

Attachment 1
Authorized Scope of Work

Under this grant award, the Disaster Recovery Manager will:

- Attend Niobrara Board of County Commissioners, Niobrara County Joint Powers Board, and the Town Councils of Lusk, Manville, and Van Tassell meetings as well as other local, state, and federal agencies to ensure recovery efforts are being coordinated across all stakeholders.
- Report the status on recovery activities to community stakeholders at least once per month.
- Attend Wyoming Economic Development conferences and training sessions and share the information with stakeholders.

Deliverable: These activities will be addressed in a detailed narrative to EDA describing when the meetings took place, the outcome of the meeting, and follow up actions Niobrara County is taking in response to the meeting.

Of the recovery issues listed in the *Recovery Support Strategy*, Niobrara County has selected the goals listed below as those the Disaster Recovery Manager will focus on during this EDA grant award period.

Recovery Issue: Direct and Indirect Business Impacts

Goal: Increase Business Resilience.

Objective: Increase National Flood Insurance (NFIP) participation in Niobrara County.

Strategy: Increase awareness of NFIP protections and benefits.

Actions:

1. Conduct two (2) information workshops to educate Niobrara County home and business owners on NFIP and other insurance information and options.

Deliverable: Provide EDA with presentation materials, number of and capacity type (home owner or business owner) of attendees at each workshop, date and place of each workshop, questions and responses from each workshop, and a detailed narrative description of the discussion and outcome from each workshop.

Objective: Increase financial capacity of local businesses.

Strategy: Help affected business owners replenish working capital and replace damaged equipment, inventory, etc.

Actions:

1. Identify Federal, State, County and Local resources of financial assistance to business owners, including the EDA, USDA Rural Energy for America Program (REAP), NEWEDC Revolving Loan Fund, Wyoming Business Council grants and others.
2. Advertise and conduct two (2) workshops to advise business owners and agricultural producers in applying for *Economic Injury Disaster* and other applicable loans to aid in their financial recovery of the disaster and expand their business capacity in Niobrara County.

Deliverable: Provide EDA with a detailed narrative description that includes a list of the resources researched for financial assistance to business owners including the date, inquiry method (telephone call, email, online, etc.), contact information of resource, and a detailed narrative description of the outcome of each inquiry.

The narrative should also include the presentation materials, number of and capacity type (business owner or agricultural producer) of attendees at each workshop, date and place of each workshop, questions and responses from each workshop, and a detailed discussion of outcomes from each workshop.

The outcome should address the financial recovery options that have been pursued, and job and private investment outcomes from the additional funding added into the business.

Goal: Preserve the character of downtown Lusk.

Objective: Return damaged and vacant Main Street building to active use.

Strategy: Determine the feasibility of renovating the vacant damaged building on Main Street for a possible multi-use business incubator.

Actions:

1. Meet with current building owners to determine if the building is available for sale or lease.
2. Identify financial resources to hire a consultant to conduct re-use study to determine if building would be suitable for an incubator or other uses.
3. Meet with Wyoming Technology Business Center executives in Laramie and Casper where incubators currently exist to discuss the feasibility of starting an incubator in a Lusk, Wyoming, and ascertain what resources and associated costs might be required to do so.

Deliverable: Provide EDA with a detailed narrative description of the meeting with the building owners to include date, attendees, outcome of meeting, and the next steps that Niobrara will take to secure the building and convert it into a multi-use business incubator (if applicable).

In addressing the research activities taken, provide EDA with a list of consultants researched including the date, inquiry method (call, online, etc), contact information for the consultant, and summary of the outcome of each inquiry.

The narrative should also address the meetings with Wyoming Technology Business Centers in Laramie and Casper, to include discussing the feasibility of an incubator in Lusk, the costs to implement and maintain the facility, financing resource options, next steps in process, and implementation guidance received from the Wyoming Technology Business Center.

Recovery Issue: Negative Impact on Tourism.

Goal: Increase tourism revenue to local businesses in Niobrara County.

Objective: Increase tourism revenue in Niobrara County.

Strategy: Expand the length of stay of summer tourists.

Actions:

1. Meet with Niobrara County, Town of Lusk, and other local partners to explore and implement activities that would attract tourists and encourage them to stay and shop in Lusk.
2. Meet with the Lusk Chamber of Commerce, Wyoming Office of Tourism, and the Wyoming Revenue Office to establish a benchmark for tourism expenditures.
3. Identify best practices to improve marketing/branding for Niobrara County/Lusk.
4. Identify financial resources to hire a branding professional to complete a comprehensive branding study for the area.
5. Conduct branding workshops quarterly throughout 2017 and 2018 with community stakeholders to review progress.

Deliverable: Provide EDA with a detailed narrative description of the meeting with stakeholders and local partners to include the date, attendees, outcome of the meeting, marketing best practices, and next steps needed to benchmark and implement activities to attract tourists to Niobrara County.

The narrative should include a list of branding professionals researched including the date, inquiry method (telephone call, email, online, etc.), contact information for consultant, and a summary regarding the outcome of each inquiry.

As part of the narrative include the presentation materials, the number of stakeholder attendees at each branding workshop, the date and place of each workshop, questions and responses from each workshop, and a detailed narrative description of the discussion and outcome from each workshop. Niobrara County should follow-up with stakeholders to determine if tourism has increased as a result of marketing actions from the workshop. These results should be included in the narrative.

Recovery Issue: Median Income is among the Lowest in the State of Wyoming.

Goal: Diversify the Economy.

Objective: Diversify business outside of the tourism sector.

Strategy: Investigate the establishment of a custom beef processing facility to add value to the local beef production and research other potential business opportunities for diversification.

Actions:

1. Identify financial resources to hire a consultant to conduct a study to determine the viability of a custom beef processing facility and what other businesses would be appropriate to diversify the area economy. The study should focus on a strategy on how to stabilize and mitigate the cyclical "boom and bust of energy" in the area.
2. Engage the University of Wyoming, and local colleges to explore opportunities for research, studies and other important information that may develop workforce skills that translate into job expansion and benefit communities in Niobrara County.
3. Provide technical assistance to businesses on how they can strengthen and/or diversify the local economy.

Deliverable: Provide EDA with a detailed narrative from meeting with the University of Wyoming and local colleges regarding opportunities to develop workforce skills. The narrative should include various options that Niobrara County will pursue and details on what steps will be taken to implement these programs and the partners that will be engaged to implement the programs.

Include in the narrative a list of consultants that were researched including the date, inquiry method (telephone call, email, online, etc.), contact information for consultant, and a summary of the outcome of each inquiry.

As part of the narrative, provide EDA with a list of businesses that have obtained technical assistance including the business name, business type, summary of assistance needed, outcomes realized by end of grant award, and any anticipated continued technical assistance that will be performed after the EDA grant award has ended.

Recovery Issue: Aging County Hospital in need of Expansion and Renovation.

Goal: Increase the number of long term care beds.

Objective: Expand long term care facility.

Strategy: Determine needs and feasibility of expansion to long-term care facility.

Actions:

1. Coordinate with the U.S Department of Health and Human Services to better define the needs of a nursing home.
2. Identify financial resources to hire a consultant for an up-dated feasibility study to determine needs for expansion and renovation as well as the associated costs for the project, the number of jobs that would be added by the expansion, and the impact on the community.
3. Research *Small Rural Hospital Improvement Grant Program* (SHIP) through the USDA - RD Community Facility Loan and Grant Program.

Deliverable: Provide EDA with a detailed narrative from the meeting with U.S. Department of Health and Human Services regarding what improvements are necessary in order to be responsive to the nursing home needs in Niobrara County.

The narrative should also contain an explanation of the *Small Rural Hospital Improvement Grant Program* from USDA –RD; how this program may be responsive to the long term care needs of Niobrara County; what steps will be taken by Niobrara County to pursue this grant; the time schedule for each step; and the anticipated impact this grant program will have in Niobrara County.

Include in the narrative a list of consultants researched including the date, inquiry method (telephone call, email, online, etc.), contact information for consultant, and a summary of the outcome of each inquiry.

Recovery Issue: Niobrara Telecommunications Infrastructure has a Single Point of Failure.

Goal: Develop redundancy for Niobrara County.

Objective: Create a looped telecommunications system.

Strategy: Acquire funding for redundant communications if needed.

Actions:

1. Identify financial resources to hire a consultant to review the current situation and the services available as well as those on the various companies drawing boards for the future.
2. If determined feasible, apply for funding to design and install necessary equipment to create a looped system.

Deliverable: Provide EDA with a detailed narrative of implementation actions that will be pursued to design and install the equipment needed to create a looped telecommunication system. The narrative should include the financing resources, time schedule, and anticipated outcomes of the system.

Include in the narrative a list of consultants researched including the date, inquiry method (telephone call, email, online, etc.), contact information for consultant, and a summary of the outcome of each inquiry.

Recovery Issue: Lack of Adequate Housing Inventory.

Goal: Gain clear and accurate understanding of Niobrara County housing market.

Objective: Complete Community Housing Study.

Strategy: Conduct a housing study.

Action: Identify financial resources to hire a consultant to conduct a local housing study.

Deliverable: Provide EDA with a list of consultants researched including the date, inquiry method (telephone call, email, online, etc.), contact information for consultant, and a summary of the outcome of each inquiry.