

**Big Horn County, Wyoming**

**Land Use Plan**

**A Proposal for Planning Services**

Ken Markert, AICP, Community Planning Consultant

November 5, 2007

# **Big Horn County Land Use Plan Proposal**

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This is a proposal for planning services to prepare a Land Use Plan for Big Horn County, Wyoming. Planning consultant Ken Markert, AICP, has prepared this proposal for Big Horn County's consideration. The proposal is organized into the following sections:

1. Background
2. Plan preparation
3. Products Provided
4. Project schedule
5. Project budget
6. Consultant qualifications

## **1. Background**

Big Horn County has recognized that its 1977 comprehensive plan is out of date and a new plan is needed given the county's current situation. In the past few years, the county has experienced more development proposals. Population projections indicate that the county will grow in the future, perhaps adding 3,000 or more new residents by 2030. The county needs a new plan to effectively deal with future development.

The county has recently undertaken certain steps towards preparing a new land use plan. In March 2007, the county had a "Strategic Plan" prepared. This document evaluated the county's 1977 plan, recommended preparing a new plan, and described the process of preparing a new plan. Later in 2007, the county conducted a "Planning Survey" to gauge public opinion about land use, development and planning issues.

County Planner Jim Waller requested planning consultant Ken Markert, AICP, to prepare this proposal for the county's consideration. Because the project is relatively large, planner Anne Cossitt has been brought in to assist throughout the project. The proposed consulting team would consist of Markert as the lead planner and project manager and Cossitt as assistant planner.

## **2. Plan Preparation**

Communication and coordination will be important for a successful project. Throughout this entire project, the consultant will meet periodically with the Planning & Zoning Commission (or alternatively, a special committee) to review the progress of work, inform the commission of the results, and take feedback on areas needing additional work. We plan to hold about 13 such meetings with the commission over the 18 months it will take to complete the plan. In addition, we will have separate meetings with county staff on technical issues. All in all, we expect to work closely with the county to ensure the new plan meets the county's needs and expectations.

In our experience developing plans, we have had success working directly with the planning commission. We have also been successful working with specially-appointed task forces or committees that have different members than the planning commission. If the planning commission expects to be busy with other work, it is best to have a special committee appointed with representation from the planning commission. Throughout this proposal, the Planning & Zoning Commission is named as the main group involved in the project. However, if the county prefers we will work with a special committee instead.

This proposal is general framework with flexibility that will allow us focus on additional topics of concern the county. We anticipate working out such details with the county after the county's acceptance of this proposal.

The remainder of this section describes the planning process the consultant would use to produce the new land use plan. The planning process consists of three major

phases: Inventory; Primary Goals and Planning Strategies; and Plan Preparation. These phases are described below.

*Phase 1: Inventory*

This phase is the process of collecting the background information that is necessary for preparing a county land use plan. Specifically, the following types of background information are the focus of this phase:

- Population — Analysis of probable population growth as may occur due to various factors.
- Housing — Current status, recent development activity and anticipated housing demand based on population and economic forecasts and current need.
- Economy — Changes from anticipated development and efforts underway to expand local economic development.
- Infrastructure — In terms of the capacity of the county and its municipalities to accommodate growth.
- Mapping of development constraints — Land features that affect development potential such as land slope, hazards areas, utility service areas, etc.
- Mapping of resource lands — Agricultural lands, public lands, waterways, and other locally important resource lands.
- Mapping of the existing planning and regulatory framework — Generalized mapping of existing land use, extra-jurisdictional municipal plans, federal land use policies and local zoning.
- Big Horn County citizen opinions, perspectives and expectations — Obtained from the recent Big Horn County Planning Survey.

The consultant will prepare reports on the major findings of this phase, to document and publicize the results and to use as building blocks for the final plan.

*Phase 2: Primary Goals and Planning Strategies*

This second phase of the planning process concentrates on involving the County's citizens in the identification of goals for land use in Big Horn County. The purpose is to establish countywide consensus on the basic goals that will form the foundation of the plan, which will be called the Primary Goals. The Primary Goals are intended to be concise, general statements on land use issues that can be supported by most people in the county.

To start with, around seven to ten proposed Primary Goals will be produced by building on the results of the Planning Survey from earlier this year. We will also factor in the results of the survey of county officials conducted as part of the Big Horn County Strategic Plan in March 2007. We will develop the Primary Goals in coordination with the Planning & Zoning Commission.

The next step will be the presentation of the goals around the county at various forums where the public will be invited to provide comments, concerns, and suggestions. At these sessions, we will also present an overview of our finding in the Inventory Phase. In response to the public input, we will revise the goals as necessary in coordination with the Planning & Zoning Commission prior to finalizing the goals. The results of this process will be a basic mandate for the direction of the plan and what it is supposed to achieve.

The entire set of Primary Goals will likely be no more than one page long. Here are some examples to illustrate the content and format we would use (keep in mind these are only examples and may not be appropriate for Big Horn County). Two examples of primary goals are:

- Protect the county's rural character, existing agricultural economy and culture while enhancing and maintaining the general county economy.

- Improve the quality of new development and minimize its impact to agriculture and the natural environment.

After the Primary Goals are finalized, the consultant will develop corresponding Planning Strategies that are intended to achieve the goals. As with the Primary Goals, the Planning Strategies will be concise and general (more detail will be developed later in the planning process). The Planning Strategies are intended to summarize the main themes of action the County should undertake to achieve the Primary Goals. We will prepare the Planning Strategies by presenting a variety of potential strategies to the Planning & Zoning Commission and working with the Commission to narrow the list to a workable number of preferred strategies. Four examples of planning strategies (again, not necessarily appropriate for Big Horn County) are:

- Target development to specific growth areas.
- Draft and sign a town/county inter-governmental planning and annexation agreement.
- Enact enhanced development review standards.
- Revise or create open space dedication requirements and bonuses.

*Phase 3: Plan Preparation*

The preparation phase builds on the direction provided by the Primary Goals and Planning Strategies and the information from the inventory studies to produce a complete land use plan. In this phase, we will focus our efforts on producing a plan that will include:

- Maps designating growth areas and future land use;
- More detailed policies, objectives and actions to provide details supporting the Primary Goals and Planning Strategies; and

- Recommended implementation tools — the programs and regulations that can be used to implement the plan.

After we produce a draft plan, we will hold another series of meetings around the county to gather input on the plan's contents and receive feedback for improving the draft. At the conclusion of the meetings and following any needed revisions, we will present a revised final draft to the Planning & Zoning Commission for review and approval.

At end of this stage, the Planning & Zoning Commission will become responsible for bringing the land use plan forward for adoption. The consultant will support the adoption process and will be present at a public hearing with Planning & Zoning Commission and one with Board of County Commissioners when final approval is on the table. We would be available to present the plan and answer questions that may arise from the public or county officials.

### **3. Products Provided by the Consultant**

In each of the three phases of the planning process we will produce reports or other documents that summarize the work completed. In Phase 1, Inventory, we will prepare two separate reports as follows:

- A report summarizing the population, housing, economy and infrastructure information; and
- A mapping report on development constraints, resource lands, and the regulatory framework.

In Phase 2, the draft Primary Goals and Planning Strategies will be developed, along with a report summarizing the public comments on the draft. We will also create a final version of the Primary Goals and Planning Strategies.

In Phase 3, Plan Preparation, we will produce a draft Big Horn County Land Use Plan complete with maps designating growth areas and future land use; policies and

objectives to augment the Primary Goals and Planning Strategies; and recommendations for specific implementation tools for carrying out the plan.

The preliminary outline of the plan is as follows:

1. Introduction — Purpose of plan; statutory authority; relation to the county previous plan, to municipal plans, and to federal land management plans; description of planning process.
2. Inventory — Economics and demographics; infrastructure and growth capacity assessment (for Big Horn County and municipalities); development constraints; resource lands; existing planning and regulatory framework; citizen survey results.
3. County Planning Goals and Policies — Primary Goals; detailed policies and objectives for land use planning and decision-making guidance.
4. Planning Strategies and Implementation — Planning Strategies, detailed implementation actions; implementation tools and specifications for programs and regulations to carry out the plan.
5. Growth Areas and Future Land Use—Growth area designations; future land use map.

A land use plan is only as strong as the level of support it has from local citizens, appointed boards, and elected officials. Therefore throughout the project we plan to take steps to make sure there are multiple opportunities for public involvement in the planning process. To facilitate this, the consultant will be responsible for the production of all informational items for public meetings including presentations, document summaries, press releases and announcements, displays, etc. We will also maintain a project website as a venue for presenting project information for public review and comment.

**4. Project Schedule**

The total project is estimated to take 18 months to complete from the start of work. The sequence and approximate time frame for completion of the plan is as follows:

<b>PROJECT PHASE</b>		<b>SCHEDULE</b>
1. Inventory	a. Economics, housing, and demographics	Month 1-2
	b. Infrastructure and growth capacities	Months 3-4
	c. Mapping of development constraints, resource lands, and regulatory framework	Months 5-8
2. Primary Goals and Planning Strategies	a. Primary Goals development and public review	Months 10-11
	b. Planning strategies development	Month 12
3. Plan Preparation	a. Growth areas and future land use mapping	Month 13
	b. Detailed planning policies, objectives, and implementation actions	Month 14
	c. Recommended implementation tools	Month 15
	d. Public review and plan finalization	Month 16
4. Plan Adoption Process	a. Planning & Zoning Commission hearing	Month 17
	b. Board of County Commissioners hearing	Month 18

**5. Project Budget**

The total project is estimated to cost \$77,600 inclusive of all professional fees and expenses. The consultant will deliver the entire project for this cost and will not exceed this cost. The cost breakdown for project components is as follow:

<b>PROJECT PHASE</b>		<b>BUDGET</b>
1. Inventory Update	a. Economics and demographics	\$ 6,800
	b. Infrastructure and growth capacities	\$ 8,900
	c. Mapping of development constraints, resource lands, and regulatory framework	\$ 16,500
2. Primary Goals and Planning Strategies	a. Primary Goals development and public review	\$ 7,500
	b. Planning strategies development	\$ 3,000
3. Plan Preparation	a. Growth areas and future land use mapping	\$ 7,900
	b. Detailed planning policies, objectives, and implementation actions	\$ 7,600
	c. Recommended implementation tools	\$ 8,800
	d. Public review and plan finalization	\$ 7,600
4. Plan adoption process	a. Planning & Zoning Commission hearing	\$ 1,500
	b. Board of County Commissioners hearing	\$ 1,500
<b>TOTAL</b>		<b>\$ 77,600</b>

Upon County approval of the proposal, the consultant will prepare a contract for this work and will commence work on the project immediately upon contract execution. Also, at the start we would like to meet with the Planning and Zoning Commission or special committee and county staff to identify special issues we need to address, work out meeting schedules, establish lines of communication, etc.

## **6. Consultant Qualifications**

### ***Ken Markert, AICP, Community Planning Consultant***

Ken Markert formed his consulting business in 2003. He has been practicing rural county and small town planning since 1984, working in the Shenandoah Valley of Virginia, in a rural part of upstate New York and for the past 11 years in Wyoming.

As county planner for Park County, Wyoming, Ken directed development of a new land use plan in 1997 and a new county zoning resolution in 2000. In 2001, he worked with the Legislature to revise the county subdivision statutes. He later led the county Jail Planning Committee in its successful effort to gain voter approval in 2002 of an optional sales tax for a new jail and obtain a \$4.5 million grant from the State Loan and Investment Board.

As a private consultant, Ken works with public- and private-sector clients on a variety of planning projects. Ken has been hired to produce housing studies, downtown development studies, zoning ordinances, community development plans, and citizen opinion surveys. He has designed land development projects, assisted project developers with zoning and subdivision compliance, and served as an expert witness in legal proceedings. Recent Wyoming clients include the communities of Buffalo, Byron, Cowley, and Greybull; Big Horn County, Carbon County, and Johnson County; Powell Valley Economic Development Alliance, First National Bank & Trust of Powell, and Worthington Communities, developers of the Copperleaf development in Wapiti.

Ken holds undergraduate and graduate degrees in Biology as well as a Master of Urban and Regional Planning degree. He is a member of American Institute of Certified

Planners. Ken formerly served on the Wyoming Planning Association board, on the City of Cody Planning Board, is a past-president of the Cody Rotary Club, and was the Wyoming Planning Association's "Planner of the Year" in 2003.

**Anne T. Cossitt, Planner**

Anne Cossitt will work on all phases of the project and will be a key resource for the team on planning, group facilitation, plan implementation, and collection and syntheses of data from existing sources. Anne has a master's degree in Public Affairs from the University of Minnesota and is a member of the American Planning Association.

Anne formed Cossitt Consulting in 1994 and has been providing public policy and planning services since 1981. Since 2000, she has completed comprehensive plans for six local jurisdictions in Montana, three Pre-Disaster Mitigation Plans (meeting FEMA requirements for local and tribal governments), and strategic plans for two state parks in Montana. Work on these projects involved inventories of existing and projected future conditions for population, housing, economics, public services and infrastructure, and natural resources. Ms. Cossitt was also responsible for developing goals and strategies and for facilitating public involvement and comment.

Anne has developed local land use regulations and has been responsible for subdivision review in a number of Montana counties.

Anne has also completed a number of economic analyses, including a feasibility of converting a federal Veterans Administration medical center to local ownership (Custer County, Montana), and analysis of income and indirect economic effects of a proposed Montana facility for the Paul Dyck Family collection of Plains Indian artifacts (now housed at the Buffalo Bill Historical Center in Cody).

Anne is a former resident of Wyoming (1976-1979) and also familiar with Wyoming through her work with the Western Governors' Association (1981-1988).

**Kenneth R. Markert, AICP**  
2319 Davidson Ave.  
Cody, WY 82414  
307-587-4480  
markert@bresnan.net

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## PROFESSIONAL EXPERIENCE

### **Community Planning Consultant**, *Self-employed, Cody, WY. April 2003 – Present*

Independent consultant providing planning services to public- and private-sector clients including:

- Town of Byron, WY — Community development plan and zoning ordinance.
- First National Bank & Trust, Powell, WY — Evaluation of rural land development potential.
- Town of Greybull, WY — Preparation of community development plan.
- Big Horn County, WY — South Big Horn Airport strategic plan.
- Bonner Stinson Law Office, Powell, WY — Expert witness and zoning advisor.
- Cody City Attorney, Cody, WY — Amendment of city zoning ordinance.
- Powell Valley Economic Development Alliance, Powell, WY — Housing and downtown studies.
- Northfork Communities Inc., Wapiti, WY — Copperleaf subdivision and zoning permitting assistance.
- Rocky Mountain Industries, Red Lodge, MT— Land analysis and development scenarios.

### **Planning Coordinator**, *Park County Planning & Zoning Dept., Cody, WY. Nov. 1996 – Jan. 2003*

Head of department and administrator of all county land use programs:

- Responsible for administration of zoning, subdivision, flood plain, and septic systems programs.
- Directed development of the county's Land Use Plan (adopted in 1998), which included "Land Use Survey" opinion poll of 4,800 landowners and "Land Suitability Analysis" computerized mapping analysis of county.
- Directed development of the Zoning Resolution (adopted in June 2000), the first comprehensive revision of county zoning regulations since 1980.
- Chaired committee that helped change state statutes in 2001 to simplify the review process for minor subdivisions and eliminate loopholes in the state subdivision act.
- Organized and directed a planning process addressing the County's jail overcrowding problem resulting in an approved plan and complete financing for a new \$13.9 million city-county jail; Prepared successful grant application obtaining \$4.5 million grant toward project construction; Led public education process culminating in passage of a \$7.3 million local sales tax proposition with 63% of the vote in November 2003, the first optional sales tax ever approved in the county.

### **Executive Director**, *Coalition of Watershed Towns, Delbi, NY. March 1991 - Feb. 1995*

Founded and managed inter-municipal organization of rural communities comprising New York City's water supply watersheds and represented the communities in deliberations over the city's watershed protection program:

- Directed complex negotiations over technical, administrative and economic issues, resulting in a November 1995 agreement that provided \$375 million for water quality infrastructure and economic development and created a local agency to run many watershed programs.
- Developed recognized expertise in technical and administrative aspects of water quality protection in rural regions.
- Kept 300 elected officials informed on issues and involved in the process.

- Served as organization's primary media contact at local, state and national levels including National Public Radio's *Morning Edition*, the *New York Post*, the Natural Resources Defense Council's *Amicus Journal* and the *Empire State Report*.
- Coordinated efforts to raise operating funds of over \$1 million from member municipalities, grants and private contributions.
- Consultant to the Coalition of Watershed Towns, 1995 - 1996.

**Planning Director**, *Delaware County Planning Dept., Delbi, NY. Dec. 1988 - Feb. 1995*

Head of department providing planning services to rural, Upstate NY county and 24 municipalities:

- Advised and assisted municipal planning boards engaged in reviewing site plans, special use permits, subdivisions, rezonings, and ordinance revisions.
- Assisted five communities to develop and adopt their first zoning ordinances.
- Co-directed task force that addressed county's solid waste crisis resulting in successful landfill expansion and savings to county of \$17 million.
- Established program providing a soil scientist to review septic system suitability in proposed subdivisions and model regulations to require soil testing (adopted by eleven towns).
- Member of task force that resolved a dispute over proposed watershed regulations on dairy and livestock farms -- lead to a voluntary farm program funded entirely by non-farm sources and accepted by area farmers as well as by regulatory authorities and environmental interests.

**Planning Administrator**, *Clarke County, Berryville, Virginia. April 1985 - Dec. 1988*

Carried out all planning functions during a period of unprecedented development pressure in a small, rural Virginia county:

- Served as staff to Planning Commission, Board of Zoning Appeals, Historic Preservation Commission, Agricultural Districts Advisory Committee and Town-County Annexation Committee.
- Revised the county comprehensive plan, zoning and subdivision regulations and significantly strengthened agricultural land preservation program.
- Directed joint town-county annexation and comprehensive planning project leading to town and county agreement on future land use on 2,000 acres around the county's largest town.

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## EDUCATION

**Master of Urban and Regional Planning**

*Virginia Polytechnic Institute (Virginia Tech), Blacksburg, VA., conferred June 1984.*

- American Planning Association Award, Outstanding Attainment in the Graduate Study of Planning, 1984. (Awarded by Virginia Tech Graduate Planning Program faculty.)

**Master of Science (Biology)**

*Slippery Rock University of Pennsylvania, Slippery Rock, PA., conferred May 1984.*

- Slippery Rock University Award: Outstanding Graduate Student in Biology, 1982.

**Bachelor of Science (Forest Biology)**

*State University of New York, College of Environmental Science and Forestry, Syracuse, NY., conferred December 1979.*

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## AFFILIATIONS

American Institute of Certified Planners: Member, 1988 to present (Certificate #6327)  
American Planning Association: National Planning Awards Jury Member, 2002  
American Planning Association: Member, 1988 to present  
Wyoming Planning Association: “Planner of the Year” award, 2003.  
Wyoming Planning Association: Board of Directors, 1998 - 2005  
City of Cody, WY, Planning, Zoning and Adjustment Board: Member, 2003 to 2005  
Cody Rotary Club, Cody, WY: President, 2002; Board of Directors, 2000 – 2003  
State University of New York, College of Technology, Delhi, NY: Adjunct Professor, 1995 -1996  
Delaware County, N.Y. Chamber of Commerce, Delhi, NY: Board of Directors, 1991-1995

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## COMPUTER SKILLS

Proficient in Excel, MapInfo GIS Manifold, GIS PowerPoint, Publisher, and Word. Conversant in ArcView, Access, and FrontPage.  
Constructed and maintained Park County Jail Planning Committee website, [www.newjail.net](http://www.newjail.net) and Wyoming Planning Association website, [www.wyopass.org](http://www.wyopass.org).

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## SELECTED PUBLICATIONS

Review and Assessment of the Carbon County Land Use Plan. Prepared for Carbon County, WY. Co-authored with Joanne Garnett. 19 pp.  
Town of Byron Land Use and Development Code. Prepared for the Town of Byron, March, 2007. 53 pp.  
Johnson County, WY, Draft Zoning Resolution. Prepared for Johnson County Planning & Zoning Commission, June 2007. Co-authored with Joanne Garnett. 107 pp.  
Buffalo Comprehensive Plan. Prepared for Buffalo, WY. Adopted June 2007. 92 pp.  
Zoning Ordinance Amendment – Special Exemptions. City of Cody, WY. Adopted December 2004. 6 pp.  
Downtown Expansion Study. Powell Valley Economic Development Alliance and City of Powell, WY. January 2005, 20 pp.  
Finance survey: A report on voter preferences for financing the new Law Enforcement Center. Park County Jail Planning Committee. June 2002. 11 pp.

Park County, WY, Zoning Resolution. Park County, Cody, WY. Adopted June 2000. 114 pp.

Park County, WY, Land Use Plan. Adopted September 1998. 87 pp.

Town of Bovina, NY, Zoning Local Law. Adopted October 1993. 37 pp.

Watershed protection through whole community planning: A charter for watershed partnership. NYS Water Resources Institute, Cornell Univ., Ithaca, NY. Sept. 1993. 26 pp. (Markert authored several chapters.)

Town of Andes, NY, Zoning Local Law. Adopted March 1993. 31 pp.

Economic development in New York City watersheds: An assessment of the prospects for Delaware County. Center for Economic and Community Development, S.U.N.Y., Oneonta, N.Y. 1991. 4 pp. Co-authored with William Moon, Delaware County Commissioner of Social Services.

Application of the Land Evaluation and Site Assessment (LESA) System in Virginia counties. Master's of Urban and Regional Planning degree major paper. Virginia Polytechnic Institute, Blacksburg, VA. 1984. 81 pp.

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## PRESENTATIONS

2003 Wyoming Planning Association Fall Conference, Cheyenne, WY: Session Presenter on “Community Surveys” as part of the Professional Training for Planners series.

2002 Western Planner Annual Conference, Evanston, WY: Session Presenter – “Dealing with Statutory Exemptions in Subdivision Regulations.”

Greater Yellowstone Law Institute, 12<sup>th</sup> Annual Seminar, Wyoming Real Estate Law for the 21<sup>st</sup> Century, June 1999: Session Presenter.

1994 Annual Meeting of Wachusett Watershed Local Officials, West Boylston, Massachusetts: Keynote Speaker.

Regional Plan Association, 1993 Annual Regional Assembly, New York City, NY: Panel Speaker – “Watershed Management: Land Use and Drinking Water Protection.”

U.S. EPA Expert Panel on the New York City Water Supply, Dr. Daniel A. Okun, Chairman, New York City, January 1993: Invited Presenter - “Watershed Communities’ Perspective.”

New York State Legislative Committee on Rural Resources, Land Use Advisory Committee, Albany, NY, 1990: Invited Participant.

Virginia Citizens' Planning Association, 1987 Annual Conference, Virginia Beach, VA: Plenary Session Speaker.

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## REFERENCES

Ken Fink, P.E., County Engineer, Big Horn County, P.O. Box 29, Basin, WY, 82410, (307) 568-2467. Mr. Fink supervises the County Planning Office and has been involved in my work on the Big Horn County Strategic Plan and for the South Big Horn County Airport.

Dick Geving, 69 Rattlesnake Creek Rd., Cody, WY 82414, (307) 587-3620. Mr. Geving was on the County Planning and Zoning Commission during my tenure with Park County and is now a private sector client.

JR Gonzales, 51 N. Pyror St., Byron WY 82412, (307) 272-3136. Mr. Gonzales was the Town of Byron mayor during my work on the Byron Town Plan and Development Code.

Ray Hall, Citizen Member, Executive Committee, Park County Jail Project, 130 N. 41st St., Cody WY 82414, (307) 527-4469. Mr. Hall was on the Executive Committee during my tenure with the committee.

Charles W. Johnstone, 1480 US Highway 14A, Powell, WY 82435, (307) 754-5671. Mr. Johnstone was a Park County Commissioner during my tenure at Park County.

Bob Kudelski, President, Northfork Communities, Inc., P.O. Box 236, Wapiti, WY 82450, (307) 527-5323. Northfork Communities, developers of the Copperleaf project, is a private sector client.

David R. Reetz, President, Powell Valley Economic Development Alliance, P.O. Box 814, Powell, WY 82435, (307) 754-2201. Mr. Reetz worked with me on county land use planning and the jail project and is now a private sector client.

Perry W. Shelton, President, Catskill Watershed Corporation, P.O. Box 23, Trout Creek, NY 13847, (607) 865-5633. Mr. Shelton is a county supervisor in Delaware County, NY and was Chairman of the Coalition of Watershed Towns during my tenure with the Coalition and Delaware County.

Alan Siggins, Chairman, Park County Planning & Zoning Commission, 217 Road 6EH, Cody WY 82414, (307) 587-3786. Mr. Siggins was on the Planning Commission during my tenure with Park County.

Colin M. Simpson, Representative, Wyoming House District 25, Simpson, Kepler & Edwards, P.O. Box 490, Cody WY 82414, (307) 527-7891. Mr. Simpson was on the Park County Planning Commission during tenure with Park County and is now a private-sector client.

**ANNE T. COSSITT**  
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**Park City, Montana 59063**  
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**PROFESSIONAL SUMMARY**  
**September 2006**

Ms. Cossitt has managed public policy, planning, economic development, and environmental analysis projects in the Rocky Mountain region since 1981. Ms. Cossitt has managed large, complex projects with rigorous deadlines and large technical teams. Ms. Cossitt has worked with local, state, and federal governments, non-profit associations, and a variety of Native American tribes, including Crow, Northern Cheyenne, Assiniboine and Sioux (Fort Belknap Reservation), Chippewa and Cree (Rocky Boys Reservation), and Blackfeet (Blackfeet Reservation).

**EXPERIENCE**

1994-present Independent consultant - Cossitt Consulting  
1996-1998 Interim Director, Yellowstone Center for Applied Economic Research, a Center of Montana State University-Billings  
1990-1994 Project Manager, Environmental Analysis and Planning, GeoResearch, Inc.  
1987-1988 Project Manager, Western Governors' Association Mine Waste Task Force  
1985-1988 Program Manager, Western Governors' Association Public Lands Program  
Editor, *Western Report* newsletter, Western Governors' Association  
1983-1988 Financial/Administrative Director, Western Governors' Association  
1981-1982 Project Coordinator, Western Coal Export Task Force, Western Governors' Association - multi-national conference  
1980-1981 Administrative Fellow, Institute of Agriculture, Forestry and Home Economics, University of Minnesota

**EDUCATION and TRAINING**

MA - Public Affairs, Univ. of Minnesota, H.H.Humphrey Institute of Public Affairs, 1981  
BA - Art History, University of California, Santa Barbara, 1976  
State of Montana Pre-Disaster Mitigation Plan Workshop (March 2006)  
Honors: Hubert H. Humphrey Fellowship, Phi Kappa Phi, summa cum laude

**CIVIC**

Montana Heritage Commission (Governor-appointed commission member 2005-2007)  
Montana Community Foundation, Yellowstone Region Board member (2000-2006)  
Vice-Chair, Board member- Stillwater County Planning Board (1995-2000)  
Montana Association of Planners, member (ongoing since 1999)

**SELECTED PROJECT EXPERIENCE**

**Growth Policies**

Big Horn County, Treasure County, Park County, and portions of Carbon County and Teton County, Montana

## **Pre-Disaster Mitigation Plans**

McCone, Prairie, Richland, Big Horn County, Northern Cheyenne Reservation, Crow Reservation; also primary contractor responsibility for Dawson and Wibaux Counties

## **Community Wildfire Protection Plans**

Big Horn County, also primary contractor responsibility for McCone, Prairie, Richland, Dawson, and Wibaux Counties

## **EIS and EA Preparation (Lead contractor responsibility)**

Federal--National Forest Service (oil and gas EIS in North Dakota and Jerritt Canyon gold mine EIS in Nevada),  
State of Montana: EA-Ted Turner-State of Montana Land Exchange EA;  
Supplemental EIS Church Universal and Triumphant

## **Community-Economic Development**

Feasibility Study for Conversion of the Miles City VA Complex  
Impact of Museums on Montana's Economy and Community  
Feasibility Study of Cultural Tourism and Economic Development in the Yellowstone Region  
Feasibility Study for a Transportation Hub Site, Billings, Montana

## **Natural Resource Project Management (Lead contractor responsibility):**

Montana Sage Grouse Local Working Group Coordinator (Montana Department of Fish, Wildlife and Parks)  
Montana State Park Plans: Bannack State Park, Giant Springs State Park

## **Facilitation/Mediation**

Northcentral Montana Community Ventures Project (grassroots strategic plan to address poverty in 11 counties and 3 Indian Reservations)  
Comprehensive Recreation Management Plan for Madison-Missouri Rivers ((the Project 2188 FERC license area of PPL Montana on the Madison and Missouri Rivers --Under subcontract to American Public Land Exchange)  
Pine Ridge Elk Herd Management (Montana Fish, Wildlife, and Parks)  
Tongue River Railroad EA-public scoping

## **Regulatory – Development and Implementation**

Montana:  
Subdivision Regulations (Big Horn and Carbon Counties)  
Subdivision –review of applications (Big Horn and Carbon Counties)  
Draft River Setback Regulations (Big Horn County)  
Federal:  
Western Governors' Mine Waste Task Force (21 state effort in 1981 to develop federal regulations for non-coal mining wastes)

## **Strategic Planning**

Montana Recreation and Parks Association  
Loyola University (Chicago)