

The Wyoming Rural Development Council

The Wyoming Rural Development Council is a collaborative public/private partnership that brings together six partner groups: local/regional government, state government, federal government, tribal government, non-profit organizations, and private sector individuals and organizations.

WRDC is governed by a Board of Directors representing the six partner groups. The Board as well as the Council membership have established the following goals for the WRDC:

- ❑ Assist rural communities in visioning and strategic planning
- ❑ Serve as a resource for assisting communities in finding and obtaining grants for rural projects
- ❑ Serve and be recognized as a neutral forum for identification and resolution of multi-jurisdictional issues.
- ❑ Promote, through education, the understanding of the needs, values and contributions of rural communities.

The Council seeks to assist rural Wyoming communities with their needs and development efforts by matching the technical and financial resources of federal, state and local governments and the private sector with local development efforts.

If you would like more information about the Wyoming Rural Development Council and how you may benefit as a member, contact:

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Town of Alpine Five-Year Follow Up

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September 29 & 30, 2008

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Process for the Development of this Report

The Wyoming Rural Development Council (WRDC) has provided a resource team to assist the Town of Alpine, Wyoming in evaluating the community's assets and liabilities and in developing suggestions for improving the environment, social and economic future of Alpine.

The Town of Alpine requested a five-year follow up community assessment from the Wyoming Rural Development Council. Whitney Heller, Town Clerk, Deb Wolfley, Town Administrator, and Victoria Decora, Mayor of the Town of Alpine served as the community contacts and worked with the Alpine community assessment team leaders in agenda development, logistics, and publicity in town for the assessment. Resource team members were selected to visit Alpine; interview citizens, business and community leaders; and develop a plan of recommended actions for the town.

The Resource Team visited Alpine over a two-day period from September 29 & 30, 2008. Our visit began with a tour of the town and surrounding area. During 8 listening sessions and town meeting, the resource team talked to approximately 55 people. Participants were asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing the action plan. The three questions were:

- What do you think are the major problems and challenges in Alpine?
- What do you think are the major strengths and assets in Alpine?
- What projects would you like to see completed in two, five, ten, and twenty years in Alpine?

Upon completion of the interviews, the team met to compare notes and share comments following the two days of study. The team made a preliminary determination of the major themes. The team then agreed that each team member would carefully analyze what was said, synthesize what they heard with their knowledge of programs and resources, prepare their notes and suggestions, and forward these items to be combined into WRDC's final report to Alpine.

The preliminary findings were presented to the people of Alpine on September 30, 2008.

Following the preliminary findings meeting, this formal written report was prepared and presented to the town of Alpine.

Executive Summary

There are many strengths that Alpine has to build upon to have a successful future. To become and maintain a vibrant, sustainable community takes only a few people willing to roll up their sleeves and go to work. Once this nucleus begins to exert effort, it will begin to show some successes. Then this nucleus needs to expand to include more and more of the community until the entire community is involved. The work is not on just the big jobs; it is also on the small ones that can be achieved quickly.

There are a number of short term, attainable recommendations that the assessment team has provided. The most important thing is to get the entire community involved to develop strategies. A few celebrations at the successful conclusion of an activity which has involved a large number of citizens will lead to a feeling of accomplishment that will carry over into other activities. Look through the short-term suggestions, pick out one that you know what you can do, and get started!

Each of you individually must decide what it is that you want to do – what kind of project you want to tackle. There are enough tasks for everyone, especially in a small community. Each small step, every victory, no matter how limited, is movement in the right direction toward achieving Alpine's goals. It can be done! It is your choice, your decision; you can do it.

On behalf of the Alpine Resource Team, I want to thank the people and businesses of the community, and our sponsors, the Town of Alpine for the hospitality shown to us during our stay. Thank you!

We hope you will find great value in this report and remember any team member is available for you to call to clarify information or provide more information and assistance.

The Wyoming Rural Development Council is here to help you in any way that we can.

Sincerely,

Jo Ferguson
Team Leader



ALPINE EXECUTIVE SUMMARY

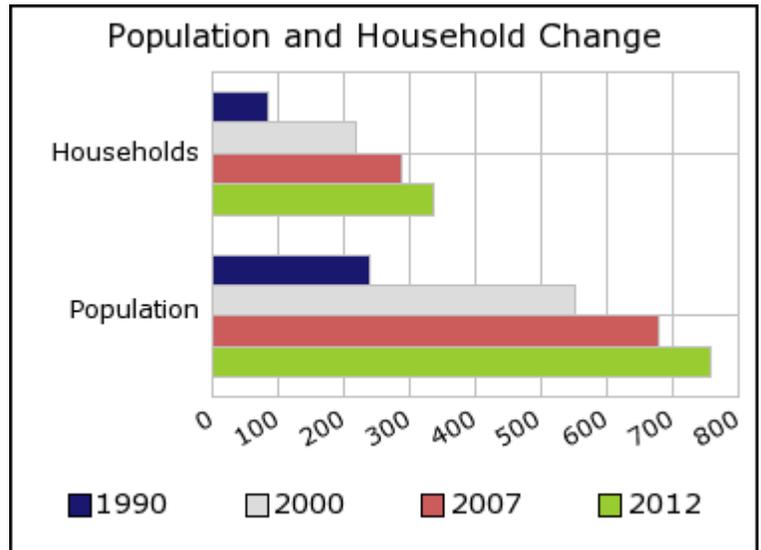
(Elevation: 5,640)

Alpine is located at the extreme northern end of a 50-mile long valley known as the Star Valley, nestled against mountains which rise as high as 10,500 feet. Named for the lovely mountain scenery, some of the town buildings reflect the old-world alpine influence of early settlers. Three major Wyoming Rivers (the Snake, the Greys, and the Salt) meet in Alpine to form the Palisades Reservoir and three national forests come together (The Bridger-Teton, Targhee, and the Caribou National) around the town limits. With Alpine's proximity to Grand Teton and Yellowstone National Parks, the town is the gateway to the great outdoors of the western slopes of the Rocky Mountain. Alpine was incorporated on February 20, 1989.

Population Demographics:

The number of households in Alpine in 1990 was **83** and changed to **217** in 2000, representing a change of **161.4%**. The household count in 2007 was **289** and the household projection for 2012 is **337**, a change of **16.6%**.

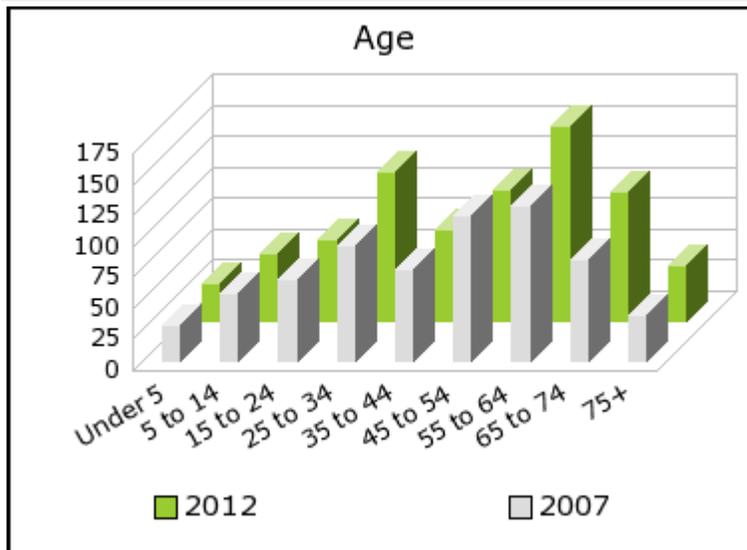
The population in Alpine in 1990 was **240** and in 2000 it was **550**, roughly a **129.2%** change. The population in 2007 was **678** and the projection for 2012 is **759** representing a change of **12.0%**.



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Population Demographics					Percent Change	
	1990 Census	2000 Census	2007 Estimate	2012 Projection	1990 to 2000	2007 to 2012
Total Population	240	550	678	759	129.2%	12.0%
Total Households	83	217	289	337	161.4%	16.6%

Population by Age

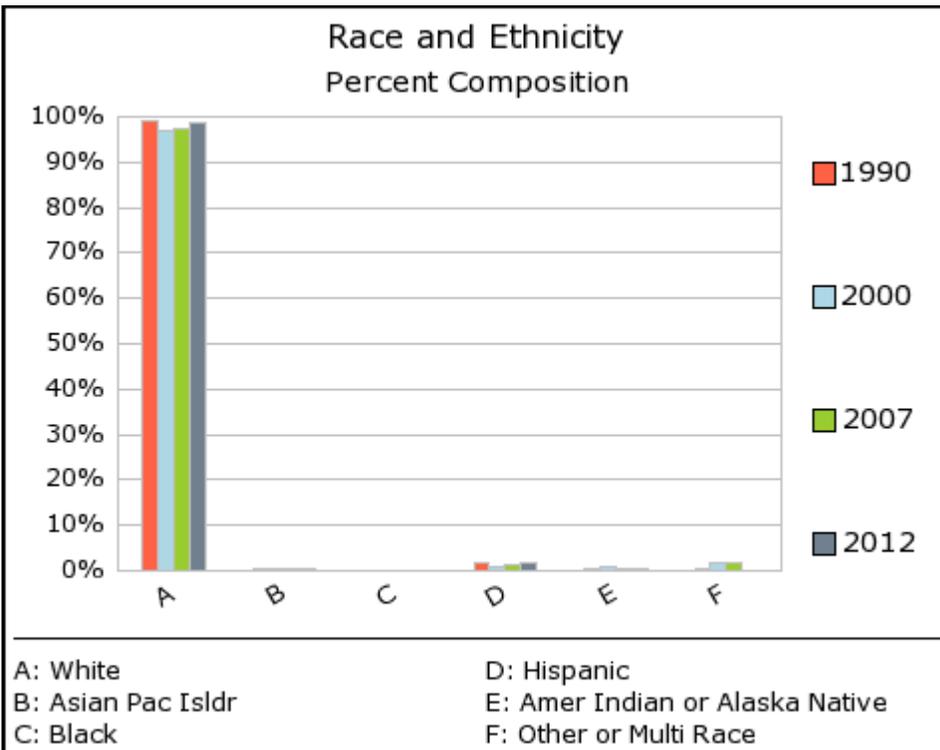


In 1990, the median age of the total population in Alpine was **36.1**, and in 2000, it was **43.9**. The median age in 2007 was **47.4** and it is predicted to change in five years to **49.3** years. In 2007, females represented **49.3** of the population with a median age of **47.9** and males represented **51.6%** of the population with a median age of **46.7** years. In 2007, the most prominent age group was **Age 55 to 64** years. The age group least represented was **15 to 19** years.

Age Groups					Percent Change					
	1990 Census	%	2000 Census	%	2007 Estimate	%	2012 Projection	%	1990 to 2000	2007 to 2012
0 to 4	21	8.9%	27	4.9%	29	4.3%	31	4.1%	25.8%	5.3%

5 to 14	39	16.3%	63	11.4%	55	8.2%	55	7.2%	60.1%	-1.4%
15 to 19	13	5.6%	30	5.5%	29	4.2%	29	3.8%	124.0%	-0.7%
20 to 24	12	4.8%	17	3.1%	36	5.4%	37	4.9%	45.6%	2.8%
25 to 34	30	12.7%	65	11.8%	93	13.7%	121	15.9%	112.6%	29.6%
35 to 44	37	15.3%	84	15.3%	74	10.9%	73	9.7%	129.8%	-0.9%
45 to 54	28	11.5%	87	15.8%	117	17.3%	106	14.0%	215.8%	-9.3%
55 to 64	31	13.1%	82	14.9%	124	18.4%	158	20.8%	161.1%	26.7%
65 to 74	23	9.4%	65	11.8%	82	12.2%	105	13.8%	187.8%	27.3%
75 +	6	2.4%	31	5.7%	37	5.4%	44	5.8%	442.2%	20.9%

Population by Race/Ethnicity



In 2007, the predominant race/ethnicity category in Alpine was **White**. The race & ethnicity category least represented was **Black**.

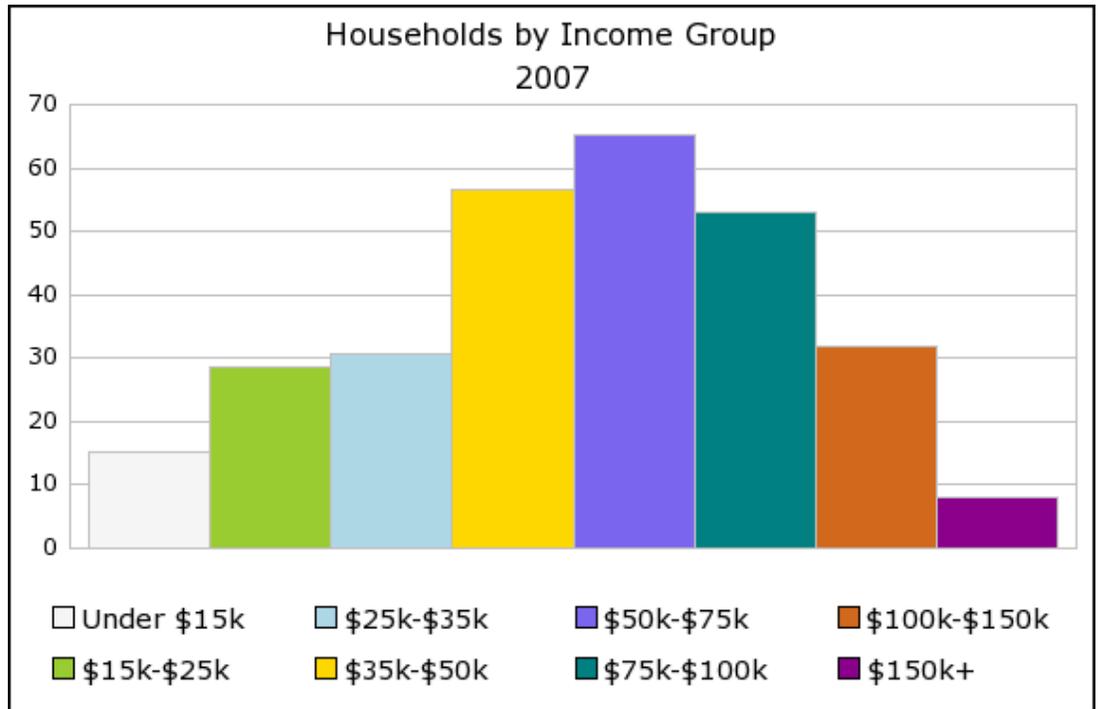
Race & Ethnicity

	1990		2000		2007		2012		Percent Change	
	Census	%	Census	%	Estimate	%	Projection	%	1990 to 2000	2007 to 2012
White	237	98.9%	534	97.1%	660	97.4%	749	98.8%	125.5%	13.5%
Black	0	0.0%	1	0.1%	1	0.1%	1	0.1%	N/A%	0.0%
American Indian or Alaska Native	1	0.5%	4	0.7%	4	0.6%	4	0.5%	219.1%	0.0%

Asian or Pacific Islander	1	0.4%	2	0.4%	3	0.4%	3	0.5%	152.7%	34.8%
Other Race	1	0.2%	0	0.1%	1	0.1%	0	0.0%	-16.7%	-50.0%
Two or More Races			9	1.6%	10	1.5%	1	0.2%		-86.4%
Hispanic Ethnicity	4	1.7%	5	1.0%	9	1.4%	12	1.6%	32.6%	31.6%
Not Hispanic or Latino	236	98.3%	545	99.0%	668	98.6%	746	98.4%	131.3%	11.7%

Households by Income

In 2007 the predominant household income category for Alpine was **\$50K - \$75K**, and the income group that was least represented was **\$150K+**.



HH Income

Categories	1990 Census		2000 Census		2007 Estimate		2012 Projection		Percent Change	
		%		%		%		%	1990 to 2000	2007 to 2012
\$0 - \$15,000	20	23.8%	16	7.2%	15	5.2%	15	4.5%	-21.4%	-0.6%
\$15,000 - \$24,999	19	22.9%	30	13.7%	29	9.9%	29	8.6%	55.2%	1.0%
\$25,000 - \$34,999	18	21.9%	33	15.0%	31	10.7%	31	9.2%	78.8%	0.4%
\$35,000 - \$49,999	14	16.4%	48	22.3%	57	19.6%	57	16.9%	253.3%	0.4%
\$50,000 - \$74,999	11	13.1%	49	22.4%	65	22.6%	80	23.7%	343.3%	22.4%
\$75,000 - \$99,999	1	0.9%	30	14.0%	53	18.2%	54	16.0%	3,771.8%	2.5%

\$100,000 - \$149,999	1	1.1%	8	3.9%	32	11.1%	58	17.1%	790.4%	80.1%
\$150,000 +	1	1.1%	3	1.5%	8	2.8%	14	4.1%	237.3%	70.5%
Average HH Income	\$32,331		\$51,088		\$65,366		\$74,499		58.0%	14.0%
Median HH Income	\$26,559		\$43,794		\$53,112		\$58,955		64.9%	11.0%
Per Capita Income	\$11,904		\$20,144		\$29,379		\$34,736		69.2%	18.2%

Employment and Business

	1990 Census		2000 Census		2007 Estimate		2012 Projection		Percent Change	
									1990 to 2000	2007 to 2012
Age 16 + Population	177		454		587		667		157.0%	13.7%
In Labor Force	109	61.7%	248	54.6%	343	58.5%	392	58.7%	127.5%	14.1%
Employed	99	91.4%	234	94.3%	316	91.9%	360	92.0%	134.8%	14.1%
Unemployed	9	8.2%	14	5.7%	28	8.1%	31	8.0%	58.0%	13.4%
In Armed Forces	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A%	N/A%
Not In Labor Force	68	38.3%	206	45.4%	244	41.5%	276	41.3%	204.5%	13.1%
Employment in Blue Collar Occupations			118	50.4%						
Employment in White Collar Occupations			116	49.6%						

Housing Units

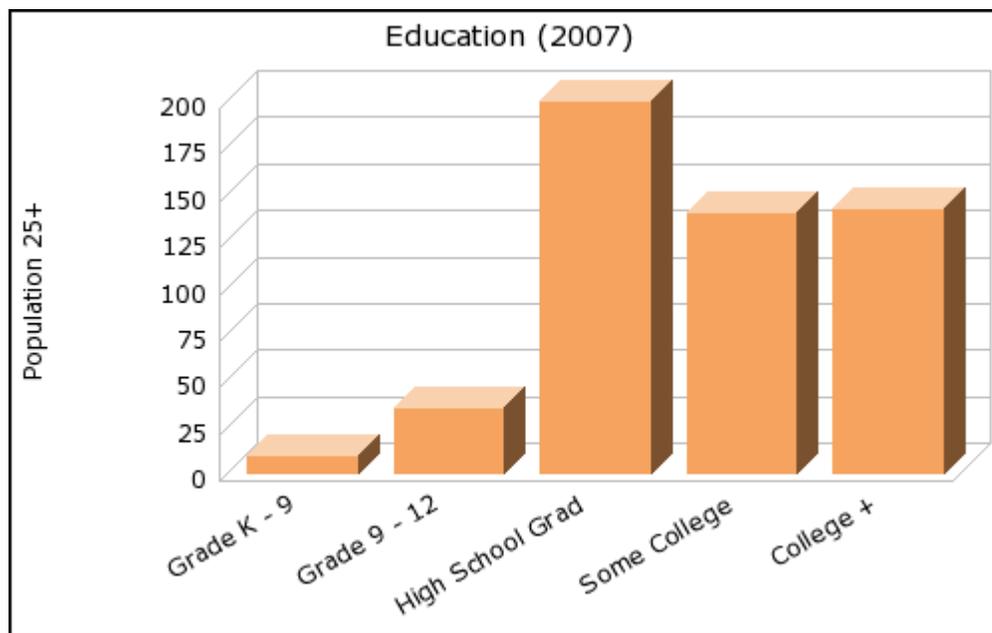
	1990 Census		2000 Census		2007 Estimate		2012 Projection		Percent Change	
									1990 to 2000	2007 to 2012
Total Housing Units	196		351		458		529		78.7%	15.3%
Owner Occupied	67	33.9%	179	50.9%	239	52.0%	279	52.7%	168.3%	16.9%
Renter Occupied	17	8.6%	38	10.9%	50	11.0%	58	11.0%	125.9%	15.0%
Vacant	113	57.5%	134	38.2%	169	37.0%	192	36.3%	18.7%	13.2%

Vehicles Available

	1990 Census		2000 Census		2007 Estimate		2012 Projection		Percent Change	
									1990 to 2000	2007 to 2012
Average Vehicles Per HH	2.10		1.30		2.10		2.50		-39.0%	19.6%
0 Vehicles Available	1	1.7%	2	0.8%	3	1.1%	3	0.9%	25.1%	-8.9%
1 Vehicle Available	23	26.1%	53	24.5%	66	22.9%	73	21.5%	134.0%	9.8%
2+ Vehicles Available	63	72.2%	162	74.7%	220	76.1%	262	77.6%	158.1%	19.0%

					Percent Change	
	1990 Census	2000 Census	2007 Estimate	2012 Projection	1990 to 2000	2007 to 2012
Age 15+ Population	179	461	593	673	157.1%	13.5%
Married, Spouse Present	130 72.7%	336 72.9%	432 73.0%	490 72.9%	157.8%	13.4%
Married, Spouse Absent	0 0.1%	9 2.0%	12 2.0%	13 2.0%	10,243.3%	14.1%
Divorced	17 9.6%	49 10.6%	63 10.6%	71 10.5%	184.3%	13.2%
Widowed	5 3.0%	18 3.9%	23 3.9%	26 3.9%	233.3%	13.6%
Never Married	26 14.6%	48 10.5%	63 10.6%	72 10.7%	85.0%	14.5%

					Percent Change	
	1990 Census	2000 Census	2007 Estimate	2012 Projection	1990 to 2000	2007 to 2012
Age 25+ Population	154	414	528	607	168.3%	15.0%
Grade K - 8	4 2.6%	11 2.5%	10 1.9%	8 1.4%	163.6%	-18.3%
Grade 9 - 12	25 16.4%	41 9.8%	35 6.6%	30 5.0%	59.9%	-13.2%
High School Graduate	53 34.4%	143 34.7%	200 38.0%	243 40.0%	170.2%	21.3%
Some College, No Degree	39 25.4%	112 27.1%	140 26.5%	159 26.1%	186.6%	13.3%
Associates Degree	14 9.1%	37 8.9%	48 9.0%	55 9.0%	162.6%	14.9%
Bachelor's Degree	16 10.5%	46 11.0%	63 11.9%	75 12.3%	180.9%	19.2%
Graduate Degree	2 1.5%	25 5.9%	32 6.1%	37 6.2%	961.5%	16.5%



Current year data is for the year **2007**, 5 year projected data is for the year **2012**.

Resource Assessment Team Members
Alpine Resource Assessment
September 29 & 30, 2008

Team Leader

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Resource Team Agenda

Alpine, Wyoming of Lincoln County **September 29th & 30th 2008**

<u>Monday, 9/29/08</u>	<u>Activity</u>	<u>Location</u>
6:30-7:30 am	Breakfast	
8:00-9:00 am (Team Members Only)	Orientation & Organization Meeting	Town Hall
9:00-10:00 am	Resource Team leaves for area tour	Town Hall
10:00-11:00 am	City, County, Law Enforcement	Town Hall
11:00-12:30 pm	Lunch	
1:00-2:00 pm	Churches	Town Hall
2:00-3:00	Banking & Realtors	Town Hall
3:00-4:00	Retail & Business	Town Hall
4:00-5:00	Utilities & Communication	Town Hall
5:00-5:30	Break: Refreshments	Town Hall
5:30-6:30	Youth	Town Hall
6:30-7:30	Open Public	Town Hall
7:30pm to?	Dinner	
<u>Tuesday, 9/30/08</u>	<u>Activity</u>	<u>Location</u>
6:30-7:30 am	Breakfast	
8:00-9:00 am	Healthcare & Senior Citizens	Town Hall
9:00-10:00 am	Civic Clubs	Town Hall
10:00-11:00 am	Forest Service & Land Management	Town Hall
11:00- 12:00 pm	Construction	Town Hall
12:00-1:30 pm	Lunch	
1:30-4:30 pm	Team Prepares for Town Meeting	Town Hall
5:00-6:30 pm	Dinner	
7:00pm to?	Town Meeting	Town Hall

ALPINE'S MAJOR THEMES

School

Managed Growth & Planning

- Infrastructure
- Water
- Sewer
- Roads
- Fire
- Parking
- Transportation
- Annexation
- Affordable Housing
- Tourism

Local Services

- Retail Businesses
- Medical
 - Pharmacy
 - Doctor
- Childcare
- Senior Assistance
 - Center/Meals/Med

Community Connection

- Communication
- Identity
- Community Involvement
- Partnerships
 - County
- Conflict Resolution
 - Federal Agencies

The Third Place

- Civic Center
- Recreation Center / Pool
- Waterfront
- Youth Activities
- Parks & Paths
- Movie Theater
- Bowling

RESOURCE TEAM REPORTS

Recommendations submitted by Resource Team Members

Jessica Binning
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I would like to thank the town of Alpine for hosting our team and taking such great care of us while we were there. Alpine is a beautiful town with a great variety of community members, all of whom were a joy to interact with.

Local Services: Child Care

Child Care: Wyoming Quality Counts Initiative offers free business planning for anyone considering opening a child care service in their home, or starting a child care center. If someone in the community is interested in providing this service, but doesn't know how to get started they should visit the wyqualitycounts.org website, or more specifically <http://wyqualitycounts.org/providers/training-business/index.aspx#m1>. The course is FREE and is offered in a variety of locations across the state.

The trouble the community is experiencing is similar to many communities across the state of Wyoming; there is a child care provider shortage. Many providers find it hard to make a profit that allows them to afford to stay in business and make a living. By taking advantage of the free business planning course for child care providers, one could determine how to make it work for them and for their community. The community of Alpine could advertise the need for more providers and offer these resources to appeal to anyone who may be considering the endeavor but has been holding back because they do not feel prepared to take it on.

If there isn't a class offered close enough to Alpine, I would be happy to volunteer my own time to take someone through the materials for the in home child care class, via phone calls or email or some other arrangement that could be discussed on an individual basis. Again, this is FREE, so if you can find out if you have community members interested that just need the right tools to get started, I am happy to help.

Resources:

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Rose Kor rkor@wslc.com 307-772-9152

Jody Shields jshields@wslc.com 307-772-9148

Communication in your community

Communication was cited an area of concern in Alpine. With no daily newspaper, and temporarily no community hub, some citizens were experiencing a communication problem or possibly feeling disconnected. With all of the issues that the town is dealing with at this time, communication with the community is going to be essential to allowing the community to aid in making decisions in its best interest.

Communication and community involvement are issues in many communities. I would like to offer some options for future consideration, though this is in no way directed at any communication previously done in the community of Alpine.

Think about the avenues used to “get the word out” about meetings, events, issues and just general community information. This is a lot like advertising, and should be thought about with the same consideration. Who do you want to reach? What avenues will they use? What information will draw them in or grab their attention? It is the task of the governing bodies, or anyone in the community taking on the task of communication, to get the information out in the ways that will reach the variety of people in the community. This may involve internet use, bulletin boards, door-to-door work during hours when community members would be home, mailings, etc... It also needs to contain information that appeals to community members so they are more inclined to get involved. Tell the people receiving this information WHY they should take an interest or HOW it could affect them. If you don't appeal to their interest, it will be difficult to engage them.

Consider, too, that having the right community members involved regarding specific issues is essential. People are busier than ever and don't want their time wasted. By laying out the purpose of a meeting or even an agenda and desired outcomes, you might have a better chance of getting the right people in the room. If your information is too vague, people may feel like it wouldn't be a productive use of their time, or you might get the wrong group of people attending and end up not achieving any outcomes.

Before actually posting or sending out information, get a small group together to write out exactly what all of the information is regarding the topic. Then, have the group try to narrow it down to the most pertinent information. You don't want to send out a five page document explaining why someone needs to come to a meeting about a community center when you may be able to narrow it down to 10 bullet points that fit on one page. However, it is a good idea to get everything written out before whittling it down to the essentials. Think of it like a commercial: the shorter and clearer messages are the easiest to absorb. The longer ones can sometimes get off track and the piece that entices engagement can get lost.

The group that would get together to decide these communication techniques could be either those in the community showing a lot of passion/interest already, the town's mayor and staff, or a mix of both. I recommend a mix of both if possible. It doesn't always have to be the same group doing the communication planning, and often times helps to have new or different teams on occasion for an infusion of new perspectives

and ideas. And by engaging community members in the communication planning, even if they just help with one meeting a year, you show the community that their involvement is vital in getting things accomplished for the town. It helps break down the idea that the governing personnel have all of the control or interest in the topics.

In regards to identifying who should be involved in planning communication regarding a specific issue, first think about the entire community. What is the effect of the topic on everyone? After identifying that, think about all of the different types of groups within the community that it encompasses, such as senior citizens, snowbirds, youth, single parents, young families, commuters, etc... Focus on engaging one or two people from those groups that need to be involved because they will be greatly affected by the outcomes. This will help with constructing an appealing message.

Once you have groups represented for communication planning, take the time to identify the needs of each group. It is not enough just to have them at the planning, you have to engage them to speak up on behalf of any groups they belong in to. What are their needs regarding the topic? What are the consequences of those needs not being met? Let them have a chance to discuss this on behalf of their group. *note: by group I mean single parents, or senior citizens, or commuters, etc...not an actual organized a group, just a grouping of community members that share something in common.

Something that is imperative to building trust is honesty. Always be open to discussing how a communication planning group was formed, what the process was leading up to a meeting or event, and what will happen after the event. Community members need to know that if you are asking for their involvement, it will be valued and taken into consideration. Make that process known and make sure it happens the way you say it will. This means you have to have consistent follow-up regarding each meeting/event. That is something the communication planning group for each one can determine.

And keep in mind that is often a good idea to offer incentives to get community members to a meeting if you are able to provide them. It may be providing food or snacks, coupons to the new gym, a chance to win a major prize of some sort, etc... If you plan on having a meaningful meeting or event, using incentives to get people involved could be helpful. Once they show up, allow the meaningful meeting or event to be what encourages them to participate more frequently so you won't have to offer fancy incentives all of the time.

And finally, if you do decide to take a new approach to communication within the community, advertise that you are doing so in an effort to reach more people. Let them know you are making the change and are looking for feedback and possibly set up avenues for that feedback (fax, email, drop-off). Nothing helps refine a communication process like feedback.

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Issue: Infrastructure

Challenge: Water System

Solution: The Town of Alpine is to be commended on the progress of their new water treatment plant. Continued water and sewer challenges need to be addressed. The Town of Star Valley Ranch has gone through water issues these past years and has good information on their website in the “water” section at the website address listed below. There are also several programs available to communities the size of Alpine to assist them in upgrading the town’s infrastructure for the future. The contact for the Wyoming Development Commission is:

Mike Purcell, Director
Wyoming Water Development Office
6920 Yellowtail Road
Cheyenne, WY 82002
307-777-7626 Fax: 307-777-6819
mpurce@state.wy.us

Town of Star Valley Ranch
Mayor Boyd Siddoway
307-883-8696
www.starvalleyranchwy.org

USEFUL WEB SITES AND GRANT INFORMATION

Federal Catalog of Domestic Assistance:
www.cfda.gov

Information about private foundation assistance:
www.fdncenter.org

USDA/Rural Development
www.rurdev.usda.gov/

Federal Funding Sources for Rural Areas
www.nal.usda.gov/ric/ricpubs/funding/federalfund/fed03.html

Issue: Infrastructure

Challenge: Sidewalks

This issue was mentioned many times during the listening sessions. Information on installation and repair of sidewalks could be found through the CDBG Program at the Wyoming Business Council.

Resource:

Susan Flobeck, CDBG Economic Development Grant Program Manager
Wyoming Business Council
307-777-2812
Susan.flobeck@wybusiness.org

Challenge: Infrastructure

Issue: Dust problem on roads

The Town of Star Valley Ranch periodically sprays a dust shield on all their local roadways. This seems to keep the dust down during the dry seasons. Contact the Town of Star Valley Ranch to learn more about these applications.

Calcium chloride is made up of calcium and chlorine. It is highly soluble in water. One of its primary uses is for dust control and road stabilization on dirt roadways. Its hygroscopic nature helps keep a layer on the surface of the roadway, which holds the dust down. Calcium chloride retains moisture for prolonged periods. This unique property helps to hold down dust and stabilize unpaved road surfaces, creating smooth-riding roads that last. Since calcium chloride treated roads need less maintenance than roads treated with other materials, you can save on labor, equipment and fuel costs. By maximizing compaction, calcium chloride also provides a longer lasting road. The cost of aggregate replacement can be reduced when calcium chloride is properly applied. Calcium chloride speeds compaction.

Resource:

Warren Webb, Public Works Director
Town of Star Valley Ranch
307-883-8696
knots@silverstar.com

Issue: Community Connection

Challenge: Communication with communities, county and partners

Solution: The practice of each Mayor attending the other's town council meeting is a good first step for cementing a solid relationship among the communities. A courtesy is shown at the Town Council meeting by

not scheduling a meeting during other town's meeting dates to help continued teamwork. A possible recommendation would be to hold joint town council meetings or workshops when similar projects appear on the horizon. Perhaps those workshops could be facilitated by an outside organization when trying to come up with vision items.

Jointly, the towns could continue to develop health, senior, and recreation services to all citizens of the valley.

It seems that the Federal Agencies involved in the areas around Alpine are interested in being partners (as shown by attendance of Forest Service staff at the Listening Sessions).

Try to keep a continued dialogue with these agencies. There is joint concern about the parking situation at the base of Grey's River access and some possible solutions are on the horizon. The more community involvement in these discussions, the more equitable will be the outcomes.

Continue to invite County Commissioners to events. Perhaps organize a day where citizens could outline their desires to have county services available locally once or twice a month. The Town Council could appoint a committee to really study Alpine's needs for county services and recommend to the Town Council a well-informed and proper request to the County Commissioners.

Carbon County Commissioners hold their second meeting of the month in a different town in the county. This allows county citizens the opportunity to attend a county commission meeting and to participate in county government. This would be a good suggestion for Lincoln County. The meetings start at 4 p.m. allowing people that work a chance to attend. Also, the meeting gets done in a timely fashion to allow Commissioners to travel back to their homes that evening. Agenda items concerning your community could be considered on the day the meeting is held in your town. If this is not happening in Lincoln County, perhaps some concerned citizens of Alpine could suggest this idea to the Lincoln County Commissioners.

Resources:

Carbon County Commissioners James Elliott, Jr
Carbon County Clerk Gwynn Rothenberger
P.O. Box 6
Rawlins, WY 82301
307-328-2668
jimelliott@carbonwy.com

Wyoming Community Foundation
Samin Dadelahi, Senior Program Officer
313 S. 2nd Street
Laramie, WY 82070
307-721-8300
www.wycf.org

Facilitator: Mary Randolph
Wyoming Rural Development Council
214 W. 15th Street
Cheyenne, WY 82002

307-777-6430

Mary.randolph@wybusiness.org

Challenge: No local newsletter

Solution: Contact towns of Kaycee and Baggs about how they started their community newsletter and newspaper. Both are very successful in getting out the word to community members. Also, as suggested by an Alpine citizen, approach the Jackson newspaper about having a weekly Alpine News page.

Issue: Community Connection

Challenge: Identity

Solution: Begin defining your community. Does the geography of your community play an important part of what your community is? Do the various types of people and their different occupations funnel into the whole of your community? Does your community end at the town's boundaries? Are the community's needs answered by what is available? The citizens of Alpine seem to realize that more needs to be done to develop cooperation in bringing the town to a level of regional worth rather than just a pass-through community on the way to Yellowstone. Capacity building in several areas (human, organizational, financial, and infrastructure) will help to identify the community.

Read [The ABCs of Development - It's About Building Capacity](#) by Linda Swalling Fettig, www.Authorhouse.com, 1-800-839-8640

Issue: Local Services

Challenge: Retail Business

Solution: Attracting and keeping viable businesses in a community is a long-time planning effort by members of the town council, real estate community, and residents. We heard many comments about the need for a department/clothing store, a discount store, a movie theater and more restaurants and motels. The Business and Industry section of the Wyoming Business Council, along with your WBC Regional Deputy Director can point you in the right direction for study and action to this problem. The Business Council has access to many tools to jump start this effort: SBDC, Marketing Research, Wyoming Women's Business Center and others.

Solution: One of the concerns at the listening sessions was lack of a clothing/variety store. Several solutions could be researched.

- Check out how Powell, WY started their retail co-op. Begin small with basic "wants" and as that succeeds add additional needs such as women's, men's, children's clothing and shoes (and probably for Alpine—outdoor wear and gear). To finance this co-op, issue stocks or create a membership which would give some start-up money. When enough capital is obtained, then get a letter of credit from one of your three local banks. Another method of funding is to sponsor farmer's markets with a portion going to the retail co-op.

- Determine the kind of merchandise and where to obtain that merchandise. The Denver Merchandise Mart is a resource to obtain inventory. There is also an “off-price” market in Las Vegas as well as in Denver. “Off-price” merchandise would make it beneficial to make a profit. Salt Lake City should also have wholesale clothing outlets.
- Site could be a possible vacant building that could be available.
- Employees—begin with volunteer help and as money is generated begin paying staff.
- Advertising—Restaurants could showcase weekly items that the co-op is stocking. Do bumper stickers, posters, direct mailers to locals. Word of mouth through church and civic groups.

Resources:

Powell Mercantile, Inc.
227 N. Bent
Powell, WY 82435
307-754-5888

Denver Merchandise Mart

www.denvermart.com
451 E 58th Ave # 4270
Denver, CO 80216
(303) 292-6278

Off-Price Specialist Show, Las Vegas, NV info@offpriceshow.com, 262-782-1600

Resources:

Brandon Marshall
Business Retention & Entrepreneurship
Program Manager
Wyoming Business Council
307-777-2820
Brandon.marshall@wybusiness.org

Annie Wood, Sr. Mktg. & Attraction Specialist
Wyoming Business Council
307-777-2844
annie.wood@wybusiness.org

Challenge: Retail Business

Solution: Coming Soon: 2008 Employer Seminars

Running a business can be a daunting task. Fortunately, there is help for employers. The Wyoming Department of Employment is sponsoring the 2008 Employer Seminars, coming to a town near you. The seminars provide information about workers’ compensation, unemployment insurance, workplace safety, labor standards, and labor market information. Upcoming seminars are scheduled for Cheyenne (December 3), and Cody (April 22, 2009). Register online at <http://doe.state.wy.us/employerseminars>.

Challenge: Beautification and safety of town

Many comments were heard about roads and lack of clearing trees near homes. A community cleanup, cut down program could definitely enhance the look and safety of Alpine. This would be organized by volunteers—challenges could be made among difference organizations. Forest Service would be a good partner in the cut down portion. This could be a one-time effort or a long-term continual effort. Once a year appliance pick up would help residents get rid of old appliances. There may be some grants available to help this effort. TEAL program at Wyoming DOT for community beautification and paths. Saratoga and Frannie are among several towns in Wyoming that have formed clean-up committees.

Resources:

Jay L. Dunbar, District Ranger
Bridger-Teton National Forest
Grey's River Ranger District
P.O. Box 339
125 Washington St.
Afton, Wyoming 83110
Phone: (307)885-3166
Fax: (307)885-1339
e-mail: jdunbar@fs.fed.us

Wyoming Department of Transportation
Office of Local Government Coordinator
C.J. Brown
5300 Bishop Blvd.
Cheyenne, WY 82002
307-777-4179
cj.brown@dot.state.wy.us

Town of Saratoga, Mayor John Zeiger, PO Box 486, Saratoga, WY 82331, 307-326-8335
Town of Frannie, PO Box 72, Frannie, WY 82423, 307-664-2323

Challenge: The Third Place – many comments

Solution: The winters in Alpine can get long. So we heard many comments about things to do in the winter and in the summer. The Civic Center is of great concern to the residents; and with the approval of the Community Facilities Grant from Wyoming Business Council, that project should be underway. Keep citizens involved in the progress of this project so that new ideas can be incorporated as the building is renovated to make the best possible use of its area and space. A movie theater might be a business endeavor—possibly lure owners of nearby community movie houses to expand into the Town of Alpine. A walking path was mentioned often—this would also be a safety issue to keep bikers and hikers off the highway. Resources for a walking path would be the TEAL Grant from WYDOT and Wyoming Community Foundation.

Resource: Contact the Wyoming Community Foundation for a possible source of funding to conduct these activities. This foundation is a nonprofit charitable 501(c)(3) organization that was created in 1989 by and for

the people of Wyoming. With assets over \$47M, the Community Foundation has developed into a valuable philanthropic resource for Wyoming.

They have an in-depth understanding of the issues, opportunities, and resources that shape the state and communities. They monitor all areas of community need - including human services, education, the environment, healthcare, the arts, and economic development. They invest in the long term and bring people and organizations together, convening diverse voices to address local issues and opportunities. Their business is building communities.

Wyoming Community Foundation
Samin Dadelahi, Senior Program Officer
313 S. 2nd Street
Laramie, WY 82070
307-721-8300
www.wycf.org

Solution: The cultural events can be planned and led by talented community members. Perhaps bring in concerts that would appeal to all ages and add revenues to the town. Expanding the length of another event in Alpine to help accommodate the above-mentioned concert idea. Check with Cheyenne Frontier Days Committee Chairmen for ideas and planning information. Wyoming Travel and Tourism could possibly provide aid in events that could attract to Alpine

Resources: Event and concert information:

Cheyenne Frontier Days

Joe Lopez, Chairman of Contract Acts

Jerry Ciz, Chairman of Public Relations

307-381-1600

www.cfdrodeo.com

Wyoming Travel & Tourism

307-777-2881

info@visitwyo.gov

USDA-RD Community Development Program Publication. As a strategy for economic development, tourism and festivals can be very useful. <http://ocdweb.sc.egov.usda.gov/technotes/tn5.pdf>

Ann Stoeger, Area Director
USDA-Rural Development
508 North Broadway
Riverton, WY 82501
307-856-7524, ext. 4
Fax: 307-856-2383
ann.stoeger@wy.usda.gov

INTRODUCTION

I would like to say “thank you” for the generous hospitality that the people in the Town of Alpine showed during my visit with the Resource Team. The Town of Alpine is such an incredibly beautiful place. Your community has a variety of community assets with the Forest Service nearby, the rivers and the reservoir nearby, year around outdoor recreational opportunities, small town values, and the people who live in and around Alpine.

The residents of this beautiful community need to remember to maintain the beauty and quality of life that you have in Alpine while managing its growth!

There were three major themes that were heard during this assessment. Those themes were Managed Growth and Planning, Local Services and Community Connection.

The following are programs that Rural Development has to offer rural communities such as Alpine: *Community Programs* has two loan programs; the first is the *Community Facility Program* loan funds (direct and guarantee) can be used by non profits or public bodies to construct, enlarge, expand or otherwise improve facilities and infrastructure providing essential community services; the second is the *Water and Environmental Program* which provides direct loans, grants and guarantee loans to public bodies and non profits to develop and repair water, sewer, storm drainage and solid waste systems. *Rural Housing Programs* provides direct and guarantee loans to individuals who are very low, low and moderate income to assist in the purchase of a home. Rural Housing Programs also has a grant program to assist those who are 62 years of age or older and very low income to address safety and health issues in their homes that they currently own; *Business and Cooperative Programs* has a Business and Industry Guarantee Loan program which assists rural lenders in making loans. The loans can be used for real estate, equipment, working capital.

Managed Growth and Planning had 5 sub-themes; Infrastructure, Transportation Annexation, Affordable Housing and Tourism.

Issue - Infrastructure

The Assessment team heard about the need for Infrastructure (water, sewer, roads, fire and parking). USDA Rural Development's Community Facility Program/Water & Wastewater programs may be used for any of the above mentioned projects. The Town of Alpine could apply for loans through this program.

The Community Facility (CF) Guarantee Loan program is used by banks and other commercial lenders to make loans to nonprofits and public bodies. The CF Direct Loan program is used to make loans to nonprofits and public bodies. These loans can be used for real estate and equipment. Fire stations, fire trucks, ambulances and equipment for those listed are just some of the authorized purposes for this program.

The Water and Wastewater program provides loans (sometimes with grants) for water and waste disposal facilities. Loans can be used for construction and equipment. Eligible projects include water, sewer, solid waste and storm drainage systems.

Contact:

USDA Rural Development – Ann Stoeger, Area Director, 508 North Broadway, Riverton, WY 82501
ann.stoeger@wy.usda.gov 307-856-7524, ext. 4

Local banks have funds available for these projects and their loans can be guaranteed by Rural Development. Contact your local bank in your area or contact Rural Development at the address listed above.

Issue - Affordable Housing

This is a problem that many communities in Wyoming are currently faced with. The Town of Alpine first needs to devise a housing needs assessment for future development. Infrastructure needs as well as zoning needs to be addressed in this assessment.

USDA Rural Developments 502 Direct Loan Program: USDA/Rural Development also offers 502 direct home loans to qualified applicants to either purchase an existing home, construct a new home or to purchase a new manufactured home on a permanent foundation. Rural Development can assist in the purchase of the home to a qualified applicant. The interest rate could be subsidized down to as low as 1% interest rate, which then makes the payments more affordable.

USDA Rural Developments Guaranteed Loan program: This program assists the low to moderate-income families in achieving their homeownership dream. The loans are originated and made by a bank and RD issues a 90% guarantee on the loan the bank makes. Unlike the typical conventional loans, this loan does not have Mortgage Insurance Premiums and there is no down payment requirement. The bank can loan 100% of the market value with this program and there is a one time 2% guarantee fee that can be rolled into the loan if the market value will support it. And best of all, there is no maximum loan limit; it is whatever the applicant qualifies for.

USDA Rural Developments Self-Help Housing Program. The program's main purpose is to reduce the cost of construction so that affording housing can be provided. Individual houses are built under supervision by a group of families who will live in the dwellings. In short, it is a group mutually helping each other with the guidance of a construction expert. The actual housing construction loan is made through Rural Developments 502 direct housing loan program. The applicants must be very low or low income to qualify and must repay a loan for the cash cost of the house. An estimated 60% of the labor is provided by the families to build the homes, which reduces the total cost of construction resulting in affordable housing. It

begins with a Technical Assistance Grant for Self-Help Housing. Public bodies or public or private nonprofit corporations are eligible for the grant to hire the personnel to carry out a program of technical assistance for self-help housing, pay necessary and reasonable office and administrative expenses, make essential equipment, such as power tools available to families participating in self-help housing construction and to pay fees for training self-help group members in construction techniques. The Technical Assistance Grantee recruits and screens the applicants utilizing Rural Development guidelines.

USDA Rural Developments Section 515 Direct and 538 Guaranteed Loan Program:

Loans for the construction of rental housing are available from USDA Rural Development under the Section 515 direct loan program and the 538 guaranteed loan program. The loan(s) are offered to for profit, and non-profit groups as well as individuals to construct low income rental housing. The loans provide living units for persons with very low, low and moderate incomes and can be designated as Family or Elderly. The loans are primarily made to build apartment style housing. A needs survey would be necessary to outline what the need is, how many units are needed and whether there is a need for family versus elderly housing units. The funds are available through a NOFA (Notification of Funding Availability).

Contact:

USDA Rural Development – Ann Stoeger, Area Director, 508 North Broadway, Riverton, WY 82501
ann.stoeger@wy.usda.gov 307-856-7524 ext. 4

Local Services had four sub-themes; Retail Businesses, Medical (Pharmacy and Doctor), Childcare and Senior Assistance (Center/Meals/Meds).

Issue – Retail Businesses

During the assessment it was evident residents are frustrated at the lack of some retail businesses in the community and lack of employment opportunities. Small businesses provide the majority of new job creation in a community. Starting a new business is risky and the business will not survive without the support of the community. The population of a town will determine the development of retail. USDA Rural Development has several business development programs in addition to their Business and Industry (B&I) Guarantee Loan program. The Rural Business Opportunity Grant (RBOG) program promotes sustainable economic development in rural communities with exceptional needs through provision of training and technical assistance for business development, entrepreneurs and economic development officials and assists with economic development planning. The Rural Business Enterprise Grant (RBEG) program provides grants for rural projects that finance and facilitate development of small and emerging rural businesses. The B&I Guarantee Loan program assists rural lenders in making loans to their clients and USDA guarantees up to 90% of that lenders loan.

Contact:

USDA Rural Development – Business and Cooperatives Programs, Jerry Tamlin, Program Director, 100 East “B” Street, Federal Building, Room 1005, Casper, WY 82601 Phone 307-233-6700 jerry.tamlin@wy.usda.gov

Issue – Child Care/Medical

Lack of child care/facilities is a growing problem in Wyoming. The Community Facility Direct and Guarantee Loan programs can provide loans to non-profits and public bodies for real estate and equipment for child care facilities. In the listening sessions we also heard about the lack of medical care/facilities in Alpine. The Community Facility program can also assist in this area. Types of projects that the Community Facility program has funded includes clinics, hospitals, public buildings, day care centers (adult and child), fire stations and fire trucks.

Contact:

USDA Rural Development – Ann Stoeger, Area Director, 508 North Broadway, Riverton, WY 82501
ann.stoeger@wy.usda.gov 307-856-7524, ext. 4

Issue – Senior Assistance

The need for a Senior Center was expressed in the listening sessions.

A needs assessment/feasibility study should be done to determine if the community could support this type of project and the makeup of the type of facility needed. This type of facility would be considered through a USDA Rural Development Community Facility loan/grant program to assist in construction. Direct loans/grants are available as well as guaranteed loans. Through the community facility program, essential community facilities must provide an essential service to the local community – the service should be a service that is typically provided by a local unit of government; be needed for the orderly development of the rural community, considered a public improvement; and may not include private, commercial, or business undertakings. Significant community support is a critical factor in determining applicant eligibility since the type of project (financed through a nonprofit organization) has to emulate the same level of need and support that a public body would rely on. The following are eligible to apply for community facility loans: governmental entities such as towns, cities, counties, or special-purpose districts; nonprofit organizations (including associations, private corporations, or cooperatives) if they can demonstrate significant ties with the local rural communities

Contact: USDA Rural Development, Ann Stoeger, Area Director, 508 North Broadway, Riverton, WY 82501
ann.stoeger@wy.usda.gov 307-856-7524 ext. 4

Community Connection had 5 sub-themes; Communication, Identity, Community Involvement, Partnerships (County, Federal Agencies), Conflict Resolution

Alpine has a Master Plan that was developed in 2006. This plan addresses so many of the issues that were heard at this Assessment, including the above. I would urge everyone to review this Master Plan.

By: Tim Thorson
Laramie County Grants Manager
310 West 19th Street, Suite 300
Cheyenne, WY 82001
307-633-4201
tthorson@laramiecounty.com

Thank you for the opportunity to learn about your community and meet its people. Although part of the purpose of our visit was to learn about your community's challenges, I was happiest to hear of its many successes. Compared to many of the communities across Wyoming and many more across the country, Alpine has done and is doing incredible things. I hope that before you read further, you will take a moment to celebrate not only the wonderful community you have built, but the people who have worked so hard to make it happen.

It has been challenging to write these recommendations because you are truly on the right track, are already connected with most of the resources available across the state, and have a hard-working and professional staff.

One of the hardest parts of making change in a community is navigating between two progressive approaches: incrementalism and idealism. Some people believe that the best approach is to take small steps, starting with what is real today and working towards a particular direction. Others believe that setting outrageously ambitious goals and making dramatic changes are the best way to move ahead (see Porras and Collins, *Built to Last*). Both approaches have merits.

But in community development, even radical change takes time. Not only do infrastructure projects take time in and of themselves, but building community awareness and support takes additional time. A common synthesis of these two ideas is lay out a series of incremental objectives that lead to big long-range goals. This is the approach taken so far in your community. The challenge with this approach is to keep celebrating the accomplishments along the way and reminding people of how they contribute to the long-term visionary goals.

Theme: School

Challenge: There is no local school in Alpine. This means that children are transported long distances and families split between various schools in southern Lincoln County and Jackson. Many of the other issues brought up on listening sessions are connected with a lack of a school.

Solution: As the assessment team pointed out, decisions about where schools will be built are complex and involve community demographics, the local school board and the state school facilities commission. Finally, there is the issue of timing – new schools have already been built. It sounds as if it is too late to pursue a new school for Alpine. In that case, it may be better for the community to shift its effort in another direction and focus on specific issues relating to the school district **other than getting a new school** – bus times and routes, for example.

Some of the other issues that came out relating the school issue were: community space, bus routes, child care, and community identity. As mentioned above, these issues may be easier to address in ways other than through a school building. You will find them discussed further in the report.

Resources: If the community really wants to pursue a local school, you may want to consider a charter school. Here is an excellent resource for this:

Rep. Amy Edmonds, Director
Wyoming Charter Schools Initiative
307214-8126 cell
aedmonds@wyoming.com

Theme: Managed Growth and Planning

Issue: Sewer

Challenge: It seemed like there was a lot unsaid about the sewer issue during our visit – from comments outside of the listening sessions and during the tour. And frankly, this is an issue that has drawn attention to Alpine from other parts of the state.

From this, it seems as if the problem can be boiled down to the following:

- A. The community needed a new sewer treatment plant.
- B. There was a lot of community discussion, or at least opportunities for discussion but some people chose not to be involved.
- C. The community leadership made a decision about how to proceed.
- D. Now that the cost is coming due, people who were not involved in the decision-making process are unhappy with the consequences of the decisions that were made.
- E. The community leadership, reacting to this unhappiness, are trying to find new solutions or otherwise change course from the decisions that have already been made and acted on.
- F. Some of the leadership is frustrated and hurt by the perceived ‘backsliding’ of those reacting to the unhappiness.

Solution: While the specifics of the sewer system challenge may be unique to Alpine, the dynamic outlined above is common in many communities. And while there may be some new ideas generated by item E, it is likely that the town will have to live with the decisions that were made, happy or not. The real challenge will be not how to pay for the sewer system, but how to heal the damage done to relationships in the town and between community leadership.

Resources: There are many options for facilitators for conflict resolution available in Wyoming. Here are a few of them:

Debra East, Owner
Lez West Consulting
484 North Third Street
Lander, WY 82520
307-332-2890

Bill Bensel
PO Box 453
Ranchester, WY 82839
307-655-3320
billb@fiberpipe.net

Issue: Fire

You have a wonderful base of community support for your fire service. And while it may seem like there are a lot of long-term needs remaining, your local resources seem to be equal to these needs.

Issue: Parking

Challenge: Each winter snowmobile parking is an issue. While the town receives considerable economic benefit from the snowmobiles, there does not seem to be a way to tie this revenue to the costs of providing new parking.

Solution: Four alternatives have been or should be considered:

Paid parking – encourage private landowners to create paid parking for snowmobilers while increasing the level of enforcement or fines for illegally parked vehicles. If there is not enough interest from private landowners, the town could develop this as a revenue stream itself. There is municipal land available if a snowmobile path through town could be developed to get riders to the forest access points.

Bureau of Reclamation land – develop parking spaces on the south side of Palisades Reservoir and east of U.S. Highway 89.

Trail system – proposed snowmobile routes in the recommended community trail system (2006 Alpine Master Plan) would provide snow machine access between remote parking sites, retail businesses and forest trails.

Existing parking - The Town of Alpine should continue to explore opportunities to work with the Forest Service to expand their paved parking area along Greys River Road.

Issue: Transportation

Challenge: Under the heading of transportation, two chief issues came up frequently: pedestrian routes through town and public transportation access. The pedestrian routes or trails are covered under “Parks and Paths,” below.

Quality public transportation tends to be a receding target in rural communities where the challenges of long distances and small populations tend to make any transit program less than optimally efficient. This inefficiency means that demand will always exceed supply.

Solution: One way to help bridge this gap is through the use of grants from other levels of government. START is already accessing these funding sources to provide its services to Alpine. It may be possible for Alpine to apply for funding on behalf of START or in cooperation with START to these funding sources.

For example, the Town of Shoshoni was able to use federal transit system funding (Intercity Bus Projects, FTA Sec. 5311(f)) to build a transfer station for use by the Black Hills Trail Line and Wind River Public Transit. The Town of Alpine may be able to access these same funds in cooperation with START.

Another program to consider discussing with START is the Job Access / Reverse Commute program. This is another federal program that provides transit services to low-income individuals. START may be able to work with the Town of Alpine to use these funds to further develop services to Star Valley, particularly for seniors. Seniors often qualify as low-income although they may have significant assets because they are living on their retirements.

Resources: This conversation should probably begin with START management, but some resources at the state level include:

John Black
Public Transit Coordinator
Wyoming Department of Transportation
307-777-4181
john.black@dot.state.wy.us

Taylor Rossetti
Public Transit Specialist
Wyoming Department of Transportation
307-777-4438
taylor.rossetti@dot.state.wy.us

Solutions to the three issues of parking, public transportation and pedestrian / bicycle / snowmobile routes could be tied together in the development of a Transit Center that links these three transportation modes. This could be as simple as a bus shelter with extra parking and a spur to the trail, or it could include a bus garage, heated waiting area, etc. What makes combining these pieces together attractive is that each could include federal and state funding through the sources listed above. By putting all of your eggs in one basket, you could leverage the funding sources against each other (if they include both state and federal). And since you would already have to follow federal rules for use of the funds, it would be easier to do them together than in three separate, federally-funded projects.

Issue: Annexation

Annexation is a complex issue that the Alpine has more experience in than most resources I could suggest, so I won't try to tackle this topic. However, the fact that annexation is an issue at all means that you have a growth dynamic working in your favor. Many communities are afraid to put development regulations into place because it may restrict what little real estate development may take place. The growth that Alpine is seeing means it can afford to make choices and to require developers to invest in quality development. Congratulations!

Issue: Tourism

Challenge: There are opportunities to grow your tourism industry in ways that don't negatively impact your community.

Solution: Local tourism information center. Your Confluence Center, once it is up and running again, is virtually a best-practices case of how to develop a local tourism information center.

Solution: Lodging Tax and Convention and Visitor Center. I am amazed that you do not have a county-wide lodging tax in place and funding a convention and visitors bureau. I see that most of the towns in southern Lincoln County have passed municipal versions of this tax. That option is open to Alpine as well. However, I would strongly suggest that you consider or re-consider a county-wide tourism board funded by a county-wide lodging tax.

Resources: For information on passing a lodging tax, you can contact the Wyoming Travel Industry Coalition (WTIC). They have a wealth of information on the economic benefits of tourism marketing and can provide assistance in developing a lodging tax campaign.

[Lynn Birleffi](#)

Administrator

Wyoming Travel Industry Coalition

PO Box 1003

Cheyenne, WY 82003

307-634-8816 ext. 207

lynn@wyotravel.org

www.wyotravel.org

For an example of what a county-wide campaign can look like, I suggest you visit www.wind-river.org, the website of the Wind River Visitors Council. Compare this to the www.starvalley.com website from the point of view of a tourist. The talent behind the Wind River Visitors Council and, in my opinion, one of the best community marketing consultants around is:

Paula McCormick

McCormick Marketing

263 North 8th Street

Lander, WY 82520

307-332-5546

Theme: Local Services

Issue: Retail Businesses

Challenge: Perceived lack of retail options.

Solution: Having done economic development for communities ranging from 500 to 85,000, I can only say that recruiting chain retailers is a losing strategy for small communities (up to and including 85,000). In any economic development effort, the best local effort can only sway a decision by a corporate decision-maker. You can't recruit a Toyota plant to a town of 1,000. And that would be easier than recruiting a Wal-Mart. When your market is attractive to a chain retailer or restaurant, you probably won't be able to keep them out and until that point is reached, nothing you can do will bring them in.

With that said, there have been successes in bringing small retailers, particularly locally grown or regional companies, into small communities by providing compelling market demographics that the company would not otherwise have had access to.

One reason why recruiting retailers seldom works is that some percentage of your community will always want more than what is available locally. If you don't have a place to buy milk, they will want a convenience store. If you have a convenience store they want a grocery store. Once you have a small grocery store, they will want to have more choices or lower prices. If you had a larger grocery store, they would want to have a grocery store

with a Starbucks inside. A gallon of milk should usually cost less in Jackson than in Alpine and less in Idaho Springs than in Jackson.

Bottom line, a growing market will attract whatever level of retail service that local spending can support. Any effort to change that balance is going to be like making water run uphill – possible but expensive for the benefit received.

Solution: Shop Local Campaign. Most communities launch shop-local campaigns because they keep the local businesses paying their Chamber of Commerce dues and for environmental reasons. On the other hand, they can help people understand where the money that funds local services comes from. That may not change their buying habits but it may help them appreciate the services that they receive.

Solution: Communities have been successful in helping local businesses grow or change to meet market needs and wants. This falls under the economic development discipline of business development and retention.

Resources: The Wyoming Business Council has two staff members that focus on local business development. They can be accessed directly or through your Regional Director:

Brandon Marshall
Business Retention & Entrepreneurship Program Manager
Wyoming Business Council
307-777-2820
Brandon.marshall@wybusiness.org

Annie Wood, Sr. Mktg. & Attraction
Wyoming Business Council
307-777-2844
annie.wood@wybusiness.org

Issue: Medical Services

Challenge: Perceived lack of access to medical services.

Solution: In many ways, medical services are like retail businesses and any effort to recruit or expand services faces the same issues described above. On the other hand, there are a lot more resources available to communities trying to expand medical services.

Resources: The Wyoming Primary Care Association is a network of community health clinics that can assist communities in the understanding and meeting their health care needs. The Wyoming Health Resource Network can assist in physician recruitment.

Pat Monahan
Director
Wyoming Primary Care Association
307-630-2484

pat@wypca.org

Pennie Hunt
Executive Director
Wyoming Health Resource Network
307-635-2930
phunt@whrn.org

Issue: Pharmacy

Challenge: Community members would like more immediate access to pharmacy services.

Solution: A pharmacy in Jackson or Thayne could operate a telehealth pharmacy in Alpine, similar to that implemented in Pine Bluffs where prescriptions are filled remotely and dispensed from an automated system.

Resources: The University of Wyoming Family Practice Program was a leading advocate in moving this effort forward for Pine Bluffs.

Dr. James Broomfield
Director
University of Wyoming Family Practice Program
307-632-2434

Theme: Community Connections

Issue: Community Plan

Challenge: Community members see a variety of needs for infrastructure, transportation and utilities.

Solution: You have a great community plan. It may not be perfect but it is recent and comprehensive. It is a better plan than what most communities have, including Cheyenne and Laramie County. However, many of the participants in listening sessions seemed unaware of the plan. Try to get everyone running for office or coming to meetings to READ THE PLAN. If questions come up in meetings, staff should reference the part of the plan that relates to that question. It will take a long time, but eventually people will learn that they need to take the time to check the plan before they ask questions. If you get resistance about using the plan, encourage those people to become part of the group working on updating the plan. With so much valuable information at their fingertips, it is a shame that some community members are still approaching problems from a position of ignorance.

Issue: Communications

Challenge: Residents believe that there are communication issues within the town and between the town and outside agencies.

Solutions: Website - the town already has an excellent website. A recommendation made in the last assessment that the community should create a town newsletter or ‘gossip sheet’ with community information has not been implemented and could be an easy way to reach out to community members who do not access the town’s website.

Solutions: Most communication solutions are low-cost or no-cost. The idea of a community message board, if funding can be found through Homeland Security, is an intriguing one.

Issue: Identity

Challenge: Residents believe that the community lacks a shared identity. This may be partly attributed to the lack of a community school – a common community rallying point. Also, Alpine is so new and rapidly growing that no community identity can be found in a shared history.

Solution: As time passes, a shared history will emerge. One way to spur this forward may be as simple as adopting a town mascot or emblem. This could be a grassroots effort where submissions are requested and judged by a panel, possibly as part of a community celebration. An alternative would be to hire a marketing firm, possibly as part of your tourism development effort, to undertake a more commercial version of the same effort. Resources for this effort are listed under “Tourism”.

Issue: Community Involvement

Problem: Community involvement is a challenge for Alpine. It is also a challenge for the State of Wyoming, the United States and for countries around the globe. Here are a few ideas for increasing community involvement – particularly as it relates to the other issues brought up in the assessment – followed by more general thoughts on increasing involvement.

Solution: You have a wonderful community plan. But many of the questions that came up in listening sessions showed that people hadn’t read it. This is the result of poor community involvement. It is frustrating for staff and leadership in a community to spend time and resources to encourage community involvement only to face what seems like willful ignorance by the community.

Have your community plan and a brief report on progress printed professionally and distribute a copy to every resident, business owner, and community leader (include county leadership). I would also suggest a round of professionally facilitated community meetings to share the plan with the community, focusing on any changes to the plan or updates on progress. While this may seem tedious and would certainly be expensive, you may find it less expensive than having to stop construction projects mid-stream or retrain elected officials or staff that leave out of frustration.

Resources: Typically, printing of a plan would be included in the costs of the initial plan development – which I would assume was funded by the Wyoming Community Development Block Grant. Since this original grant

is likely exhausted, I would suggest that the community weight the cost of printing the plan itself against the cost of further confusion and miscommunication.

General Thoughts

Research has shown that community involvement and citizenship in long-standing democracies like the United States and the United Kingdom has been decreasing. There are many and complex reasons behind this decrease. But a major factor can be described has been tied to a lack of trust between local government and the public. The public does not trust government to do the right thing and government does not trust the public to take a positive and constructive role in solving community problems. This results from and in a lack of communication. One way to address this is by setting up systems of clear accountability. An approach under way in the United Kingdom is the Community Call to Action system. A simple description of this system is that public input should come through elected officials to the local executive or council where they should be discussed and action taken, if appropriate. Then a formal response sent to the member(s) of the public, through the council member involved. This makes the process of public input transparent and accountable in all directions. This idea could be adopted into a simple “work order” style form.

Issue: Partnerships and Conflict Resolution

Challenge: Your last assessment had a wonderful section written by Dave Spencer of the Wyoming Business Council on relationships. Five years later, I believe that this advice still applies. Despite all of the incredible successes in the community, there are still a lot of tensions voiced about your local government partners, particularly Lincoln County.

“The citizens and the Town of Alpine should know that the tension and lack of communication that they perceive with other levels of government is real and not unusual. Rather than a deliberate effort, especially with Lincoln County, it is more likely a natural result of competition for resources and time. In Wyoming the tension between levels of government is felt in every corner of the state and in every city and county no matter how large or small.”

Solution: Five years later, the message may need to be stronger: get over it. You have issues with Lincoln County just like every community has issues with its neighbors. There are some simple steps you can take to ease these tensions:

- A. Send a designated representative, such as the mayor, to county commission meetings to listen or to share good news, not with a set of issues to discuss.
- B. Have regular meetings between members of the governing boards with the initial emphasis on neutrality and building relationships, not confrontation or solving particular issues.
- C. Bring county officials (and state and federal) to Alpine for community tours, celebrations, or other events. I didn't suggest 'inviting' because the point is not to make the invitation, but to actually get them to attend. This may mean personal calls and follow-up.

Each of these recommendations involves bringing people together in ways that are not tied to sources of conflict but allow trust and relationships to be developed.

Resources: If you believe a more formal approach is necessary, I suggest enlisting the assistance of a conflict resolution professional or facilitator:

Debra East, Owner
Lez West Consulting
484 North Third Street
Lander, WY 82520
307-332-2890

Bill Bensel
PO Box 453
Ranchester, WY 82839
307-655-3320
billb@fiberpipe.net

Issue: Civic Center / Recreation Center

Challenge: It is encouraging that you are moving forward with your Community Center. If anything, I suggest you start planning now for your NEXT Community Center. In many towns the size of Alpine, some of the needs for shared recreational and civic space are met by schools and churches. Without a school and with your variety of religious faiths, the need for a common space will continue and will grow along with the community.

Solution: A remarkable community center, combining recreational, arts and civic space has been developed in Saratoga. While your specific needs and capabilities are different from Saratoga, I would recommend you contact them about the process they went through. This is the sort of long-term big goal that the community should start planning for now with the hope of achieving it in ten to fifteen years.

Resource: Platte Valley Community Center
Stephanie Jeffers, Executive Director
210 W. Elm Avenue / Box 128
Saratoga, WY 82331
www.pvcenter.org

Issue: Pool

Challenge: Some residents expressed a desire for a local swimming pool.

Solution: Swimming pools are big holes in the ground that communities throw money into. As long as you have swimming available in some form within an hour drive for swimming lessons and physical therapy, I would recommend that you focus your community resources elsewhere.

Waterfront

Challenge: A perceived opportunity exists to further develop the waterfront area of the community.

Solution: As opposed to a swimming pool, the development of the waterfront would be building on a strength that the town already has. It appears that the town has already identified a way forward on this issue but has been frustrated by a lack of responsiveness by the Bureau of Reclamation.

Resource: I would suggest working with our federal delegation to push for greater assistance from this agency. I believe you are already working with Richard but would recommend contacting him on this issue as well.

Richard Hawley
Office of U.S. Senator Mike Enzi
307-621-6575
Richard_hawley@enzi.senate.gov

Parks and Paths

Challenge: You have a need to connect parts of your community with a path system and existing plans for development of parks and trails.

Solution: Your Community Plan already includes the design of a community trail system that would meet the needs and wants expressed in the listening sessions.

Resources: A source of funding for trails and paths, the design of which could include parking facilities, is the Wyoming Department of Transportation's TEA/TEAL program.

C.J. Brown
Local Programs Coordinator
Wyoming Department of Transportation
307-777-4179
Cj.brown@dot.state.wy.us

I strongly encourage you to develop a relationship with your Wyoming Department of Transportation Resident Engineer and District Engineer:

Pete Hallsten
Resident Engineer
Wyoming Department of Transportation
Box H
Jackson, WY 83001
733-3665

John B. Eddins
District Engineer
Wyoming Department of Transportation
3200 Elk Street
Rock Springs, WY 82902
307-352-3000

WHAT WAS SAID IN THE INTERVIEWS

The Resource Team spent three days interviewing the local residents to hear what they had to say. Those being interviewed were directed to answer three questions:

- ✓ What are the major problems/challenges in the community?
- ✓ What are the major strengths/assets of the community?
- ✓ What projects would you like to see implemented in your community in the next two, five, ten, or twenty years?

Listed below, without comment, is what was heard from those who volunteered to be interviewed.

ALPINE PROBLEMS & CHALLENGES

Lack of hub in Alpine for communication between citizens
Lack of community center
Lack of volunteer base-affecting health clinics and law enforcement
Limited opportunity for local public involvement b/c seasonal, transient and bedroom community
Limited public information dissemination (no daily paper, tv, radio) *
Remote from county government seat
Gaining sense of community
Cost of living in terms of hiring law enforcement
Affordable housing/cost of living *
School issue: no school
Infrastructure needs
Infrastructure and capital
Dealing with progress/growth
Unity within community
Property annexed across the Snake River
Unity within community and vision for future
Grandfather clause
Activities at local taverns/bars
Schools
Need more business/shopping opportunity
Outside perception of community-inaccurate/unfair
Behavior of citizens promoting Alpine-*-*
Water system-water lines, sewer connection lines
Streets and roads-*-*
Lack of community involvement
Child care-*
After school programs
Boundary/easement/right of way issues
Lack of tourism/serving tourists
Snowmobiles on city streets
Long standing reputation as party town
Transportation
Existing shooting range is a mess and may be illegal--not an organized shooting range
Water, sewer, zoning
Growth out of control *
Town council and employees need training for their positions
Council minutes not shared in timely manner
Public notices not posted well
No investment in recycling program
Lack of public communication

Commuting community

No radio station, newspaper, or central advertising location

Size of the county – distance to the county seat

Civic center is out of commission

Perception of high incidence of drug and alcohol abuse

Bedroom community affects community identity

Lacking in youth activities

No school

Lack of family organizations

Lack of community communications, community newspaper

Aging of WWII generation

High incidence of broken and hurting families

Disunity of families and community

High drug and alcohol abuse

Main Street being a busy, dangerous highway

Disunity of churches

Single parents

Community split between full-time residents and bedroom residents

Condition of streets and roads

Longstanding reputation as a party town

Leadership doesn't have a clear sense of what Alpine should be (party vs. family town)

Low wages, few job choices

High property values and rents make it difficult for young families

Lack of affordable housing

Taxes keep going up

Growth and development strains community services

Lack of places to put removed snow

School commute 7th-12th grade causes lower grades and participation

Not being a "community of our own"

We're business poor/job poor/struggling economically and therefore commute to work

Growth has slowed down

Nothing for children to do

Infrastructure-water, sewer, roads—costs/price specifically *

Need a local school * *

Lack of togetherness/same page in the community

Need a gathering space

Recreation Center or other indoor facility for children in winter *

Swimming Pool

Taxes are high and nothing as a result of it (but mentioned library) *

Property taxes high and increasing *

Lack of jobs * *

Lack of wider-based support system in the community-always same group doing things

Just a bedroom community not full participation in community, mostly support Jackson

Irresponsible growth (development of subdivisions w/o jobs for those people who live in them)

Infrastructure-road maintenance

Infrastructure-choosing right things first as they lead/create issues for next item

Depressed economic situation in community
Understanding what all of those property taxes are used for
No support from the county * *
Ability to attend/timing of community meetings affecting commuters to Jackson
Traffic control at the intersection of junction (road leads to subdivision)
L-T Strategic goals and plans don't exist
Have to travel so far to do any shopping
Not enough communication about how town works to address questions/issues
Disappointed in beautification on the main street, only affected one side of town, is not being maintained well
Should we annex other side in when working on sewage issues?
Power facilities have had problems with boundaries in hill community-lot land positions*
Location of sewage facilities has been iffy at times *
Not having all procedural things in place to identify infrastructure
Zoning and development approval process with Lincoln County – needs to be better
Better inter-agency agreements across state lines, Alpine/Idaho specifically
Fire and EMT response is a growing problem-overworked
Inter-county agreements for emergency response – Lincoln county takes the burden *
Cooperation amidst agencies without having “turf” issues
Rumor of land swap with forest service for land for ski resort which will impact town
Slow road repair
Lack of things for teens to do
When coming off of East Mill Road can be a little dangerous when trucks w/trailer are parked on East Mill and on Greys.
Missing sense of community
Missing school to tie community together
Long winters with few social or networking opportunities
Town sponsored functions are poorly attended and have the same core attendance
Lack of community
Lack communication
No school
Lack better medical center
No pharmacy
No much shopping
No county offices
Cost of gas
Civic center out of commission
Colorful local history
Boys and Girls State
Fuels problem-build up of fuels in forest areas
Parking lot on forest service not big enough-problems with snow mobilers
Financial challenge for the visitors' center for accommodating needs of community
Subdivision at risk for fires b/c of fuel build up
Don't have a “community” b/c of commuters
Invasion of weeds/there is a weed problem that spills onto forest * *
Illegal ATV use over hundreds of miles in forest
Never-ending problem with trash, visitors dumping in town's dumpsters

Getting information out to community
Need more things for children to do
Getting civic center
Permits (county offices) not available in Alpine
Folks taking residence in forest-squatters
Need to maintain speed limit off of forest into the town b/c enter residential area
Can't get enough volunteers *
Not enough funds or partnerships for maintenance on buildings
Not enough child care
Not enough awareness about water situation-trying to get more water for town
Different government entities need to communicate better regarding different forests
Not enough funding *
Lack of communication on people's part, not town's part
Need new roads
Lack of medical facilities
No pharmacy
No shopping
Dumping everywhere on forest
Need retail convenience stores
No pharmacy
Need a decent grocery store that has good quality and well kept
Don't have rec centers
No things for children to do here
Kids need exposure to events/activities
Kids trespass to do the things they like b/c no place to go
No restaurants, need franchises
No where for people to work b/c growth has stopped
Big drug problem
No pharmacy
Don't have a lot of senior services – health or pharmacy
No help with snow removal for seniors
Water problem
Government
Non-receptive attitude toward business
New sewer creating problem for people
The mayor is the problem
Not a cohesive community
Not jobs here for people
Children go to school 35 miles away
Parents drive to Jackson to work
Commuting citizens spend time on road and have little interest in community affairs

ALPINE STRENGTHS & ASSETS

Location

Two miles from main boat ramp

Mouth of Grays River Canyon

Good people that care

Library

Sewer/water services

Well maintained US highway linkages (US-89, US-26)

Library
Tourism
Waste water treatment plant
The people-a lot of really good people
New ball field
Border 3 national forests
Involvement for new play equipment construction
The town's people and how they care about town and community
Location-time and place-most potential in the valley
Potential b/c of forests and rivers and lake to capitalize on tourism-*-*
Church/fellowship-*
Beautiful views
Small town
Clean air
Some new businesses in town and some coming (chiropractic and fitness)
Working relationship btwn law enforcement and fire dept-*
Great volunteer fire dept
Good volunteer groups
Community clubs (girl scouts, nursing, legions)-*
Emergency services
Local recreational attractions
Desirable seasonal development potential
Growing number of permanent family residents w/children
Commuter bus START
Local fire/EMT response capabilities
Tourism
Beautiful area
People who live here care for community
Lots of possibilities
Library
Community organizations, i.e. Boy Scouts, Legion
God put us here
Beautiful
People
People who really care about Alpine
Younger families are moving to town
Growth and development provides excitement
Alpine's first 4th of July Parade*
Great place to raise a family
Poverty with a view
Growth
Active volunteer fire department *
New businesses are coming in
Tourist trade is healthy and continuing
Strong involvement in Boys & Girls State
Local organizations work together to hold events

Dog Sled Days
Mountain Days
High value placed on children
Library * * * * *
Civic center building (when repaired)
Many events that present Alpine in a good light
Fellowship of churches *
Legion baseball field
Strong American Legion organization
Confluence of rivers, hunting, camping, outdoor activities
American Legion provides non-sectarian pastoral assistance
Community sponsors an after-school program
Core group of people that look out for each other and work together well *
Three national forests and world class fishing rivers *
Recreational value – hiking, snowmobiling, etc...
Medical center
Volunteer Firefighters/EMT *
Community is growing slowly
No stop lights
Town is trying to improve infrastructure
Potential to grow
Excellent opportunities b/c of area
Commend town for sewage project – good communication
Like that we're working on civic center
Library
That groups stick with things to get them in place (library, etc...)
Town looks at itself and surrounding community when thinking about things (sewage)
4th of July parade by Legion
Dog Sled event
Treated the first bank (also literally 1st Bank) here very well.
Excellent utility service (BIAS) ☺
Abundance of good clean power
Fiber optic systems
Phone and electric are local companies – reliable and competitive costs
Secure and safe system for power and communications
Growth and development *
Beauty
Recreation
Activities abound – sports paradise
New businesses
Lake
Diversity compared to other communities in area
Location
Outdoor activities, fish, hike hunt, snowmobile, motorcross
Wonderful place to raise a family
Churches

Boys and Girl Scouts
Several banks
Restaurants
Senior citizen group
Snowmobiling in the winter
Great place for hunting and fishing
Palisade Reservoir
Greys River camping
Local history
Veterans Memorial
American Legion
Beautiful place to live *
Melting pot of people from across the country
Town gets back to you in timely fashion-likes working w/town *
Willingness of town to work with people
Town tries to be fair and just to everyone
Town does good job supporting emergency services *
Town trusts people
Town Hall or Civic Center easy to have use of *
Use of civic center for emergency command center * *
Have small town feel
Town leaders and community leaders are approachable
Fuel is cheaper than Thayne or Afton
Cooperation from businesses in town
Safe community, not a lot of crime
Above and beyond commitment for after school program
Fire dept helps forest service
People in Alpine who care about each other and children
Have outdoor activities
Environment is healthy for a child to grow up here
Healthy activities – camping
Safe community
Library
The people * * * *
Surroundings * * * * *
Great place to live
New library
Tuesday senior lunches/get togethers
Friendliness of the people here
Beautiful environment
Clean air
Good water
Direct route to Grand Tetons and Yellowstone
Snake River
Hunting and fishing
Snowmobiling and camping

ALPINE PROJECTS & GOALS

Parks
Community Center
Repairs to current irrigation
Complete town sewer and water projects
New school, K-12 preferred
Rec facility with swimming pool within in 10 mile radius of Alpine

ST goal: 1-2 years. Civic center repaired and updated-*

Infrastructure in 2-5 years up-to-date on sewage and roads, etc...

Annexation across the river

Schools-elementary *

Roads *

Phase I done next year, 3-5 years have entire town connected to sewer line

Take advantage of tourism with a lodging tax

See town get citizens involved in a clean up project-*

Affordable housing-*-*

Where ball field is, land set aside for recreation should be developed-*

Competitive wages per Jackson

More shopping-but not a wal-mart!

Improve existing parks-add lighting to parks

Street lighting at intersections at least

Shopping, grocery is very expensive here

Transit center/park-n-ride for START bus system (house buses, riders park vehicles)

Bike trails/pathways

Parking for large vehicles, RV's for example

Ski area developed

Expansion of services-like a street sweeper, or equipment to do our own work

More police officers

Create a swimming lake w/facilities for tourists

Walking path around town

Trail to get up mountains (ATVs, something) for summer

Museum on prehistoric animals

Complete planned sewer and water service enhancements

Replace community multi-purpose center

Complete planned child development center (school)

Paving of collector classified streets

Widen/provide sidewalk and lighting on Greys River Road

Provide public park and ride lot

US89/Greys River Rd traffic signal and pedestrian crossing provisions when warranted *

Extend US89 urban section meaning widen and with curb/gutter/sidewalk southerly past town hall vicinity

Promote Alpine as a destination or base rather than pass thru town

Walking/bike path thru and around town.

Sewer in place at a reasonable cost.

Maintain city park

Rebuild civic center with bathrooms open to the public.

Start capital improvements fund

Publish council "conflict of interest" statements annually

Training/education for city employees about federal/state/private funds

Civic/Rec center for community and kids

Build cohesive relations between businesses

A meeting place for weekly lunch that offers a healthy lunch and an acceptable meeting place

A senior center to meet senior needs in Alpine to help seniors maintain independence

Public park adjacent to the ball field near the library

Completion of child development center
School in Alpine
Crosswalks to allow citizens better access to library
Extended sidewalk or bike path through town and all the way to the library, town hall, and ball field
Increased enforcement of the speed limit within the town limits.
New grade school
New civic center
Higher degree of community involvement by the church
New grade school
Affordable housing
Higher degree of community involvement by the church
Walking and hiking paths through town
General merchandise / discount store
Paid fire department within five years *
Paid EMT within five years * *
Streetlights
Some substance abuse treatment services
Affordable day care program
State park on the peninsula between Snake and Greys River
A greater and sustained investment in planning and visioning by the community leadership
Better community communications (especially for part-time residents and commuters)
Alpine page in the Jackson newspaper
Electronic message board
Alpine Meadows/Snake River Junction annexed into town
Cohesive Business hub here in the main part of town
Help business thrive so others want to come here *
Bike path/trail path to connect from one end of town to the other *
Messy/icky areas where trail paths could be
Finish water/sewer not annihilating community members financially
Nice big marina * *
Ski resort (would have to be a forest service lease b/c back behind junction)
Bigger facility for functions (civic center, community place, however you name it)
Things are set “back” from the highway, minimize that or widen the roads
Curb/gutters/sidewalks throughout the subdivisions
Parks enhanced so people want to use it
Increase town budget to assist projects
More recreation projects like the ball field, etc...
Want a recreation center with indoor pool * *
Town roads paved
Get a school *
Enlarge medical center and get a doctor and full-time staff at least 5 days a week
Dead fall program (downing and clearing dead trees)
Help reduce pine beetle issue
Paid fire department – at least one person that is paid that is there regularly *
Water and reservoir – extend tourist season there
Town/county/whoever put a paid EMT on staff *

Community cemetery

More support for the town at the county level

Create L-T strategic plan and goals

More small businesses come in

Help for those small businesses and communication of how to use it

Maintain town beautification by not ignoring the beautification efforts that already had been done

Civic Center *

More things for the youth – good productive things: programs, sports, etc...

Grow and expand library even more

Managed growth-land use planning-infrastructure development

Have recreational opportunities for children

employment opportunities for adults

Managing things beyond the centralized population of Alpine, include surrounding

Growth North of town: going to need another electrical feeder there with minimal impact to community yet meets energy needs

Maintain beauty and quality of life while managing growth

Need facilities to accommodate winter visitors through careful planning

Overhead power lines buried *

Use electric and phone companies as resources for growth planning and infrastructure planning

Bike Path (jogging, dog walking) from Bananas to riding arena also up the Greys River

Snowmobiles—larger road on Greys or different path; gas station at larger parking lot

Sidewalks and walking paths

Bike path

Skating rink

Design community center with a gym floor with removable cover

New equipment and coil rides and improvements in the Town Park

New slide for smaller children in the Town Park

Safety improvements at Town Park

Lighting at Town Park

Dog Run at Town Park

Swimming pool

Movie theater

Show movies in library or at civic center

Bowling alley

Neighborhood Watch

Completion of sewer project

Completion of new well and water line

Annexation

Civic Center

Pharmacy

Stick to master plan

Fresh voice in town council

Gazebo in park

Complete ball field

Concession stand and restrooms at ball field

Flag pole at ball field

Park with trees and picnic shelters and BBQ pits on town recreation area (by ball field)
Bike path
Community beautification
Continue annual Fourth of July Parade
Electronic reading board
After school programs
Partner with forest service to repave greys road
Fuels reduction project and timber sale go through
Expansion of snowmobiler parking lot
Partnership btwn forest service and town of alpine to expand, pave, plow parking lot
Re-open civic center and visitor's center
Every home safe from threat of fire
Complete parks and recs program – kids things all year long
Gazebo in lower park for ice skating/family reunions ie. Complete the parks plan
Partnership for weed control btwn town, county and forest svc
More affordable housing
New businesses in town that offer professional level jobs with better pay
More support from county, more partnership – fire services
County offices here, even if 2-3 days a week
Agreement btwn town and law enforcement for regulation of jurisdiction
Places in alpine where forest service could sell permits
Maintained partnership between fire dept and forest service
Partnership btwn fire dept/alpine medical/emt to help provide services and education to community
Police dept w/ forest svc/ w/county have a partnership to be able to do more
Partnership of forest w/town of alpine to restructure from campground to day use site w/bathrooms bridge
campground
Educate people about land management issues
Expand fire station. More sleeping quarters
More done with boat ramp – gazebos, picnic tables, something more
Garbage situation at parking lot-partnership with town to get dumpsters there
Grant writer *
Annexation in from across the river
Forest service could go around and help people w/recommendations for fuel clearing by homes in/near forest
areas (fire wise program)
Rec Center – swimming, basketball, activities
Bowling alley
Movie theatre
Skate park
Restaurants – larger ones
Hiking trails/paths
Ski resort
Senior center that could offer full services *
Schools * * *
Provide services through businesses and be more business friendly
More retail stores
Community Center

School

Annex surrounding subdivisions for a larger tax base before next census

Garbage pickup bids for whole town instead of several

All Town on sewer system

Improve and pave streets to allow fire and emergency vehicles to access all homes, all times of the year

More jobs

Clean industry

Senior citizen center

Bike/Walking Path

Rec Center w/ swimming pool

Retail store

20 CLUES TO RURAL COMMUNITY SURVIVAL

1. Evidence of Community Pride:

Successful communities are often showplaces of care, attention, history and heritage.

2. Emphasis on Quality in Business and Community Life:

People believe that something worth doing is worth doing right.

3. Willingness to Invest in the Future:

In addition to the brick-and-mortar investments, all decisions are made with an outlook on the future.

4. Participatory Approach to Community Decision Making:

Even the most powerful of opinion leaders seem to work toward building consensus.

5. Cooperative Community Spirit:

The stress is on working together toward a common goal, and the focus is on positive results.

6. Realistic Appraisal of Future Opportunities:

Successful communities have learned how to build on strengths and minimize weaknesses.

7. Awareness of Competitive Positioning:

Local loyalty is emphasized, but thriving communities know who their competitors are and position themselves accordingly.

8. Knowledge of the Physical Environment:

Relative location and available natural resources underscore decision-making.

9. Active Economic Development Program:

There is an organized, public/private approach to economic development.

10. Deliberate Transition of Power to a Younger Generation of Leaders:

11. Acceptance of Women in Leadership Roles:

Women are elected officials, plant managers, and entrepreneurial developers.

12. Strong Belief in and Support for Education:

Good schools are the norm and centers of community activity.

13. Problem-Solving Approach to Providing Health Care:

Health care is considered essential, and smart strategies are in place for diverse methods of delivery.

14. Strong Multi-Generational Family Orientation:

The definition of family is broad, and activities include younger as well as older generations.

15. Strong Presence of Traditional Institutions that are Integral to Community Life:

Churches, schools and service clubs are strong influences on community development and social activities.

16. Sound and Well-Maintained Infrastructure:

Leaders work hard to maintain and improve streets, sidewalks, water systems, and sewage facilities.

17. Careful Use of Fiscal Resources:

Frugality is a way of life and expenditures are considered investments in the future.

18. Sophisticated Use of Information Resources:

Leaders access information that is beyond the knowledge base available in the community.

19. Willingness to Seek Help from the Outside:

People seek outside help for community needs, and many compete for government grants and contracts for economic and social programs.

20. Conviction that, in the Long Run, You Have to Do It Yourself:

Thriving rural communities believe their destiny is in their own hands. Making their communities good places is a pro-active assignment, and they willingly accept it.

*Reprinted from Heartland Center Leadership Development, Spring 2002 *Visions Newsletter*.

People under 40 regularly hold key positions in civic and business affairs.