

**PROPOSAL FROM CARBON FIBER TECHNOLOGY, LLC WITH PARTNERS FROM
THE WESTERN WYOMING WORKFORCE SOLUTIONS GROUP**

EXECUTIVE SUMMARY:

Carbon Fiber Technology with partners from the Western Wyoming Workforce Solutions Group is applying for \$25,000 for *The FACE of Workforce Housing* advertising and education campaign. In western Wyoming, quality, affordable housing is in short supply. Many people in leadership positions do not fully understand the problem or the possible solutions. Safe, desirable housing can also be affordable. It may require some changes in existing planning and zoning requirements and a different approach to Master Planning. First, communities need to know the type of people who need housing—they need to know they are very like themselves and their neighbors. Second, they need to understand how the new, innovative solutions would fit in their communities. Third, they need to know what new tools (state level legislative actions) are needed to enable their communities to grow and prosper.

The FACE of Workforce Housing advertising and education campaign would have three primary activities:

1. A series of ads (run statewide, as it is cheaper than running in just the area newspapers) featuring workers who need, or needed, housing and their contributions to their community. The following sample 2x2 ad has not been professionally prepared, it is a group work copy to define the concept.

The FACE of Workforce Housing

John Doe is a teacher in Smalltown, Wyoming who moved here in 2006. John likes to...

- Serve on the Volunteer Fire Department
- Coach Little League Baseball
- Meet with the County Historical Society

John was lucky, he found an apartment with the XYZ Housing Authority.

Support workforce housing; support our community

2. A series of meetings held in each county with Mike Macey, a noted speaker on innovative housing solutions.
3. A concerted effort to educate legislators on the need for infrastructure funding supported by both the private and public sector. This will build on the dialogue started by inviting them to the meetings described in #2.

The goals of the program are to streamline P&Z requirements by creating a more open atmosphere for discussion of workforce housing; introduce innovative concepts to communities; raise awareness of the need for workforce housing in the construction community; and successfully pass infrastructure legislation

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Part 1: Technical Proposal

a) Partners:

Private Sector Partners:

- Proposer: Carbon Fiber Technology, LLC (CFT) is a joint venture company between Aldila, and SGL Carbon Technic. CFT manufactures continuous carbon fiber starting with polyacrylonitrile precursor. Carbon Fiber Technology LLC is the only carbon fiber producer in the state of Wyoming. CFT is capable of producing 2 million pounds of carbon fiber a year. Carbon fiber is used in a variety of applications ranging from airplanes and rocket motors to golf clubs, fishing poles and tennis racquets.
- Partners: Black Butte Coal, Wise Connection, Tom Brown Insurance, Shell, EnCana, Ultra, Qwestar, EnerCrest, Williams, FMC, Bank of the West, E&L Motors, Frontier Ford, Union Tank Car, Solvay Chemicals, Cowboy Shop, CenturyTel

Economic Development and Government Partners:

- Wyoming Business Council – The regional representatives have lent their support and expertise to the Solutions Group.
- Western Wyoming Community College – Key college staff has volunteered to serve on the Solutions Group to provide technical support, facilitation and leadership.
- SWEDA – The coalition between local government and industry provides leadership on a number of economic development issues including workforce recruitment which has led to an in-depth understanding of the housing issues.
- UCEDC – County agency with private and public sector board members addressing a variety of economic development issues in Uinta County.

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- Wyoming Workforce Employment Job Centers – State agency working with the Solutions Group to identify workable strategies.
- SLCEDC – This non-profit economic development team serves southern Lincoln County communities and recruits business and industry.
- LCSD#1 – The school district serves Kemmerer, Diamondville and Opal. As a major employer in the local economy they have found the housing shortage to be a major deterrent when hiring teachers and other staff positions.
- Sublette Co. School District #1 – The District serves the Pinedale area and all of their teachers face problems finding and affording housing.
- LUAG – A joint powers board formed in 1977 and operating as an Economic Development District under EDA. Serves Lincoln and Uinta counties with a focus on providing needed infrastructure for development.
- Sublette Community Partnership – Coalition of local governments and energy companies formed to address quality of life issues, particularly issues such as workforce housing.
- Sublette County Commissioners – Board of County Commissioners expressing their support for the project.

b) Role of the Partners:

The partners can be split into two groups. The first is private sector businesses and the second is government/non-profit economic development groups. The roles played will be similar and care will be taken to deliver a consistent message to the community and elected officials. The purpose is to educate leaders and P&Z officials that workforce housing is for people very similar to those who already live in the community. These workers are here to help our communities

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grow and prosper. To do that, they need a place to live. The private sector employers represent the energy sector as well as other sectors of our economy (and many of our government/non-profit partners are also employers). The businesses will focus on the need for their employees to find quality housing options close to their place of employment. The government/economic development partners will focus on the benefits new residents and families bring to the community. Both groups will provide information on why streamlined P&Z regulations and innovative approaches to housing solutions are necessary. Both groups will also work with legislators and local leaders on the importance of passing infrastructure funding legislation. Both groups of partners are experienced in presenting complex subjects to a public audience that represents a broad cross-section of the community.

c) Workforce Issue to be Addressed:

Workforce housing is the issue that was selected as the most pressing need for the Western Wyoming Workforce Solutions Group. Specifically, awareness needs to be raised of the type of people who are seeking workforce housing; the existing roadblocks to the development of that housing; and, the legislation needed to provide funding for infrastructure for workforce housing.

d) Innovative Solution:

The FACE of Workforce Housing advertising and education program will introduce workers to residents and community leaders through a series of ads. These themed ads will lead into ads for community meetings on Innovative Workforce Housing Solutions. Mike Macey, President of Designed West, Inc. of St. Joseph, Missouri, has agreed to donate his time and make up to 2 presentations in each county if his travel expenses are covered. Mike Macey has worked with SWEDA and the agency was impressed with the variety of solutions his firm has brought

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forward. Prior to the meetings, the partners will distribute the brochure which will summarize the key points of the ad campaign on the “faces” of workforce housing, give the meeting schedule and provide an overview of the topics to be covered at the meetings. These brochures will be distributed to the local officials the partners have been working with to set up the meetings, civic groups, area builders and developers, and employers in the community. The partners and the featured workers will attend area Planning and Zoning meetings to discuss the importance of reviewing and streamlining regulations. Care will be taken to approach these volunteers (P&Z Board members) as part of the solution rather than part of the problem and to encourage their attendance at the meetings. At the Innovative Workforce Housing Solutions meetings, community focus groups will be formed to work with local legislators on infrastructure legislation. Additional groups may be formed to address P&Z issues or a specific problem in that community (some communities have already addressed the P&Z issue). The partners will form the backbone of these local focus groups to ensure that good ideas are quickly disseminated throughout the Western Wyoming region and that the effort remains cohesive. The partners will be responsible for developing one-page summaries in pdf that can be distributed broadly by e-mail. These summaries will focus on the following topics: 1. Best Practices in P&Z; 2. Key Elements of Workforce Housing Infrastructure Legislation; 3. Who Lives in Workforce Housing?

The innovative concept is simple, first, identify and explain the problem. After the public and community leaders understand the problem, introduce a range of possible solutions. Finally, engage the community and local leaders in tailoring a solution that works for Wyoming.

e) Why This is a Worthwhile and Innovative Endeavor:

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According to MIT, "innovative" can be defined by the result. The desired result, in their words, is "Successful practices that lead to fast or fertile innovation and new product development."

Carbon Fiber Technology, LLC is suggesting a successful practice that should lead to the development of affordable, quality housing suitable for Wyoming's workforce. Fertile cropland still requires cultivation to produce a specific, desired crop. Wyoming's state and local leadership has the ability to produce successful solutions, this project provides the necessary cultivation. Truly innovative solutions are generally simple in concept and easy to replicate. This project can easily be adapted to any community in Wyoming. The fact that the ad campaign will run statewide (the Wyoming Press Association statewide special on 2x2 and 2x4 ads is cheaper than running individual ads in the area served by the Western Wyoming Workforce Solutions Group) will give other communities an easy tie-in to start their own local campaign. It will also raise the awareness and understanding of the housing shortage for legislators statewide. This should make it easier to introduce proposed legislative concepts as bill sponsors will have a base to build upon.

f) Number of Workers Affected and Performance Measures:

The single most important performance measure is whether or not an infrastructure bill addressing worker housing needs passes the legislature and is successfully enacted. Potentially, thousands of workers could obtain housing if there is legislation that enables local communities to attract affordable housing development. A secondary performance measure is whether or not counties and local communities review their Planning and Zoning regulations and correct any identified problems which unnecessarily deter development. Other performance measures include attendance at the Innovative Housing Solution meetings and participation in focus

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groups. Ideally, this effort will educate citizens not only on the housing issue, but, also on how the legislative process works. Wyoming's legislators do work year-round, even though they are in session for just a short period of time. Unfortunately, many people only talk to their legislators during the session and give them "time off" the rest of the year. It is much more productive to discuss issues when they have time available than it is during the session when many interests compete for their time and attention. A short discussion during the legislative session that recalls a number of earlier meetings is more productive than one long meeting.

g) Timeline:

Dates of Performance	Tasks
August, 2007	Identify workers to feature in ad series. Prepare Ads and Design Brochure
Late August, 2007	Begin ad campaign, run 3-2x2 ads and 1-4x2 ad for six weeks that feature various workers
Late September, 2007	In Week 5 of above ad campaign run add 1-2x2 and 1-2x4 ad on the Innovative Housing Solutions meetings In Week 6 of said ad campaign run 2-2x4 ads on the meetings
October, 2007	Hold Innovative Housing Solutions meetings, schedule and timing of ads to be adjusted to fit availability of speaker (and hunting season)
October/November, 2007	Hold focus group meetings to identify solutions and develop key points for legislation

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December, 2007	Partners prepare the 3 pdf files to distribute
January, 2008	Share results with other regions and communities; work with legislators, disseminate findings
Legislative Session	Continue dialogue with legislators
April – May, 2008	Partners review progress and report on performance measures

h) Future Efforts:

This project brings together a diverse group of partners in the region. The focus has been on developing ways to ensure that this project is successful in the upcoming legislative session. The intent is to build on the limited success of H.B. 128 and solve the problem. Future efforts will be aimed at solving other workforce issues. Since this has created a working group with a varied background, the partners are well-positioned to use a similar method on future problems. The total cost of this project is not prohibitive for such a broad based coalition to self-fund in future years. The partners have made an effort to secure sufficient commitments so that the commitment by any one entity is not unduly burdensome, and that is essential to the long-term success of this approach.

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**Proposal: Part II
Detailed Budget**

	GRANT REQUEST	LEVERAGED
Ad & Brochure Design – Pinedale Arts Council (normal graphic design fees range from \$50 - \$100 per hour) Estimated 50 – 70 hours. Design elements: <ul style="list-style-type: none"> o Brochure design o Design of 2x2 ads featuring workers—up to 18 featured workers o Design of 2x4 ads featuring workers—up to 6 featured workers o Design of 2x2 Innovative Housing Meeting ad o Design of 2x4 Innovative Housing Meeting ad 	\$1,000.00	\$4,000.00
Brochure Printing – estimate based on 10,000 copies; 8 ½ x 11, 2 sided, full color, folded	\$1,142.00	
Speaker fees – based on 2 presentations in each of five (5) counties @ \$1,000 per presentation		\$10,000.00
Meeting locations for speaker with equipment, hand-outs and refreshments; \$75 for location and equipment; \$50 for refreshments and hand-outs (copies)		\$1,250.00
Speaker Travel: These are estimates based on quotes obtained in July 2007 Total: \$2,938 Airfare: St. Joseph, MO to Rock Springs Car rental and gas: Avis quote Hotel: Local rates Meals: IRS per diem ranging from \$39 to \$54 Miscellaneous:	\$1,000.00 \$698.00 \$875.00 \$315.00 \$50.00	
Advertising per Wyoming Press Association rates using 2x2s and 2x4s. These ads will run in all the WPA member papers, statewide. All local papers for the area are WPA members and this option was cheaper than individual contracts. Total - \$19,920 <ul style="list-style-type: none"> o 3 – 2x2s for 6 weeks o 1 – 2x4 for 6 weeks o 1 – 2x4 for 2 weeks o 1 – 2x4 for 1 week o 1 – 2x2 for 1 week 	\$8,640.00 \$7,200.00 \$2,400.00 \$1,200.00 \$480.00	
Partners prepare 3 pdf files for distribution; print copies		\$250.00
TOTALS	\$25,000.00	\$15,500.00

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