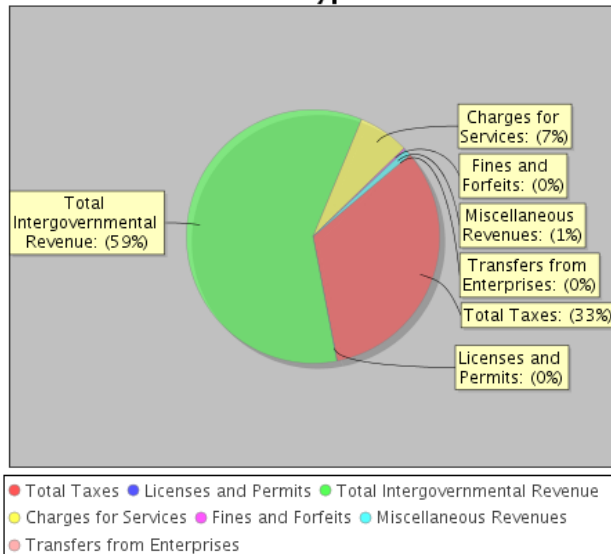
County General Revenue & Expenses



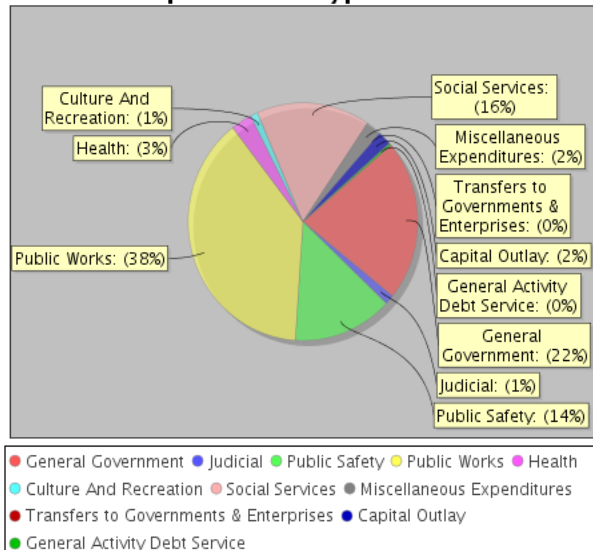
Baca County: Current Assets and Current Liabilities by Year



Baca County: General Government Revenue Types 2013



Baca County: General Government Expenditure Types 2013



Data by Dean Runyan.com

Taxes 2015 Property Tax Revenues				
Entity Levies & Revenue				
	Name	Valuation	Levy	Revenue
^^	County Gen.	89,509,924	21.883	1,958,746
	Road & Bridge	89,509,924	2.500	223,775
	Contingent	89,509,924		-
	Social Svcs.	89,509,924	1.500	134,265
	Cap. Expend.	89,509,924		-
	Total			2,316,786
^^	Walsh RE-1	30,153,405	26.301	793,065
^^*	Pritchett RE-3	13,828,006	26.033	359,984
*	Springfield RE-4	25,920,993	27.010	700,126
	Vilas RE-5	6,915,002	27.000	186,705
^^*	Campo RE-6	12,692,518	22.855	290,087
	Towns			
**	Campo	204,640	22.234	4,550
	Pritchett	525,583	34.266	18,010
**	Springfield	6,354,344	21.359	135,722
	Two Buttes	321,752	10.162	3,270
	Vilas	127,951	40.299	5,156
	Walsh	1,721,443	51.412	88,503
**	Prowers Hospital	61	2.671	0.16
	SE Colo. Hosp.	50,663,315	7.000	354,643
^^	Walsh Dist. Hosp.	38,846,609	20.000	776,932
**	Campo Cem.	11,509,757	0.190	2,187
**	Minneapolis Cem.	3,140,549	0.364	1,143
**	Springfield Cem.	38,496,766	1.014	39,036
**	Stonington Cem.	5,217,876	0.950	4,957
**	Two Buttes Cem.	3,111,134	1.044	3,248
**	Vilas Cem.	7,687,106	0.951	7,310
**	Walsh Cem.	8,464,652	1.000	8,465
**	Baca Pest Control	38,519,845	1.475	56,817
	Two Buttes Fire	5,310,760	1.502	7,977
**	Campo Rec.	12,692,518	0.768	9,748
**	Springfield Rec.	24,006,519	3.211	77,085
**	Two Buttes Rec.	3,111,134	3.122	9,713
**	Vilas Rec.	6,915,002	1.923	13,298
**	Walsh Rec.	28,956,745	2.176	63,010
	*Reflects an abatement levy in the net levy			
	**Reflects a temporary credit levy in the net levy			
	^^Reflects voter approved levy override			

Source: Baca County Assessor

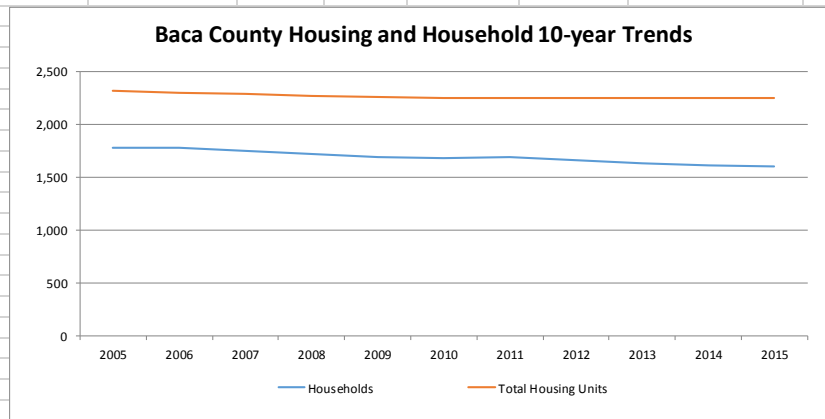
2015 Abstract Detail			
Residential			
Unimproved Land			339,682
Improved Land			549,748
Improvements			4,621,235
Ag. Residences			2,067,196
Manufactured Housing			219,637
	Total Residential		7,797,498
Commercial & Industrial			
Unimproved Land			58,721
Improved Land			515,161
Improvements			4,977,896
Personal			976,393
	Total Commercial		6,528,171
Improved Land			6,598
Improvements			59,282
Personal			5,677
	Total Industrial		71,557
Agricultural		Acres	
Irrigated		92,149	4,932,120
Dry Farm		711,369	12,329,443
Grazing		497,318	3,091,385
Waste		82,397	276,030
Ag Possessory Interest			44,352
Ag Outbuildings			2,597,278
Other Ag Land		210	110,053
Other Ag Buildings			654,811
	Total Agricultural		24,035,472
Natural Resources			
Earth & Stone			11,731
Severed Minerals			1,257,491
Oil & Gas Personal Property			1,451,994
Oil & Gas Real Property			3,656,010
	Total Nat. Resources		6,377,226
Total County Assessed			44,809,924
State Assessed			
Railroad			16,300,400
Communications			2,704,400
Rural Electric			2,707,900
Gas Companies & Carriers			19,785,800
Private Car Lines			3,201,500
	Total State Assessed		44,700,000
Total County Valuation			89,509,924

Source: Baca County Assessor

BACA COUNTY HOUSING

Housing Statistics

				BACA COUNTY HOUSING							
YEAR	COUNTY	Households	Total Housing Units	Baca County Year Housing Unit Built							
				Estimate				Margin of Error			
2005	Baca County	1,780	2,317	Total Housing Units				2,234 +/-39			
2006	Baca County	1,784	2,301	Built 2014 or later				0 +/-11			
2007	Baca County	1,752	2,287	Built 2010 to 2013				8 +/-8			
2008	Baca County	1,721	2,273	Built 2000 to 2009				114 +/-35			
2009	Baca County	1,689	2,257	Built 1990 to 1999				163 +/-50			
2010	Baca County	1,687	2,248	Built 1980 to 1989				263 +/-67			
2011	Baca County	1,688	2,250	Built 1970 to 1979				422 +/-71			
2012	Baca County	1,667	2,252	Built 1960 to 1969				269 +/-54			
2013	Baca County	1,636	2,252	Built 1950 to 1959				248 +/-57			
2014	Baca County	1,609	2,252	Built 1940 to 1949				289 +/-54			
2015	Baca County	1,599	2,252	Built 1939 or earlier				458 +/-64			
Source: County Demographic Profiles Colorado Demography Office				Median Year Built				1965 +/-4			
Vintage 2015 demography.dola.colorado.gov/population/data/profile-county/				Source: American Community Survey 2015 5-year File							



Area	Total Population	Group Quarter Population	Household Population	Persons Per Household	Total Housing Units	Occupied Housing Units	Vacant Housing Units	Vacancy Rate
COLORADO STATE	5,456,584	120,873	5,335,711	2.50	2,304,950	2,134,380	170,570	7.40
BACA COUNTY	3,596	82	3,514	2.20	2,252	1,599	653	29.00
Campo	103	-	103	2.34	75	44	31	41.33
Pritchett	132	-	132	2.40	76	55	21	27.63
Springfield	1,383	60	1,323	2.09	830	632	198	23.86
Two Buttes	41	-	41	1.64	37	25	12	32.43
Vilas	108	-	108	2.57	60	42	18	30.00
Walsh	518	22	496	2.08	350	238	112	32.00
Unincorp. Area	1,311	-	1,311	2.33	824	563	261	31.67

Workforce Housing

There are a limited number of quality rentals and those are usually full. More rentals with 3 bedrooms or more would be desirable. Seasonal workers and short term contract labor are typically accommodated by our local motels. There are plenty of vacant lots within the Towns and in-fill could occur with modular, prefabricated or custom built homes.

Hospital

Name and Address: **Southeast Colorado Hospital District**
373 East Tenth Street
Springfield, CO 81073

Telephone Number: (719) 523-4501

Hospital Website: www.sechosp.org

CMS Certification Number: 061311

Type of Facility: Critical Access

Type of Control: Governmental Hospital District

Total Staffed Beds: 71

Total Patient Revenue: \$22,714,177

Total Discharges: 155

Total Patient Days: 1,826

TPS Quality Score: 0.00

Patient Experience Rating: Not Available

Source: American Hospital Directory www.ahd.com



In addition to the hospital there are two long term care facilities with an Alzheimer's unit, two medical clinics, two chiropractors and a dentist. There is also home health, hospice, ambulance and Baca public health agency services.

BACA COUNTY CRIME DATA

OFFENSE	2011	2012	2013	2014	2015
All Other Offenses	53	47	54	61	73
Arson	0	0	0	0	0
Assaults	13	7	17	9	9
Burglary	4	0	0	15	8
Disorderly Conduct	1	0	2	2	0
Drug Violations	6	20	10	7	4
DUI	8	9	21	12	14
Embezzlement	0	0	1	3	0
Forgery	0	0	0	2	0
Fraud	4	1	1	0	0
Larceny/Theft	3	6	4	5	3
Motor Vehicle Theft	1	0	0	2	1
Murder/Manslaughter	0	0	0	0	0
Other Family Offenses	0	2	2	0	0
Rape	0	0	3	0	1
Other Sexual Offenses	0	2	2	1	2
Robbery	0	0	0	0	0
Vandalism	3	0	0	0	2
Weapons	0	1	0	1	0

Source: Colorado Bureau of Investigation 12/22/2016

CURRENT ASSESSMENT

In April and May of 2016 the Director of Economic Development for Baca County met with the Town Councils of Campo, Pritchett, Springfield, Two Buttes, Vilas and Walsh to get their input on the SWOT and overall CEDS document. On June 16th 2016 there was an open community forum held to get Baca County residents input for the CEDS document as well. The SWOT analysis is a result of that compiled input from all sources.

SWOT Analysis

STRENGTHS

Airport -The Springfield airport has had upgrades to the apron, they added a hanger with a pilot's lounge and a new fueling station. Small jets such as a King Air can land here.

Building – There are minimal local regulations and a simple permitting process if a permit is required. Inquiries and transactions can be handled quickly to expedite projects.

COL-The cost of living is very low on the 2013 cost of living index. The benchmark for Colorado is 100 and the composite for Baca County is 83.1. Baca County ranks 63 out of 64 counties as least expensive places to live in Colorado. The cost of living for the state of Colorado is on average \$49,100 and Baca County is \$40,779.

Community- A strong sense of community and the ability to be resilient through adversity. A good work ethic and can do attitudes have sustained the community thus far. Good schools, churches and a low crime rate make it a great place to raise a family.

Daycare- There is a state licensed daycare and preschool facility in Springfield that serves Baca County.

Fiber-Telecommunications are essential for 24/7 global economy. Baca County Towns are Fiber Gigabit cities with the capability of all households and businesses in the downtown area to tap into the fiber connections for a fee. SECOM a subsidiary of Southeast Colorado Power has a 10-year plan to extend fiber connections to every home and business within Springfield without the upgrade cost and approximate one mile radius outside town as part of their buildout plan.

Healthcare – The county has a hospital, two clinics, two long term care facilities, an Alzheimer's unit, two chiropractors, a dentist and pharmacy.

Higher Education- Education is good in the County with many high school students taking advantage of dual credit courses allowing for those students to walk into college with between a semester and a full year of college credits. Lamar Community College and Otero Junior College are both willing partners at assisting with job specific skills to prepare the workforce for what is needed by employers in our region.

Land- is available in both Springfield and various areas around the County and an Industrial Park has been designated for growth opportunities in Springfield. Land is reasonable compared to other areas in the region and state. Additional infrastructure is being looked at and will need upgraded in and around the Industrial Park. Such as water, sewer, roads and utility access. Funding for such a project will be vital as recruitment of industry is worked on. Properties are available with direct highway access.

Manufacturing- With the land that is available and easy access to transportation for exporting products, Baca County is positioned to be an asset for companies. The manufacturers in the area have done well and been here for over 20 years.

Recreation-Outdoor activities include, birding, hiking, fishing, hunting and water sports. Tourists come into the area year-round for outdoor recreation in addition to the fair and other events. Tourism benefits our local economy through, restaurants, retail and lodging. Hunting big game and small game brings about 10,000 hunters per year into the area.

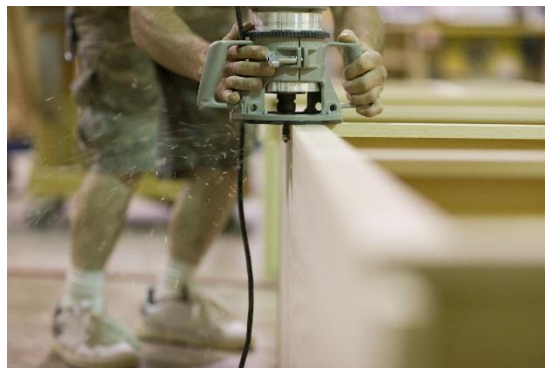
Transportation-Springfield which is the County seat is situated directly on U.S. Hwy 287. This transportation corridor is referred to as the Ports to Plains corridor which connects the Gulf of Mexico to Canada. A department of transportation survey indicates that the trucking industry prefers this route to the Interstate going through major cities because they do not get slowed down or stopped with rush hour traffic. Highway 287/385 is a major point of entry for the State of Colorado. As of 2014, the most recent traffic counts available through Springfield and Baca County carried an average of 37,000 vehicles per day, of which approx. 40% were trucks. In 2012 a truck stop was opened on the south end of Springfield with the coordination of Baca County Economic Development and the property owner. In 2013 a restaurant was added to the truck stop which combined added a total of 20 jobs to the property. This was the single largest addition to employment for Baca County in over 20 years.

Wind- Wind recorded data is among the best data in the state for turbines. Land availability makes this is a strong location for a wind project.

Workforce -Over half of the population is over the age of 50. There are many retirees and a large group that will be retiring out of the workforce in the next 15 years. This will create a positive situation in the workforce as millennials will be needed to move into the area to take these primary and post-secondary educated positions in the community. The effect will increase the population with younger families which will benefit the school system.

Value Added AG -Agriculture is the largest sector of Baca County's economy. Diversification is needed with Value-Added Ag. A large hemp operation began in the county about a year ago, much of the construction is in process but this will encompass a grow, harvest and the manufacturing of goods to be used in many ends use products when fully operational. A science lab with a University Professor is onsite to insure the crops are maintained according to federal and state standards.

Youth Entrepreneurship - Creating opportunities for youth through entrepreneurship. Several local businesses have taken on interns over the years to expose youth to business ownership through an entrepreneur.

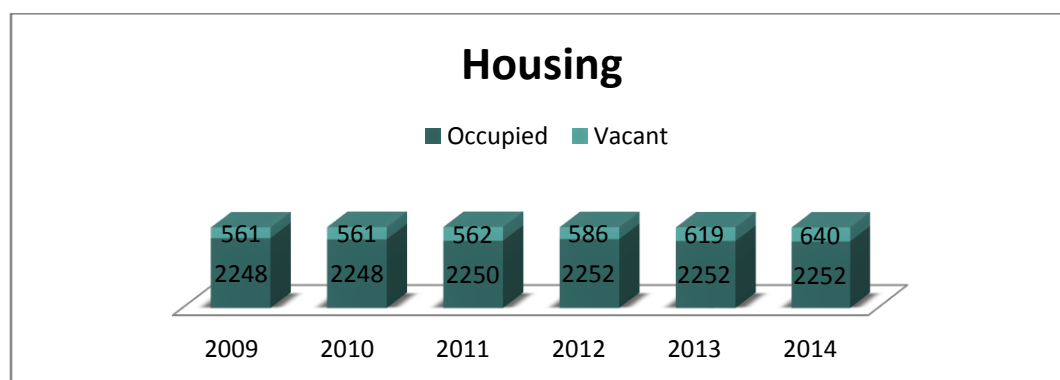


WEAKNESSES

Declining and aging population as well as low wages creates challenges. In the community meeting, the biggest challenge identified for Business Development was a lack of workforce.

There is an over dependence on agriculture which is the largest sector. Diversification of assets and businesses will be critical in the long run for stability.

There are currently 653 vacant homes throughout the county. This number has continued to grow over the last six years while new homes built was stagnant. Most of the older homes need a tremendous amount of work. There is also the costly issue of remediation if there are asbestos or other contaminants in the older homes.



In the community meeting it was identified that the biggest challenge to Economic Development was a lack of a skilled workforce followed by no existing large commercial buildings or warehouses.

As you move out of the towns into the rural parts of the community and county there is spotty broadband coverage. The region is looking at broadband planning across the region for 2017 to get consistent coverage in those pockets outside of city limits.

Current transmission lines are insufficient for getting the energy out of the county. Transmission line upgrades will be required to get the renewable energy created here back to the source needing to meet demands

The attitude towards change can promote the health of a community or cause it to stagnate and fade away. Some growth is essential for rural communities or they will fade as is seen in population declines. The question becomes in what manner do the communities want to see growth?

WEAKNESSES CONT.

Recreation on a large scale such as hunting and boating are available and widely used. However, the county lacks in those everyday recreation opportunities that millennials in particular see as a critical piece to a community such as golf courses, walking, hiking, and biking trails, a gym and/or recreation center are the items that come up the most often when trying to attract families to communities. With an aging population and declining population, attraction of the millennial demographic will be critical for future stability.

The out migration of youth can be tied back to lack of quality or good paying jobs and the recreation piece for things to do.

Blighted areas within the downtown regions and areas throughout the county are a hindrance to attraction. In the community meeting Community development, which is defined as Towns, Counties, hospitals and schools, identified their biggest challenge as the declining population following closely by a lack of quality affordable housing to meet needs of newcomers and growth. Community developments primary focus was identified as infrastructure development (housing, water, roads etc.) followed by downtown cleanup.

OPPORTUNITIES

In the community meeting it was identified that Business development which is defined as Chambers & existing businesses should focus on the creation of new employment opportunities, attraction of business and downtown revitalization. Also in the community meeting the primary focus for Economic Development was identified as attraction of primary employers followed by supporting, assisting and retaining existing businesses. The wind in Baca County has created some of the best results in the region and state from wind turbines recording data in the area.

The following appear to present opportunities for Baca County;

Agriculture

- Dairy
- Current Job opportunities with local farms

Businesses

- Title Company
- Appraiser
- Specialty Businesses
- Franchise Businesses

Business and Technology Services

- Software and IT Services
- Shared Services Center
- Call Center
- Location Neutral jobs

Energy

- Bio Fuels
- Wind Energy
- Oil and Gas Exploration
- Renewable and Green Energy
- Expansion of Transmission Lines

Hemp or Niche Agricultural Products

- Fiber Insulation
- Hempcrete
- Hemp Oils
- Pelletizing
- Value Added Agriculture
- Energy from value added AG

High Quality College/Trade Jobs

- Nursing and Medical Staff
- Doctors, Specialists and Pharmacist
- Attorney
- Engineer
- HVAC
- Mechanics, Electricians, Appliance Repair and other Educated Trades

Hospitality, Retail, Arts, Tourism

- Hotel
- Heritage and Cultural Center
- Revitalization of downtown to pull people into that corridor
- Golf Course upgrades to pull that large sector into the community
- Recreation Center
- Hunting Guides

Housing

- Tiny Homes or Cottage Homes Community
- Infill with new Housing
- Affordable Retirement Community

Manufacturing-small to mid-size

- Light manufacturing
- Aerospace
- Agricultural

Transportation, Distribution and Logistics

- Distribution Center
- Truck Depot
- Assembly and Distribution

THREATS

Protecting out of basin water transfers will be critical moving forward. These transfers continue to threaten farming communities. Protecting the water will help secure the future growth of Baca County.

Droughts, natural disasters, crop failure or unstable crop prices can dictate the rest of the economic picture in a negative way given the over dependence on Agriculture.

The costs of infrastructure development is difficult for small communities due to a lack of funds.

Legislation and State regulations that hand down a one size fits all model makes is cost prohibitive for small communities to comply.

An increase in welfare recipients due to the lost cost of living is a drain on town and county resources.

Large chain or corporate owned businesses downsizing or leaving the state is a threat to jobs and revenue sources.

Cost of utilities from providers in the region.

A Haz-Mat Release on the highway or rail could be catastrophic given the proximity to several of the Towns in the County.

A mass casualty incident within a business, medical or academic facility.

The out migration of population.

Lack of Capital for projects and resistance from lenders for entrepreneurs'.

VISION STATEMENT

To create responsible and sustainable growth through expansion and or retention of the County's assets and resources.



STRATEGIC DIRECTION / ACTION PLAN

Goal 1: Reverse the population decline

Objectives:

- Stabilize or increase the population.
- Increase the millennial workforce 25-40-year-old's.
- Increase the percentage of residents not originally from these communities.

ACTION

- Engage with public/private sector to create a strategic attraction plan of industry to create diversification of assets.
- Increase open communication with existing businesses to identify areas for growth and expansion or potential of attraction of supply sources to the region to add quality jobs and increase population.
- Work to increase a friendly and welcoming culture to attract and keep younger families. Based on data and research, a recreation center, trails and golf course are items that need to be seriously looked at to attract and retain this same demographic group.
- There must be support and collaboration between Chamber, Towns, County, Economic Development, workforce development and businesses. No one entity has the ability to reverse the trends on their own. Business, Community and Economic Development arms must work in unison.

Goal 2: Increase number of quality or well paid jobs.

Objectives:

- Attraction of an identified Industry as an opportunity to the area.
- Work with existing industry and businesses on expansions of quality positions.
- Increase Wages

ACTION

- Regional collaboration to exploit our current assets as a basis for attraction and diversification.
- Address the lack of desired existing commercial buildings by looking at private investment.
- Create a database of businesses with international relationships.
- The concept of stimulating the economy by diversifying and creating jobs is recognized. Assess key elements of expansion and growth. Determine missing elements, research models for missing elements and develop a plan to address and implement.
- Develop and implement a marketing and attraction plan of industries identified as opportunities for the county.

Goal 3: Improve workforce

Objectives:

- Create opportunities and dialog between business owners, high schools and colleges to bridge the gaps.
- Increase awareness with high school students about current opportunities that exist within the community, including the science and technology positions that relate to Agriculture.
- Create awareness with high school students of jobs/professions that allow for location neutral living if that is their desire.
- Increase some college and technical certificates among 18-26 age bracket by 2021.

ACTION

- Regional collaboration with High Schools, Community Colleges, Junior Colleges and 4 year Universities to expose youth to the many career opportunities that exist within the communities in which you can make a good living wage. Additionally, expose the youth to those location neutral opportunities that also exist in the region and the county. Identify and engage locally and regionally with up and coming industry sectors that may or may not currently exist within the region.
- Identify R & D centers for innovation that can be linked to the region's industry clusters.
- Expand participation of the Healthcare Industry Sector Partnership across the six-county region.
- Identify businesses for participation in the Manufacturing Cluster within the region.
- Collaborate with Community Colleges on certificate programs not currently available but needed by industry in the region.

Goal 4: Address rising costs for infrastructure and compliance.

Objective:

- Take a look at both local and regional infrastructure and create a plan for upgrades as they pertain to the strategic plans that are chosen.
- Create a water and wastewater plan
- Explore additional revenue sources for Towns.
- Address Housing

ACTION

- Explore a County Sales and Use Tax through community proponents and County Commissioners to create a benefit to the County for bringing businesses to the County and creating revenue from travelers moving through the area as a way to maintain the current level of services and costs increase.
- A planning grant to study water and wastewater resources in order to continue to promote water conservation and development of water resources as well as addressing water quality. This will also help determine how much growth can be accommodated given the current resources.
- There have been many studies done that show when you revitalize your downtown or Main street areas it not only attracts businesses into the area but it also attracts

residents back to your Mainstreet areas to spend time, eat, socialize and spend more dollars locally. This also gives travelers additional reasons to stop and spend money.

- Expand and enhance Broadband across the county and region for consistent and reliable connections especially outside town limits. Work with telecom providers to bridge that gap.
- Attraction of new businesses can be difficult if there is not enough quality housing to accommodate the work force whether it is 5 new jobs or 20. Improving existing housing, developing rental housing and addressing new housing needs for a cross section of the community. There are a number of possibilities when looking at what can be done with current housing stock, infill/density with new affordable homes or a multi-family unit. Another possibility is the option of a tiny home community for the elderly who can no longer take of the larger homes and property. The affordable smaller homes have far less upkeep and low utilities and these are new quality homes that would not need major repairs. These would be desirable qualities as this saves money for those on a fixed income. As retirees potentially downsize this also frees up those larger homes to be sold to larger families. These possibilities need to be vetted out within each Town's leadership to apply what strategy is best.

PROJECTS:

Project 1: Landfills

Work will go on at each of the Towns within Baca County at their Landfill locations. Regulations that are very difficult to comply with at the small-town level are being imposed and they are very costly. Looking at how to address those regulations and how to pay for them. Collaboration, cooperation and county wide support to comply with the CDHP state directives on landfills will be necessary. Study and analysis of the best course of action for transfer stations and/or County/Regional Landfill.

Project 2: Regional Collaboration and regional work is also critical. Communities must pool their resources to achieve their goals such as Broadband and large employers that would benefit 2 or more counties in a strategic location. Southeast Colorado Business, Retention, Expansion and Attraction. **(SEBREA) is the regional organization that is currently spearheading all regional projects to benefit the counties of Baca, Bent, Crowley, Kiowa, Otero and Prowers.** SEBREA is heavily supported by Southeast Colorado Enterprise Development and the Southeast Colorado Small Business Development Center.

Project 3: Economic Development

The objective will remain ongoing. With limited resources, county leaders recognize the importance of stimulating the economy by diversifying and creating new job opportunities. Baca County and the City of Springfield joined together to fund a fulltime economic development position in 2013 to present. Grant funding for operations and recruiting assistance will be looked at.

Project 4: Childcare/Daycare Center- Build a more sustainable childcare system through shared practices to maintain program quality and increase earnings along with workforce development for childcare workers. – Community Development-

Project 5: Motel/bed and breakfast recruitment

Work continues by community members on a potential hotel project.

Project 6: Infrastructure to the Industrial Park for Manufacturing

Baca County has approximately ninety-seven available acres that is split between two sites that is currently available for growth and expansion. Recruitment of any type of manufacturer will require infrastructure in and around the industrial park and other property we have listed for development. Such infrastructure may include roads, water and sewer systems and utility access. Funding for such a project would be vital to the community as they recruit primary industries.

Project 7: Housing

New home construction both single and multi-family is a need. A plan is needed for what area of town the growth and new construction would be most beneficial.

Project 8: Develop rental housing

Baca County's rental housing availability is extremely limited. Funding opportunities will be explored to create affordable rental housing in the community.

Project 9: Improve aging housing

Encourage homeowners to renovate run down homes. The creation of a "Fresh Start" program to assist owners with renovations might encourage them to upgrade the aging housing stock.

Project 10: Water Planning and Water Quality

A planning grant is needed to study water resources in order to continue to promote water conservation and development of water.

Project 11: Infrastructure for agricultural processing industries – There is a need to promote and build out agriculture related businesses and the County is actively researching viable projects.

Project 12: Explore alternative crops for value added agriculture

In an effort to diversify the agricultural community, there is increasing interest in value added crops. As the County pursues agricultural processing industries, it will be beneficial for the County to also explore opportunities for alternative crops. Baca County now has a Hemp farm. Currently plans are being developed to add manufacturing of that crop on site in 2016 and beyond.



Project 13: Downtown Revitalization, marketing and signage

Work is needed in the downtown areas. Storefronts and facades need work and updating. Buildings need addresses and signage. Spaces need remodeled for businesses instead of storage units.

Business Retention and Expansion of Businesses Countywide

There are vacant storefronts in the downtown areas. Recruitment of specialty shops and encouraging entrepreneurs to the downtown areas will improve the choices and variety of shopping in Baca County.

Mainstreet beautification countywide – The objective is ongoing.

Streetscape and planter projects have been completed to improve the appearance of downtown in Springfield. There are plans to add additional planters with trees. About 10 Springfield downtown businesses did some type of façade improvement in 2015.

Project 14: Expand transmission lines

Inadequate transmission capacity has prevented development of additional wind and solar energy opportunities. The cost for new transmission lines is beyond the ability of county governments and the private sector. Increasing transmission capacity is a top priority of the county as renewable energy options need explored.

Project 15: Energy and Natural Resource Development

Research and analyze existing renewable energy resources and expand on those resources. Explore alternative fuels, green and renewable energy models as well striving in improve the ability to transfer these assets out through exports or transmission.

Project 16: Education

Investment in Education will be important as well as partnerships between high schools and community college to guide students and the public through current opportunities.

Project 17: Healthcare

Investment in Healthcare will need to continue to retain the population and attract new residents.

Project 18: Energy Impact Study

A full review and inventory of the available oil and gas in Baca County would create an opportunity for the county to expand and diversify the economy. Such a project would allow the county to tap into a resource it has available, but never fully utilized.

Project 19: Explore alternative fuels

The idea of fuels from plants at the community level is a “grass roots” approach to exploiting a potential area for development. In concept, this would give farmers a market for “distressed” grains which would be otherwise essentially worthless in the market. Such plants could be economically feasible in a stronger fuel market.

Project 20: Protect available water

Out of basin water transfers continue to threaten rural farming communities. Protecting the available water resources will help to secure the future growth of Baca County.

Project 21: Expand/Increase Recreational Opportunities

In order to diversify the economy, leaders understand the positive impact outside dollars coming into a community will have on the local economy. Development and marketing of heritage tourism and natural attractions will play an important role in the county's economy.

Project 22: Golf Course Development

Limited opportunities exist for golfers in Southeastern Colorado. The further development of a nine-hole golf course would provide recreation for residents, tourists and surrounding communities. Improvements and getting water to the existing nine-hole golf course will require some grant funding. Golfing is very popular in the region and this would be a great attraction asset.

Project 23: Marketing of natural attractions

Much of Baca County is designated as the Comanche National Grasslands and in close proximity to canyon lands. Both attractions provide a glimpse into history and a great opportunity for hikers. Regulations to protect these assets have stopped development in the area. However, marketing of these attractions will draw tourists to the area. Funding for marketing the attractions will be explored. Education of locals and businesses will increase marketing efforts.

Project 24: Promote and expand on bird watching and hunting opportunities

There has been an increased interest by bird watchers to Baca County. Promotion of the activity, guided tours and a welcoming committee would increase awareness and draw tourists. Baca County attracts over 10,000 hunters per year.

Project 25: Create a regional strategy to promote heritage tourism and recreation

Efforts are underway to create a regional strategy to promote heritage tourism in Southeastern Colorado. Kiosks will be going in at Campo, Gobblers Knob to highlight Two Buttes and kiosks will be going in at Springfield for the 4 panels highlighting Springfield, Baca County and the region as a gateway to Colorado.

Project 26: Streets

Towns of Campo, Pritchett, Two Buttes, Springfield, Vilas and Walsh would like to do street improvements and paving throughout town.

Project 27: Recreation Center

The Rec Board has set aside some funds to be used for the purpose of building a rec center for our youth. Planning and grants will be required for this project.

Project 28: Pool Renovations for Springfield, Walsh and Campo

Renovations and repairs will be required at all the pools in the County.

Project 29: Attraction and Marketing

Attraction of new industry and business to the County. Marketing of the County for the purpose of attraction and expansion efforts.

Additional Projects Submitted

Baca County

1. At Baca County Fairgrounds, the rodeo arena, announcer booth reconstruction, electrical, RV park and camp sites all need improvements and repairs.
2. Getting Infrastructure, specifically water and sewer services to the Industrial Park area for future development
3. Southeast Heritage Education Center to serve as Museum and/or education center. Exhibits to learn the history of Baca County and its Heritage.

Town of Campo

1. Renovations at the pool are needed.
2. Town streets need infrastructure work.

Town of Pritchett

1. Landfill work as mandated by the State of Colorado

Town of Springfield

1. Springfield City Hall and Police Department Renovation. Grant funding is being sought to build an office for each police officer, an interview room, a secure evidence locker and possible training space. Offices are needed and will be created for the Town Manager and Department Superintendents as well.
2. Additional upgrades to Theater so performing arts can utilize the Theater as well as giving us an indoor venue to attract Entertainment. Retractable screen, extension of stage, electrical, lighting and sound are some of the upgrades that would be required.
3. Water Assessment plan to address quantity and quality of water available in Springfield so infrastructure planning can occur.
4. Downtown Revitalization program for attraction and retention.
5. Community Pool Renovations.
6. Recreation Center for a place for youth to hang out as well as address health and wellness habits in the community.
7. Wayfinding sign kiosk housing for the Springfield signs.
8. New generator for city wells
9. Landfill work as mandated by the State of Colorado

Town of Two Buttes

1. Street Infrastructure needs significant work.
2. Clean water bill compliance is going to require assistance with management, maintenance and supplies.
3. An additional well is needed to Town Water
4. Museum documents need archived and assistance will be needed.
5. Landfill work as mandated by the State of Colorado

Town of Vilas

1. Paving of Town Roads
2. Firehouse needs built
3. Cement Pad needs poured in park at Gazebo

Town of Walsh

1. Part of a State water plan to acquire or purchase water supply.
2. Town Equipment needed such as Front End Loader, Tender, Backhoe and Maintainer
3. Downtown Beautification or Revitalization Project to include addressing abandoned buildings.
4. Landfill work as mandated by the State of Colorado

Evaluation and Economic Resilience

According to Colorado State University Leeds School of Business recent report on Resiliency in Rural Colorado, items that can hinder resiliency are, housing availability and supply, labor market, youth and family retention. There are parts of this that are present in Baca County, however, these are items that were addressed in the SWOT analysis and are identified as projects, objectives and goals to be worked on. Driving factors that are important to resiliency can be quality of life, industry diversity, community leadership, dedication to progress, healthcare and education. Baca County is touted as a great place to raise a family with safe communities and a low crime rate. This also ties into good schools and easy access to high education. Community leadership in the past has been successful with navigating post disaster circumstances. Exploring a county sales and use tax will need to be looked at as a revenue source to maintain current levels of service as costs continue to rise. Investing in Community Assets and maintaining those assets are critical whether it is tourism or infrastructure related. Given the volumes of data that is available on rural communities we know that some growth must occur to sustain current assets. We identified that in the SWOT and need to clarify as a community what that growth looks like. There needs to be a vision among all leadership across the entire county as to the best type of growth and all Business Development, Community Development, Economic Development and elected Officials must work together to make that happen. Dedication to this progress no matter how small the steps is what is needed to push the community forward. Many of our heart of the community businesses have been here well over 20 years and have sustained through all types of adversity as well as prosperous periods.

The Healthcare industry is easy to access and has continued to grow since 1969 while adding additional services to the public. Projects underway at the hospital currently are replacement of the HVAC system, switching over to LED lighting which will be a savings of approx. 40% and a new roof. A new billing system that will create greater efficiency began in January 2017. Ultrasound will be a new service to be added over the next 5 years.

Transportation is easily accessible with direct access to U.S. Highways 287, 110 and 160. All towns in Baca County sit directly on one of these three highways making this a great place for manufacturing and exporting goods out with ease.

According to the Baca County Emergency Management Office and Comprehensive Management Plan, major disasters are primarily winter storms and thunder storms.

Potential threats or hazards are winter storms/snow storms, thunderstorms, lightening, tornadoes, hail, flooding, hazardous material incidents which include fixed facilities, highway, rail, plane and pipeline, terrorism/weapons of mass destruction, wildland grass fires and major transportation incidents The Baca County office of Emergency Management (BC OEM) brings key players together in a concerted effort to prevent, prepare for, mitigate respond to and recover from Major Emergencies. It accomplishes this by acting as a facilitator to the multitude of departments, independent agencies and non-governmental organizations who have legal responsibilities for certain elements. The EOC facility and complete document is located at 29400 U.S. Hwy 287 Springfield, CO 81073

At the regional and community level, economic development practitioners are instrumental in building capacity for economic resilience. Economic Development professionals and organizations often become a focal point for assistance in post incident coordination, information dissemination and grant administrator for federally funded recovery.

A regional organization called Southeast Business, Retention, Expansion and Attraction (SEBREA) was born out of a collaboration of Baca, Bent, Crowley, Kiowa, Otero & Prowers counties to band together to work those issues that a negative impact on the region and by the same token build on those things that are our strengths in the region. This organization is made up of County Commissioners and Economic Developers from the listed counties as well as Presidents from the local colleges. The room is also full of a number of additional partners such as SBDC, workforce, legislators and utility providers. The following is a list of successful or ongoing projects as a region that speaks to the persistence of the region to continue to push forward.

Regional INITIATIVES & EFFORTS

1. Colorado Blueprint 2.0 is a regional economic strategic document that is updated yearly.
2. Regional Broadband Strategic Grant is currently in process
3. Regional Manufacturing Labor Shed Study was recently completed.
4. Regional Housing Study will be looked at in 2017
5. Regional "flight for life" Service with Care Connect was put into place in 2016.
6. Regional Healthcare Sector Partnership has been in place since 2015 and allows collaboration across the region in identifying concerns and addressing them.
7. Regional Plug-In Stations were paid for in part by a Department of Energy grant and in part by SECED to complete the network within the state of Colorado to attract travelers through this region with electric vehicles.
8. Kreativo Marketing and Regional Website was paid for by SEBREA in 2015. Marketing and website steps were implemented in 2016.
9. Colorado Comes to Life is a magazine that was contracted by the Colorado Office of Economic Development and International Trade to highlight all regions of Colorado. Our six-county region took out advertising in the magazine and then OEDIT strategically chose Site Selectors throughout the United States and the world that received the magazine.

RESPONSIVE Partnerships

ARPA

Atmos Energy

Baca County Commissioners

Baca County Economic Development Commission

Canyons and Plains

Colorado Division of Wildlife

Colorado Housing and Finance

Colorado Regional Heritage Taskforce

Colorado Workforce

Department of Local Affairs (DOLA)

Economic Development Administration

Lamar Community College

Office of Economic Development & International Trade (OEDIT)

Otero Junior College

Southern Colorado Economic Development District (SCEDD)

Southeast Business Retention Expansion and Attraction (SEBREA)

SECOM

Southeast Colorado Small Business Development Center (SBDC)

Southeast Colorado Enterprise Development, Inc. (SCEDD)

Southeast Colorado Power

Town of Campo

Town of Pritchett

Town of Springfield

Town of Two Buttes

Town of Vilas

Town of Walsh

US Dept. of Agriculture Rural Development

U.S. Forest Service



Springfield EV Charging Station