

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:

Mary Randolph, Executive Director
Wyoming Rural Development Council
2219 Carey Avenue
Cheyenne, WY 82002
307-777-6430
307-777-6593 (fax)
mrand@state.wy.us
www.wyomingrural.org

Table of Contents
Town of Glendo Resource Team Community Assessment
October 9-10, 2002

Process for the Development of the Team Study and Report.....	3
Executive Summary.....	4
Resource Team Members and Community Planning Team.....	5
Interview Schedule.....	6
What We Heard from What Was Said.....	7
Recommendations Submitted.....	8
By Team Members	
What Was Said In the Interviews.....	46
Appendix.....	53

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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 Glendo, Wyoming in evaluating the community's assets and liabilities and in developing suggestions for improving the environment, social and economic future of Glendo.

The Town of Glendo requested a community assessment from the Wyoming Rural Development Council. Cate Cundall, Clerk/Treasurer and Susan Juschka, Mayor of the Town of Glendo served as the community contact and worked with the Glendo community assessment team leaders in agenda development, logistics, and publicity in town for the assessment. Resource team members were selected to visit Glendo; interview citizens, business and community leaders; and, develop a plan of recommended actions for the town.

The Resource Team visited Glendo over a two-day period from October 9-10, 2002. Our visit began with a tour of the town and surrounding area. During 6 listening sessions, the resource team talked to approximately 50 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 Glendo?
- What do you think are the major strengths and assets in Glendo?
- What projects would you like to see completed in two, five, ten, and twenty years in Glendo?

Upon completion of the interviews, the team met to compare notes and share comments following the three 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 Glendo.

The preliminary findings were presented to the people of Glendo on October 10, 2002.

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

Executive Summary

There are many strengths that Glendo 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, accomplishable recommendations that the assessment team has provided. The most important thing is to get the entire community involved in trying to find ways to accomplish its goals. 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 accomplishment, no matter how limited, is movement in the right direction toward achieving Glendo's goals. It can be done! It is your choice, your decision; you can do it.

On behalf of the Glendo Resource Team, I want to thank the people and businesses of the community, and our sponsors, the Town of Glendo 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,

Mary E. Randolph, Executive Director
Wyoming Rural Development Council
And
Linda Fabian
Team Leader

Resource Assessment Team Members
Glendo Resource Assessment
October 9-10, 2002

Linda Fabian, Team Leader
Wheatland Area Development
Corporation
P.O. Box 988
Wheatland, WY 82201
307-322-4232
E-mail: lfabian@communicomm.com

Leah Brusino
Wyoming Business Council
143 S. Bent, Suite B
Powell, WY 82435
307-754-5785
E-mail: lbrusc@state.wy.us

Todd Wacaser
Town of Lovell
P.O. Box 188
Lovell, WY 82431
307-548-6551
to todd00@tctwest.net

Steve Achter
Wyoming Business Council
214 W. 15th St.
Cheyenne, WY 82002
307-777-2811
E-mail: sachte@state.wy.us

Kelly Jones
USDA Rural Development
208 Shiloh Road
Worland, WY 82401
307-347-2456 ext. 4
E-mail: Kelly.jones@wy.usda.gov

Debbie Popp
Small Business Development Center
P.O. Box 3922
Laramie, WY 82071
307-766-3505
E-mail: debk@uwo.edu

COMMUNITY CONTACTS:

Susan Juschka, Mayor

And

Cate Cundall, Clerk/Treasurer

Town of Glendo
P.O. Box 396
Glendo, WY 82213
307-735-4242
E-mail: townofglendo@yahoo.com

Glendo Community Assessment Agenda **September 17-19, 2002**

Wednesday, October 9, 2002

2:00 p.m.	Team expected to arrive a Town Hall
2:30 p.m.	Tour of area
5:00 p.m.	Dinner
7:00 p.m.	Team orientation and organizational meeting

Thursday, October 10, 2002

7:00 a.m.	Breakfast
8:15 – 9:15 a.m.	Agriculture listening session
9:30 – 9:45 a.m.	Break
9:45 – 1: 45 a.m.	Education listening session
11:00 – Noon	Senior Citizen/Civic Clubs listening session
1:15 – 2:15 p.m.	Business/EMS/Government listening session
2:15 – 2:30 p.m.	Break
2:30 – 3:30 p.m.	Hospitality & Tourism Industry listening session
3:30 – 4:30 p.m.	Open Listening Session
4:30 – 5:30 p.m.	Team Meeting and preparation for town hall meeting
5:30 –6:30 p.m.	Dinner
6:30 - ?	Town Hall Meeting

What We Heard From What Was Said

After listening to citizens of Glendo, the Resource Team reviewed what was said and condensed the comments into a few major themes. These are not in any particular order.

Major Themes

Communication

- Park/Town
- Marketing
 - Web site
 - Billboards
- Local community organization (Chamber of Commerce?)

Telecommunication

- Emergency

Economic Development

- Jobs
- Businesses
- P/Z
- Year round vs. seasonal jobs

Facilities

- Community center
- Recreation center, pool
- Affordable housing
- Pumper truck
- Keep school open

Beautification

- Weeds
- Entrances
- Old Buildings

Social Issues

- Drug abuse
- Apathy

Transportation

- Trains

RESOURCE TEAM REPORTS

Recommendations submitted by Resource Team Members

The Resource Team for Glendo's Community Assessment has provided you with many suggestions, some of which have been repeated by more than one of the team members. We have listed each individual team member's recommendations, along with contact information for the respect team member. You are encouraged to communicate directly with any team member whose recommendation you decide to implement, or should you need more specific information.

A primary contact for general assistance and funding is the Wyoming Community Network (www.wyomingcommunitynetwork.com). The Wyoming Community Network was developed to help communities develop plans, expertise, and infrastructure to take advantage of economic and community development opportunities. An affiliate of the Wyoming Rural Development Council, the Wyoming Community Network is a clearinghouse of information for communities. The website has a community development database, has links to funding sources, and can match communities with agencies and organizations that can provide assistance.

Linda Fabian, Resource Team Leader
Wheatland Area Development Corporation
1560 Johnston
P.O. Box 988
Wheatland, WY 82201
307-322-4232
lfabian@communicomm.com

Introduction:

Congratulations to the Town of Guernsey and her citizens for taking the initiative to conduct a Community Assessment. The process serves to remind us that we must work toward positive change and progress. It is evitable anyway, so taking a proactive role in helping it happen to our liking is an exceptional step in the right direction!

The team identified several themes that kept rising to the top throughout the assessment process. They are:

- Communication
- Telecommunication
- Economic Development,
- Facilities

- Beautification
- Social Issues and
- Transportation

Each team member has provided their specific areas of expertise to these themes. Remember, however, that these are only preliminary recommendations. After you have all had a chance to review the report, we will conduct the final Town Meeting. That's when you'll see some strong priorities identify themselves. That is when you can take hold and move forward. Congratulations again on taking the first step! I would be pleased to continue working with you on any aspect of your assessment.

Communication:

Challenge: Building a strong relationship between State Park personnel, Town of Glendo and citizens. My personal opinion is that the State Park personnel should stay in constant contact with the Town of Glendo. The benefits that could result are too numerous to mention, but the bottom line is that there is NOTHING negative about such a partnership.

Solution: This is something that should achieve immediate results. The Town of Glendo should take the first step by contacting the Department of State Parks and Cultural Resources, Division of State Parks. Steve Achter and I have both separately approached Bill Gentle and John Keck, and they are anxious to work with you. Your contacts are:

Mr. Bill Gentle, Director
Division of State Parks & Historic Sites
Herschler Building, 1st Floor East
Cheyenne, WY 82002
307-777- 6323
bgentl@state.wy.us

or Mr. John Keck, Director
Dept. of State Parks & Cultural Resources
Barrett State Office Building
Cheyenne, WY 82002
307-777-6303
jkeck@state.wy.us

Challenge: Marketing.

Solution: The Town of Glendo would benefit greatly from a Lodging Tax. This tax is specific to marketing and can only be used to promote tourism. Although this could also be a countywide effort, only the Town of Guernsey has a Lodging Tax at this time, so it is possible to do on your own. For more specific information see W.S.39-15-101(a)(i). You should also contact:

Linda Michaels, Town Clerk or
Town of Guernsey
307-836-2335
linmichaels@hotmail.com

Lynn Birleffi
Wyoming Lodging & Restaurant Assn.
Box 1003
Cheyenne, WY 82003
307-634-8816
infor@wira.org

Whether you choose to go this route or not, you should also investigate joint marketing efforts with the state park. When you visit with Bill Gentle and John Keck, keep this in mind as well. I know their Public Information Office traditionally only markets the state park system, but why not the communities they are part of too. Seems reasonable to me!

Challenge: Some type of organization designed to meet the needs of communicating among the citizens, businesses and Town of Glendo.

Solution: I believe the Platte County Chamber of Commerce would like to work with you on your specific issues of concern. Perhaps this would be an opportunity to create a local alliance, economic development group or association, perhaps an offshoot of the county chamber. The alliance could include representatives from the city, county, school, youth groups, etc. To be effective the new organization should have the complete backing of the Town of Glendo.

Additionally, I think you should consider publishing your own newsletter. Some industrious citizen could accomplish this or the students at the High School might be willing to take it on. I'm specifically thinking of something like Chugwater's *Prairie Press*. Contact them directly at lazys@coffey.com. Another opportunity would be to create some kind of an alliance or merchants association, perhaps it could be an

Challenge: Telecommunications, specifically for emergency purposes.

Solution: I recommend that you contact Jane Carlson at the Platte County Sheriff's Office for information about 911 systems. Jane was part of Wheatland's core committee for our Community Assessment.

Her contact information is:

Jane Carlson
307-322-2331

For other telecommunication needs I suggest you contact:

Michael Stull
Director of Telecommunications
Wyoming Business Council
214 W. 15th Street
777-2847
mstull@state.wy.us

Michael is working diligently to coordinate telecommunication needs statewide and is more than willing to provide assistance as requested.

Economic Development:

Challenge: Economic Development, i.e. jobs, businesses, planning and zoning, year round vs. seasonal jobs.

Solution: The Town of Wheatland and the Platte County Commissioners pledged to hire a city/county planner during Wheatland's Community Assessment. Progress has been slow. I believe with some insistence from other municipalities we may see this become a reality. Both entities need to be consistently reminded that our countywide community would benefit from such a person. Making contact with the Platte County

Commissioners at 307-322-2315 would be the best place to start. They, in turn, could keep the wheels greased with the Town of Wheatland.

Guernsey and Chugwater each have an organized group of volunteers whose purpose it is to promote economic development activities. Contacts are:

Leonard Scoleri
307- 836-2344
Guernsey, WY 82214

Kit West
307-422-3319
Chugwater, WY 82210

Wheatland is the only community with a paid staff, one full-time and one part-time. This is accomplished through a private, non-profit organization (Wheatland Area Development Corporation) that receives operating funds from a variety of sources. I believe it would be prudent for Glendo to strengthen their volunteer efforts in this regard. An organized countywide economic development effort could only help to enhance each of our individual and collective efforts.

The team members were diligent in responding to the challenges identified during your Community Assessment. Rather than duplicate their efforts I will simply close here and re-state appreciation for the town's desire to move forward in an organized way. I will look forward to reviewing this material at your Town Meeting in January 2003 and to see the short- and long-term priorities that will evolve.

STEVE ACHTER

Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-777-2811
FAX 307-777-2838
sachte@state.wy.us

This report is organized around the major themes identified by the resource team.

COMMUNICATIONS

Challenge: The communication between the town and local businesses is at the very least strained. The team heard stories that park personnel would turn away visitors saying the park was closed when it was not. Comments such as lack of communication between the park and local business people were common.

Solution/Contact: I contacted John Keck, Director of State Parks and Cultural Resources, and he is eager to meet with town officials and representatives of the business community to discuss ways the town and the park can better cooperate. He will bring along the park superintendent as well as any other park staff the town feels would be helpful to be included. Please call John at 307-777-6303. If John has not heard from the town shortly after the report is completed, he will contact the mayor to arrange a meeting.

FACILITIES

Challenge: The need for outdoor recreation facilities such as a skate park and a swimming pool were mentioned many times at the listening sessions. Also, mentioned was the desire to have other public facilities like a recreation center, community center and an upgraded sewer system. Many of these types of facilities may be paid for with the use of the special purpose sales tax, however, that tax was recently voted down. From this I would conclude that such a tax would have a difficult time passing in the future for recreation type projects and that funding will have to come from sources other than a local sales tax. The recommendations are for grant programs

Solution/Contact: Grant funds for outdoor recreation projects are available from the Land and Water Conservation Program. These funds are available annually and require a local match; therefore, the town must plan now to insure funds are available. For more information contact:

Todd Thibodeau
State Parks and Cultural Resources
Herschler Building, 1st Floor East

122 West 25th Street
Cheyenne, WY 82002
307-777-6478

Program guidelines and application information can be viewed by going to <http://commerce.state.wy.us/sphs/index1.htm> click on Land and Water Conservation Fund.

Solution/Contact: The Community Development Block Grant Program (CDBG) is another program that can be used to help pay the cost of constructing public facilities like a recreation or community center. Any project funded must be able to demonstrate that a CDBG designated National Objective can be met. One of those objectives is benefit to low and moderate income people. The latest data shows that the town of Glendo meets that national objective. For more information about the CDBG program please contact:

Steve Achter, Director
Investment Ready Communities/CDBG
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
Phone: 1-307-777-2811
Email: sachte@state.wy.us
Web: www.wyomingbusiness.org

Solution/Contact: The State Loan and Investment Board (SLIB) provides grants for a variety of essential public facilities. For more detail please contact:

Brad Miskimins
Grant and Loan Program Manager
State Loan and Investment Board
Herschler Building, 3W
122 W. 25th Street
Cheyenne, WY 82002
Phone: 307 777 7309
Email: bmiski@state.wy.us

Challenge: A need for affordable housing was expressed many times at the listening sessions. There is upscale housing being developed for the second home market development, however, new lot development that would accommodate affordable housing does not seem to be taking place.

Solution/Contact: Take a look at housing programs offered through USDA Rural Development's Rural Housing Service (RHS).

The Rural Housing Service provides a number of homeownership opportunities to rural Americans, as well as programs for home renovation and repair. RHS also makes

financing available to elderly, disabled, or low-income rural residents of multi-unit housing buildings to ensure they are able to make rent payments.

The following is a listing of RHS programs that might be of interest to individuals interested in buying or renovating a home, or in receiving rental assistance.

1. **Direct Loan Program (Section 502)** Under the Direct Loan program, individuals or families receive direct financial assistance directly from the Rural Housing Service in the form of a home loan at an affordable interest rate. Most of the loans made under the Direct Loan Program are to families with income below 80% of the median income level in the communities where they live. Since RHS is able to make loans to those who will not qualify for a conventional loan, the RHS Direct Loan program enables many more people to buy homes than might otherwise be possible. Direct loans may be made for the purchase of an existing home or for new home construction.
2. **Loan Guarantee Program (Section 502)** Under the Guaranteed Loan program, the Rural Housing Service guarantees loans made by private sector lenders. *(A loan guarantee through RHS means that, should the individual borrower default on the loan, RHS will pay the private financier for the loan.)* The individual works with the private lender and makes his or her payments to that lender. Under the terms of the program, an individual or family may borrow up to 100% of the appraised value of the home, which eliminates the need for a down payment. Since a common barrier to owning a home for many low-income people is the lack of funds to make a down payment, the availability of the loan guarantees from RHS makes the reality of owning a home available to a much larger percentage of Americans.
3. **Mutual Self-Help Housing Program (Section 523)** The Mutual Self-Help Housing Program makes homes affordable by enabling future homeowners to work on homes themselves. With this investment in the home, or "sweat equity", each homeowner pays less for his or her home. Each qualified applicant is required to complete 65% of the work to build his or her own home. Technical Assistance Grants and Site Loans are provided to nonprofit and local government organizations, which supervise groups of 5 to 12 enrollees in the Self-Help Program. Members of each group help work on each other's homes, moving in only when all the homes are completed. Once accepted into the Self-Help Housing Program, each individual enrollee generally applies for a Single-Family Housing Direct Loan (Section 502).
4. **Home Repair Loan and Grant Program (Section 504)** For very low income families who own homes in need of repair, the Home Repair Loan and Grant Program offers loans and grants for renovation. The Home Repair Program also provides funds to make a home accessible to someone with disabilities. Money may be provided, for example, to repair a leaking roof; to replace a wood stove with central heating; to construct a front-door ramp for someone using a

wheelchair; or to replace an outhouse and pump with running water, a bathroom, and a waste disposal system. Homeowners 62 years and older are eligible for home improvement grants. Other low-income families and individuals receive loans at a 1% interest rate directly from RHS.

5. **Multi-Family Housing - Rental Assistance Program (Section 521)** Rural Development Multi-Family Housing programs provide a number of finance options to developers of low-income community housing. Rural Housing Service assistance to individual residents of multi-family dwellings comes primarily in the form of rental assistance. Rent subsidies under the Rental Assistance Program ensure that elderly, disabled, and low-income residents of multi-family housing complexes financed by RHS are able to afford rent payments. With the help of the Rental Assistance Program, a qualified applicant pays no more than 30% of his or her income for housing. Residents of multi-family housing complexes built under both the Rural Rental Housing Program (Section 515) and the Farm Labor Housing Program (Section 514) are eligible to apply for the Rental Assistance Program. (Please note that not all residents of RHS-financed housing developments receive rental assistance.)

To determine eligibility or to apply for any of the programs listed above, please contact your local USDA representative:

Bill Garret
Community Development Manager
Southeast Area Office
USDA Rural Development
1441 East "M" Street, Suite A
Torrington, WY 82240-3521
Phone: 1-307-532-2125
Fax: 1-307-532-5783
Email: bill.garrett@wy.usda.gov
Web: www.rurdev.usda.gov

Solution/Contact: Also examine programs available through the Wyoming Community Development Authority (WCDA). WCDA is the State of Wyoming's Housing Authority.

1. Federal Low Income Housing Tax Credits
Housing finance authorities across the county have been designated by federal statute to administer the Federal Low-Income Housing Tax Credit, which was enacted through the Tax Reform Act of 1986. This program provides federal tax credits for developers and contractors as an incentive to develop affordable rental housing projects. An Allocation Plan may be obtained by contacting the WCDA.
2. HOME Investment Partnership Program

This program was created as Title II of the Cranston-Gonzales National Affordable Housing Act and is being administered by the WCDA for the state. Since the spring of 1992 Wyoming has received over \$27 million in HOME funds for the development of decent, safe, affordable housing for low - and very low - income households. Applications are accepted once a year through a competitive application process. A Program Description may be obtained by contacting the WCDA or it can be viewed through the link below.

Units of local government, housing authorities, private developers and nonprofit organizations may apply for HOME funds. Projects must be targeted to low - and very low - income persons. Funds may be used for rental housing production, homeowner rehabilitation and homeownership programs anywhere in Wyoming. The HOME program requires a 25% match of non-federal funds. Match requirements are explained in detail in the current year Affordable Housing Allocation Plan. This program has had a major impact on some of the most critical housing needs in Wyoming.

3. CDBG Housing Set Aside

The WCDA applies for an annual allocation of federal Community Development Block Grant (CDBG) funds from the Wyoming Business Council, which are then loaned to applicants for housing-related programs that benefit low-income households. Eligible applicants for these funds are counties and incorporated cities and towns in Wyoming.

The WCDA has allocated over \$4.5 million in CDBG funds to 29 sub-recipients since 1990. This program is the beginning of a statewide revolving loan fund that will help meet the state's housing needs in the future. Funds are allocated through a competitive application process.

For more information on any of WCDA's programs, please contact:

Cheryl Gillum
Housing Programs Director
155 N. Beech Street
Casper, WY 82601
Phone: 1-307-265-0603
Fax: 1-307-266-5414
Email: gillum@wyomingcda.com
Web: www.wyomingcda.com

SOCIAL ISSUES

The vast majority of the kids are undoubtedly solid citizens as demonstrated by their thoughtful responses to the three questions. However, a challenge facing the community and pointed out numerous times at the listening sessions is the abuse of drugs and alcohol by not only the youth but also by adults.

Solution/Contact: A number of private foundations serve the area and provide grant funds for a variety of youth programs and substance abuse prevention programs. In most cases the funds are provided to youth organization or non-profit organizations. A sample of the foundations includes:

The Wold Foundation
139 West 2nd Street, Suite 200
Casper, WY 82601
Phone: 307-265-7252
Fax: 307-265-7336

Areas of interest:

- Independent schools and private colleges;
- Human-service organizations and youth programs;
- Community-supported cultural activities;
- Preventative health and wellness programs;
- Preservation of historic sites and buildings;
- Conservation and outdoor recreation that supports health, education, leadership training and youth services;
- Scientific research aimed at improving the quality of life and conservation of natural resources; and,
- Projects and programs that benefit Wyoming citizens, particularly youth.

American Legacy Foundation
1001 G Street, NW
Suite 800
Washington, DC 20001
Phone: 202-454-5555
Fax: 202-454-5599
Email: grantsinfo@americanlegacy.org
Url: <http://www.americanlegacy.org>

Areas of interest:

The American Legacy Foundation provides grants to further its goal of creating tobacco- free generations. At the heart of Legacy's grant program is the effort to identify new and improved ways to develop effective tobacco control programs. Legacy's four goals are as follows:

- Reduce youth tobacco use;
- Reduce exposure to second-hand smoke among all ages and populations;

- Increase successful quit rate among all ages and populations; and,
- Reduce disparities in access to prevention and cessation services and in exposure to secondhand smoke on behalf of disadvantaged populations.

The Daniels Fund
55 Madison Street, Suite 255
Denver, CO 80206
Phone: 303-393-7220
Fax: 303-393-7339
E-mail: info@danielsfund.org
Url: <http://www.danielsfund.org>

Areas of interest:

- Child care/early childhood education
- Elderly seniors
- Mental health, alcoholism, substance abuse
- Physical disabilities
- Amateur athletics

Burlington Northern Santa Fe Foundation
5601 West 26th Street
Cicero, IL 60804
Phone: 708-924-5615
Fax: 708-924-5657
Email: Sharon.Heft@BNSF.com
Url: <http://www.bnsf.com>

Areas Of Interest:

The Burlington Northern Santa Fe Foundation supports nonprofit organizations in the company's area of operations only. The Foundation is a strong contributor to various United Way/Red Cross agencies across its system and includes as well the following categories in its giving program:

- Education;
- Arts & culture;
- Civic programs;
- Health & human service agencies
- Hospitals; and,
- Youth organizations.

As a final thought, as individual youth emerge as leaders, recognize them with a Youth Leader of the Year Award.

ECONOMIC DEVELOPMENT

Challenge: New business development and job creation were pointed out a number have times to the team as a future need in Glendo. People want good quality jobs, particularly for youth, to give them the opportunity to stay in the community. Not all communities are prepared for or have in place the necessary tools to be successful with a business recruitment or business expansion effort. Certain steps must be taken before true success can be attained with a business recruitment or expansion program.

Considerable academic research has been completed to determine what needs to be in place to insure success. The Appendix contains an outline of an approach that has been proven successful. It is called “Economic Development Building Blocks, A Holistic Approach.” For more information about implementing the building blocks in Glendo contact.

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Challenge: Entrepreneurial training for existing business owners as well as owners of start-up businesses is essential and can go a long ways toward strengthening the viability of new or expanding businesses. There are also a variety of other programs available to serve the needs of businesses.

Solution/Contact: The Wyoming Small Business Development Center (SBDC) provides a wealth of assistance to business owners. The assistance includes business plan assistance, accounting, marketing, and government procurement and grant and loan application preparation to name a few. The SBDC office is located in Casper; however, the director will travel to Glendo to meet with clients.

The NxLevel entrepreneurial training is also offered through the SBDC’s and will be taught on-site in Glendo if there are enough students that sign-up for the class. It generally takes about 12 students to make a complete class. However, if there are fewer than 12 students the class will be taught if a sponsor can be found to help financially support the class.

For additional information regarding the Small Business Development Center’s contact:

Leonard Holler
Region III Director
Small Business Development Center
300 South Wolcott, Suite 300
Casper, WY 82601
Phone: (307) 234-6683
Toll Free: (800) 348-5207
Fax: (307) 577-7014
E-mail: sbdc@trib.com

Solution/Contact: The community should utilize the expertise and harness the power of the newly established Market Research Center (MRC). The MRC is a brand new creation of the Wyoming Business Council (WBC), the Small Business Development Center (SBDC), and the University of Wyoming's College of Business. It was created to provide Wyoming entrepreneurs and Wyoming communities with sophisticated and timely market research information. This will allow Wyoming businesses to obtain and analyze market information on products, industries, and customers. For more information, please contact:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Or Leonard Holler
Region III Director
Small Business Development Center
300 South Wolcott, Suite 300
Casper, WY 82601
Phone: (307) 234-6683
Toll Free: (800) 348-5207
Fax: (307) 577-7014
E-mail: sbdc@trib.com

Solution/Contact: Utilize free business assistance programs through the Wyoming Small Business Development Center (SBDC). The SBDC, in part funded by the Wyoming Business Council, can assist people wanting to start a business in Glendo and those already in business in Glendo. Topics that the SBDC can assist with include accounting, advertising, cash flow, human resources, financial reports, market research, patents and trademarks, business plan assistance, along with many others. For more information, or to schedule appointments to get small business assistance, contact:

Leonard Holler
Region III Director
Small Business Development Center
300 South Wolcott, Suite 300
Casper, WY 82601
Phone: (307) 234-6683
Toll Free: (800) 348-5207
Fax: (307) 577-7014
E-mail: sbdc@trib.com

Solution/Contact: Consider some of the services offered through the Wyoming Women's Business Center. The Center offers a business plan guide that is one of the best out there. In addition, the Center has a micro loan program (\$2,500 and less) available to small businesses at rates far below prime and at favorable repayment terms. For more information, please contact:

Rosemary Bratton
Wyoming Women's Business Center
P.O. Box 3661
Laramie, WY 82071
Phone: 1-888-524-1947
Email : wwbc@uwyo.edu
Web: <http://www.wyomingwomen.org/>

Solution/Contact: Take a look at some of the programs offered by Gro-Biz (Government Resources and Opportunities for Business). Gro-Biz helps Wyoming companies secure profitable contracts with federal, state and local governments. In particular, examine one program called Bid Match, which utilizes email daily to notify registered Wyoming businesses of government contracting opportunities. For more information, please contact:

Rudy Nesvik
State Director
Gro-Biz
Laramie County Community College
1400 E. College Drive
Cheyenne, WY 82007
Phone: 1-866-253-3300
Email: grobiz@wyoming.com
Web: <http://www.gro-biz.com>

Solution/Contact: Local manufacturers should take advantage of the services of the Mid America Manufacturing and Technology Center (MAMTC). MAMTC can help Wyoming manufacturers become more competitive through programs that address quality, business systems, the manufacturing process, company assessment, marketing, and product development. For more information, please contact your local regional MAMTC representative:

Phillip Christopherson
Field Engineer
MAMTC
300 S. Wolcott
Suite 200
Casper, Wyoming 82601
Phone: 1-307-234-2687
Fax: 1-307-577-7014

Email: phillc@iname.com

Web: www.mamtc.com

Solution/Contact: Utilize the Wyoming Business Council's Trade Show Incentive Grant Program. This program will assist businesses in exhibiting their products at trade shows. It is a matching grant (dollar for dollar) up to \$1,500 /year. For example, if a company in Glendo were to exhibit its products a trade show in Denver that costs \$3,000, the Trade Show Incentive Grant could cover up to \$1,500 of these costs related to the trade show itself. For more detailed information on this program, please contact either:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Or Carol Stearns
Business Development Manager
Wyoming Business Council
214 W. 15th, Street
Cheyenne, WY 82002
Phone: 1-307-777-2882
Fax: 1-307-777-2838
Email: cstearn@state.wy.us
Web: www.wyomingbusiness.org

Solution/Contact: It's worth examining some of the other business programs available through the Wyoming Business Council, including the Wyoming First Program (available to help companies promote their products as "Made in Wyoming"), the Challenge Loan Program (a state revolving loan fund that participates with banks to provide lower interest rates to businesses, and human resource consultation (helping companies with HR challenges). For more information on these and other Wyoming Business Council programs, contact:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Solution/Contact: The Wyoming Department of Employment has workforce training grants available to new and existing companies that create new jobs. These grants are available to companies for costs related to training new employees. Typically, the amount of these grants are \$1,000-\$1,500 per employee, depending on after training wages. These grants are subject to availability and eligibility, so for further information, contact:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Or Jan Wilson
Project Manager
Department of Employment
P.O. Box 2760
Casper, WY 82602
Phone: 1-307-235-3294
Email: jwilso@state.wy.us
Web: <http://wydoe.state.wy.us/>

Challenge: The need for zoning and land use planning in and around Glendo was mentioned regularly. As Glendo changes, it is important that the community be proactive rather than reactive in addressing what Glendo will become in two, five, and ten years—and beyond.

Solution/Contact: As a general rule prior to development of land use regulations the town must develop a plan. The elements of a Master Plan and the process for its development are outlined in WS 15-1-501 to 15-1-512. The statutes relating to the development of zoning are at WS 15-1-601 to 15-1-611. The plan should address the following issues at a minimum; however, statute allows other issues to be considered:

- Infrastructure (water, sewer, roads, etc.) and future demand for services.
- Types of development (commercial, residential, industrial, agricultural) and future locations of these developments in and around Glendo
- Open space preservation and greenways/greenbelts
- Future annexation of county land

The cost of developing such a plan for a community the size of Glendo would likely cost \$30,000 to \$50,000, but would go a long way in addressing economic development and community development. The Wyoming Business Council has in place a grant program that can assist Glendo in the costs of developing elements of the Master Plan. The grant is a Planning Only grant through the Community Development Block Grant (CDBG) Program. The maximum award for such a grant is \$25,000. The grant would require some local matching funds. For more information, please contact:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Or Steve Achter, Director
Investment Ready Communities
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
Phone: 1-307-777-2811
Email: sachte@state.wy.us
Web: www.wyomingbusiness.org

The Platte County planner when hired should be able to assist the town with the fundamentals of plan preparation. For more information contact:

Linda Fabian
Wheatland Area Development Corporation
P.O. Box 988
Wheatland, WY 82201
307-322-4232
E-mail: lfabian@communicomm.com

WHAT MAKE COMMUNITIES FUNCTION

The Heartland Institute, a community development think tank, has completed considerable research concerning what makes communities work and work well. As a result of that research the institute has come up with what they consider characteristics of viable communities. Take a look at these characteristics and see how many exits in Glendo.

- Evidence of community pride. The citizens in a Midwest town rebuilt a dam that was vital to that community. The townspeople are proud that they pulled together, raised a large amount of money, renovated the dam and then fixed up adjoining parks and boat ramps. They now celebrate the achievement with a yearly "Water over the Dam Days."
- Emphasis on quality in business and community life.
- Active economic development program.
- Willingness to invest in the future. This is demonstrated by voluntary contributions of time and money and the approval of bond issues and tax levies for schools, utilities, streets, town centers, recreation facilities, etc.
- Participatory approach to community decision-making. Do people feel that they have input into community decisions? Do local officials regularly inform the public about upcoming decisions and events and encourage public discussion and involvement?
- Cooperative community spirited people and organizations believe that "we're all in this together." Cooperation is expressed through attitudes like: "If I help you now, you'll help me later. Better yet, I know if I help you now, I'll benefit in the long run. If we disagree on something, we can still be friends. I can give in to you on this thing that you really want, knowing that in the future you'll do the same for me."

- Realistic appraisal of future opportunities. Not every town will be able to attract a substantial new business, and even for those that do land a "plum," their problems are not solved, just different.
- Awareness of competitive positioning.
- Deliberate transition of power to a younger generation of leaders. Communities can't wait for the transition to happen magically. Young people and newcomers must be encouraged to participate and given the experience and training necessary to help them. Also, the more people who are involved in leadership, the less a burden it is on any one person or group. The more open local government and organizations appear to be, the more energy and ideas that will be generated.
- Acceptance of women in leadership roles. And not just in "behind the scenes" and minor parts without power or recognition.
- Strong belief in and support of education. Even though the majority of citizens in rural communities no longer have children in school, they recognize that the whole community benefits from well-educated young people.
- Problem solving approach to providing health care. Communities must approach this problem from the view of providing health care for citizens, not simply how to attract a doctor.
- Strong multi-generational family orientation.
- Strong presence of traditional institutions that are integral to community life. Traditional institutions such as churches, school and civic organizations (PTOs, Kiwanis, Rotarians, Lions), and youth groups (girl and scouts, 4-H) play an essential role in the community.
- Knowledge of the physical environment.
- Attention to sound and well-managed infrastructure. Included here are parks, swimming pools, streets, sewer systems, electric and water utilities, civic buildings, etc.
- Careful use of fiscal resources. With lots of money, it would be much easier for towns to have great parks, schools, utilities, etc. However, almost all local governments are experiencing a scarcity instead of an abundance of resources. The trick is, then, to make hard choices, run government efficiently, and find ways to provide essential maintenance and upgrades even in times of shortage. Easier said than done.
- Sophisticated use of information resources.

- Willingness to seek help from the outside.
- Conviction that, in the long run, you have to do it yourself. Communities can get help from the outside. However, responsibility for survival and enhanced quality of life rest ultimately with the people who live in the community.

Are these characteristics of a viable community evident in Glendo?

USEFUL WEB SITES AND GRANT INFORMATION

State grant information through the State Library:

www-wsl.state.wy.us/sis/grants/index.html

Federal Catalog of Domestic Assistance:

www.cfda.gov

Information about private foundation assistance:

www.fdncenter.org

There are publications that provide information on public as well as private grant opportunities. One of the better publications is the Federal Assistance Monitor. Subscriptions may be obtained by contacting:

CD Publications

8204 Fenton Street
Silver Springs, MD 20910
301-588-6380
Web-site address: www.cdpublications.com

Leah Brusino

Northwest Regional Director, Wyoming Business Council
143 South Bent, Suite B
Powell, WY 82435
307-754-5785
307-754-0368 (fax)
lbrusc@state.wy.us

It was a pleasure to serve on the Glendo Community Assessment Resource Team. I am always interested to learn what makes communities tick, especially small communities. After spending only a day and half in Glendo I was impressed by the pride that residents have in their community. I was also impressed by Glendo's assets: a good school with motivated teachers and low teacher/student ratios; Glendo State Park; basic services; and most of all, helpful and caring people.

Below I outline a number of recommendations that would be relatively easy to implement. Please feel free to call me for clarification or more information about any of my recommendations. And remember what Margaret Meade said:

Never doubt that a small group of thoughtful committed people can change the world. Indeed it's the only thing that ever has.

Strengthen the Relationship Between Community and Glendo State Park

In almost every listening session we heard that the State Park is an asset. We also heard that there is a lack of communication between the community and the State Park and that the relationship could be strengthened.

Recommendation: Organize a Glendo community/Glendo State Park appreciation event.

For many years Cody has organized a Park Appreciation Day that is comprised of various networking opportunities, activities and a meal. Employees of Teton and Yellowstone National Parks are invited and encouraged to get to know their "neighbors" in Cody and the people in Cody have the opportunity to develop relationships with Park employees. The relationships that have been built have led to open communication during past fire seasons and many years of road construction. The positive relationships and enhanced communication have benefited both the National Parks and Cody.

For more information contact Gene Bryan, Director, Cody Country Chamber of Commerce, 587-2777, or Claudia Wade, Director, Park County Travel Council, 587-2297.

Recommendation: Invite Glendo State Park personnel, Glendo area business owners, Glendo Town Council members and other concerned citizens to a

brainstorming session to discover ways to work together for mutual benefit. I would recommend this meeting be facilitated in order to keep the brainstorming on track and to make sure that everyone has a chance to contribute.

Two excellent facilitators are Steve Elledge, Director of Field Operations, Wyoming Business Council, Casper, 577-6012, selledge@wysbc.com; and Mary Randolph, Director, Wyoming Rural Development Council, 777-6430, mrand@state.wy.us.

Promote Glendo

Glendo State Park attracts between 200,000-250,000 visitors each year. The Park is a destination for a majority of these visitors and relatively little economic benefit spills over into the town of Glendo. Many of these visitors come specifically for the reservoir but others may be looking for additional activities to keep busy. Creating events and promoting other attractions will bring more people to town resulting in a larger economic impact.

Several years ago the Wind River Visitors Council, Fremont County's lodging tax board, created a printed map with a number of full- and half-day driving tours in Fremont County. Lodging businesses in Fremont County feel that this map accounts for a large number of multiple night stays.

Recommendation: The Glendo area has a lot to offer the traveling public including:

- Hiking, fishing, hunting and camping in the Laramie Peak area of the Medicine Bow National Forest.
- Bird watching and wild life viewing.
- Oregon Trail Ruts National Landmark
- Register Cliff
- Grayrocks Reservoir
- Guernsey State Park and Reservoir
- Fort Laramie National Historic Site
- Sybille Wildlife Research Center
- Spanish Diggings

Create a driving tour map that encompasses these and other areas of interest within a couple-hour driving radius of Glendo. Glendo could be a hub for people interested in the tours and the map would effectively let people know that the Glendo area is popular for more than just the reservoir.

Because it covers a broad area, a project like this would open the door for cooperative partnerships. The communities, State Parks, Historic Sites, counties, chamber and lodging tax boards could pool their resources to pay for the map.

To obtain a copy of Wind River Country's driving tour map contact Leah Bruscano, Northwest Regional Director, Wyoming Business Council, 754-5785.

Contact: Paula McCormick, McCormick Marketing, marketing agent for the Wind River Visitors Council, 332-5546.

Contact: Tina Lackey, Public Information Officer, Wyoming Department of Cultural Resources, 777-7519.

Contact: Julie Minear, Wheatland-Platte County Chamber of Commerce, 322-2322.

Contact: Dan Ringle, Torrington-Goshen County Chamber of Commerce and Goshen County Lodging Tax Board, 532-3879.

Contact: Linda Michaels, Guernsey Lodging Tax Commission, 836-2335.

Contact: Steve Elledge, Director of Field Operations, Wyoming Business Council, Casper, 577-6012, selledge@wysbc.com.

The Medicine Bow National Forest has a Rural Community Assistance (RCA) Grant program that provides seed funding to support grassroots community efforts to strengthen community leadership, mobilize people and resources, and build sustainable economies. Grant awards usually range from \$1,000-5,000 with a late spring deadline. For more information contact Jon Silvius, Public Affairs Officer for the Medicine Bow-Routt National Forests Thunder Basin National Grassland, 745-2408, jsilvius@fs.fed.us.

Recommendation: Start a chamber of commerce to serve the Glendo area. The U.S. Chamber of Commerce has a *Starting a Chamber of Commerce Kit* available for \$35. The packet of information contains all the basics of starting and running a chamber, including a general guideline booklet, sample bylaws and brochures on various aspects of chamber operations. If Glendo started a chamber of commerce the field of membership would not be limited to Glendo businesses. It could draw from businesses in surrounding communities.

Contact: U.S. Chamber of Commerce, www.uschamber.com.

Recommendation: Take advantage of the free promotional services offered on the Wyoming Business Council's Travel and Tourism web site: www.wyomingtourism.org. All Glendo area lodging, recreation, retail and restaurant businesses and events can be listed **FREE** on the Travel and Tourism Interactive Business Center. Also, businesses and organizations that are listed in the Interactive Business Center can place **FREE** e-coupons on the Travel and Tourism web site. Subjects acceptable for the e-coupon program are Wyoming vacation, travel or tourism-related features, sites, facilities, events, destinations, accommodations, restaurants and services. In the two-month period from September 1, 2002 through October 30, 2002, www.wyomingtourism.org had 29,983 visits, with 624 average visits per day.

Contact: Judy Johnson, Wyoming Business Council, Travel and Tourism, 777-2871 or jjohns1@state.wy.us.

Recommendation: Create a town web site to promote the Glendo area to visitors and also to serve as a communication hub for area residents. Wyoming.com's Webwright business has hosted community web sites at no charge, usually in exchange for a Chamber membership. Webwright's professional design team can create a web site to accomplish the community's communication goals.

Contact: Bill Esposito, Webwright, 800-701-4513.

The Medicine Bow National Forest has a Rural Community Assistance (RCA) Grant program that provides seed funding to support grassroots community efforts to strengthen community leadership, mobilize people and resources, and build sustainable economies. Grant awards usually range from \$1,000-5,000 with a late spring deadline. For more information contact Jon Silvius, Public Affairs Officer for the Medicine Bow-Routt National Forests Thunder Basin National Grassland, 745-2408, jsilvius@fs.fed.us.

Youth

I recently attended a Heartland Center for Leadership Development workshop called *20 Clues to Rural Community Survival*. Milan Wall, the facilitator, told a story about a woman who approached him during a break at a previous workshop. She asked, "Do you think I'm stupid?" Of course he didn't know how to respond, and she asked him again, "Do you think I'm stupid?" Then she went on to say, "You have been talking about how we educate our youth, then the 'best and the brightest' leave to seek job opportunities elsewhere. I was born and raised here so according to what you've been saying, I must be stupid." This story made me realize how often we give that message to our youth. I think it is good to encourage youth to see the world and/or seek higher education, but I think we need to choose our words carefully.

Often people say, "There are no jobs here to come back to." Or, "I can't make as much money here as I could somewhere else." I believe we need to encourage our youth to create their own jobs.

Recommendation: Organize a Young Entrepreneur Workshop to teach youth about business planning and how to start a business. Two years ago Robbi Christensen and I organized a Young Entrepreneur Workshop for Powell High School students. The 20-hour workshop, held over three consecutive days, introduced students to business planning concepts, and resource people and organizations in the Powell community. At the end of the workshop the students presented their business plans to a panel of judges who chose the winning business plan. Donated door prizes were given throughout the workshop to encourage participation and creative thinking.

A similar workshop, drawing upon local resources, could be created in Glendo. The format is flexible and could be taught in school or as an out-of-school workshop.

Contact: Leah Bruscano, Northwest Regional Director, Wyoming Business Council, 754-5785, lbrusc@state.wy.us.

Or, contact Joe Coyne, Executive Director, Converse Area New Development Organization, in Douglas to learn about their week-long summer Youth Entrepreneurship Camps. Youth, ages 14-18, from all over Wyoming are welcome to participate and learn how to write a business plan and what it takes to start a business in Wyoming.

Contact: Joe Coyne, Converse Area New Development Organization, 358-6520, CANDO@netcommander.com.

At the different listening sessions the Resource Team members frequently heard that there is nothing for the youth to do. Many of the projects that community members would like to see implemented addressed this problem:

- Build a skate park.
- Create a recreation center.
- Build a swimming pool.
- Build a bowling alley

When the Resource Team met with the high school students we asked if they would be interested in reading the final assessment report and helping to implement some of the recommendations. The vast majority said they would be willing to participate.

Recommendation: Organize a task force of motivated students and adults to work together to address the problem of “nothing to do.” If the youth are involved in solving the problem they will feel ownership in the outcome and be more likely to use, appreciate and respect whatever is created.

Organizing a Boys and Girls Club extension would be one way to provide activities, recreation, leadership and educational opportunities for youth between the ages of 6 and 18. To learn more about Boys and Girls Club programs look at the national web site at www.bgca.org. A regional contact is: Ashley Bright, Executive Director, Boys and Girls Clubs of Central Wyoming, 234-2456, bgccw@coffey.com.

The community of Meeteetse, Wyoming designed, raised funds and built a skate park for skateboarders and in-line skaters. The creation of a skate park was a popular project idea among Glendo high school students. For more information contact: Barbara Renner in Meeteetse, 868-2276, crenner@tctwest.net.

When we toured the school Stanetta Twiford seemed to be very interested in making the school accessible to the community for various activities and non-credit classes. Working with Ms. Twiford to make the gymnasium and other facilities available to the public may be a way to address the need for a recreation center in the near-term.

Building a recreation center is not a project to be taken lightly. In addition to planning for the construction of the facility, a plan for continued operation, funding, staffing and maintenance would need to be developed. This would be difficult given the limited population of the area. Upgrading existing community facilities and expanding their uses would be an easier project to maintain. If the community of Glendo decides to build a public recreation center or multi-purpose community center, the Community Development portion of the Community Development Block Grant program may be a source of funds. Contact: Steve Elledge, Director of Field Operations, Wyoming Business Council, Casper, 577-6012, selledge@wysbc.com.

GLENDO, WYOMING COMMUNITY ASSESSMENT REPORT

By: Kelly Jones, Rural Development Specialist

USDA, Rural Development

208 Shiloh Road

Worland, WY 82401

Phone: (307) 347-2456 Ext. 4

Fax: (307) 347-2802

Email: kelly.jones@wy.usda.gov

I would like to take this opportunity to thank the Town of Glendo for the hospitality shown to myself as well as the other team members. I would also like to thank those who took time out of their daily schedules to guide us around the town and facilities.

I will do my best to re-visit the topics heard at the listening sessions and provide some general recommendations.

HOUSING:

It was mentioned several times throughout the listening sessions the need for not only more housing, but more specifically affordable housing. The community benefits from a new senior housing facility which was constructed in 1998, however the lack of family housing was an issue.

SOLUTION: A feasibility study would be needed to determine the need for housing. This can be a lengthy process but a very valuable process for the community in determining where the greatest needs lie.

RESOURCES: Several funding sources are available for single family housing and multi-family housing, as well as for Assisted Living.

USDA Rural Development: Very low and low income family and senior housing loans are available through the Rural Rental Housing Program and the Guaranteed Rural Rental Housing Program. Loans are made to Non Profit and Limited Profit groups as well as Housing Authorities for the development of rental housing units.

USDA Rural Development: Three Single Family Housing funding programs are available through Rural Development which allows for a larger population to be assisted with their housing needs.

Wyoming Community Development Authority (WCDA): The WCDA offers low interest loans to first time homebuyers in the low income category.

Housing and Urban Development (HUD) and Veterans Administration (VA): Both offer additional housing programs.

Habitat for Humanity: Habitat for Humanity is an organization that can assist those in need of housing but are unable to obtain financing. This program is a “hands on” endeavor for those receiving the housing. Recipients must provide “Sweat Equity” for the service they receive, which in turn creates a feeling of accomplishment on the recipients’ part.

USDA Rural Development Contact:

Bill Garrett, Rural Development Manager
1441 East M Street, Suite A
Torrington, WY 82240
(307) 532-4880 Ext. 4
Email: bill.garrett@wy.usda.gov

Wyoming Community Development Authority Contact:

Cheryl Gillum, Housing Programs Director
P.O. Box 634
Casper, WY 82602
(307) 265-0603

Housing and Urban Development contact:

Visit their website at: <http://www.hud.gov>

Veterans Administration contact:

Visit their website at: <http://homeloans.va.gov/>

Habitat for Humanity contact:

Visit their website at: <http://www.habitat.org>

MULTI PURPOSE COMMUNITY CENTER:

The need for a community center was mentioned during several listening sessions. The local fire hall is currently the facility that is being utilized for special events and meetings. The fire hall is small with no kitchen facility which makes family gatherings, receptions, parties etc. very difficult because everything has to be brought in from homes.

SOLUTION: I would suggest the town council invite and encourage everyone who attended any portion of the assessment process to come to either a special meeting or the next regularly scheduled meeting to discuss the feasibility of trying to bring a community center to the town, set specific long and short term realistic goals, discuss possible costs

associated with such a project, community involvement etc, and what funds are available and to what type of applicant these funds are available to.

RESOURCES: Funding is available for restoring and building multi purpose community centers. This includes several state, federal, and local agencies as well as the community's own efforts and resources.

USDA Rural Development: The Community Facility Direct or Guaranteed programs administered by Rural Housing Service may assist in both loan and grant funds. RHS partners with local lenders and agencies

USDA Rural Development Contact:

Bill Garrett, Rural Development Manager
1441 East M Street, Suite A
Torrington, WY 82240
(307) 532-4880 Ext. 4
Email: bill.garrett@wy.usda.gov

Office of Wyoming State Lands and Investment: This is a state agency involved with funding community projects, water and waste, street improvements, and fire and safety equipment. Contact information is:

Mr. Brad Miskimins
Herschler Building, 3rd Floor West
Cheyenne, WY 82002
(307) 777-7331
Website: <http://lands.state.wy.us/>

Community Development Block Grant Program: This is a grant program administered by the Wyoming Business Council and may help funding efforts for a community center. Contact information is:

Wyoming Business Council
Steve Achter
214 West 15th Street
Cheyenne, WY 82002
(307) 777-2811
Website: www.wyomingbusiness.org

COMMUNITY RECREATION:

During a couple of the listening sessions, recreational facilities were discussed. The most interest seemed to be in a community swimming pool, with a golf course also being mentioned. It was noted that even though the lake is right there, a swimming pool either

indoor or outdoor would be nice. A golf course would also be of great benefit to the community.

SOLUTION: The travel and tourism division of the Wyoming Business Council can assist communities with identifying attractions for promotion. Glendo already benefits from the State Park and Reservoir during the summer months. Promoting a community includes promoting all amenities available.

RESOURCES: There are funding agencies and consulting services available to assist in the determination of and the funding for facilities that would highlight all attractions available within Glendo and the surrounding area.

USDA Rural Development: The Community Facility Guaranteed Loan program administered through the Rural Housing Service may assist with loan funds for recreation facilities. RHS partners with local lenders and funding agencies.

USDA Rural Development Contact:

Bill Garrett, Rural Development Manager
1441 East M Street, Suite A
Torrington, WY 82240
(307) 532-4880 Ext. 4
Email: bill.garrett@wy.usda.gov

Tourism Development:

Wyoming Travel and Tourism
Laurie Green
214 West 15th Street
Cheyenne, WY 82002
(307) 777-2808

Debbie Popp
Wyoming Small Business Development Center
P.O. Box 3922
Laramie, WY
Phone: 307-766-3505
Fax: 307-766-3406
email: debk@uwyo.edu

INTRODUCTION

I enjoyed my stay in Glendo. Special thanks to the town for the accommodations and meals. I think there are many opportunities for Glendo to become a more vibrant community. The town leaders should be commended for its progressive action to bring in this team. It is the first step towards making a better community! Remember we (the team) are here to help. I would encourage those interested to view recommendations of other community assessments through the website of the Wyoming Community Network at www.wyomingcommunitynetwork.com.

This report is organized around the major themes identified by the resource team.

Beautification

Challenge: Several individuals commented on the look of the community. There seems to be a problem with vacant buildings in disrepair, streets need repairing, lots with uncontrolled vegetative growth are fire hazards, junk vehicles, etc.

Solution/Contacts: Many people recognize that Glendo is a destination. The recreational opportunities associated with the lake draw a substantial tourist population to this area, especially in the summer. To draw the tourist population from the lake and spend time in the community involves first an attractive community that exudes community pride. This will involve many hours of volunteer time. But after listening to community members in several sessions, I think there are many groups willing to put in the time to make their community look more attractive. These projects can be spearheaded by elementary—highschool students, parents involved in PTO/PTA, and churches. The town of Glendo may want to contact other communities successful in beautification projects: Powell, Gillette, Lander to name a few.

Communication

Challenges: One of the most apparent frustrations for Glendo is the lack of communication between the town and Glendo State Park officials. It seems apparent to me, this could be a win-win situation for both entities. It seems there have been efforts in the past to communicate with the State Park, but this was unsuccessful. I am not sure at what length these efforts comprised, but I think communication efforts should be continued.

Solutions/Contacts: Opening channels of communication can be difficult, especially if the groups involved don't understand the challenges and needs of each other. I would recommend the town form a "committee" of sorts comprised of town leaders (town council members, mayor, representatives from the different sectors of the community (i.e. agriculture, small businesses, school district, citizens, etc.) to clearly define the issues and needs of a community located near a major recreation area. The next step is scheduling a meeting between both parties. This is a situation that may take some time for planning and resolution. Contracting with someone who is talented in mediation or facilitation between these two groups may be beneficial. For a list of facilitators, call Leonard Holler or me.

Leonard Holler
Small Business Development Center
300 S. Wolcott, #300
Casper, WY 82601
Phone: 800-348-5207 or 307-234-6683
Email: sbdc@trib.com

John Keck, Director of the Wyoming Department of
State Parks and Cultural Resources
2301 Central Avenue
Cheyenne, WY 82002
Phone: 307-777-6303
Email: spr@state.wy.us

Challenge: It seems the town does very little to promote or market itself to potential and/or existing tourists. A desire to expand the website (?) and market the Glendo area more effectively was expressed in a couple of the listening sessions.

Solutions/Contacts: Developing a web site may be a good project for highschool students. An alternative suggestion is contracting the services of CANDO (Converse Area New Development Organization. CANDO provides training in a specialized area and employment opportunities for students to practice the skills acquired for businesses/non-profits, etc in the local community as well as the state. Joe Coyne, CANDO executive director, targets youth in development of new skills and providing employment opportunities. These trained students are always looking for new opportunities to provide businesses with services (especially expertise in website development) that provide success.

Joe Coyne
CANDO Tech Center
Box 593,
Douglas, WY 82633
307-358-2000
Website: www.candotechcenter.com

Laurie Green is the director of the Wyoming Business Council's Travel and Tourism division. Laurie and her staff may be able to provide some guidance in promoting this area and its recreational opportunities. Another possible resource is the Wyoming Travel Industry Coalition (WTIC). WTIC is a private sector coalition of organizations and corporations serving the traveling public and promoting the State of Wyoming. They have a membership of 60 organizations. The mission of the Wyoming Travel Industry Coalition is to increase the economic impact of the travel industry in Wyoming, provide resources for training, communication, education and act as the voice for the tourism industry on legislative and government issues affecting the industry.

Laurie Green
Wyoming Business Council
Cheyenne, WY
Phone: 307-777-2808
Email: lgreen@state.wy.us

[David Pellatz](#), President of the WTIC
Wyoming Homestay & Outdoor Adventures
583 Steinle Road
Douglas, Wyoming 82604
307-358-2562

Economic Development

Challenges: We were told Glendo belongs to a larger regional Chamber of Commerce group, but individuals expressed that Glendo received very little benefit from this arrangement. I believe a person who can spend some time dedicated to economic development for the Glendo community is needed.

Solutions/Contacts: Because of the number of tourists and economic development issues this town faces, I believe Glendo needs its own Chamber of Commerce or possibly expand the activities of the local economic development association. A feasibility study for the city of Glendo could be very beneficial to determine the feasibility of potential new businesses and services. The town may want to consider applying for a CDBG planning only grant to have a feasibility study done. The Wyoming Business Council administers the CDBG program for economic and community development projects, and its board of directors approves grant recipients.

Patrice Gapen, Economic Development Program Manager
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
Phone: 307-777-2813

The state of Wyoming will soon have available a market research center. This center will be able to provide valuable information for existing businesses, start-up businesses, and

the town of Glendo as they investigate what businesses would do well in Glendo. The Market Research Center will work closely with the Small Business Development Center, Wyoming Business Council, MAMTC, and other economic development professionals. Please contact one of the people below for more information.

Leonard Holler
Small Business Development Center
300 S. Wolcott, #300
Casper, WY 82601
Phone: 800-348-5207 or 307-234-6683
Email: sbdc@trib.com

Steve Elledge
Wyoming Business Council
300 S. Wolcott, #300
Casper, WY 82601
Phone: 307-577-6012

Social Issues

Challenges: We heard several times about substance abuse in the community. This is an issue most communities face. Substance abuse is an issue not just with the teen population, but also with the adult population. The highschool students we visited mentioned how the community supports two bars but no grocery store.

Solutions/Contacts: There are many national programs that provide education and awareness on substance abuse. Within the state of Wyoming there are several resources, specifically the Wyoming Department of Health Substance Abuse Division. This division assists communities with these concerns. Grants are available to implement intervention activities.

Diane Galloway, Director
Wyoming Department of Health, Substance Abuse Division
2424 Pioneer Avenue, Suite 306
Cheyenne, WY 82002
Phone: 307-777-6494

Mr. David Shavel, provides training to communities focusing on identifying best practices and coalition building for specific program development. He is also a resource for federal and state funding sources in the area of substance abuse.

David Shavel, Prevention Coordinator
Wyoming Department of Health, Substance Abuse Division
2424 Pioneer Avenue, Suite 306
Cheyenne, WY 82002
Phone: 307-777-3357

Todd Wacasser

Town of Lovell
P.O. Box 188
Lovell, WY 82431
307-548-6551
to todd00@tctwest.net

Communication

Many of the people at the meeting expressed concerns with the State Parks department and their lack of communication with the Town. I will say that with any interagency communication there are obstacles. In Lovell we too have a relationship with a lake that draws people to our Town though not on the scale of Glendo. Like you we have an outside agency running our lake. Our lake is a National Recreation Area, and the National Park Service runs it. You can imagine the red tape that goes with any changes that happen with our lake.

The National Park Service may be an intimidating adversary, but we have managed to have a very healthy relationship with them. We don't always get what we want, but they keep us very involved with any major decisions. We keep this relationship open through hard work and communication. We realize that we will not get everything we want, and that the Park Service can only do so much. We try not to ask for things we know they can't produce.

On major issue that continued to surface with the lake, was the water level. It seemed as if the Town was mad at the State Parks for the lack of water level. We too have water level issues. We have needed to remind people that the Park Service and the State Parks do not control the water levels in these lakes. The Bureau of Reclamation usually is responsible for the water in the lakes. The Parks may be consulted, but recreation is usually not one of the main priorities of the water management model. This requires more work in the communication avenues.

What must be realized is that with good communication many things may be accomplished. It may pay for the Mayor to appoint a board or commission or one person to communicate with the State Parks, Bureau of Reclamation and Game and Fish. Communication with these agencies will not be easy, but if you can establish a relationship, future projects and decisions may gain more input from the Town.

Marketing

Marketing of the lake does not seem to be as big problem as you might think. I do believe that better communication of lake levels and services available may be important, but advertising of the lake seems to happen through word of mouth. I think your marketing should concentrate on what your Town and businesses have to offer. I believe that a local Chamber of Commerce may be a good addition to your Town. The

Chamber you participate in now does not seem to do enough locally to make you happy. A local Chamber may be able to better capitalize on events held at the lake. A local Chamber would keep Chamber dues in your community promoting just Glendo not the rest of the County. Glendo days is an important celebration for the community, but you may want to draw people to Town on more than the one weekend with events and activities.

Telecommunications

Emergency communications is very important. There are many options for emergency communications. I think that a collaboration of efforts between the Town and Rural fire departments is key to this happening. You need to get the County to back this project, and then talk to the State Emergency Management Agency. There is a lot of money available for emergency response and preparedness right now. With the Interstate HWY and the lake, there should be money through the State, FEMA, and the Department of Transportation.

State Emergency Response Commission
Bob Besek, Executive Secretary
5500 Bishop Boulevard
Cheyenne, WY 82009-3320
(307) 777-4900

Federal Emergency Management Agency
Region VIII
Building 710, Box 25267
Denver, CO 80225-0267
www.fema.gov
(303) 235-4800

WDOT
5300 Bishop Boulevard
Cheyenne, WY 82009-3340
(307) 777-4484

Economic Development

Like almost every community in Wyoming, Economic Development is a major issue. There are many communities in this State that lives on Tourism, but in order to thrive they have diversified. I do believe that Glendo could better capitalize on the Tourist traffic, but long term year round employment will be great building blocks for your community. The Wyoming Business Council helps those who help them-selves. It is very important that your Town adopts a business friendly attitude. There are no easy answers for economic development, just hard work. Don't let people say, "we've tried

that and it won't work here." Economic development is about failing until you succeed. If you don't continue to try you have failed.

Economic Development needs to start within. A committee of your community's brightest and most motivated people should head this effort. This is not always the same group as your Chamber of Commerce. Chambers are not always the best place for economic development, because Economic Development some times creates competition for existing business.

Facilities

Fire Truck - The U.S. Fire Administration (USFA) has many programs that may be beneficial to your departments. The most interest seems to be in getting a pumper truck. The USFA has a program, which is funded by the Federal Government, called "Assistance to Firefighters Grants." These grants are a 90% grant with a 10% local match. Grant applications are usually due around the end of March. These grants are available for Trucks, equipment, wellness programs and fire prevention. Each department is allowed one application per year.

Community Center / Recreation Center – Most community centers are locally funded. Because it is not a health and safety issue, most granting agencies will not fund them. I have seen many local funding drives to build community centers. This needs to be a county and town effort. You currently have more than I expected for a Recreation program and facilities. Your best bet for a rec. center is to continue to cooperate with the School and try to best outfit one facility instead of trying to build a separate facility for the Town. If you have two facilities, they will compete for funding.

U.S. Fire Administration

www.usfa.fema.gov

(301) 447-1018

School – I think you need to fight for your school. The movement to consolidate schools is happening all over the State. If you don't fight for it, no one will. You need to pre-empt any attempts to close the school by attending School Board Meetings in force. You also need to lobby you state legislators, and new Governor. Come up with a presentation on how important your school is to your community, and present it to anyone that will listen.

Affordable Housing – Many programs exist for affordable housing. Local partnerships with developers usually work the best. Once you have an idea and the partners in mind you can contact funding agencies. Realize that affordable housing is a relative term. It realistically costs between \$60,000.00 and \$80,000.00 to build a three-bedroom home. This does not include land and infrastructure. Programs available may reduce homeowner costs, but these homes will not be under \$50,000.00. Realize that the mortgage payment on a \$90,000.00 home is only @\$600.00 /month. If people can't afford a \$400.00 to \$600.00 a month payment, then you should look at apartments instead

of single-family homes. Programs exist for many kinds of low to moderate income housing projects.

Wyoming Community Development Authority
P.O. Box 634
155 North Beach
Casper, WY 82601
(307) 265-0603
www.wyomingcda.com

USDA Rural Development
Casper, Wyoming

Federal Home Loan Bank of Seattle
1501 Fourth Ave.
Suite 1900
Seattle, WA 98101-1693
(206) 340-8743
www.fhlbsea.com

must access funds through a member bank
a list of member banks is available under the web site,
or contact a local bank (most of them are members)

Beautification

Again this is an internal function for the Town and Chamber of Commerce. The Town needs to pass and enforce, or just enforce junk and weed ordinances. This is an unpopular thing for the people that have junk and weeds, but most of the people will benefit, and want these “eye sores” cleaned up. The Town and Chamber or some other civic group needs to plan a project. Your kids have expresses a willingness and desire to help clean up the Town. Use local volunteers to cleanup the lots that do not have active ownership. Then start painting and planting. Become a Tree City USA. You can plant flowers in wood barrels or build some wood planters. Place these on the corners down town. You will need someone to water and take care of the flowers and planters. We have a group of retire ladies that take care of ours. Our fire department waters the flowers. Again an entire community effort will produce results.

Social Issues

Drug Abuse – Prevention starts at home. Talk to your kids about drugs. This is not an easy issue, but a very important part of a health community. Drug use usually begins with alcohol or tobacco use. Many of our youth are exposed to alcohol and tobacco use from the time they are babies. Our society says drugs are “bad” but fails to define “drugs.” It is important as parents and adults in our communities to set a good example for our children. Many times this doesn’t happen at home, so it needs to happen

at school or church. Support the School in trying to educate kids about drugs and the problems that come with them.

Ask you county Sheriff to provide a better presence in Town. If the Sheriff's office will participate, then the Division of Criminal Investigation may participate in undercover stings. Be very pro-active and open to help from anyone willing to lend a hand.

Apathy – People get complacent because it is the easy thing to do. If you get some people to begin to do things, it will build on itself. It's very hard to get motivated and excited about community development without support. As you start to make things happen more and more people will jump on the "band wagon."

Transportation

WYDOT may be the best place to begin looking for answers. The railroad companies are bound by law with their whistle zones. If you begin discussions with WYDOT, you may be able to find a compromise or a way to build an overpass. Keep the railroad informed, and try to work with them not against them!

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.

#1. What are the Major Problems and Challenges?

- Residential spot development due to lack of zoning or planning.
- Lack of county plan – no focus for the future.
- Power lines and transmissions lines are scattered all over (devalues personal property).
- Lack of a community center.
- Lack of understanding of available/unavailable assets (Is there enough water? Is power supply adequate?).
- Lack of service from Pacific Power.
- Lack of available housing.
- Hard to do business in Wyoming because different authorities aren't defined (permitting).
- High traffic to lake causes wear and tear on the roads and town has limited funds to maintain the roads.
- Noxious weed problem.
- Vacant lots are fire hazards.
- Law enforcement is too expensive for the service rendered.
- Work issues with City employees need to be addressed.
- Can't use some chemicals to address weed problem (EPA regulations).
- Nothing to do.
- No recreation.
- Ditto.
- No grocery store.
- Ditto.
- Lack of businesses.
- No one here in the winter.
- Prices are too high in businesses that are here.
- Few businesses.
- Buildings are in disrepair.
- Nothing for kids to do.
- Two bars.

- Community needs to be cleaned up.
- Lack of recreation activities.
- Boring.
- Gas prices too high.
- Need more recreation activities.
- Ditto.
- Ditto.
- Ditto.
- Ditto.
- Ditto.
- Nothing to do.
- No franchised businesses in the area.
- Lack of community participation and spirit.
- Lack of school funding.
- Not enough sports.
- Ditto.
- Ditto.
- More business related school activities.
- More fundraisers.
- Recreation areas are in disrepair and closed to public.
- No drama club.
- Ditto.
- Lack of variety in school curriculum.
- Ditto.
- Ditto.
- Ditto.
- Lack of people and diversity.
- Town looks bad, streets in disrepair.
- Lack of stop signs, caution signs.
- All new buildings are garages.
- Lack of a nuisance officer (animal control).
- Too many junkie cars.
- Town looks trashy.
- Lack of public participation in school activities and classes.
- Lack of activities in classes.
- Nothing for teenagers to do.
- No place for teenagers to hang out.
- Limits on what the school can be used for (used to be for the community, not just the youth).
- Lack of participation in school activities.
- How can the community support two bars and not have a grocery store.
- Exercise equipment at school is scattered and not conducive for use.
- Lack of a swimming pool.
- Crowded boat ramps at lake on weekends.
- Lack of available services (health care...) in Glendo.
- Drug and alcohol abuse by all ages.

- EMS communication system.
- Ditto.
- Ditto.
- Lack of a fire pumper truck.
- Ditto.
- Community relies too much on tourism.
- Glendo State Park personnel tell people the lake is closed and it hurts the local businesses (the lake doesn't close).
- Lack of communication between State Park and local business people.
- Seasonal community.
- Lack of non-seasonal jobs.
- Lack of community involvement.
- Lack of EMT personnel that are willing to give their time.
- Trees block view of storefronts.
- Frequently both railroad crossings are blocked by trains.
- Blaring of train horns hinders development.
- Ditto.
- Services (Pacific Power, telephone...) are not local.
- Limited availability of phone lines.
- Bootlegged liquor from out of state.
- Lack of a town web site.
- Lack of information about what is available, what is going on.
- Ditto.
- Don't have any industry/businesses, town is basically dead.
- Lot of people come here and stay who are on welfare, kids with problems
- Ditto, conflict between older people (established) and people who have just moved here.
- Something for kids to do.
- Children are a huge issue, kids in large cities also complain nothing to do, kids still get into trouble.
- Lack of community spirit, due to transient people, lot of out-of-staters.
- Two separate communities.
- Very small community.
- Apathy.
- Drug and alcohol problem.
- Ditto.
- Low income people and lack of housing.
- Lack of housing is not just a low-income problem.
- Hard to get people involved.
- New housing is high-priced.

#2. What are the Major Strengths and Assets?

- Town is small.
- Town is remote.
- Still time to develop a city/county plan.
- Ditto.
- Nice lake.
- Rural atmosphere is appealing.
- People want to retire here.
- Glendo Days.
- People take pride in their lots and town.
- Good people.
- Safe.
- Ditto.
- Small community where everyone knows everyone.
- Only one policeman.
- Lake.
- You can walk everywhere.
- Cop doesn't pay attention the whole time he's working.
- Close-knit community.
- Ditto.
- One-on-one education.
- Ditto.
- Ditto.
- People are helpful and supportive.
- Peaceful and quiet community.
- Good people.
- Lake in the summer.
- Good sports opportunities – don't have to try out, you're automatically on the team.
- Everyone knows everyone.
- People are helpful and caring.
- Tourism.
- Ditto.
- Ditto.
- Ditto.
- Ditto.
- Outdoor recreation is excellent.
- Small, rural community.
- People pull together.
- Ditto.
- Ditto.
- Ditto.
- Ditto.
- People are friendly.

- Quality of life.
- lake is an asset
- Ditto.
- Ditto.
- Lake.
- Excellent school system.
- People are willing to volunteer.
- Three churches.
- Schools.
- Ditto.
- Good citizen participation.
- Ditto.
- Small town atmosphere, feel safe, community pulls together.
- Mostly volunteer community, all volunteers do a wonderful job.
- School.
- State Park.
- Peace and quiet in the community.
- People are friendly.
- The community is like a big family.
- Ditto.
- Multi-generational families live here.
- School brings people together.
- Nice neighbors.
- Lake.

#3 What Projects would you like to see implemented in the next 2, 5, 10 or 20 years?

- City/county zoning.
- Workable city/county plan.
- Communication between county and town when projects impact town.
- Look into town generating wind power.
- Keep school open.
- Simplified permitting processes for business.
- Repair and pave streets.
- Take care of “Flatland” tourists.
- Clean the town up so it looks like a town.
- A real grocery store.
- Skate park.
- Ditto.
- Ditto.
- Indoor pool.
- Rec center.
- Wal-Mart.
- Limit subdivisions.
- More subdivisions.

- Maintain small town but increase recreation opportunities.
- Video rental store.
- More businesses.
- Keep school open.
- Community center.
- Create our own school district.
- More businesses.
- Largest skate park in the world.
- Population growth within city limits.
- Increase job opportunities.
- Community/recreation center.
- Attract small franchise companies: Arby's, McDonalds.
- Grocery store.
- Expand or build additional power plant.
- Community to become more independent - not reliant on Wheatland, Douglas.
- Independent school district.
- Increase town pride.
- More high school/college concurrent enrollment opportunities.
- Improve roads to lake (unsafe).
- Need more law enforcement.
- Health clinic.
- Swimming pool.
- Bowling alley.
- Community center.
- More modernized fire equipment.
- Ditto.
- More family housing.
- More community involvement.
- Community web site.
- Develop job opportunities to keep young people here.
- Less blowing of train whistles.
- Main Street beautification project.
- New communications tower.
- Billboards advertising Glendo on the interstate.
- Community beautification
- Ditto.
- Ditto.
- Ditto.
- New buildings/businesses constructed.
- Create a business organization (Chamber of Commerce or an association).
- Community/recreation center.
- Swimming pool.
- Build a golf course.
- New businesses.
- More low-income housing, people can't afford housing, better hotel facilities.
- Money put into the school.

- Melodramas, community theatre group.
- Swimming pool, look at alternative pools that aren't such permanent structure.
- Beautification projects, doesn't have to look like a ghost town.
- School repairs should be done, supplies.
- Clean up property along I-25 at entrances.
- Upgrade sewer system.
- Contingency fund for necessary city repairs.
- Growth, especially more young people.
- Job creation.
- Ditto.
- Community center.
- Ditto.
- More businesses.
- Tourism draws (expanded museum...)
- More housing.
- Address separation between town and State Park employees.

Comments: cost of housing? older trailers and lots selling for too much money, housing is high for this area, income doesn't support the mortgage payments, lots prices have more than tripled. Rent is expensive. Homes in town have been sold to people out-of-town. 2 or 3 bedroom mobile home is renting for \$400-\$500. Town could support about 10 subsidized houses.

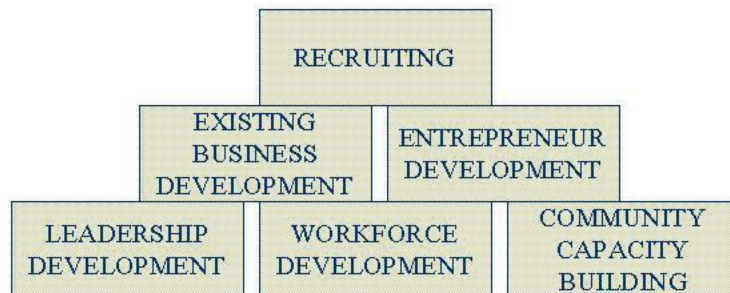
APPENDIX:

ECONOMIC DEVELOPMENT BUILDING BLOCKS

A Holistic Approach

*Thomas C. Johnson
Southeast Regional Director
Wyoming Business Council*

Economic Development Building Blocks



LEADERSHIP DEVELOPMENT

1. Leadership Institute
2. Active Civic Clubs
3. Community Leadership Recognition
4. Youth Leadership Program
5. Shared Community Vision
6. Volunteer Programs



WORKFORCE DEVELOPMENT

1. Local Training Institutions (including Technology)
2. School-to-Careers Participation
3. Adult Literacy Curriculum
4. Local Work Force Development Participation
5. Human Resources Manager Network
6. Summer Intern Program
7. On-The-Job Training



COMMUNITY CAPACITY DEVELOPMENT

1. Comprehensive Community Plan
2. Cultural & Recreation Opportunities
3. Adequate & Affordable Housing
4. Adequate Infrastructure
5. Strategic Community Health Plan
6. Good Schools
7. Adequate Police & Fire



EXISTING BUSINESS DEVELOPMENT

1. CEO's/Plant Managers' Network
2. Community Business Advocacy Group
3. Main Street/Retail Business Development
4. Business Assistance Resources (SBDC, MAMTC, etc.)
5. Capital Resources Availability
6. Export Development



ENTREPRENEURIAL DEVELOPMENT

1. Community Based Venture Capital Group
2. Business Assistance Resources (SBDC, MAMTC, GRO-BIZ, RPC, WWBC)
3. Entrepreneurs Network Group
4. Business Incubators
5. Educational Programs
6. Mentoring Program
7. Business Challenge



RECRUITING

1. Local Economic Development Professional
2. Industrial/Business Park
3. Speculative Building Program
4. Marketing Program
5. Local Government - Anti-Red Tape
6. Local Incentives
7. Development Authority



Cycle of Development

