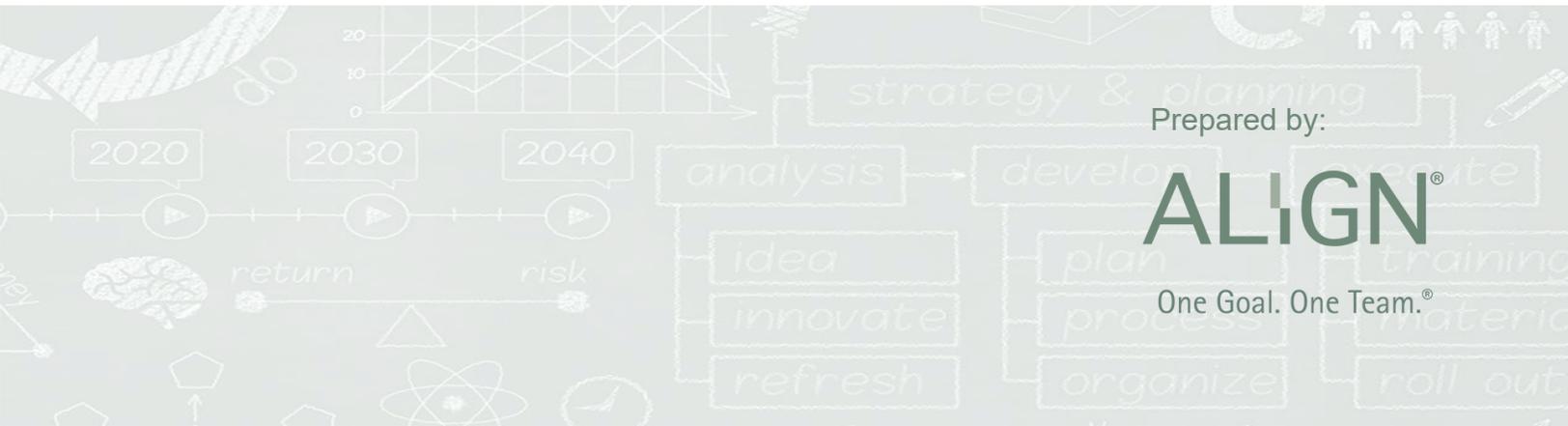


# Community Needs Assessment

## Carbon County

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2020



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# Introduction and Overview

In 1964, Congress passed the Economic Opportunity Act as part of America's War on Poverty. This act created a funding stream for communities to address poverty on the local level. Today, each state receives Community Services Block Program (CSBG) funds according to a statutory formula. In turn, states fund a network of local entities for the purpose of assisting low-income individuals and families with activities and support services that empower them to overcome the effects of poverty and to support their progress towards greater self-sufficiency.

The Wyoming Department of Health administers CSBG funds in Wyoming. In the federal fiscal year 2020, there were 17 CSBG agencies in Wyoming that provided CSBG assistance in 23 counties. These agencies consist of public and nonprofit entities. There are three national goals of CSBG:

1. Individuals and families with low incomes are stable and achieve economic security.
2. Communities where people with low incomes live are healthy and offer economic opportunity.
3. People with low incomes are engaged and active in building opportunities in their communities.

Community Needs Assessments are a requirement of CSBG. The Community Needs Assessment is a systematic process for creating a profile of the needs and resources of a given community or target population. CSBG funding priorities are based on needs and resources in the community.

Western States Learning Corporation, d/b/a Align, was the grantee for the CSBG funds for Carbon County from October 2019 to September 2020. Align stepped into this role until a local or regional grantee could be identified. Align is a Wyoming-based nonprofit headquartered in Cheyenne that works across the state and region. Align's mission is to create stronger communities by partnering with nonprofits, government, and businesses for more impactful, successful organizations and programs.

During Align's tenure as the grantee for Carbon County, CSBG funds were utilized for assisting households with rent and mortgage payments, utility bills and health expenses. Recipients of these funds must meet income eligibility requirements. Effective October 2020, Goshen Help is the grantee for Carbon County. Goshen Help's mission is to improve the quality of life for people in need by empowering them to become more self-sufficient. They will be utilizing the findings from this Community Needs Assessment in developing priorities for funding services.

This Community Needs Assessment was conducted by Align through two separate contracts with the Wyoming Department of Health's Public Health Division. One contract was for the purpose of funding and oversight of the CSBG program in Carbon County. The second contract expanded the Assessment scope to include a health component. Many of the CSBG requirements for a Community Needs Assessment overlap with Community Health Needs Assessment requirements.

Align consulted with the Wyoming Department of Health's Office of Rural Health and Community Service Program in defining the process for this collaborative community needs assessment. This included the formation of a local advisory group for the assessment process,

which included Memorial Hospital of Carbon County leadership as well as representatives from other agencies and organizations.

The Covid-19 pandemic presented many challenges for this Assessment process. Originally, the timeline for the Assessment was from May 2020 through August 2020. Typically, Align would be in the communities conducting interviews and working with local agencies and the hospital in the distribution of surveys. Due to the pandemic, the Assessment process was put on hold. In July, another strategy was identified. This strategy included phone interviews instead of in-person interviews. Also, surveys would be mailed to households instead of distributed through local agencies and the hospital.

The information contained in the Community Needs Assessment analyzes and synthesizes many types of information, including quantitative and qualitative data from multiple sources. Align collected demographic information, as well as data specific to poverty and its prevalence as related to gender, age, and race/ethnicity for the service areas. Quantitative data was also collected in the areas of cost of living, income, housing, food insecurity, employment, education, and health. All sources of information are noted in this report.

Qualitative data is the process of collecting people's opinions and observations. This information was collected through a combination of key informant interviews and the Community Needs Assessment Survey.

The local advisory group members were interviewed as part of the process. Advisory group members also helped identify additional interviewees. There were 32 individuals, representing 27 different agencies/organizations, interviewed in September and October. The list of interviewees is included in this report.

The Community Needs Assessment Survey was distributed to 6,891 households in Carbon County. There was a total of 971 survey responses for a 14% response rate. The complete survey results are in this report.

Following the Introduction and Key Findings, the report is broken into sections by topic area. Each topic area incorporates both quantitative and qualitative data.

Align is extremely grateful to the multitude of people and agencies that contributed to this report. Without the information provided from agencies and the thoughtful input from residents of Carbon County, this Assessment would not have been possible. The project lead for this Assessment was Jody Shields, Vice President, Align. Any questions about this report can be directed to her at [jshields@TheAlignTeam.org](mailto:jshields@TheAlignTeam.org) or 307-772-9148.

# Key Findings

As mentioned in the Introduction and Overview section, Align utilized key informant interviews and the Community Needs Assessment Survey to gather input for this report.

When interviewees were asked what their county's strengths were, most cited the people and their willingness to help each other. When asked about the greatest challenges, the most common responses were a lack of health services and resources, including the lack of mental health services and providers. The issue of substance abuse was also mentioned by many of the interviewees.

According to the most recent U.S. Census data available, Carbon County's population has decreased by 7% since the 2010 U.S. Census. As stakeholders use the information in this report in developing funding and service priorities, it will be important to compare the demographic data in this report to the 2020 U.S. Census data when it becomes available.

The Median Household Income for Carbon County is \$60,206, which is slightly less than Wyoming overall (\$62,268). According to the Small Area Income and Poverty Estimates (SAIPE), the poverty rate is 13%, compared to Wyoming, which is 11%.

Most interviewees rated the local economy as fair to poor. They cited the loss of energy sector jobs, impact of Covid-19, and state of Wyoming lay-offs as the main reasons for this rating. On the positive side, they noted Sinclair Refinery and the new windfarm in Medicine Bow.

## **Low-Income Individuals and Families**

To determine the greatest areas of need for low-income individuals and families, Align used quantitative data, survey responses and key informant interviews. Align was able to extract survey data for households that were near or below 200% of the poverty guidelines. The following needs were identified as priorities:

- Food assistance
- Reliable Transportation and Money for gas
- Employment opportunities (livable wage); need job training/education
- Healthcare services, including mental health
- Childcare
- Housing assistance

When interviewees were asked if these needs changed with the current pandemic, most responded that the needs have not changed but have been amplified. The reader of this report will find information on each of the needs listed above in the sections that follow. Job opportunities is addressed in the Employment section.

## **Health Needs**

The Community Needs Assessment Survey asked respondents what services they would like to see offered in their local healthcare facilities. The top responses were:

1. Urgent care
2. Assisted living
3. Home health care

When asked what the three most pressing health concerns were in the county, the top responses were:

1. Cost of healthcare
2. Cancer
3. Chronic disease management

The cost of healthcare rose to the top in several other survey responses and interviews. It is also reflected in the quantitative data. See Cost of Living and Health sections in this report.

When survey respondents were asked what needed to be added, changed, or removed to improve their access to and use of medical services in the county, the top three responses were:

1. Additional physicians, providers that stay (consistency and reliability), better quality providers
2. More services – specialists and after-hours care (mentioned most often)
3. Reduce costs

The following health education needs were identified as priorities:

1. Health screenings
2. Healthy lifestyle education
3. Mental health education
4. Substance abuse education

This Assessment utilized the Robert Wood Johnson Foundation's County Health Rankings & Roadmaps program to look at health outcomes and health factors for Carbon County. Carbon County ranked 22 out of 23 counties in Wyoming in health outcomes and 20 in health factors. The report highlighted the following areas for improvement: adult smoking, adult obesity, physical inactivity, teen births, uninsured population, number of primary care physicians, mammography screening, flu vaccinations, high school graduation rate and injury deaths.

A shortage of mental health providers is a challenge across the state. A lack of mental health providers and out-of-pocket costs were issues brought up by several interviewees in Carbon County. They also mentioned the societal stigma of accessing mental health services as a barrier.

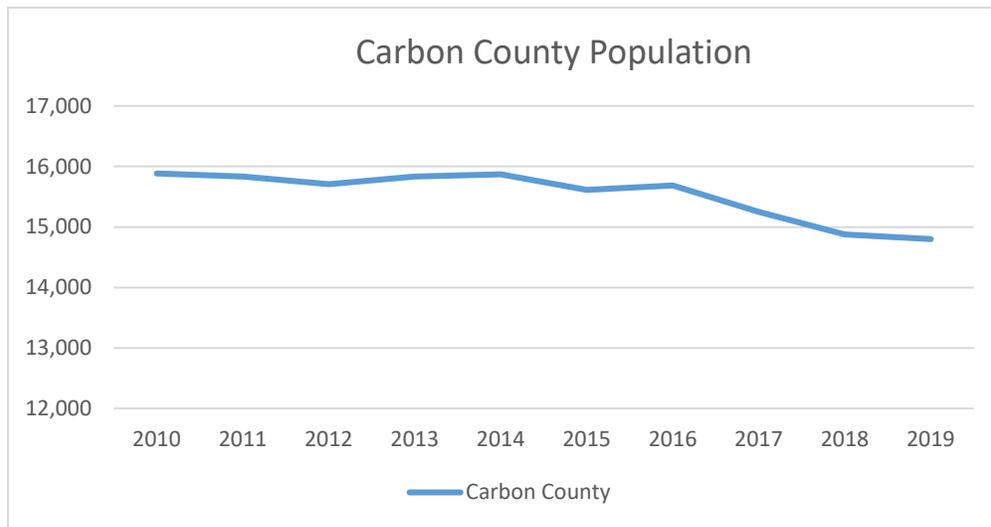
Additional information can be found in the Health Section of this report.

# Demographics

The estimated population of Carbon County in 2019 was 14,800. This reflects a 6.83% decrease in population since the 2010 Census based on annual population estimates.

## Carbon County Population by Year

2019 Population Estimate	2015 Population Estimate	2010 Census Population
14,800	15,613	15,885



U.S. Census Bureau – 2010 Census, 2011-2019 Annual Population Estimates

## Population – Incorporated city/towns and outside of city/town limits

	2019 Estimate	2010 Census
<b>Total Population</b>	<b>14,800</b>	<b>15,885</b>
Baggs	417	440
Dixon	94	97
Elk Mountain	185	191
Encampment	426	450
Hanna	769	841
Medicine Bow	259	284
Rawlins	8,510	9,259
Riverside	52	52
Saratoga	1,615	1,690
Sinclair	395	433
All other	2,078	2,148

U.S. Census, Population Division – Annual Estimates of the Resident Population for Incorporated Places in Wyoming; 2010 Census, 2019 Population Estimates

## Population – Gender and Age

The most recent population data break down by gender and age is the U.S. Census 2018 5-Year Estimate. This data differs from the previous page in that it is a 5-Year Estimate rather than the annual population estimate.

### 2018 Population Estimate and 2010 Census by Gender and Age

	2018 Estimate	2010 Census	Percent Change
<b>Total Population</b>	<b>15,477</b>	<b>15,885</b>	<b>-2.57%</b>
Gender:			
Male	8,332	8,553	-2.58%
Female	7,145	7,332	-2.55%
Age:			
Under 5	1,015	1,133	-10.41%
5 to 19 years	2,923	2,925	-0.07%
20 to 44 years	5,095	5,069	0.51%
45 to 64 years	4,055	4,714	-13.98%
65 and over	2,389	2,044	16.88%

U.S. Census Bureau – 2010 Census, 2018: ACS 5-Year Estimate

### 2018 Population Estimate Comparison

	Carbon County	Wyoming
	Percentage	Percentage
Gender:		
Male	53.83%	50.34%
Female	46.17%	49.66%
Age:		
Under 5	6.56%	6.41%
5 to 19 years	18.89%	19.83%
20 to 44 years	32.92%	32.97%
45 to 64 years	26.20%	25.71%
65 and over	15.44%	15.09%

U.S. Census Bureau – 2010 Census, 2018: ACS 5-Year Estimate

## Race

Race	Percent
White alone	93.9%
Black or African American alone	1.2%
American Indian and Alaska Native alone	1.8%
Asian alone	1.0%
Native Hawaiian and other Pacific Islander alone	0.1%
Two or more races	1.9%
Hispanic or Latino	18.5%
White alone, not Hispanic or Latino	76.9%

U.S. Census – Population Estimates, July 1, 2019

# Cost of Living

The State of Wyoming’s Economic Analysis Division produces the Wyoming Cost of Living Index (WCLI) Report biannually. The Comparative Cost of Living Index compares each county’s cost of living in one period (not over time) to the statewide average (100). Price data are collected in Wyoming cities and towns and the data is used to build a Comparative Cost of Living Index by county. There are 140 consumer items surveyed and then aggregated into six categories. These categories are then weighted to reflect their overall importance in the average consumer’s budget. The categories and respective weights are:

Housing	48.4%
Transportation	16.3%
Food	13.3%
Recreation & Personal Care	9.5%
Medical	8.7%
Apparel	3.8%

For the second quarter of 2020, the Comparative Cost of Living Index ranked Carbon County 97 for all items, which is lower than the statewide average of 100. The highest category was Medical at 117. Carbon County and Lincoln County-Kemmerer, also 117, were the highest in the state. The lowest category was housing at 89. As stated, these values reflect relative price levels at the time of data collection, not over time.

## Carbon County Cost of Living Index

All Items	Food	Housing	Apparel	Transportation	Medical	Recreation & Personal Care
97	96	93	89	101	117	94

Wyoming Economic Analysis Division - The Wyoming Comparative Cost of Living Index: 2nd Quarter, 2020

## Survey Results and Interviews

### Medical Costs

The Community Needs Assessment Survey included questions related to health care costs.

Survey Question: “In the past three years, was there a time when you or a member of your household thought you needed health services but did NOT receive or were delayed in receiving medical services?”

Out of the 950 respondents to this question, 29% answered “yes”. The follow-up question for those that answered “yes”, was “What was the primary reason(s) you did not receive health care services”? Out of the 304 respondents, 30% selected “It costs too much”.

Survey Question: “Are medical, dental or prescription co-pays a large enough problem that you postpone or go without services or prescriptions”?

Of the 943 respondents to this question, 26% replied “yes”.

Survey Question: “In your opinion, what are the three most pressing health concerns in the county?” *A list of choices was provided.*

“Cost of healthcare” ranked number one and “Prescription drug affordability” ranked number four.

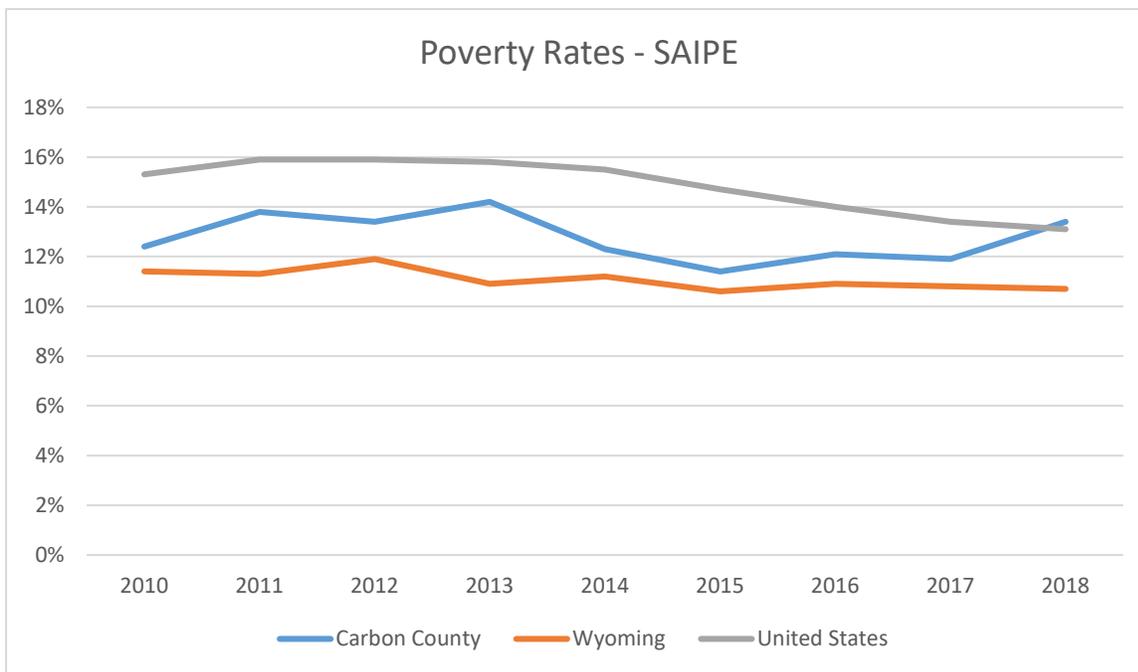
When survey respondents were asked what needed to be added, changed, or removed to improve their access to and use of medical services in the county, the third most common response was “lower healthcare costs”.

# Poverty

The U.S. Census Bureau reports poverty data from several different household surveys and programs. This report contains two different estimates: The Small Area Income and Poverty Estimates (SAIPE) and the American Community Survey (ACS).

SAIPE are model-based estimates of income and poverty produced annually for school districts, counties, and states. The U.S. Census Bureau states “SAIPE estimates are specifically designed for use in annual Title 1 allocations to school districts. The SAIPE methodology combines the 1-year American Community Survey (ACS) estimates with other data sources to provide more timely, precise, and stable estimates than the 5-year ACS estimates”. SAIPE provides these estimates for the administration of federal programs and the allocation of federal funds to local jurisdictions.

According to SAIPE, Carbon County’s poverty rate was 13.4% in 2018. Wyoming was 10.7% in 2018. There have been variations since 2010, with a sharp uptick in 2018. The highest percentage was 14.2% in 2013 and the lowest was 11.4% in 2015.



U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE)

While the SAIPE estimates are more precise and stable than the 5-year ACS estimates alone, the ACS provides some additional information. The table below reflects Carbon County percentages for the 2018 5-Year Estimate based on the ACS.

Percent below poverty level		
	Carbon County	Wyoming
<b>All Population</b>	13.1%	11.1%
<b>Gender:</b>		
Male	10.3%	9.7%
Female	16.1%	12.6%
<b>Age</b>		
Under 18 years	14.8%	12.8%
18 to 34 years	14.1%	16.7%
35 to 64 years	12.3%	8.1%
65 years and over	11.2%	7.9%
<b>Race/Ethnicity</b>		
White alone	12.6%	10.5%
Black or African American alone	10.3%	12.4%
American Indian & Alaska Native alone	10.6%	24.3%
Asian alone	24.8%	18.5%
Native Hawaiian & Other Pacific Islander alone	*	4.8%
Some other race alone	14.6%	23.5%
Two or more races	32.6%	13.4%
Hispanic or Latino (of any race)	27.5%	21.2%
White alone, not Hispanic or Latino	9.9%	9.6%

US Census - 2018: ACS 5-Year Estimates

\*not including in this report due to high margin of error

The US Department of Health and Human Services has two slightly different versions of the federal poverty measure: poverty thresholds and poverty guidelines.

The **poverty thresholds** are the original version of the federal poverty measure. They are updated each year by the Census Bureau. The thresholds are used mainly for statistical purposes. All official poverty population figures are calculated using the poverty thresholds, not the guidelines.

The **poverty guidelines** are the other version of the federal poverty measure. They are issued each year in the Federal Register by the Department of Health and Human Services (HHS). The guidelines are a simplification of the poverty thresholds for use for administrative purposes such as determining financial eligibility for certain federal programs. See the next page for the current Poverty Guidelines.

## 2020 Poverty Guidelines for the 48 Contiguous States and the District of Columbia

Persons in family/household	Poverty guideline
1	\$12,760
2	\$17,240
3	\$21,720
4	\$26,200
5	\$30,680
6	\$35,160
7	\$39,640
8	\$44,120
For families/households with more than 8 persons, add \$4,480 for each additional person.	

US Department of Health and Human Services

## Survey Results and Interviews

Align extracted survey results for households near or below 200% of the poverty guideline. There were 210 households that were in this group. Survey responses specific to this group are noted in selected sections in this report.

When interviewees were asked what the key drivers for poverty in Carbon County were, the responses were mixed. Several mentioned there is a lack of recognition for the value of education. Some cited low-paying job. When asked what would help individuals and families in becoming self-sufficient, education and training was most often mentioned.

## CSBG Program

From October 1, 2019 to September 30, 2020, fifty-one Carbon County households were assisted as part of the Community Service Block Grant Program. The average amount of the aid was \$1,140.40. A total of \$58,160.35 was distributed. Of that total, 86% went towards rent assistance, 11% towards health expenses, 1% towards utilities and 2% towards mortgage assistance.

## Additional Wyoming Data

Wyoming 2-1-1 is a statewide helpline and website that provides free, confidential health and human services information and referral. By dialing 2-1-1 or visiting the website from anywhere in the state of Wyoming, people are linked to information about local nonprofit and government resources.

In a 12-month period from October 2019 to September 2020, Wyoming 2-1-1 received 146 calls from Carbon County and provided 286 referrals. Top referrals for assistance were utilities, rent and Covid-19.

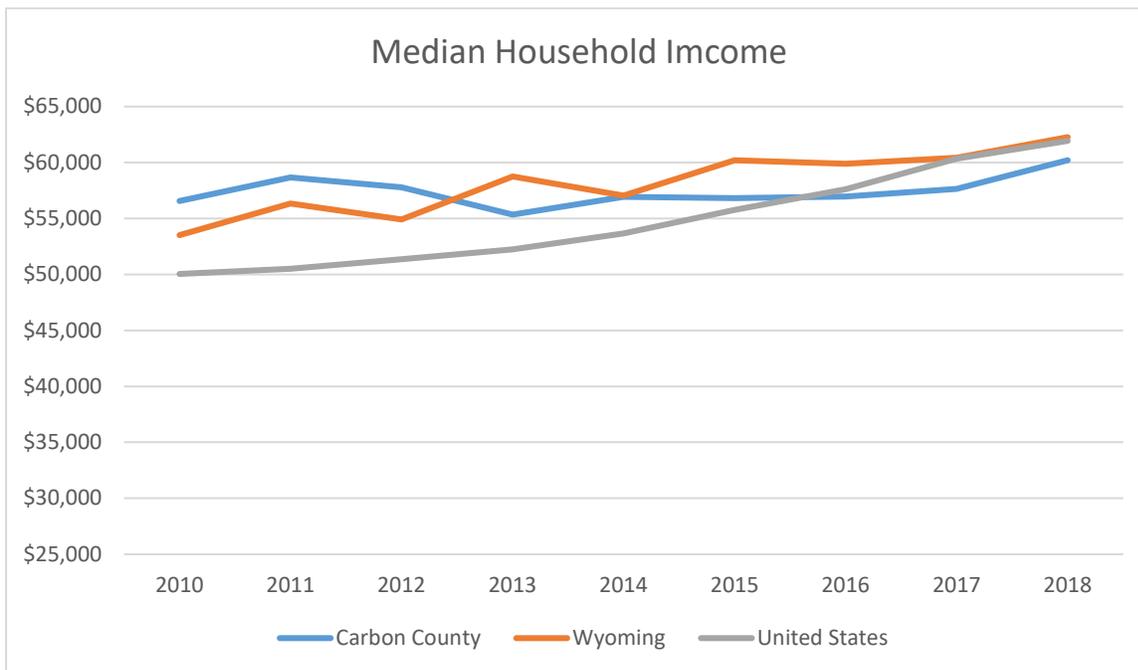
# Income

In 2018, the median household income in Carbon County was higher than Wyoming and the United States.

Area	Median Household Income
Carbon County	\$60,206
Wyoming	\$62,268
United States	\$61,937

U.S. Census Bureau – 2018: ACS 5-Year Estimates

In 2010, the median household income was \$56,565, which was above the state average. By 2013, it was below the state average. It has increased slightly since that time but has remained below the statewide average.



U.S. Census Bureau: ACS 5-Year Estimates from 2010 to 2018

# Education

## Graduation Rates

### Carbon County School District #1

There were 154 students in the 2018-2019 cohort. A cohort year is a group of students expected to graduate on-time (4 years) at the end of the same school year. Of the 154 students, 121 graduated for a 78.6% graduation rate. A further breakdown is given in the table below.

### **Carbon County District #1 Graduation Rates – 2018-19 Cohort**

	<b>Carbon County #1</b>	<b>Statewide</b>
<b>All Students</b>	78.6%	82.1%
<b>Male</b>	77.4%	79.3%
<b>Female</b>	80.0%	85.1%
<b>Lunch Eligible*</b>	75.0%	71.9%

*\*Students who qualified for free or reduced lunch*  
Wyoming Department of Education

### Carbon County School District #2

There were 44 students in the 2018-2019 cohort. A cohort year is a group of students expected to graduate on-time (4 years) at the end of the same school year. Of the 44 students, 37 graduated for an 84.1% graduation rate. A further breakdown is given in the table below.

### **Carbon County District #2 Graduation Rates – 2018-19 Cohort**

	<b>Carbon County #2</b>	<b>Statewide</b>
<b>All Students</b>	84.1%	82.1%
<b>Male</b>	76.0%	79.3%
<b>Female</b>	94.7%	85.1%
<b>Lunch Eligible*</b>	81.0%	71.9%

*\*Students who qualified for free or reduced lunch*  
Wyoming Department of Education

## Education Attainment

Education attainment refers to the highest level of education that an individual has completed. This is different from the level of school the individual is attending. The tables below provide the educational attainment levels and percentages for Carbon County 18 to 24-year-old individuals and for those over 25 years old.

### Educational Attainment – 18 to 24 years

	Total	Percent
<b>Population 18 to 24 years</b>	1,276	
Less than high school graduate	300	23.5%
High school graduate (includes equivalency)	523	41.0%
Some college or associate degree	397	31.1%
Bachelor's degree or higher	56	4.4%

U.S. Census Bureau – 2018: ACS 5-Year Estimates

### Educational Attainment - 25 years and over

	Total	Percent
<b>Population 25 years and over</b>	10,851	
Less than high school graduate	1,039	9.9%
High school graduate (includes equivalency)	3,725	35.2%
Some college, no degree	2,570	24.3%
Associate degree	1,100	10.4%
Bachelor's degree or higher	2,147	20.3%

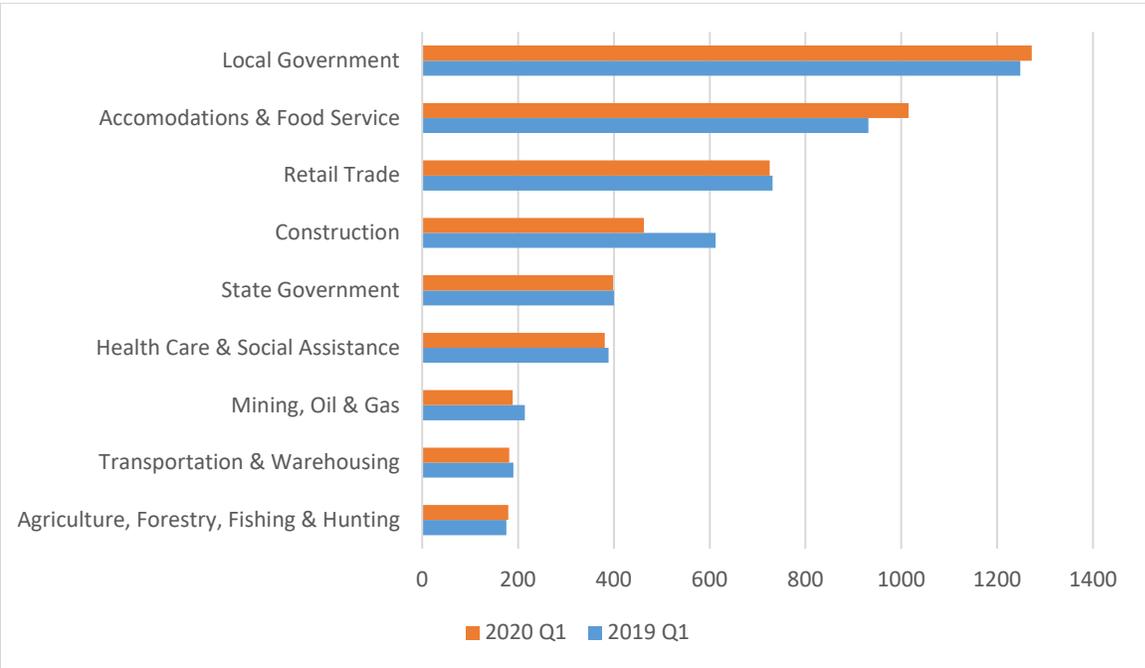
U.S. Census Bureau – 2018: ACS 5-Year Estimates

# Employment

According to the Wyoming Department of Workforce Services, Research and Planning Division, Wyoming experienced weakened job growth in the first quarter of 2020 mostly due to large job losses in the mining sector. This included oil and gas. Carbon County has experienced fluctuations in employment numbers as illustrated below.

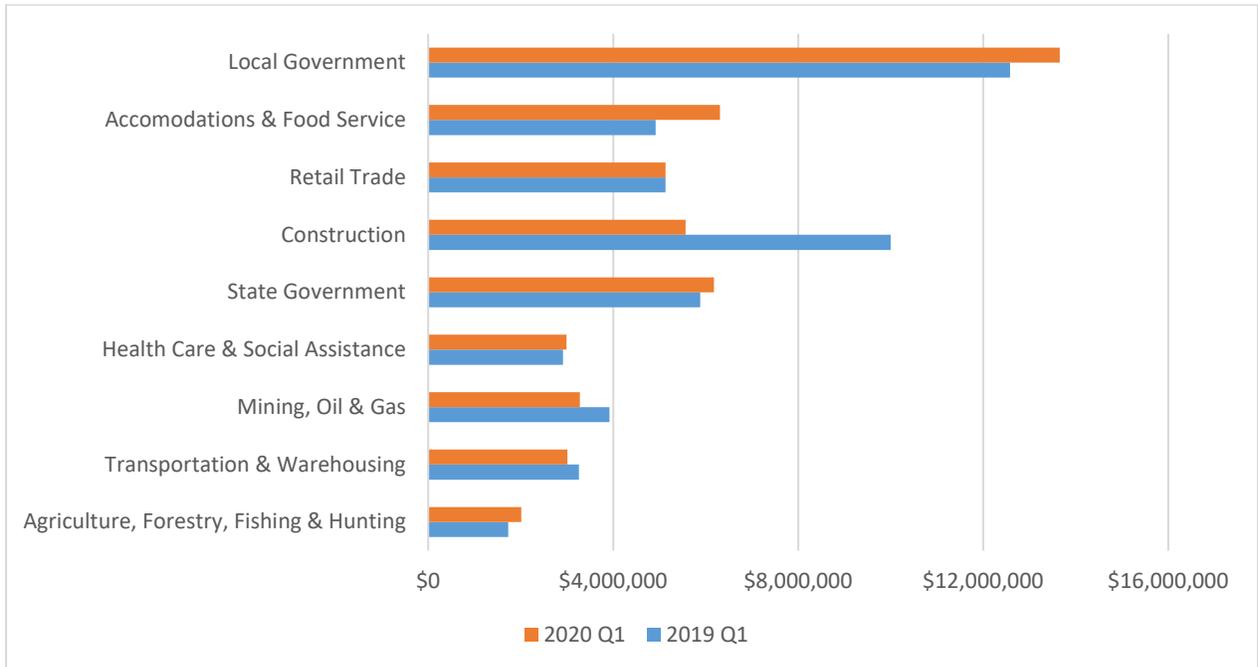
Quarter	Average Monthly Employment Total
Quarter 1, 2020	6,532
Quarter 4, 2019	6,934
Quarter 3, 2019	7,579
Quarter 2, 2019	7,058
Quarter 1, 2019	6,591

The graph below compares 1<sup>st</sup> quarter 2020 with 1<sup>st</sup> quarter 2019 for the top nine industries in terms of employment numbers in Carbon County. The graph on the next page compares total wages by these same industries.



Wyoming Department of Workforce Services, Research & Planning – Wyoming Quarterly Census of Employment and Wages, 2020 1<sup>st</sup> Quarter

Total Wages (2020 Quarter 1 and 2019 Quarter 1) – Same Industries as Previous Graph



Wyoming Department of Workforce Services, Research & Planning – Wyoming Quarterly Census of Employment and Wages, 2020 1<sup>st</sup> Quarter

According to the Wyoming at Work website, the three largest employers in Carbon County are:

- Sinclair Refinery
- State Penitentiary
- Walmart Supercenter

## Unemployment

With the coronavirus-related business impacts and the energy sector decline, Wyoming’s economy has experienced layoffs and other negative impacts. However, unemployment rates have improved in recent months. The first two columns compare unemployment rates for October 2020 and October 2019. The remaining six columns includes unemployment rates since April. Carbon County tied with Crook County for the 3<sup>rd</sup> lowest unemployment rate in the state for October 2020.

	Oct 2020	Oct 2019	Sept 2020	Aug 2020	July 2020	June 2020	May 2020	April 2020
Carbon County	3.5% <sub>p</sub>	2.8% <sub>b</sub>	4.0% <sub>r</sub>	4.2% <sub>r</sub>	4.7% <sub>r</sub>	5.8% <sub>r</sub>	7.0% <sub>r</sub>	6.8% <sub>r</sub>
Statewide	5.0% <sub>p</sub>	3.4% <sub>b</sub>	5.6% <sub>r</sub>	6.1% <sub>r</sub>	6.8% <sub>r</sub>	7.6% <sub>r</sub>	8.7% <sub>r</sub>	9.6% <sub>r</sub>
Statewide seasonal adjusted	5.5% <sub>p</sub>	3.7% <sub>b</sub>	6.1% <sub>r</sub>	6.6% <sub>r</sub>	7.1% <sub>r</sub>	7.6% <sub>r</sub>	8.8% <sub>r</sub>	9.6% <sub>r</sub>

Wyoming Department of Workforce Services – Wyoming Labor Force Trends, September 2020, August 2020, July 2020; Aug/Sept/Oct 2020 Monthly News Releases (p = preliminary, r = revised, b = benchmarked)

## Survey Results and Interviews

Of the 704 respondents to the survey question that rated difficulty level for “Being employed with a livable wage”, 17% identified this as “difficult for me most of the time” or “sometimes difficult for me”. When looking at low-income households that responded to this question (128), this percentage goes up to 33%.

Of the 951 respondents that answered the question regarding employment status, 62 households were unemployed and not job searching and 35 were unemployed and job searching. Of these unemployed households, 29% were unemployed due to the coronavirus and the related economic downturn.

Based on all the responses, top barriers to employment were:

- Physical disability
- Pay too low to support family
- No childcare during work

When interviewees were asked about the local economy, most of the responses were “fair to poor”. The energy sector decline and impact of Covid-19 were the primary reasons for this rating. State of Wyoming lay-offs were also mentioned several times.

# Childcare

There are three different licensing categories in Wyoming:

- Child Care Center – Care provided for 16 or more children
- Family Child Care Center – Care provided in a residential or commercial structure for no more than 15 children
- Family Child Care Home – Care provided in the provider’s own home for up to 10 children

**In Carbon County, there are 16 licensed providers.**

- Child Care Center (CCC) – 12
- Family Child Care Center (FCCC) – 1
- Family Child Care Home (FCCH) – 3

Statewide Training and Resources Center (STARS)

It is important to note that Child Care Centers can be operating as a pre-school and may only be offering limited hours.

## Survey Results and Interviews

In looking at all survey responses for households with children, 32% responded that finding childcare is difficult for them most of the time or sometimes difficult for them. When **low-income households** are extracted:

- 55% of households responded that finding childcare is difficult for them most of the time or sometimes difficult for them.
- 20% identify “no childcare during work” as a barrier to employment.

Several interviewees identified affordable childcare as a need for low-income families.

# Housing

## Rentals

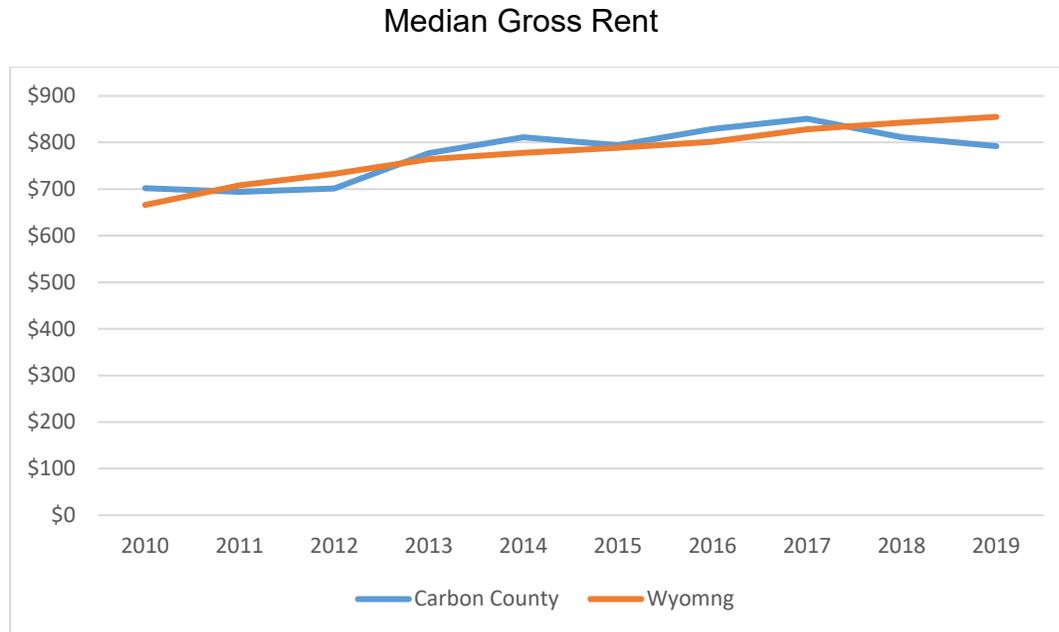
The Wyoming Cost of Living Index (WCLI) produced by the Wyoming Economic Analysis Division reports average rental rates. The average rental rates reported in the WCLI are broken down by specific types of housing. Apartment averages are for two-bedroom, unfurnished units without gas and electric. Mobile Home Lots are single-wide, including water. Houses are two or three-bedroom, single family, and exclude gas and electric. Mobile homes are two or three-bedroom and lot rent is included. Average rental rates are collected by pulling information from newspapers, online sources and real estate companies that handle rentals. Income-restricted rentals are not included in the data, nor are any housing units located outside the city limits or in rural parts of the county.

	2020 Quarter 2	2019 Quarter 2	Percent Change
Apartment - Carbon County	\$646	\$690	-6.4%
Apartment - Statewide Average	\$781	\$757	3.1%
Mobile Home Lot - Carbon County	\$383	\$369	3.8%
Mobile Home Lot - Statewide Average	\$386	\$360	7.3%
House - Carbon County	\$989	\$984	0.5%
House - Statewide Average	\$1,133	\$1,007	2.3%
Mobile Home - Carbon County	\$910	\$848	7.3%
Mobile Home - Statewide Average	\$768	\$734	4.7%

Wyoming Cost of Living Index - Second Quarter of 2020  
Wyoming Economic Analysis Division

## Median Gross Rent

The American Community Survey data, conducted by the U.S. Census Bureau, varies from the previous data for various reasons. This discrepancy can be attributed to the fact that the median gross rent listed in the ACS includes estimated cost of utilities. In addition, the data includes all rentals regardless of type, i.e., apartment, house, mobile home, etc. and of all sizes, 1 bedroom, 2 bedrooms, etc. In addition, data from the ACS is collected through household surveys sent to a sample of housing units with margins of error calculated with the data.



U.S. Census Bureau, ACS 5-Year Estimates, 2019, 2018, 2017, 2016, 2015, 2014, 2013, 2012, 2011, 2010

## Housing Cost Burdened

Households that spend more than 30% of their income on housing are termed “housing cost burdened”. If you are renting, this percentage includes utilities. According to the US Census, American Community Survey 2019 5-Year Estimate: 29% of renters in Carbon County are housing cost burdened.

## Carbon County Affordable Housing Options

According to the website directory of the Wyoming Community Development Authority (WCDA), there are seven (7) properties with a total of 242 units of various types of affordable housing currently in Carbon County.

According to Cheyenne Housing Authority, HUD contract administrator for the state of Wyoming, 136 of the 242 units are contracted under the HUD Section 8 Housing Program. The remainder of the 106 units are identified as other low-income housing programs.

Under the HUD Section 8 Housing Program, once an applicant income-qualifies for the unit they are required to pay 30% of their adjusted gross income to the owner/management company. Section 8 contract subsidizes the remainder of rent due. The tenant is required to pay a minimum of \$25 per month.

Cathy Gardens offers 40 multi-family units of Project-Based Section 8 Housing Program and currently has a two-month waiting list. Stagecoach Apartments offer 96 multi-family Section 8 units, their availability and waitlist could not be confirmed. Both properties are in Rawlins.

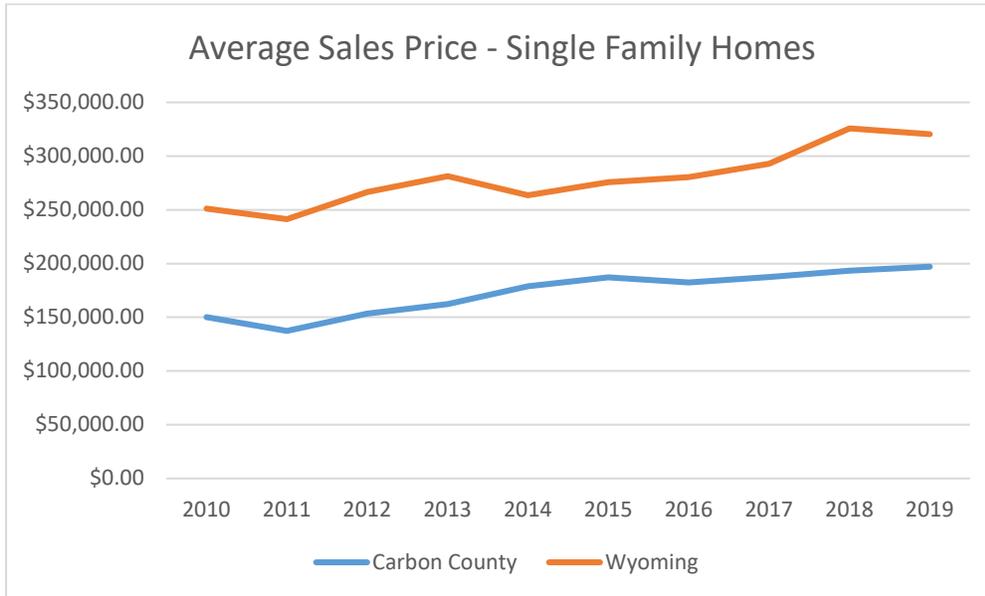
Hanna Housing Authority offers 20 units of HUD Public Housing, which is income based. While the program is not specifically designated for seniors, most of the residents are seniors or persons with disabilities. The average waitlist at Hanna Housing is from six months to a year for their twelve 2-bedroom units.

The remaining 86 units are spread among three properties in Rawlins: Shandon Park Apartments (34 units), Bittercreek Apartments (28 units), and Buffalo Run Residentials (24 units). These properties offer varying low-income programs. Availability at Bittercreek Apartments and Shandon Park Apartments could not be verified. The on-site manager at Buffalo Run Apartments reported that they do have availability.

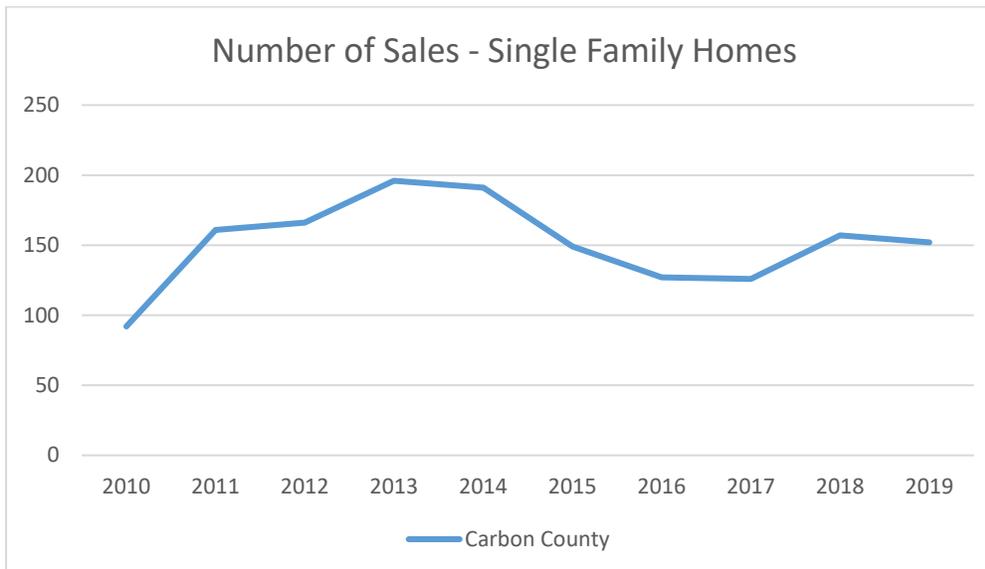
## Home Ownership

### Home Ownership – Average Sales Prices and Number of Sales

According to the Wyoming Department of Revenue, the average sales price of existing, detached, single-family homes in Carbon County was \$197,052.80 in 2019.



Wyoming Department of Revenue, Wyoming Community Development Authority, County Profile (September 4, 2020)



Wyoming Department of Revenue, Wyoming Community Development Authority, County Profile (September 4, 2020)

According to the most recent US Census Bureau American Community Survey 5-Year Estimate (2019), the median home value in Carbon County is \$174,900. This compares to the Wyoming median home value of \$222,500.

Of the 4,317 owner-occupied housing units, 2,446 of these have a mortgage. The monthly owner costs median is \$1,257. The US Census includes the sum of payment for mortgages, real estate taxes, various insurances, utilities, fuels, mobile home costs and condominium fees in the monthly owner cost calculation.

As stated earlier, households that spend more than 30% of their income on housing are termed “housing cost burdened”. In Carbon County, 24.8% of homeowners with a mortgage are housing cost burdened.

## Survey Results and Interviews

Of the survey respondents, 9.65% of the households are currently living in a rental unit. The average rental payment was \$656.08. Of the survey respondents, 86.10% of the households are currently living in a home that they own. For those with a mortgage (and provided a response to the payment question), the average mortgage payment was \$1,062.24.

On the question of housing problems, 11% of the respondents reported one or more of the housing problems below. These are ranked from highest to lowest.

1. I cannot afford to make needed repairs on my home – 76%
2. I cannot find affordable housing to buy – 13%
3. I cannot find affordable housing to rent – 11%
4. Bad credit makes it hard to find a place to rent – 8%
5. Criminal background makes it hard to rent a home – 5%
6. I am at risk of eviction from home that I rent – 4%
7. I am at risk of foreclosure on home that I own – 2%

Looking at low-income household responses to the same question above, 34% of households reported one or more of the housing problems. The top four responses are below.

1. I cannot afford to make needed repairs on my home - 69%
2. I cannot find affordable housing to rent – 16%
3. Tied:
  - a. I cannot find affordable housing to buy – 13%
  - b. Bad credit makes it hard to find a place to rent - 13%

Being able to pay my rent or mortgage was identified as “difficult for me most of the time” or “sometimes difficult for me” by 13.96% of the respondents to this question. When looking at low-income households that responded to this question (130), this percentage goes up to 29%.

Interviewees identified housing as one of the top needs of low-income individuals and families.

# Food Insecurity

Feeding America, the nation's largest domestic hunger-relief organization, defines food insecurity as follows:

Food insecurity refers to the USDA's measure of lack of access to enough food for an active healthy life for all household members and limited or uncertain availability of nutritionally adequate foods. Food-insecure households are not necessarily food insecure all the time. Food insecurity may reflect a household's need to make trade-offs between important basic needs, such as housing or medical bills, and purchasing nutritionally adequate foods.

According to Feeding America, the Carbon County food insecurity rate in 2018 was 12.2% or an estimated 1,890 people. The child food insecurity rate was 14.9% or 540 children. Wyoming's overall food insecurity rate was 12.2%. The child food insecurity rate was 15.9%.

Of the estimated 1,890 food insecure individuals:

- 47.4% are below 130% poverty and qualify for SNAP, free lunch meals, WIC
- 10.1% are between 130% and 185% poverty and qualify for WIC and reduced-price school meals.
- The remaining 42.5% do not qualify for federal programs.

Gundersen, C., A. Dewey, E. Engelhard, M. Strayer & L. Lapinski. *Map the Meal Gap 2020: A Report on County and Congressional District Food Insecurity and County Food Cost in the United States in 2018*. Feeding America, 2020.

Food costs in Carbon County are slightly lower than the statewide average. Based on the Wyoming Comparative Cost of Living Index for 2<sup>nd</sup> Quarter 2020, Carbon County's index for food was 96. The Statewide average is 100.

The Supplemental Nutrition Assistance Program (SNAP) provides monthly benefits that help low-income households buy the food they need for good health. According to the Wyoming Department of Family Services, for most households SNAP funds account for only a portion of their food budget. They must also use their own funds to ensure they have enough food for the month. According to the U.S. Census, 2018 ACS 5-Year Estimates, 5.9% of households in Carbon County participate in SNAP.

According to Wyoming Department of Education data:

- 31.97% of the students enrolled in Carbon County School District #1 are eligible for free lunch. 7.58% are eligible for reduced lunch.
- 25.91% of the students enrolled in Carbon County School District #2 are eligible for free lunch. 16.00% are eligible for reduced lunch.

Income eligibility guidelines are based on the federal income poverty guidelines and are revised annually. The eligibility criteria are 130% of the income poverty guidelines for free lunch, and 185% for reduced-price meals.

According to the Wyoming Hunger Initiative website, the food pantries in Carbon County include Platte Valley Food Pantry in Saratoga, Sinclair Baptist/Baptist Youth Mission, Society of St. Vincent De Paul in Rawlins, and Wyoming Food Bank of the Rockies. Wyoming Food Bank of the Rockies (WFBR) is the central distribution program providing food and essentials to more than 250 hunger-relief programs in Wyoming. WFBR is currently is conducting Mobile Food Pantries in Hanna and Rawlins.

## Survey Results and Interviews

Of the 751 respondents to the question that rated difficulty level of “Having enough food in the home”, 12 % identified this as “difficult for me most of the time” or “sometimes difficult for me”. When looking at low-income households that responded to this question (146), this percentage goes up to 38% of the respondents. Interviewees identified food as the top need of low-income individuals and families in Carbon County.

# Health

The Wyoming Facility Directory produced by the Wyoming Department of Health, listed the following health facilities in Carbon County:

- Memorial Hospital of Carbon County – Critical Access Hospital
- Premier Health at Home
- Rawlins Rehabilitation and Wellness (Nursing Home)
- Saratoga Care Center (Nursing Home)
- Laramie Peaks Therapies (Outpatient Physical Therapy)

Carbon County Counseling Center provides mental health and substance abuse services. Carbon County Public Health offers a variety of services including maternal and child health, nursing home and Medicaid Long-term waiver pre-admission eligibility, chronic disease management, public health emergency preparedness, public health education, and reproductive health.

## **Health Rankings**

For this Community Needs Assessment Report, the County Health Rankings & Roadmaps (CHR&R) program is being used as the primary source of information. CHR&R is a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute. As stated on their website, “CHR&R program provides data, evidence, guidance, and examples to build awareness of the multiple factors that influence health and support community leaders working to improve health and increase health equity”. The county rankings provide a measurement of the overall health of each county in the United States. They also evaluate different measures that impact future health of communities. For example, high school graduation rates, access to healthy foods, rates of smoking, children in poverty, and teen births.

## **2020 CHR&R Rankings**

### **Health Outcomes**

The overall rankings in health outcomes represent how healthy counties are within the state. Health outcomes are measured by length and quality of life. The healthiest county in the state is ranked #1. Carbon County ranked 22 out of the 23 counties in overall health outcomes.

Length of life is measured by premature death which is years of life lost before age 75. In looking at Length of Life, Carbon County ranked 20 out of the 23 counties. Years of Potential Life Lost is used to measure the rate and distribution of premature mortality.

The other component of Health Outcomes is Quality of Life. This is measured by the percentage of adults reporting poor or fair health, poor physical health days and poor mental health days. In addition, low birthweight is factored in. This data is provided by National Vital Statistics System. Births are counted in the county corresponding to the mother’s address on the child’s birth certificate, not the county the child was born. In looking at Quality of Life, Carbon County ranks **19 out of the 23 counties**.

## Health Factors

Health Factors are the things that people can change to improve health for all. The ranks are based on four types of measures: health behaviors, clinical care, social and economic factors, and physical environment. Overall, Carbon County ranked 21 in Health Factors. The four components and their rankings for Carbon County are outlined below.

Health Behaviors – Carbon County ranked 19 out of the 23 counties. The areas to explore for improvement include:

- Adult smoking
- Adult obesity
- Physical inactivity
- Teen births

Clinical Care – Carbon County ranked 20. An area of strength was “Preventable hospital stays”. The areas to explore for improvement include:

- Uninsured
- Primary care physicians
- Mammography screening
- Flu vaccinations

Social & Economic Factors – Carbon County ranked 20 out the 23 counties. The areas to explore for improvement include:

- High school graduation rates
- Some college
- Injury deaths

Physical Environment – Carbon County ranked 13 out of the 23 counties. There no areas highlighted for improvement.

## Health Insurance

According to the US Census Small Area Health Insurance Estimates (SAHIE) for 2018, 14.6% of the Carbon County population under 65 years old are uninsured.

## Survey Results and Interviews

When asked about local health services, facilities and the perception in the community, many interviewees mentioned that they have seen an improvement in hospital services. There have been issues, but they recognize an effort to make improvements.

When asked about the barriers or limitations to accessing health and mental health services, several interviewees mentioned the cost of health and mental health services. In addition to not having enough mental health providers, there is societal stigma to utilizing mental health services. Transportation and the distance to services were also mentioned as a barrier.

It is important to note that 37% of respondents included at least one person over 65 years old in the household. When looking at total people included in survey numbers, 34% were over the age of 65.

Of those 80 households that indicated someone in the house had no health coverage, 58% of them selected “cannot afford to pay for health insurance” as the reason.

There were 954 responses to the question on rating personal health. 14% selected Very Healthy, 50% selected Healthy, 28% selected Somewhat Healthy, 7% selected Unhealthy Healthy, and less than 1% selected Very Unhealthy.

When asked about providers, 87% respondents reported that they have a doctor to go to. 84% of respondents stated they had a dentist to go to. On the question as to whether they had a mental health specialist they can go to, 37% responded yes.

When asked which facilities they use in Carbon County, 46% of the households reported that they do not use hospital or local clinics. When asked why, the most common responses were:

- Go elsewhere for services due to bad experience and/or to receive better care
- Go elsewhere for specialist and/or because it is closer to where I live
- Cost of care

When asked what services they would like to see offered at their local healthcare facilities, the top three were:

- Urgent Care
- Assisted Living
- Home Health Care

When asked if there was a time within the last three years, they, or a member of their household, needed healthcare services but did not receive it or were delayed in receiving it, 29% responded “yes”. The top three reasons they did not receive care were:

- It costs too much
- Too long to wait for an appointment
- Could not get an appointment

The three most pressing health concerns in the county were:

- Cost of healthcare
- Cancer
- Chronic disease management

When asked what resources they rely upon to keep themselves and their family health, the top three were:

- Clinic
- Outdoor recreation
- Hospital

When asked what the greatest health education need in the county is, the top three were:

- Health screenings
- Health lifestyles education
- Mental health education, followed closely by Substance abuse education

When asked what needs to be added, changed, or removed to improve your access to and use of medical services in our county, the most common responses were:

- Additional physicians, providers that stay (consistency and reliability), better quality providers
- More services – specialists and after-hours care (mentioned most often)
- Reduce costs

More information on health survey responses can be found in the Community Needs Assessment Survey section.

# Community Needs Assessment Survey

The Community Needs Assessment survey was mailed to 6,891 households in Carbon County. Respondents were given four choices for completing the survey:

- Complete the paper survey and mail back in the enclosed postage-paid envelope; or
- Take the survey online by going to the hospital website for the survey link; or
- Scan the QR code with their phone; or
- Call Align if they had a language barrier or needed other assistance with completing the survey.

As an incentive for completing the survey, respondents could chose to provide their first name and phone number to be entered in a drawing for a \$200 gift card. These names and phone numbers were kept confidential and this information is not contained in any part of this report or in the survey results.

There were 971 surveys completed for a rate of 14%. Of the 971 surveys, 892 were returned in the mail and the remaining 79 were completed online.

## Survey Results

### Where do you live?

Response	Percentage
Rawlins	47.88%
Saratoga	19.40%
Encampment	8.67%
Baggs	5.78%
Hanna	4.85%
Medicine Bow	2.89%
Sinclair	2.89%
Riverside	2.48%
Elk Mountain	2.27%
Dixon	1.24%
Other Carbon County	1.65%

Answered: 969; Skipped: 2

**Which best describes your household? (Check only one)**

Answer Choices	Response %
Two adults NO children at home	44.11%
Single person	27.58%
Two-parent household	15.70%
Multi-family household	3.31%
Single parent female	2.58%
Single parent male	2.38%
Grandparent(s) and grandchildren	1.03%
Other:	3.31%

Answered: 968; Skipped:3

**Including yourself, how many people live in your household?**

Response	# of responses	Response %
One	385	39.65%
Two	464	47.79%
Three	59	6.08%
Four	38	3.91%
Five	14	1.44%
Six	8	0.82%
Seven or more	3	0.31%

Answered: 971

**Including yourself, how many people in your household are:**

Answer Choices	Number of household responses	Total number of people in this age category
0 to 5 years old	93	117
6 to 17 years old	145	234
18 to 49 years old	283	480
50 to 64 years old	367	502
65+ years old	514	707

Answered: 956; Skipped:15

**What best describes the place where you are currently living? (Check only one)**

Answer Choices	Response %
Live in home that I/we own	86.10%
Rental unit	9.65%
Share home with family/friends/roommate	1.35%
Other	2.90%

Answered: 964; Skipped:7

**What is your monthly payment for housing?**

Type of Housing	Number of Responses	Average Payment
Rental	96	\$656.08 Average Rental Payment
Own	297*	\$1,062.24 Average Mortgage Payment

*\*Households with a mortgage*

**Do you receive help with your rent or house payment from a government program or agency?**

Answer Choices	Response %
Yes	2.63%
No	97.37%

*Answered: 952; Skipped: 19*

**Do any of these housing problems apply to you? (Check all that apply)**

Answer Choices	Response %
I am at risk of eviction from home that I rent	0.53%
I am at risk of foreclosure on home that I own	0.32%
I cannot find affordable housing to rent	1.71%
I cannot find affordable housing to buy	1.93%
I cannot afford to make needed repairs on my home	11.87%
Bad credit makes it hard to find a place to rent	1.28%
Criminal background makes it hard to rent a home	0.75%
None of these apply	84.60%

*Answered: 935; Skipped: 36*

**What is the employment status for each adult in your household? (Check all that apply)**

Answer Choices	Response %	Response #
Full-Time	43.95%	418
Part-Time	9.88%	94
Self-Employed	11.15%	106
Retired	50.47%	480
Unemployed/Job Searching	3.68%	35
Unemployed/Not Searching	6.52%	62

*Answered: 951; Skipped: 20*

**If unemployed, is the reason you are unemployed due to COVID-19 and the related economic downturn?**

*Only showing results for selected employment status as unemployed.*

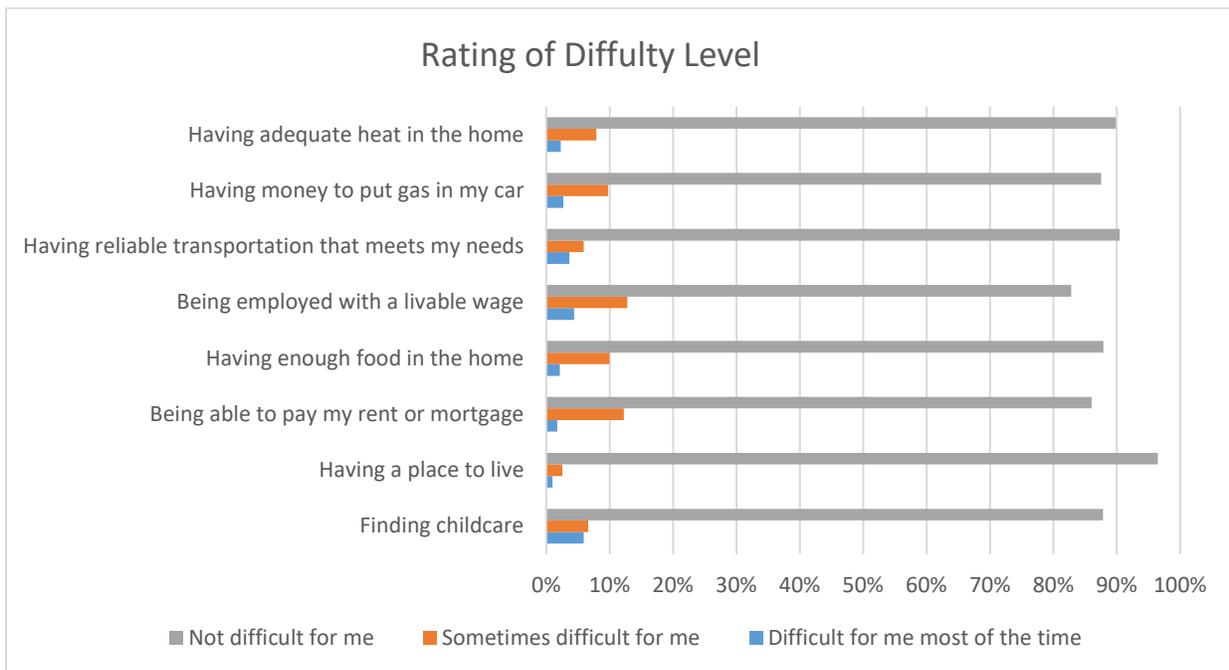
Twenty-one (21) households “yes” to the question.

**If unemployed, what are your barriers to employment? (Check all that apply)**

*Only showing results for selected employment status as unemployed.*

Answer Choices	Response #
No jobs for my skills	11
No transportation	10
Pay too low to support family	8
No childcare during work	7
Lack of training or experience	3
Physical or mental disability	25
No barriers	32

**Please rate the following by putting an “x” in the appropriate column: Not difficult for me; Sometimes difficult for me; or difficult for me most of the time.**



*Answered: 792; Skipped:179*

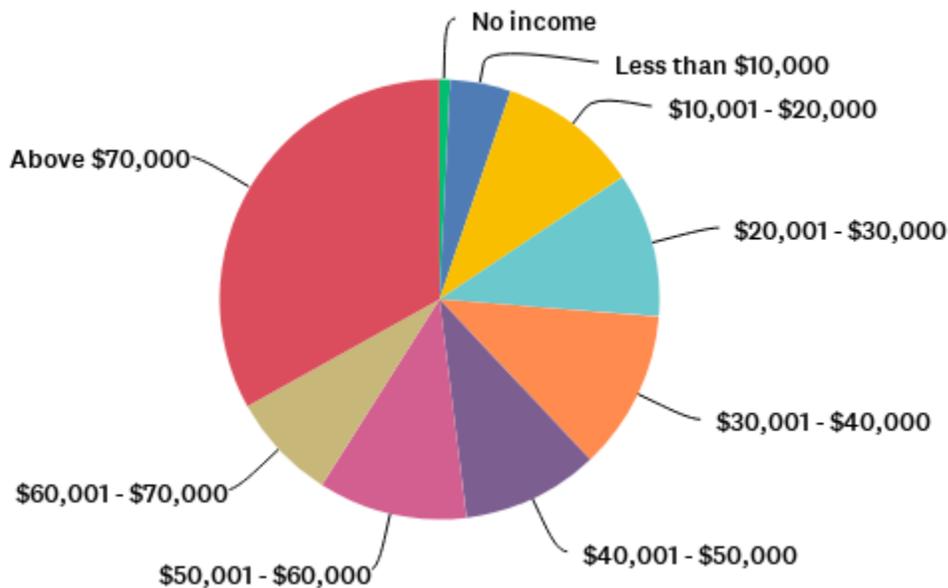
Utilizing a weighted average, the responses are listed below starting with highest degree of difficulty:

1. Being employed with a livable wage
2. Finding childcare
3. Being able to pay my rent or mortgage
4. Having money to put gas in my car
5. Having enough food in the home
6. Having reliable transportation that meets my needs
7. Having adequate heat in the home
8. Having a place to live

*\* This includes all responses, which includes households without children. See the Child Care Section for further analysis.*

*Various sections in this report provides further analysis on this question as it relates to low-income household responses.*

**What is your annual household income from all sources? (Including, but not limited to employment, self-employment, Social Security, retirement, disability, worker's compensation, unemployment, VA benefits, alimony).**



*Answered: 895; Skipped: 76*

**For each adult in the household, what is the highest level of education completed?**

<b>Answer Choice</b>	<b>Responses</b>
Less than high school diploma	5.11%
High school graduate	36.08%
GED or high school equivalency	9.59%
Vocational or trade school	10.01%
Some college (or still in college)	24.71%
Two-year college degree	13.03%
Four-year college degree	27.11%
Graduate college degree	18.04%
Other:	2.61%

*Answered: 959; Skipped: 12*

**Indicate your health coverage for each individual in your household.**

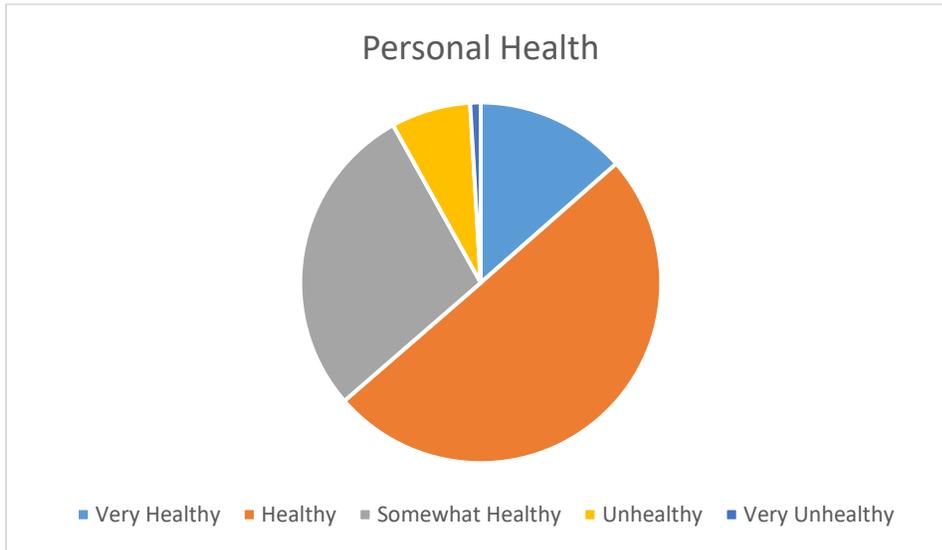
<b>Coverage Choices:</b>	<b>Percentage (based on total people)</b>
Medicare	55.42%
Medicaid	8.96%
Employer's health insurance	40.10%
Retirement insurance plan	12.81%
Veteran's Administration; Military	9.27%
Privately insured	17.60%
Kid Care CHIP	2.19%
No health coverage	9.17%
Other	7.71%

*Answered: 960; Skipped: 11*

**If you do NOT have insurance, please check why:**

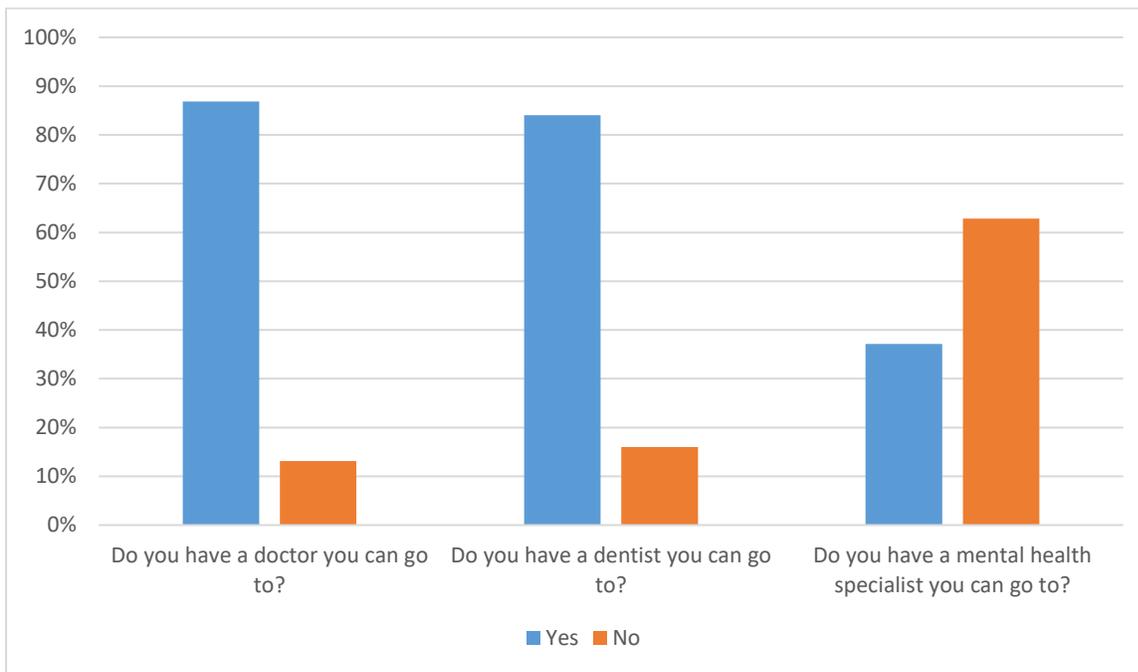
<b>Answer Choices:</b>	<b>Reponses</b>
Cannot afford to pay for health insurance	61.40%
Employer doesn't offer insurance	14.04%
Do not know how to apply or too difficult to apply	4.39%
Choose not to have health insurance	12.28%
Other	7.89%

**Overall, how would you rate your personal health?**



Answered: 954; Skipped:17

**If you or a household member have a health care need:**



Answered: Doctor 942; Dentist 926; Mental Health Specialist 794

### Which medical facilities do you use in Carbon County?

Answer Choices	Responses
Clinic	30.90%
Hospital	4.29%
Both Hospital and Clinic	45.60%
Neither	19.21%

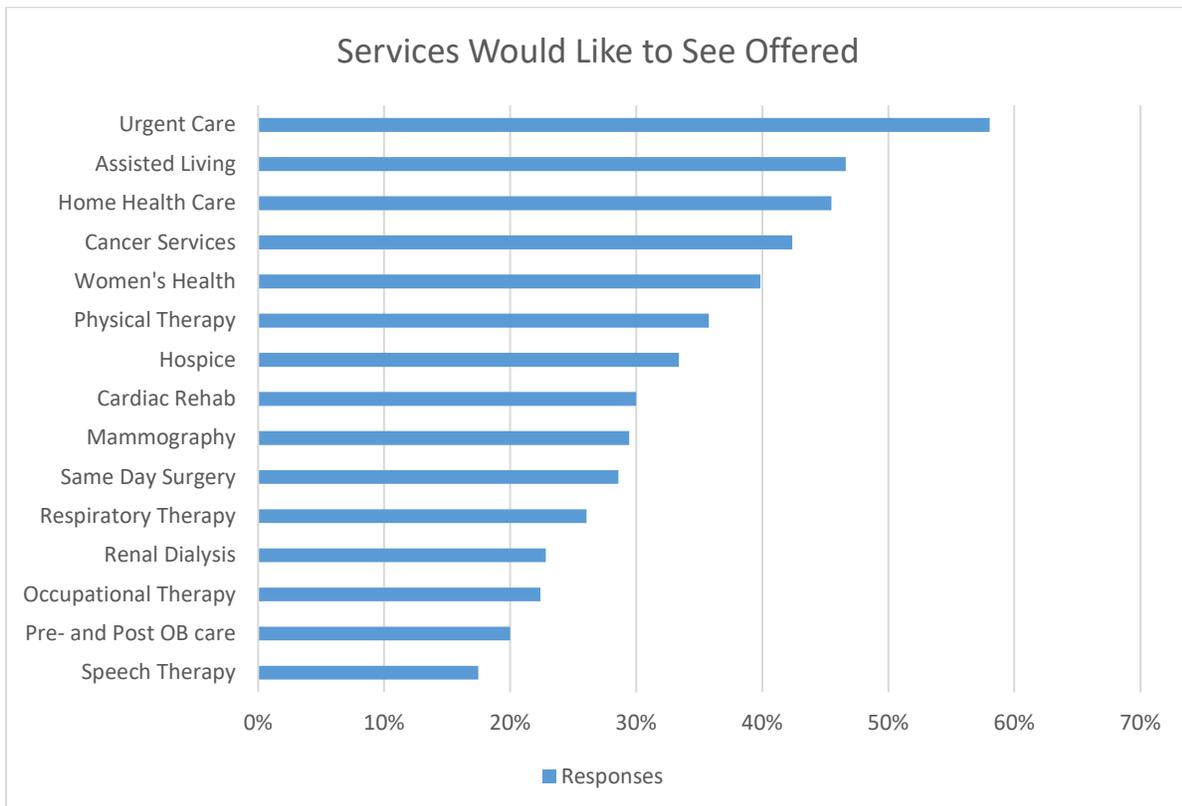
Answered: 932; Skipped:39

### If you do not use medical facilities in Carbon County, why not?

This was an open-ended question with 240 households responding. Most common responses were:

1. Go elsewhere due to bad experience, better care
2. Go elsewhere – specialists, closer to where I live
3. Cost of care

### What services would you like to see offered in your local health care facilities?



Answered: 710; Skipped:261

**In the past three year, was there a time when you or a member of your household thought you needed health care services but did NOT receive or were delayed in receiving medical services?**

Answer Choices	Responses	Number
Yes	29.16%	277
No	70.84%	673

*Answered: 950; Skipped:21*

**If yes, what was the primary reason(s) why you did not receive health care services? (Check all that apply)**

Answer Choices	Reponses
It costs too much	29.61%
Too long to wait for an appointment	28.95%
Could not get an appointment	24.67%
Office was not open when I could go	21.71%
Not covered by insurance	14.80%
Do not like doctors	9.87%
Transportation problems	9.54%
Too nervous or afraid	4.93%
Could not get off work	4.61%
Had no one to care for my children	1.97%
Language barrier	0.66%
Other	26.64%

*Answered: 304; Skipped:667*

**Are medical, dental or prescription co-pays a large enough problem that you postpone or go without services or prescriptions?**

Answer Choices	Responses	Number
Yes	26.41%	249
No	73.59%	694

*Answered: 943; Skipped:28*

**In the past three years, have you or a household member received care in a hospital?**

Answer Choices	Responses	Number
Yes	65.36%	619
No	34.64%	328

*Answered: 947; Skipped:24*

**If yes, name of hospital(s):**

*Reporting top responses*

- Memorial Hospital of Carbon County
- Ivinson Memorial Hospital – Laramie
- Wyoming Medical Center - Casper
- Memorial Hospital - Craig

**In the past three years, have you or a household member seen a primary health care provider such as a family physician, physician assistant or nurse practitioner for health care services?**

Answer Choices	Responses	Number
Yes	91.29%	870
No	8.71%	83

*Answered: 953; Skipped:18*

**If yes, where was the primary health care provider located?**

*Reporting top responses*

- Rawlins
- Saratoga
- Laramie

**In the past year, have you or someone in your household had a medical emergency?**

Answer Choices	Responses	Number
Yes	34.58%	323
No	65.42%	611

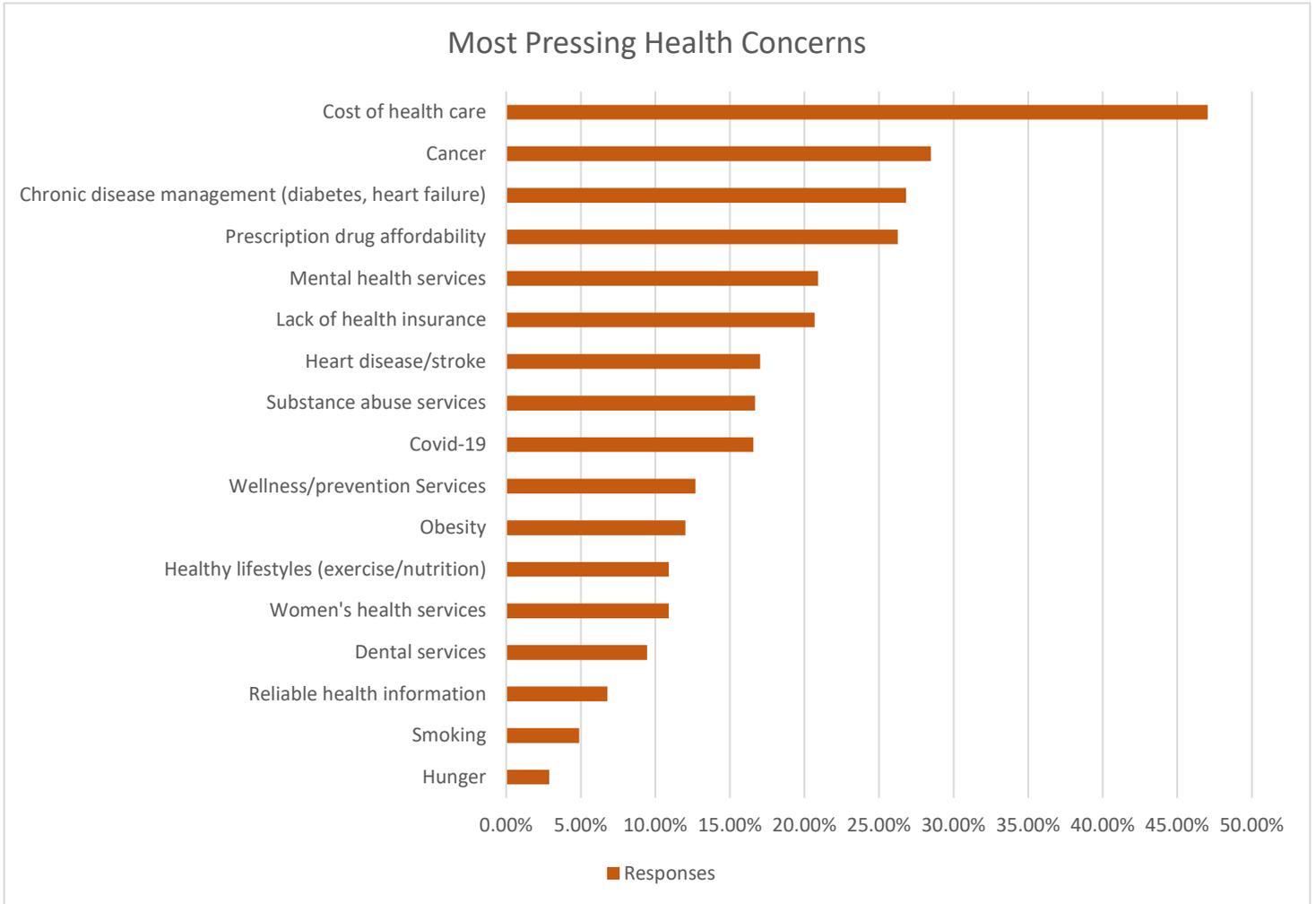
*Answered: 934; Skipped:37*

**If you answered yes to the above question, did you access the 911 system for an ambulance?**

Answer Choices	Responses	Number
Yes	19.45%	100
No	60.00%	209

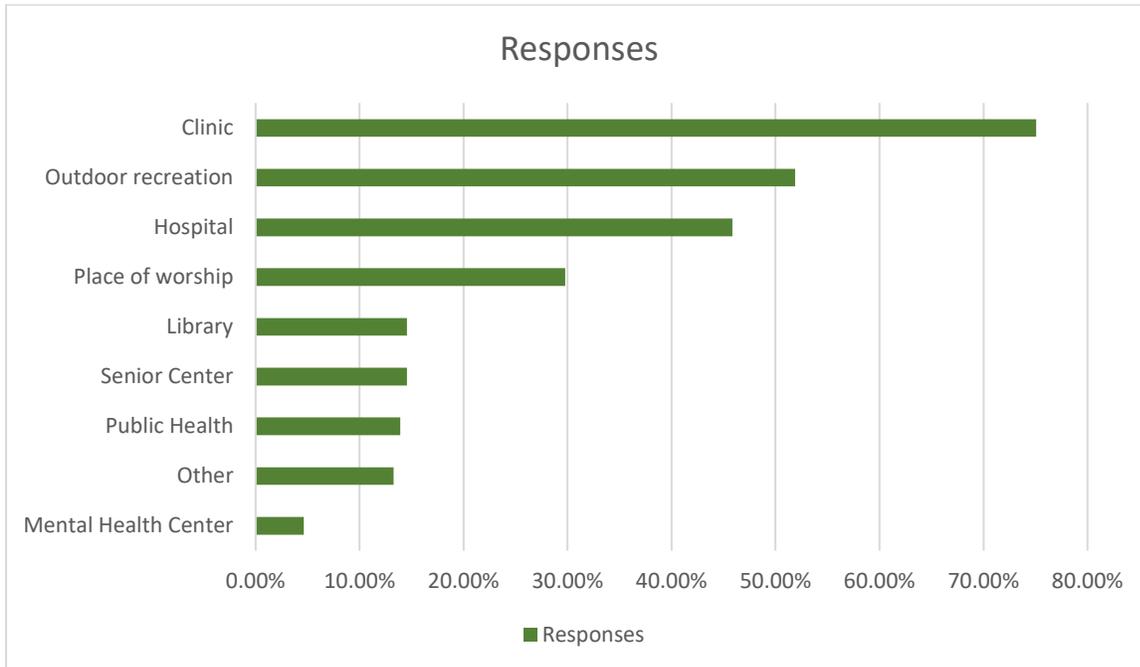
*Answered: 545; Skipped 426*

**In your opinion, what are the three most pressing health concerns in the county? (Choose only 3)**



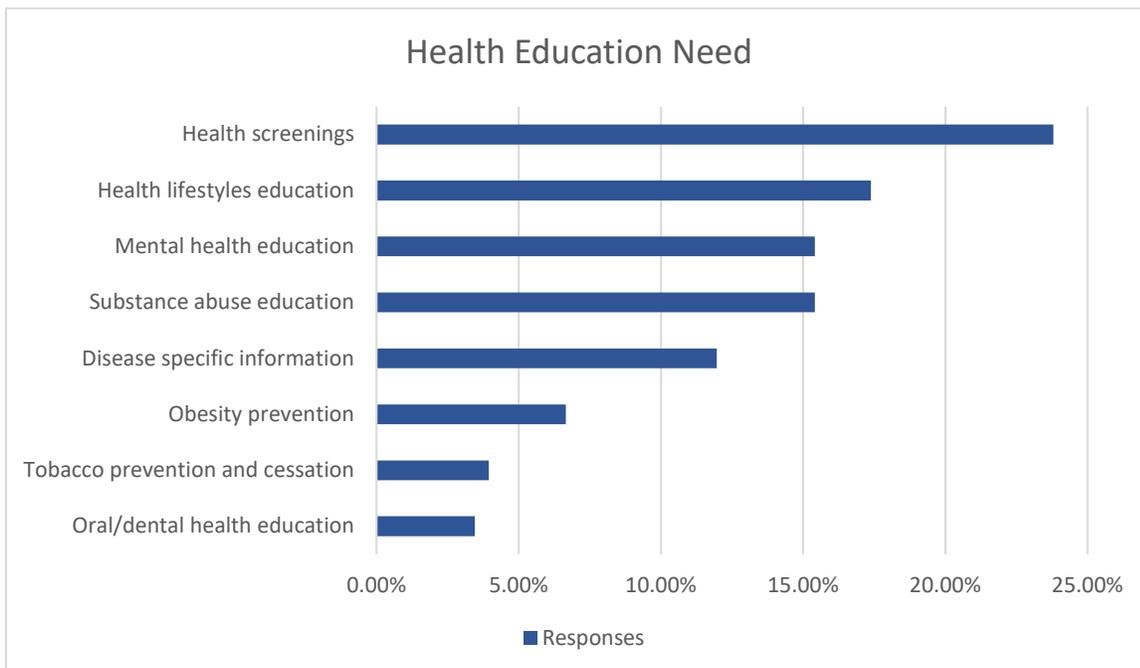
*Answered: 899; Skipped: 72*

**What resources do you rely upon to help keep you and your family healthy? (Check all that apply)**



Answered: 927; Skipped:44

**What is the greatest health education need in our county? (select one)**



Answered: 811; Skipped:160

**What needs to be added, changed, or removed to improve your access to and use of medical services in your county?**

The most common responses included:

- Additional physicians, providers that stay (consistency and reliability), better quality providers
- More services – specialists and after-hours care (mentioned most often)
- Reduce costs

# Key Informant Interviews

Agency	Name
Boys and Girls Club of Carbon County	Theresa Pacheco, Chief Professional Officer
Carbon County	Ashley Jolly, Deputy Clerk
Carbon County Child Development Programs	Mindy Monson-Greene, Director
Carbon County Counseling Center	Patrick Gonzales, Chief Executive Officer
Carbon County Counseling Center	Sondra Rydberg, Office Manager
Carbon County School District #1	Brian Bartz, Business Manager
Carbon County School District #1	Elizabeth Ridgeway, School Community Liaison and District McKinney Vento Coordinator
Carbon County School District #2	Sally Well, Business Manager
Carbon County Senior Services	Lisa Engstrom, Executive Director
Carbon County Public Health - Saratoga	Toni Rietveld, Supervisor
Cathy Gardens Apartments	Sue Blake, Manager
City of Rawlins	Sheri Shillinger, City Clerk
Greater Wyoming Big Brothers Big Sisters	Sally Patton, Carbon County Prevention Specialist
Hanna Housing Authority	Marcia Beal, Manager
Little Snake River Clinic	Tarissa Jones, RN/Clinic Coordinator
Medicine Bow Rural Health Center	Sandy Levengood, Board Chair
Medicine Hospital of Carbon County	Ken Harman, CEO Jon Smith, CFO Stephanie Hinkle, Marketing, Communications & Foundation Director <i>Interviewed together</i>
Platte Valley Clinic	Heidi Sifford, Manager
St. Barnabas Episcopal Church	Rev. Peggy Hotchkiss
St. Thomas Episcopal Church	Marion Lovato, Parish Administrator
Town of Baggs	Alethea (Alex) Foster, Clerk/Treasurer
Town of Dixon	Brandee Forster, Clerk/Treasurer
Town of Elk Mountain	Linda Crake, Town Clerk
Town of Hanna	Ann Calvert, Town Clerk
Town of Riverside	Jan Cook, Town Clerk
Town of Saratoga	Suzie Cox, Town Clerk
Town of Sinclair	Lezlee Musgrave, Clerk/Treasurer
Wyoming Department of Family Services	Tink Day, Benefit Specialist Supervisor
Wyoming Department of Family Services	Diane Kulmus, Social Services Supervisor
Wyoming Department of Workforce Services	Tosha Garner, Employment Services Specialist

*There were additional individuals on the list to interview. They either declined to be interviewed or did not return phone calls or emails.*