

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 Steering Committee representing the six partner groups. The Steering Committee 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

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RivertonResource Team

November 13-15, 2001

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

The City of Riverton requested a community assessment from the Wyoming Rural Development Council. Tim Thorson, Riverton Chamber of Commerce Director, served as the community contact and worked with the Riverton planning committee in agenda development, logistics, and publicity in the City for the assessment. Resource team members were selected to visit; interview citizens, business and community leaders; and develop a plan of recommended actions for the town.

The Resource Team toured the town and interviewed approximately 250 people over a three day period from November 13-15, 2001. Segments of the community were represented in a series of listening sessions. Those segments included: City and County Law Enforcement, retailers, social service organizations and agencies, the Wind River Indian Reservation, Senior Citizens, students, economic developers, educators, healthcare individuals, banking, churches, higher education, agriculture, general business and professionals, contractors, developers and real estate as well as a general citizen session. 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 Riverton?
- What do you think are the major strengths and assets in Riverton?
- What projects would you like to see completed in two, five, ten, and twenty years in Riverton?

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

The oral report was presented to the people of Riverton on November, 15, 2001.

Following the oral report, this formal written report was prepared and presented to the City of Riverton.

Executive Summary

It is the sincere hope of the WRDC and the members of the assessment team that the people of Riverton will utilize this report as a tool to improve their community in the manner they see fit.

That said there are many strengths that Riverton has to build upon to have a successful future. To become 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. But the work is not on just the big jobs; it is on the small ones that can be achieved quickly. The big ones will come later after Riverton has seen the results of the smaller and see that it can accomplish things.

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 as 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!

To help you get started, the Wyoming Rural Development Council will be calling upon the community after you have had an opportunity to digest the final report and assist you in setting priorities. At this time, we will also introduce the Wyoming Community Network – another organization that can assist you in realizing your goals.

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 Riverton's goals. It can be done! It is your choice, your decision; you can do it.

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

Deborah Hinckley, Riverton Team Leader
and
Mary E. Randolph, Executive Director
Wyoming Rural Development Council

**RIVERTON, WYOMING
RESOURCE TEAM ASSESSMENT
NOVEMBER 13-15, 2001**

TEAM MEMBERS

Deborah Hinckley – Team Leader

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aljonesrdo@home.com

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USDA Rural Development
P.O. Box 820
Casper, WY 82602
307-261-6315
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Riverton Resource Assessment

Community Planning Team

Mayor, Bill Eichler, City of Riverton

Tim Thorson, Riverton Chamber of Commerce

Linda Burt, Riverton Senior Center

Craig Beck, School District #25

Sheila Caines, Riverton Jaycees

Dave Bartell, Riverton Fire Department

Dan Moline, Wyoming National Bank

Grant Scholes, Riverton Memorial Hospital

Lisa Allen, Substance Abuse Center

Alan More, CPA, RECDA

Mike Hammer, Radio Shack

Jim Davis, Valley Implement

Al Addison, Northern Arapaho Tribe

Riverton Ministerial Alliance

JoAnne McFarland, Central Wyoming College

JoAnne Flanagan, Riverton High School

Schedule of Listening Sessions

Tuesday, November 13th

10.30a – 11.30a	Orientation Meeting at Bull Restaurant, 1100 W. Main Street
11.30a – 1.30p	Lunch with Session Captains at Bull Restaurant
1.30p – 5.00p	Tour of Riverton and Surroundings with Alan Moore
5.00p – 6.00p	Break and check into Holiday Inn
6.00p – 7.00p	Dinner at Sundowner Station
7.00 – 7.15p	Transport to City Hall
7.15p – 8.30p	SESSION: City, County, Law Enforcement at City Hall Session Captain: Mayor Bill Eichler
8.30p	Return to Holiday Inn – end of day.

Wednesday, November 14th

6.30a – 7:30a	Breakfast at JBs
7.30a – 8.00a	Transport from Holiday Inn to City Council
8.00a – 8.50a	SESSION: Retailers Team Captain: Mike Hammer
9.00a – 9.50a	SESSION: Substance Abuse and Social Issues Team Captain: Lisa Allen, Rick Breedlove
10.00a – 10.50a	SESSION: Wind River Indian Reservation Team Captains: Cassie Soldierwolf, Lisa Wagner
11.00a – 11:30a	Transport to Riverton Senior Center
11.30a – 12.45p	Lunch at Riverton Senior Center and SESSION: Senior Citizens Team Captain: Linda Burt
12.45p – 1.00p	Transport to City Hall
1.00p – 1.50p	SESSION: Economic Developers Team Captain: Alan Moore, RECDA
2.00p – 2.15p	Transport to Riverton High School
2.15p – 3.05p	SESSION: Students Team Captain: Jo Anne Flanagan
3.15p – 4.05p	SESSION: Educators Team Captain: Jo Anne Flanagan
4.05p – 4.15p	Transport to Holiday Inn
4.15p – 5.15p	Break at Holiday Inn
5.15p – 5.30	Transport to China Panda

5.30p – 6.30p	Dinner at China Panda
6.30p – 6.45p	Transport to City Hall
6.45p – 7.35p	SESSION: Healthcare Team Captain: Grant Scholes, Riverton Hospital
7.45p – 8.35p	SESSION: Citizens (Firemen and Jaycees) Team Leader: Sheila Caines
8.35p	Return to Holiday Inn

Thursday, November 15th

6.30a – 7.30a	Breakfast at Trailhead Restaurant
7.30a – 8.00a	Transport to City Hall
8.00a – 8.50a	SESSION: Banking Team Captain: Dan Moline
9.00a – 9.50a	SESSION: Churches Team Captain: Riverton Ministerial Alliance
10.00a – 10.50a	SESSION: Higher Education Team Captain: JoAnne McFarland
11.00a – 11.50a	SESSION: Agriculture Team Captain: Lee Arrington
12.00n – 12.50p	Lunch at City Hall (catered) and SESSION: General Business & Professionals Team Captain: Tim Thorson
1.00p – 1.50p	SESSION: Contractors, Developers and Real Estate Team Captain: Kate Martin
2.00p – 2.15p	Transport to Holiday Inn
2.15p – 5.00p	Assessment Team Meeting in Holiday Inn Boardroom
5.00p – 6.30p	Working Dinner for Assessment Team in Holiday Inn Boardroom
5.30p – 7.00p	Community Reception and Chamber Social
7.00p – 8.30p	Community Roundtable and Review
8.30p	End of Day – Lodging at Holiday Inn

What We Heard From What Was Said

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

PROBLEMS

Economics

- Lack of jobs and skilled workers
- Lack of business help
- Burdensome regulations and processes
- Lack of 500 person convention space
- Lack of affordable housing
- Airport funding
- Lack of industry
- Downtown competitiveness
- Low income

Social Services

- Substance abuse
- Sustaining programs
- Gaps in services
- Low involvement and volunteerism
- Discrimination
- Lack of public daycare

Infrastructure

- Water
- Airport
- Roads
- Fiber optic access
- Recreation center
- Transportation

Youth

- Out migration
- Lack of recreation
- Substance abuse
- Teen pregnancy
- Lack of programs and center

Community Cooperation

- Lack of vision
- Lack of consensus
- Local elected officials

- Lack of cooperation and communications
- Lack of understanding for ag impact
- Barriers between Riverton and reservation
- Bureaucratic barriers

ASSETS

People

- “Can do” and innovative
- Open and friendly
- Strong work ethic
- Cultural heritage and diversity
- Small town atmosphere
- Volunteers
- Good state legislators

Facilities and Services

- Hospitals
- CWC
- Detox center
- Police, fire and public safety
- Senior centers
- Airport
- “Lights on” program
- Emergency services

Environment

- Central location
- Many recreation opportunities
- Good climate
- Natural resources
- Shopping hub for region
- Ag-based community
- Good place to raise kids
- Low tax rate
- Diverse economic base

PROJECTS

Job/Economy

- Small business technical assistance
- Business incubators
- CWC technical center
- Workforce training
- Full-time small business development center
- Jobs for 18-24 year olds
- Full-time, fully funded economic development director
- Fully funded economic development program
- Further diversification of economy

Community Facilities

- Convention center
- Recreation center
- Upstream water storage
- 4-lane highways
- Improve city/county roads and infrastructure
- Outdoor swimming pool
- Get fiber optic connections
- Indoor ice rink

Social Programs

- Sustaining funding for services and projects, i.e., Detox center
- K-12 substance abuse prevention
- Chemical dependence continuum of care
- Need honors classes @ high school
- Convert old Jefferson School as a social service one-stop center

Quality of Life

- More flights to hubs
- Develop riverfront
- Full-time recreational director
- Build affordable housing
- Revitalize downtown

Community Cooperation

- Improve communications and cooperation

Recommendations Submitted by Resource Team Members

Riverton Community Assessment

Deborah Hinckley

Qwest
Public Affairs Manager
(307) 771-6843 - tel
(307) 771-7603 - fax
Email: dhinckl@qwest.com

Thank you for the opportunity to listen to Riverton residents and offer advice on projects that are of interest to your community. The listening sessions represented a diverse sampling of residents and those who participated exemplified great community pride and excitement for building upon Riverton's strengths.

We hope our resources help you to achieve your goals and we look forward to keeping in touch. Remember – we are merely here to listen and advise, the success of this assessment is in your capable hands. Good luck!

ECONOMICS

Challenge: Lack of Business Help

Resource: During the listening sessions, we heard numerous mentions of the need to attract new businesses to Riverton. Start a Riverton business challenge program. This is a business competition that can be tailored to existing business or to a start-up business. The program utilizes cash and in-kind donations to assist businesses. The chart below demonstrates the far-reaching impact this program can have on a new or existing business.

Local Accountant	\$1,000 in-kind services
Local Attorney	\$1,000 in-kind services
Local Newspaper	\$1,000 in-kind advertising
Local Radio Station	\$1,000 in-kind advertising
Local Printer	\$1,000 – in kind copying
Community College	\$1,000 in-kind software training
Local Bank	\$1,000 in-kind services
DDA	\$1,000 in-kind rent
SBDC	Counseling services
City/County	\$1,000 Cash
WBC	\$1,000 Cash
Chamber/EDC	\$1,000 Cash

The challenge program can easily produce over \$11,000.

Contact: Tom Johnson
Wyoming Business South East Region Director
307-635-7735 – tel
307-635-7742 – fax
tjohns@state.wy.us

Resource: The Converse Area New Development Organization (CANDO) has been successful in creating the Douglas Tech Center. The Tech Center was created to assist employers in training their employees and to assist youth and adults with basic job skills. The courses taught at the Tech Center range from advanced computer training to “how to build a resume.” The center is receiving funds from multiple sources and is a great success story for Converse County.

Contact: Joe Coyne
CANDO Executive Director
307-358-6520
cando@netcommander.com

USDA has two federal grant programs that could assist Riverton with funding for a technical training center, a business incubator for emerging businesses or for business development in general.

Resource: RURAL BUSINESS ENTERPRISE GRANTS - USDA
The Rural Business-Cooperative Service (RBS) makes grants under the Rural Business Enterprise Grants (RBEG) Program to public bodies, private nonprofit corporations, and Federally-recognized Indian Tribal groups to finance and facilitate development of small and emerging private business enterprises located in areas outside the boundary of a city or unincorporated areas of 50,000 or more and its immediately adjacent urbanized or urbanizing area. The public bodies, private nonprofit corporations and federally recognized Indian tribes receive the grant to assist a business. GRANT FUNDS DO NOT GO DIRECTLY TO THE BUSINESS.

Who is Eligible?

Eligibility is limited to public bodies, private nonprofit corporations, and Federally-recognized Indian Tribal groups. Public bodies include incorporated towns and villages, boroughs, townships, counties, States, authorities, districts, Indian Tribes on Federal and State reservations, and other Federally-recognized Indian Tribal groups in rural areas. The small and emerging businesses to be assisted must have less than 50 new employees and less than \$1 million in gross annual revenues.

How May Funds be Used?

Funds are used for the financing or development of a small and emerging business. Eligible uses are: Technical Assistance (providing assistance for marketing studies, feasibility studies, business plans, training etc.) to small and

emerging businesses; purchasing machinery and equipment to lease to a small and emerging business; creating a revolving loan fund (providing partial funding as a loan to a small and emerging business for the purchase of equipment, working capital, or real estate); or construct a building for a business incubator for small and emerging businesses.

Limitations:

Grants cannot be used for:

Agricultural Production.

Comprehensive area-wide planning.

Loans by grantees when the rates, terms, and charges for those loans are not reasonable or would be for purposes not eligible under RBEG regulations.

Development of a proposal that may result in the transfer of jobs or business activity from one area to another. This provision does not prohibit establishment of a new branch or subsidiary.

Development of a proposal which may result in an increase of goods, materials, commodities, services, or facilities in an area when there is not sufficient demand.

For programs operated by cable television systems.

To fund part of a project which is dependent on other funding, unless there is a firm commitment of the other funding to ensure completion of the project.

Other Conditions

Applicants for grants to help develop private business enterprises must file written notice of intent with the State single point of contact consistent with Intergovernmental Review requirements. Federally-recognized Indian Tribes are exempt from this requirement.

Applicants for grants to establish a revolving loan program must include detail on the applicant's experience operating a revolving loan program, proposed projects, applicant's financial ability to administer a revolving fund, the need for a revolving fund, and other funds proposed to leverage funds made available under this program.

All community projects funded by RBS are subject to an environmental assessment in accordance with the National Environmental Policy Act.

Where Should Applications be Filed?

Forms are available from and may be filed in any USDA Rural Development State Office. Your USDA Rural Development representative for Riverton is:

Contact: Keith Campbell 307-856-5383 Or you may call the RBS National Office Specialty Lenders Division, (202) 720-1400.

Resource: USDA RURAL BUSINESS OPPORTUNITY GRANTS

Purpose

The purpose is to promote sustainable economic development in rural communities with exceptional needs. This is accomplished by making grants to pay costs of providing economic planning for rural communities, technical assistance for rural businesses, or training for rural entrepreneurs or economic development officials.

Eligibility

To be eligible for a Rural Business Opportunity Grant (RBOG) applicants must be a public body, nonprofit corporation, Indian tribe, or cooperative with members that are primarily rural residents. You must have significant expertise in the activities you propose to carry out with the grant funds and financial strength to ensure you can accomplish the objectives of the proposed grant. You must be able to show that the funding will result in economic development of a rural area (any area of a State that is not within the boundaries of a city with a population in excess of 10,000 inhabitants.) Your project must include a basis for determining the success or failure of the project and assessing its impact.

Limitations

Grant funds may not be used for:

Duplication of current services or replace or substitute support previous provided.

Pay costs of preparation of application.

Costs incurred prior to effective date of the grant.

Fund political activities.

Acquisition of real estate, building construction or development.

Selection Process

Projects eligible for RBOG funding compete based on certain grant selection criteria. Priority points are awarded to those projects that best meet these criteria and are ranked from the highest to the lowest scoring. The criteria includes the sustainability and quality of the economic activity expected; the amount of leveraging of other funds; economic conditions in the service area, and the project's usefulness as a new best practice. Applications are funded up to the maximum dollars that are available in any given funding cycle.

Availability of Funds

The statutory limit is \$1.5 million. The size of grants approved is limited by the amount of program funds available. We expect most grants to be \$50,000 or less.

Contact: Keith Campbell
USDA Rural Development
307-856-5383

Challenge: Lack of Jobs and Skilled Workers

As you may be aware, during the upcoming legislative budget session, state legislators will be voting on approval of a new department that will be designed specifically to assist with workforce training. This department, the Department of Workforce Services, will provide for the integration of existing programs in order to have a more comprehensive focus to improve Wyoming's workforce. The vision of the department is to tie human development to economic development and to give job seekers, employers, supportive service customers and youth the tools to strengthen themselves. Work with your legislators to support this department. The creation of this department is crucial to economic development in Wyoming.

Resource: Department of Workforce Services
Cheyenne, WY
307-777-7067
workforceservices@state.wy.us

Resource: For assistance with business recruitment and expansion use the following Wyoming resources:

Contact: Roger Coupal or Tex Taylor
University of Wyoming
Cooperative Extension Service
307-766-5124 or
Gaye Stockman, CED
Business Retention and Expansion Program Manager
Wyoming Business Council
307-777-2807
gstock@state.wy.us

Resource: The Internet Masters Program sponsored by the Wyoming Rural Development Council, University of Wyoming Cooperative Extension and Qwest will provide 30 hours of intense Internet training to interested participants. These training classes are scheduled throughout the state. The cost of the course is only \$90 and the classes have received great evaluations. For information on the next Internet Masters class contact the following:

Contact: Mary Randolph
(307) 777-6430
mrand@missc.state.wy.us

Continue Technology Training - use those trained in the Internet Masters Program to train others in Riverton to extend this training opportunity to all that are interested.

Challenge: Further Diversification of Economy

Resource: Consider buying “The Thriving Home Towns Network” guide from the National Center for Small Communities (NCSC):

Description: A compilation of 109 economic development success stories drawn from communities of less than 10,000 population. Each 3-5 page case study explains why, when, how, with whom and with which financial resources the small community achieved its economic development results. Thriving profiles of successes in retaining, expanding, creating or attracting businesses, through a variety of community and economic development strategies. All case studies were independently researched by NCSC and include a local contact who can provide additional details.

Contact: <http://www.smallcommunities.org/ncsc/>
\$59.00 NCSC members and Non-members

Challenge: Need for a Fully Funded Economic Development Program

Consider meeting with other communities in Wyoming that currently have a separate economic development organization to compare the funding and resources that are available to them and their successes and shortcomings as a separate entity.

Resource: Joe Coyne
Converse Area New Development Organization
307-358-6520

Susan Bigelow
Campbell County Economic Development Corporation
307-686-2603

Linda Fabian
Wheatland Area Development Corporation
307-322-4232

Resource: The Economic Development Administration has technical assistance grants that allow for finance feasibility studies and other projects leading to local economic development. Your project must show that the development of a comprehensive master plan will lead to economic development. These grants are generally in the \$10k - \$30k range and require local matching funds. For more information:

Contact: John Rogers
Regional Representative

Economic Development Administration
406-441-1175 - tel
email: edrmteda@aol.com
<http://www.doc.gov/eda/>

Challenge: Burdensome Regulations and Processes

Several developers in your community voiced concerns for overly burdensome regulations that inhibit building and growth within city limits in Riverton. Apparently, years ago, efforts were made to create a building code board of appeals. Although this board was created, several developers still feel as if the process for getting building permits is cumbersome, time intensive and prohibitive to growth. To reinvigorate the board of appeals, have a mediator lead a meeting between the town council, local developers and the board of appeals. Set goals for working together to improve the process for all parties. Although meetings to address this issue may have been held, if Fremont County developers find it easier to build in Lander than Riverton, which they stated, there might still be issues that need to be addressed in order to encourage development within Riverton. There was also a suggestion that Riverton should drop the parking requirements for business owners. Lander dropped this requirement and their downtown now seems to be quite active. Perhaps this too can be addressed in the same meeting with a mediator.

Resource: The Wyoming Rural Development Council maintains a list of facilitators that communities can utilize at little or no cost:

Contact: Mary Randolph
WRDC
2219 Carey Avenue
Cheyenne, WY 82009
307-777-6430
mrando@state.wy.us

Challenge: Lack of affordable housing was mentioned multiple times during our listening sessions. Other communities in Wyoming are facing similar problems. The City of Powell prepared a housing demand study and used this information to persuade homebuilders that there was a market for affordable housing.

Resources: The Wyoming Community Development Authority (WCDA) which is the housing finance agency for Wyoming, manages the HOME Investment Partnership Program, which helps pay for development costs if the subsidy is passed on to the homebuyer.

Contact: Cheryl Gillum
Housing Programs Director
WCDA
307-265-0603

Contact: Dave Reetz
President
Powell Valley Economic Development Alliance
307-754-2201

SOCIAL SERVICES

Challenge: Substance Abuse, Securing Ongoing Funding for the Detox Center and Expanding the Center to Include Youth

Resources: The Wyoming Department of Health Substance Abuse Division should be able to make recommendations for seeking grant funds to continue and sustain the Detox Center. More specifically, there might be funding possibilities through the Wyoming State Incentive Grant Program.

As you know, a great deal of time is being spent in Wyoming on researching and implementing programs to address substance abuse and prevention. In August of 2001 the Substance Abuse Division of the Department of Health presented a comprehensive substance abuse blueprint for prevention, early intervention and treatment of substance abuse as required by Wyoming House Bill 83.

Contact: Wyoming Department of Health
Substance Abuse Division
307-777-6494

http://prevention.wyowins.net/youth/youth_sig.html

Contact: Rodger McDaniel at the WY Substance Abuse Division
307-777-6197, for more information on the substance abuse blueprint

Contact: National Institute on Alcohol Abuse and Alcoholism
Website: <http://www.niaaa.nih.gov/>
The following website connects directly to the small grant program
<http://grants.nih.gov/grants/guide/pa-files/PAR-99-098.html>

INFRASTRUCTURE

Challenge: Need for Fiber Optic Connection to Riverton

Resource: During the listening session, many attendees mentioned the ongoing need for a fiber optic connection to Riverton. Since the listening sessions, Qwest and Dubois Telephone have signed a contract to ensure that Riverton has a fiber connection to the outside world. As I understand it, Dubois Telephone is still negotiating sections of right-of-way into Riverton but has made substantial progress thus far. This fiber connection will assist with keeping up with the ongoing telecommunications growth in Riverton. I will be updating Tim Thorson and your local legislators on our progress and we will be certain to make an announcement when the project is completed. However, if you have

questions, our Qwest Policy and Law Division is available to share updates on our progress.

Contact: Deborah Hinckley
Qwest - Public Affairs Manager
307-771-6843 - tel
307-771-7603 - fax

YOUTH

Challenge: Out migration of youth. Although we will never be able to keep all our young adults from leaving their hometowns, it is our obligation to do all that we can to make our community one they would like to return to and raise a family. With the continuous complaint from the youth that there is nothing to do, integrating them into community activities could be a win/win situation.

Resource: Consider selecting (or allowing the students to select) a junior representative to serve on a few community boards. (Chamber, City Council, or other organizations that are created from this assessment). This representative should have a teacher sponsor who can support them and assist them in reporting their board activities back to the students through a school newsletter or through school civic clubs. This youth representative should also speak on behalf of the students and should work to link school/community activities and goals together.

Challenge: Lack of Programs for Youth

Resource: Create a job-shadowing program for youth to travel to Cheyenne during the legislative session to witness first hand the daily activities of the Fremont County elected officials. Developing this program through the high school will help to engage youth in the importance of becoming active in their community and in opportunities for a future in public office. The Wyoming Business Alliance sponsors a job-shadowing program with the Wyoming Legislature.

Contact: Wyoming Business Alliance
139 West 2nd, Suite 3-E
Casper, Wyoming 82601
(307) 577-8000 - tel
(307) 577-8003 - fax
wba17@home.com - email

Challenge: Lack of Youth Programs, Lack of Youth Recreation and Substance Abuse

We heard repeatedly from the students, there is nothing to do after school and that drug abuse is a problem in Riverton. The following is a well-respected program that serves as a mechanism for occupying students' time after school and also providing educational

opportunities to combat drug and substance abuse. The 21st Century Community Learning Centers (CLC) program enables schools to stay open longer, providing a safe place for homework centers, intensive mentoring in basic skills, drug and violence prevention counseling, helping middle school students to prepare to take college prep courses in high school, enrichment in the core academic subjects as well as opportunities to participate in recreational activities, chorus, band and the arts, technology education programs and services for children and youth with disabilities.

Resource: 21st Century Community Learning Center Program
Email: 21stCCLC@ed.gov
Website: www.ed.gov/21stcclc/

COMMUNITY COOPERATION

Challenge: Lack of Vision and Lack of Community Consensus

With this assessment process, Riverton is on track for creating a community vision that will allow you to create a community plan. Just looking at what was achieved after the 1995 “Target 2000” plan (senior center, detox center, to name just a few) should give an indication of what your town can do once it agrees upon common goals.

Resources: After the town follow-up meeting that we will schedule in a month of two, talk to other communities that have found early successes from their assessment to share ideas and practical working suggestions that might be applicable in Riverton. In addition, work with the Wyoming Community Network to help in your community development initiatives. The network is up and running and has been developed to assist with community projects. The network has a database of resources and will help to connect communities with the resources that are needed to reach your goals. The network is also being developed to assist in funding opportunities and community development grants are scheduled to be available in 2002. See the website below for application information.

Contact: Jennifer Goodman
Wyoming Community Network Director
(307) 766-2107
email: jgoodman@uwyo.edu
website: www.wyomingcommunitynetwork.com

Contact: Linda Fabian
Wheatland Area Development Corporation
307-322-4232

After their assessment, Wheatland residents had very diverse goals for capital facilities projects. After several sessions with a mediator, their community is progressing nicely and is focusing on one main project.

COMMUNITY FACILITIES

Challenge: There were several mentions of various capital projects such as a large convention center, recreation center and upstream water storage. Below are potential funding sources for the various capital projects that were mentioned:

Resource: The Community Development Block Grant program (CDBG) is a federal program that is administered by the Wyoming Business Council. There are three objectives, one of which your project should meet:

- 1) benefit to low and moderate income families
- 2) elimination of slum and blight
- 3) meet an urgent community development need that impacts the health

and

safety of the community.

Contact: Steve Achter
Wyoming Business Council
307-777-2811
www.wyomingbusiness.org (click on communities then CDBG)

Resource: The Federal Mineral Royalty Capital Construction Account is a grant and loan resource that is available for projects that demonstrate general public benefit. An additional \$4.9 million was allocated during the past legislative session.

Contact: Brad Miskimins
307-777-7309

Resource: The Kresge Foundation. While many private foundations do not fund capital projects, 80% of Kresge's foundation dollars support capital projects. Be sure to check out the "Bricks and Mortar Program."

Contact: www.kresge.org

Resource: Rural Development USDA
Contact: Lonnie Allred (307) 856-5383

Resource: The Foundation Center:
Consider subscribing to the Foundation Directory Online for \$19.95 per month. This will give you access and application information to over 10,000 of the largest U.S. foundations.

Contact: www.fdncenter.org

Resource: The Kellogg Foundation for matching grants
Contact: www.wkkf.org/ProgrammingInterests/Guidelines.htm

Riverton Community Assessment Report

John L. Johnson

USDA – Rural Development
100 East B
P.O. Box 820
Casper, WY 82602
307-261-6315
Fax 307-261-6339
john.johnson@wy.usda.gov

INTRODUCTION

I would like to thank the town of Riverton for the friendly and warm hospitality that was provided to us during our visit. I enjoyed the opportunity to meet and visit with persons that came to the listening sections. The Riverton area has a great deal of amenities including natural beauty, close to outstanding outdoor recreation opportunities, many natural resources, agriculture, the small town atmosphere, good climate for Wyoming, a great cultural heritage with diversity and some good public facilities and Services

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

PUBLIC FACILITIES

Convention Center

The subject of a Convention Center came up at most of the listening sessions. I feel the community needs to evaluate and look more towards a multi-purpose facility that could be used for a number purposes. The building, I feel should be located on the fairground to take advantage of the other facilities there and could be used in connection with the fair.

The city of Cody recently built a ice arena that can also be used for large gatherings. Contact Victor or Karen Riley. Phone 307-527-5211

There are many different ways entities can be formed that may benefit their ability to obtain funding and operate the community type facilities. The community needs consider the following entities as they consider the above community facilities:

1. Forming a Joint Powers Board between the City of Riverton and the County of Fremont and the School District or other communities within the valley.
2. Form a Non Profit Organization.
3. Or one entity could build it and lease to another entity to operate.

Funding sources for the above might include:

1. Rural Development – Community Facility Loan – this would be for a direct loan or small grant. Contact point is Keith Campbell, Rural Development Manager, and 210 East Washington Ave, Riverton, WY. His phone number is 307 856-5383. His email address is keith.campbell@wy.usda.gov.
2. Local banks have funds available for projects and the loan can be guaranteed by Rural Development. Contact a local bank or contact Rural Development at the address above.
3. Any of the Bond Councils in the state can help set up bond elections and give advice as to the best bonding route to pursue if needed. Three bonding companies are:
 - a. Borthwick Law Firm, 1312 Capitol Ave., Suite 506, P.O. Box 1124, Cheyenne, WY 82001, phone 307-635-2433.
 - b. Herschler, Freudenthal, Salzburg & Bonds, 314 E. 21st Street, P.O. Box 387, Cheyenne, WY 82003-0387, phone 307-634-2240.
 - c. Wiederspahn, Lummis & Liepas, PC, 2020 Carey Ave., Suite 700, Cheyenne, WY 82001, phone 307-638-6417.
4. State Loan and Investment Board, Brad Miskimins. Phone 307-777-6646.
5. Private foundations can be found through the Internet at the Foundation Center. Their web site is www.fdncenter.org.

HOUSING ISSUES –

A number of comments were made that it is very hard for local residents to obtain affordable housing. Affordable housing can take many forms. Two major items that affect the cost of housing are; first the cost of building site and the second is the size and type construction. There are a number of programs that non-profit entities can access to reduce the costs of the building site.

1. If no developer is available the community could initiate a development by purchasing and installing the needed infrastructure. Funding is available on a non-profit basis from Rural Development under its Section 523 program. This program loan funds a very low interest for the development of building lots. These lots are then sold to prospective low-income homeowners in conjunction with the building of a home.
2. There are a number of other different sources of funding for site development such as SHOP funds, Housing Assistance council funding, CHDO funds, Tax Credit Programs. You could contact me for more detail on the following programs.

3. Another source of funding is through the WCDA's HOME program, which has funds available to finance single family homes for low-income purchasers. This program involves an interested builder who will construct homes using HOME funds then sell them to authorized buyers. Rural Development can participate with WCDA in financing these homes. The contact for WCDA is Cheryl Gillum, Housing Programs Director, 155 North Beech, and Casper, WY 82601. Her phone number is 307-265-0603.
4. To reduce the cost of construction Rural Development has a program called "Self-Help Housing". This program is designed to allow several applicants to work together to construction several homes under supervision by a construction supervisor sponsored by a Housing authority or other non-profit organization.
Recently Housing Partners in Riverton, Wyoming applied for a Self-Help Grant for Technical Assistance in the development of a Self-Help Project. Four homes have been built.

Lower income households can purchase a house with Rural Development funds under the Section 502 program. The local office in Riverton handles these programs. Contact person is the same as in 1 above.

Public Access to Area along the River.

A number of comments were made about the development of walk/bike along the river that could be used by the local citizens and marketed to get tourist. There are several sources for funding that might be available for projects like this. Some of them are:

1. Habitat Trust Fund Grant (Aquatic), Mark Fowden, 5400 Bishop Blvd., Cheyenne, WY 82006. Phone 307-777-4559. The purposes are to maintain or improve water developments and riparian habitat for the benefit of aquatic wildlife.
2. Land and Water Conservation Program, Jeff Hauff, Manager, Planning and Grants, Herschler Bldg 1E, 122 W 25th Street, Cheyenne, WY 82002. Phone 307-77-7029. Purpose is to acquire and/or develop/renovate public outdoor recreational lands and facilities. A 50% match is required.
3. Habitat Trust Fund Grant (Terrestrial), Gary Butler, 5400 Bishop Blvd., Cheyenne, WY 82006. Phone 307-777-4590. Purpose is to maintain or improve water development and riparian habitat. A 50% match is required.
6. To obtain a catalog of Wyoming State Grant Programs contact the Department of Administration and Information, State Library Division, 301 Capital Ave., Cheyenne, WY 82002. Their web site is <http://www-wsl.state.wy.us/sis/grants/index.html>.

Out Migration of Youth

This problem was discussed as several sessions. Generally this related to the loss of youth that left the community to find good paying jobs after completion of college. This causes a "brain drain" on the local community. This is a problem with most communities

in Wyoming. The only real solution is the creation of jobs in the community that are technical in nature. Most comments indicated a lack of interest in industrial jobs, so the logical solution would be high-tech jobs. These type companies have been moving into smaller communities in the State. SENTO opened a business center in Evanston and is contemplating expanding into Green River in the next year or so. This is a Utah company that has employed several hundred workers in Evanston and plans on 200 more in Green River. They deal in computer technologies and are a clean business to bring into a community. You can visit their web site at www.sento.com. In Casper, Boise Cascade Office Products order center opened about 2 years ago. That business has grown and now employees over a hundred employees. Their web site is www.bcpb.com. Businesses like these are becoming more common in rural America. They can conduct business from basically anywhere that rapid Internet access is available.

The following contacts are available for financial assistance to train and develop the workforce of the community:

1. Carl D. Perkins, Vocational and Technical Education Act of 1998. Contact Heather Wagoner, Hathaway Bldg., 2nd Floor, 2300 Capital Avenue, Cheyenne, WY 82002. Phone 307-777-5329. This program is available to develop academic, vocational and technical skills in vocational students.
2. Workforce Development Training Fund. Contact Jan Wilson, P.O. Box 2760, Casper, WY 82602-2760. Phone 307-235-3294. The purpose of this fund is to enhance employment opportunities and help meet training needs of existing and new industries.
3. Adult Educational and Literacy. Contact the Department of Education, Karen Milmont, Hathaway bldg., 2nd Floor, 2300 Capital Avenue, Cheyenne, WY 82002. Phone 307-777-3545. The purpose is to provide education for undereducated adults (those who have not graduated from high school or received a GED).

Social Services

We hear a lot about the need for assistance in the area of substance abuse and need to remove gaps in these services and obtain funding to sustain these programs.

Some funding sources that you might consider are:

1. U.S. Department of Housing and Urban Developments (HUD) programs. HUD has such programs as Indian Drug Elimination Program, New Approach Anti-Drug Program, Supportive Housing, Shelter Plus Care, and a Continuum of Care Program. For more information contact Daryl L. Hernandez at 150 East B Street Room 1010, Casper, WY 82601. Phone 307-261-6250. E-mail at [Daryl L. Hernandez@hud.gov](mailto:Daryl.L.Hernandez@hud.gov)
2. Rural Development for a physical facility. The same contact as listed above.

Riverton Community Assessment Report

Treva Blumenshine

Scenic Byways Coordinator/Planner
Wyoming Department of Transportation
5300 Bishop Blvd.
Cheyenne, WY 82009
307-777-4941 (phone)
307-777-4759 (fax)
Treva.Blumenshine@dot.state.wy.us

INTRODUCTION

Because my father's family is from Riverton, I chose to partake in this assessment. I always enjoy coming back to Riverton and seeing how it has changed over the years. It is a pleasure to assist this community with resources and ideas to improve on the great assets already present.

ECONOMICS

Challenge: During each of the listening sessions, concerns arose about lack of jobs, businesses, skilled workforce and low income. The participating public is very aware of a problem and have expressed concerns for the future of Riverton.

Solution/Contacts: A strong economic force needs to be developed. Businesses and individuals need to be attracted to Riverton, so it can prosper again. Workforce Development Training Fund grants are available for skill training and workforce development.

Drs. Roger Coupal and Tex Taylor
University of Wyoming
PO Box 3354
Laramie, WY 82070
307-766-2386

Laramie County Community College
1400 E. College Dr.
Cheyenne, WY 82001
307-778-1237

Contact for Workforce Development Training Program:
Jan Wilson
Wyoming Employment Resources
100 W. Midwest Ave.
Casper, WY 82601
307-235-3200

SOCIAL SERVICES

Challenge: There were concerns expressed about substance abuse and sustaining programs to prevent and reduce abuse for both adults and youth. The community knows there is a problem and have showed ways to address it. However, they are afraid that funding may not be available in the future. Also, concerns were expressed about public daycare that would enable to parents can attend classes at Central Wyoming College.

Solution/Contacts: Funding sources need to be found to sustain prevention and care programs for substance abuse. Contacts can be made at the state level, which may have sources unavailable at the county or city level.

Concerning the public daycare, Laramie County Community College (LCCC) has a children's center established at the school. LCCC parents have this service available while they attend classes. The center is tied into the early elementary program.

Sharon Guerney
Wyoming Department of Health
Division of Substance Abuse
307-777-6885

Diane Galloway
Director
Wyoming Department of Health
Division of Substance Abuse
307-777-6494

Laramie County Community College
Children's Discovery Center
1400 E. College Dr.
Cheyenne, WY 82001
307-778-1303

INFRASTRUCTURE

Challenge: Throughout the listening sessions, improvement of roadways and the downtown area were major concerns. Individuals stated the roadways were not up to par and in need of repair. A number of comments also were made concerning the revitalization of the downtown area. Comments were made concerning a 4-lane highway from Shoshoni to Casper and Riverton to Rock Springs.

Solution/Contacts: The Wyoming Department of Transportation (WYDOT) offers two grant programs for enhancements. Transportation Enhancement Activities State (TEAS) are for those projects located on or adjacent to the State Highway System (SHS).

Transportation Enhancement Activities Local (TEAL) are for those projects that are sponsored by local entities and generally located off or away from the SHS. These competitive grants can be used for projects ranging from the restoration of historic transportation facilities, to bike and pedestrian pathway facilities, to landscaping and scenic beautification for roadways or downtowns, and to the mitigation of water pollution from highway runoff.

Urban funds also may be used as a future funding possibility for reconstruction of roads. These funds are available for roadways that are functionally classified as collectors or above. Information is available through the WYDOT Planning Program.

Concerning the 4-lane highways, your local state representatives need to be aware of your opinions. Please direct all comments and concerns to them.

For the TEAS and TEAL programs:
Dave Young
Local Government Coordinator
Wyoming Department of Transportation
5300 Bishop Blvd.
Cheyenne, WY 82009
307-777-4275
Dave.Young@dot.state.wy.us

Vic Strube, P.E.
WYDOT District Engineer
Box 461
Basin, WY 82410
307-568-3425
Victor.Strube@dot.state.wy.us

Contact for Urban Funds:
Planning Program
WYDOT
5300 Bishop Blvd.
Cheyenne, WY 82009
307-777-4178

Other contacts:
Mayor Bill Eichler
816 N. Federal Blvd.
Riverton, WY 82501
307-856-2227

Brad Miskimins
Manager of Grants and Loans
Hershler Bldg -- 3rd West

Cheyenne, WY 82001
307-777-6646
bmiski@state.wy.us

Sleeter Dover, Esq.
Director
Wyoming Department of Transportation
5300 Bishop Blvd.
Cheyenne, WY 82009
307-777-4484
Sleeter.Dover@dot.state.wy.us

Mary Randolph
Wyoming Rural Development Council
2219 Carey Avenue
Cheyenne, WY 82002
307-777-6430
mrand@state.wy.us

YOUTH

Challenge: As in almost every community in America, there is nothing for the youth to do. Riverton is no different. The team heard comments from both students and adults in the community that there is a lack of youth activities. As a result, teens are finding unhealthy alternatives at times.

Solution/Contacts: Activities and events need to be held for youth that are not solely sports-related. Activities such as arts and crafts, outdoor recreation, “club-type” atmospheres, and specific clubs are possibilities. Also, facilities need to be established to help prevent and care for the youth substance abuse problem. Funding may be available at the state or federal level.

Sheila Knop or Diana Lauglin
Center for Rural Assistance
Colorado State University
138 Aylesworth NW
Ft. Collins, CO 80523
970-491-5579

Sharon Guerney
Wyoming Department of Health
Division of Substance Abuse
307-777-6885

Diane Galloway
Director
Wyoming Department of Health
Division of Substance Abuse
307-777-6494

City of Cheyenne Parks and Recreation Department
610 W. 7th
Cheyenne, WY 82001
307-637-6423

COMMUNITY COOPERATION

Challenge: Those living in the Riverton community see a challenge combining efforts between city and county officials. They also stated a lack of vision and consensus for Riverton. Communication and cooperation barriers seem to be strong in the community, since it was discussed at a majority of the listening sessions. Also, barriers are present between Riverton and the Wind River Reservation.

Solution/Contacts: There are sources out there that can help with community unity. Communication and cooperation are important elements for accomplishing goals and projects in the community. The whole area of Riverton needs to learn to work and live together. You are a community with a diverse population. What an awesome opportunity to learn from one another and gain expertise and talents for a large group of individuals. In order for Riverton to succeed, the community needs to join together with a common vision and consensus on projects and items that improve Riverton for all.

Jennifer Goodman
Wyoming Community Network
University of Wyoming
Cooperative Extension Service
PO Box 3354
Laramie, WY 82071
307-766-2386
<http://www.WyomingCommunityNetwork.com>

Mickey Beaver
Navigating Change
1020 Bristol
Casper, WY 82609
307-235-5572

Wyoming Association of Municipalities
PO Box 3110
Cheyenne, WY 82009
307-632-0398

Riverton Community Assessment Report

Gordon Warren

Public Affairs Officer
Shoshone National Forest
808 Meadow Lane
Cody, WY 82414
(307) 527-6241
gkwarren@fs.fed.us

SOCIAL SERVICES -VOLUNTEERS

Challenge: A need was expressed for more volunteers to help with a variety of community projects and needs. Although Riverton has a cadre of volunteers who are doing some good work, several volunteers said that a relatively small group of people are “doing it all,” and are getting burned out.

Solution

Start a VIP (Volunteer Investment Program) to give more people an opportunity to invest in Riverton. Here are some suggestions and some ideas that have worked in other communities:

- Form a volunteer task force to identify specific needs/projects for volunteers in the community. Have specific projects and tasks identified that they can volunteer for and that fit their particular interests and talents.
- Have a VIP day with a meeting place set up where people can come in and be told about the VIP program, receive handouts or information on projects and have sign-up tables to sign up or those projects and talk to the people, organization, etc. that the work is being done for.
- Have the VIP Day during the winter – January, February or March. This is important. People get too busy in the spring and summer, whereas they usually have more free time in the winter and are much more likely to come to a meeting.
- Advertise your VIP Day in the local media, with service clubs, posters etc. This is a critical information and educational step. Explain what the VIP Day is all about; explain how much the community needs volunteers and how volunteers make Riverton a better place to live and how they have an opportunity to be a part in bettering their own community.
- People to involve: Cast as wide a net as possible. Here are some suggestions of who to involve.

- Local service clubs.
- Boy Scouts. Boy scouts are required to do service projects. To advance to the rank of Eagle Scout, a boy is required to do a major community service project involving many scouts and up to 100 hours of work.
- Girl Scouts.
- 4H.
- Senior citizens. This group is often overlooked as people think they are uninterested or unable to do much. Many senior citizens, however, have the time, talents and interest in doing something with their time. Many want to feel needed. If some senior citizens are unable to get out, bring the work to their home or the Senior Citizen Center.
- Ministerial Association/pastors/church groups.
- Local print & broadcast media.
- Local businesses.
- Schools and local college.

Host a volunteer appreciation dinner or picnic to recognize all the volunteers and highlight all the good work they have done for **THEIR** community.

Have the local newspaper do a Volunteer Appreciation page/stories.

JOBS/ECOMOMY

Challenge: A need was expressed to diversify the economy. People mentioned such things as attracting more tourism, working with the Reservation and highlighting the outdoor recreation opportunities and the heritage of the area.

Solution/Contact: Riverton qualifies for Rural Community Assistance grants from the U.S. Forest Service. RCA grants provide for a variety of projects aimed at helping a community develop its natural assets, diversify its economic opportunities, etc. For example, some communities have used grants to develop brochures, plans, etc to attract tourism based on the local natural resources, recreation opportunities and cultural events.

As an example, in 2001 the Wind River Heritage Center received a grant to increase the awareness and accessibility of local residents and visitors to the cultural resources of the Wind River Indian Reservation by producing and promoting cultural interpretive events.

RCA grants are provided on a 20-80 cost sharing basis. This means the community must provide at least 20 percent of the cost of the project and the Forest Service will provide up to 80 percent. The good news is that the community's share can be an in-kind contribution. For example, the community could provide volunteer labor, materials, etc. on a project as an in-kind match.

Local communities compete for these grants. Forests usually receive funding for RCA grants around February, so you should contact them before then to apply for a grant for that year.

For further information contact:

Gordon Warren
Shoshone National Forest
808 Meadow Lane
Cody, WY 82414
307-527-6241
FAX 307-578-1212
gkwarren@fs.fed.us

COMMUNICATION/COMMUNITY COOPERATION

Challenge: Lack of effective communication seems to be a very broad-based concern in Riverton. It was mentioned by a variety of groups and in almost every listening session. It appears that this lack of communication affects numerous other community programs and concerns. Here are some examples of what the assessment team heard:

- Senior citizens won't support additional needed taxes and don't really understand/care about what is happening in the community.
- The agriculture community feels misunderstood and under appreciated. Feels the rest of the community has no idea of the importance of agriculture to the community.
- Some community members feel there is a lack of communication with the Reservation.
- Representatives from the Reservation feel there is a lack of communication with the community and a real lack of understanding about the Indian culture, reservation problems and needs and how the community and the Reservation could work together.
- Some people said there is a real lack of communication among the various churches in the community.
- Some volunteers feel that just a few of them are doing most of the volunteer work and that there should be better communication about the need/opportunities for volunteers to get more people involved.

Solution/recommendations: Good communication is critical and is everyone's responsibility.

This is a common problem with all communities, and there is no single solution. Good communication requires a variety of solutions, and it is a never-ending problem that requires constant attention. Here are some suggestions to help improve communications and cohesiveness and some ideas that have worked in other communities.

- Set up a task force to discuss and identify where the communication breakdowns occur and how to address them. Make sure members of the print and broadcast media are on the task force. **KEY POINT:** People should understand that poor communication can actually be the cause, or contribute to, other serious problems in the community.
- Make sure all of the people/groups mentioned above receive a copy of this report and understand that they need to be part of the solution.
- When this report is received, ask your local newspaper to run a series of articles explaining what the Riverton Assessment was about, talk about the findings and recommendations and the need for improving communications.
- Be inclusive, not exclusive. Have representatives of the Reservation in meetings and discussions of problems, concerns and projects that also affect or concern them.
- Don't always meet in Riverton. Have some meetings on the Reservation to help build a sense of cooperation, cohesiveness and understanding.
- Target specific groups. For example, if senior citizens tend not to vote for increased taxes that are needed for infrastructure or community improvements, set up meetings with senior citizen groups or the Senior Citizens Center. Make sure they understand why the tax is needed and how not having the community improvements might affect them. They might not realize that failing to fund certain community improvements or needs could ultimately affect the community's senior citizen programs.
- Host an Ag Awareness Day. Run a spread in the local newspaper that gives statistics about the impacts of agriculture on the local community, its history, etc. Set up tours to a couple of local farms where townspeople and families can visit a farm, see the animals, learn what a typical day on the farm is like with the chores, etc.
- Work with the Reservation to host a tour and/or Reservation Awareness Day. Invite people from Riverton to visit, talk with Reservation representatives, hear presentations on Native American culture and challenges that people on the Reservation face, etc.
- If a particular project is being proposed, i.e. hospital expansion, sewer plant improvement, development project, etc. host an open house or tours to explain the problem and what is needed. Also use the local radio talk show, articles in the newspaper, etc., to explain what the projects is, why it is needed and what the consequences will be if it is not done.
- Discuss the concern about good communication at a town meeting and in your newsletter if you have one. Let everyone in the community know that good communication is a concern and a priority, that it is being addressed, and that everyone needs to be committed to it.
- Enlist other people to be part of the solution. Don't just rely on the mayor, town council members, Chamber of Commerce, etc. They can't do it all. Enlist the help of other people in the community. This not only spreads the workload, it also helps to avoid the notion that the community is only hearing what the town

council or others want it to hear. The wider community involvement you have, the more credibility, support and cohesiveness you will have.

- Hold some community events: potluck suppers, community cleanup day followed by potluck supper, fund raisers, etc. to help build cohesiveness and get people acquainted. Enlist the help of people from different areas to plan, arrange and advertise events. There are always people who enjoy this and are good at it. Form a welcoming committee to welcome newcomers. Form an activity committee to plan and promote activities. Your community has many talented people. Help them to share their talents with others and build that sense of community.

Riverton Community Assessment

Bill Maiers

Outreach Coordinator for
U.S. Congresswoman,
Barbara Cubin
803 Kirk Ave.
Casper, WY. 82601
307-237-7082
FAX 307-235-4807
mtnbilly@coffey.com

INTRODUCTION

I would like to thank the town of **Riverton** for their warm hospitality during our stay while conducting the assessment process. I would also like to thank **Tim Thorson** and **Jan Minton** for all of their work coordinating the assessment meetings, tour of Riverton and surrounding area, meals, and lodging. Everything worked very well due to their fine planning. **Thank You!**

Riverton is a very nice town, with many outstanding amenities, and I believe a very bright future. I hope the results of this process will help.

My report is based around the major themes identified by our resource team.

My primary recommendation for City officials and the Chamber of Commerce is to form one committee for each of the following Project categories that the resource team identified during the assessment process.

- **JOBS/ECONOMY**
- **COMMUNITY FACILITIES**

- **SOCIAL PROGRAMS**
- **QUALITY OF LIFE**
- **COMMUNITY COOPERATION**

“Committee members should be chosen that have some knowledge, and a whole lot of desire to serve”.

PROJECT COMMITTEES

JOBS/ECONOMY

The **JOBS/ECONOMY** committee should consist of representatives with some knowledge or background in the following categories or organizations:

- Small business
- CWC
- Riverton C of C
- Economic developers
- City council
- State representative
- Arapahoe/Shoshone Tribes
- School district
- Local county commissioner
- Agriculture
- Bankers
- Retailers
- Contractors
- Real Estate
- General Public
- Workforce Development Manager

Challenge: Based on the information that we gathered from the assessment; We heard the need to add programs and projects to address the following concerns about **Jobs and the Economy** in Riverton.

- Small business technical assistance
 - Business incubators
 - CWC technical center
 - Workforce training
 - Full-time small business development center
 - Jobs for 18-24 year olds
 - Full-time fully funded economic development director
 - Fully funded economic development program
 - Further diversification of economy

Solutions: Prioritize and identify the costs of each of the **JOBS/ECONOMY** categories the assessment team has identified.

Contact the experts we have identified, for more information on how to proceed with a project or program to gain the results that will enhance the quality of life in Riverton.

Contacts for supportive information:

- Wyoming Business Council
Roger Bower, Regional Director
213 West Main Street, Suite B
Riverton, WY 82501
Phone: 307-857-1155

- Wyoming Small Business Development Center
Margie Rowell, Fremont County Satellite Office
1330 West Park Avenue
Riverton, WY 82501
Phone: 307-857-1174

COMMUNITY FACILITIES

The **COMMUNITY FACILITIES** committee should consist of representatives with some knowledge or background in the following categories or organizations:

- City/County recreation dept.
- Hotel owners
- State/Federal water reps.
- State highway dept. rep
- City/County street and road reps.
- Quest communications rep.
- High school rep.
- Retailers rep.
- General public rep.

Challenge: Based on the information we gathered from the assessment; we heard the need to add programs and projects to address the following concerns about Community Facilities in Riverton.

- Convention center
- Recreation center
- Upstream water supply
- 4-lane highways

- Improve city/county roads
- Outdoor swimming pool
- Get fiber optic connections
- Indoor ice rink

Solutions: Prioritize and identify costs of each of the **COMMUNITY FACILITIES** categories the assessment team has identified.

Contact the experts we have identified for more information on how to proceed with a project or program to gain the results that will enhance the quality of life in Riverton.

Contacts for supportive information:

- Max Torbert, Director of Leisure Services
City of Casper
Phone: 307-235-8441

SOCIAL PROGRAMS

The **SOCIAL PROGRAMS** committee should consist of representatives with some knowledge or background in the following categories or organizations:

- Substance abuse rep.
- City council member
- Hospital rep.
- High School administrator
- Social service rep.
- Arapahoe/Shoshone tribe reps.
- Senior citizen administrator
- Senior citizen
- Day care rep.
- School Board rep.

Challenge: Based on the information that we gathered from the assessment; We heard the need to add programs and projects to address the following concerns about **Social Services** in Riverton.

- Sustaining funding for services and projects, i.e., Detox center
- K-12 substance abuse prevention
- Chemical dependence continuum of care.
- Need honors Classes @ high School.
- Convert old Jefferson School as a social service one-stop center.

Solutions: Prioritize and identify the costs of each of the **SOCIAL SERVICES** categories the assessment team has identified.

Contact the experts we have identified, for more information on how to proceed with a project or program to gain the results that will enhance the quality of life in Riverton.

Contacts for supportive information:

- Contact Shanna Laible, Executive Director of the United Way of Natrona County Inc.. Shanna can be reached on 307-237-9367.
The United Way is a very good way to help any participating social service organization, help those people who are less fortunate in your community. It is also a very good way to consolidate your yearly contributions.
Over 90% of the United Way organization consists of community volunteers working together as a team to make their communities better places to live.
“I highly recommend that the Riverton community consider starting a United Way”

QUALITY OF LIFE

The **QUALITY OF LIFE** committee should consist of representatives with some knowledge or background in the following categories or organizations:

- Airport manager
- City council member
- County commissioner from Riverton
- City/County recreation personal
- Real Estate rep.
- Contractor
- Economic development person
- Retailers
- Chamber of Commerce director
- City beautification rep.
- Public at large rep.
- Education

Challenge: Based on the information that we gathered from the assessment; We heard the need to add programs and projects to address the following concerns about the Quality of Life in Riverton.

- More flights to hubs
- Develop riverfront
- Full-time recreational director
- Build affordable housing
- Revitalize downtown

Solutions: Prioritize and identify the costs of each of the **QUALITY OF LIFE** categories the assessment team has identified.

Contact the experts we have identified, for more information on how to proceed with a project or program to gain the results that will enhance the quality of life in Riverton.

Contacts for supportive information:

- Main Street Program
1785 Massachusetts Avenue, N.W.
Washington, DC 20036
Phone: 202-588-6219
Website: www.mainst.org

- Wyoming Community Development Authority
George Axlund, Executive Director
155 North Beech
Casper, WY 82601
Phone: 307-266-5514

- International Northwest Aviation Council
PO Box 5178
Helena, MT 59604
Phone: 406-444-2506

- Wyoming Tourism (Wyoming Business Council)
Laurie Green, Director of Tourism and Travel
I-25 and College Drive
Cheyenne, WY 82007
Phone: 307-777-7777

COMMUNITY COOPERATION

The **COMMUNITY COOPERATION** committee should consist of representatives with some knowledge or background in the following categories or organizations:

- City Council Member
- County Commissioner
- Social Services Rep
- Chamber of Commerce Director
- Economic Development Rep
- CWC Rep
- Downtown Development Rep
- Recreation Department Rep
- Public at Large Rep
- Hospital Rep

- Airport Rep
- School Board Rep
- State Representative
- Workforce Development Manager
- Other

Challenge: Based on the information that we gathered from the assessment; We heard there was a need for more community cooperation in Riverton.

- Improve communications and cooperation

Solution: Hire a facilitator to conduct a communication and teamwork seminar.

Contacts for supportive information:

- Wyoming Business Alliance
Bill Schilling, Executive Director
Phone: 307-577-8000

Riverton Community Assessment Report

Al Jones

Montana Dept. of Commerce
Economic Development
Billings, MT
406-962-3914
aljonesrdo@home.com

Problem:

Lack of Jobs & Skilled Workers

Riverton needs to decide what it wants to be next. If it focuses on becoming more of a retail shopping, dining, convention, tourism, hospitality and consumer services hub for its' market region, it will generate considerably more jobs fairly quickly but they'll be mostly dead-end jobs with low pay, no benefits, lousy hours, and little skill development. We've done that approach more by accident than intent in Billings and we have 3.9% unemployment but most of the population's wages make them working poor or below the poverty level. So while it solves unemployment, it doesn't advance things much. Using the resulting climb in sales tax revenue as an investment tool in building a revolving loan fund and business technical assistance programs to grow local businesses that can pay more than minimum wage would be the only way I see to leverage off of Riverton's defacto strategy now of retail hubdom.

Another mediocre solution popular across the West is Call Centers such as would gleefully take the vacant Alco or Stage buildings, fill them with computerized cubicles, and hire 300-1000 locals to answer questions for a variety of companies. Go to www.tmcnet.com for Interactive Customer Solutions magazine's archives, the call center trade magazine, which has an annual list of the top 50 call centers in the country, contact the ones that interest you with a description of the 2 buildings, your unemployment rate, total workforce number, wage rates, and the computer training levels offered at CWC. You can likely pick one up as they are running out of towns for these. They figure only 2% of a town's population will work in call centers so workforce saturation is their big constraint.

The college is already making real strides in workforce training. Gaps I could see from touring the college bookstore and looking at the textbooks: Machine Shop practices, Materials Science, Hydraulic Systems, Metal Fabrication, Carpentry, HVAC, Electronics, Electrical Distribution Systems, Fiber-Optics, Lasers, Photonics, Sensors, Entrepreneurial Management, Marketing, Advertising, Public Relations & Promotion, Banking & Finance, Real Estate, Computer Security, Information Systems Management, Hydrology, Oil Field Operations, Hardrock and Open Mining, Geology, Criminology, Counseling, Auto Mechanics, Auto Body Work, etc. that would all feed into local needs now and in the future. Training management teams for small businesses, in other words so Mom really does know how to do accurate books and Brother really can sell stuff profitably, would make the most profound difference in the economic health, diversity, and wage growth in area businesses as all small businesses are hindered by untrained people guessing at what they should be doing all day long.

Problem: Lack of Business Help

Partly that's a population density issue in that there are too few profitable clients to sustain many business service providers. Thus subsidized services like the Chamber, Small Business Development Center, Manufacturing Extension Service, County Extension Agent, College faculty, and Wyoming Business Council staff as well as peer networks of small business owners, salespeople, technicians, and professionals will remain the primary source. Online courses offer the promise of deep, specific training when an individual needs it on topics ranging from quality management to Java applications programming (look at the website for the National Association of Manufacturers' which has over 700 online courses now.)

There are probably too few businesses in the area to sustain much traditional workshops and training classes as most need 20-40 people to be cost-effective. Univ. of Washington's Pacific Banker's School prof. Dave Enger's course in Financial Management for Small Businesses would be worthwhile to bring in, generally hosted by a bank(s) as it teaches basic comptroller skills that are hard to learn otherwise. Sales training courses would be the most broadly applicable in the community as they'd be appropriate for probably 1-2000 folks in the area workforce. Retired sales managers and

salespeople in the area can teach this as well as facilitate sales book reading groups or video selling skills courses. Sales training is also one of the best tools for raising both business and personal incomes. The Chamber would be the logical organizer for this. The College there already has someone teaching the basics of personal selling (the textbook looked pretty good) as well as teaching very related human relations courses so they could adapt a night series of classes from existing faculty/materials pretty readily.

Problem: Burdensome Regulations & Processes

It sounds like the building and development process is flawed in the usual ways:

- A. Understaffed planning/codes enforcement.
- B. Staff overestimates their own expertise and treats a particular set of Uniform Building Codes (there are many competing building codes and variations within the editions as well as broad room for interpretation) as holy writ while applying them inconsistently as is easy to do with the vague codes.
- C. The review process in Riverton, as opposed to Lander, is focused on an attempt to do thorough inspection of plans to achieve quality. Since this is a proven ineffective way to achieve quality (see W. Edwards Deming, Joseph Juran, Phil Crosby, Frank Gilbreth, and the last 100 years of quality research and application.)
- D. The builders and developers are racing against their clients expectations and their financing resources (as well as weather) to get things built. This makes them nervous, impatient, angry, and continually frustrated (as well as often bankrupted.) Adjusting the review process to fit the real timeline is the challenge to allow capturing more opportunities and to create more construction jobs (which are very good jobs and tend to have a lot of growth opportunity for entry-level workers.)

My Suggestions:

Have your field industrial engineer Phil Christopherson do a thorough analysis of the current building permitting process and train the inspectors and planners in basic quality and process flow practices. That will leverage their time considerably, reduce their own stress, and make for a much faster process without compromising safety.

Standardize chunks of the permitting process as one session speaker indicated other communities had by setting a standard approach to foundation work so it doesn't have to be reviewed.

Eliminate the attorneys from the process as they add cost and fear without increasing quality or safety. Put all of this under mutually-binding arbitration (see the American Arbitration Association) with a form filled out by all applicants agreeing to rely on this for remedy rather than the courts. Then make sure someone locally with substantial building experience, i.e. a retired contractor or facilities manager gets certified as an arbitrator so you have an informed, cheap judge for the inevitable disputes. Much of the delays currently appear to be due to

fear of lawsuits over process or decisions so only by eliminating the risk of lawsuits will this allay the attorneys out of the process.

Form a local builders association, preferably as an affiliate of the National Association of Home Builders which offers a lot of benefits, information, and models. This gives a point of contact to local government to resolve issues and set building codes. It also enforces quality informally by improving information flow and facilitates projects like Habitat for Humanity and repairs to charities' buildings. Gay Rye runs a very effective one in Billings: 406-252-7733

Force all of your code enforcement people to work together as a team on individual buildings since often times their codes come into direct conflict with each other. This forces them to work it out together rather than bounce the builder around like a pinball. As the codes are based more on committee compromises in rule-making associations rather than on actual field research, science, engineering, or even best practices, these don't deserve the status they get. Most architects and engineers don't have full or current sets of the codes they profess to design to so again this is a very grey area, hence lots of fighting over liability, fines, and permits.

Direct the builders and developers to work with Field Engineer Phil Christopherson to learn basic project management tools so not only do their deadlines become less chaotic but they can also better delineate where they are to subs and regulators. Project management skills are the fundamental way that builders become profitable and grow so this would not only alleviate some stressful bottlenecks, it would also increase construction job creation and reduce building costs

Problem: Need for a 500+ person-capacity Convention Center

It's certainly frustrating when a large meeting/conference can't come because you lack space.

A feasibility team of locals who can work away at this question is the best way to find workable answers. The team should include the Chamber director, the Holiday Inn manager and chef, a senior coach from the high school, the facilities manager from the college, an experienced commercial contractor, an architect, a civil engineer, and the fairgrounds manager. Key issues are:

1. How many such events are really out there and which could Riverton get? There's great danger in building and funding year-round capacity for 3-5 events a year. Many of these conventions also want considerable subsidies from the town in return for the meals, rooms, and merchandise their attendees will buy, often to a point where you wonder if you're giving away every bit of profit to subsidize the organizer's convention/conference/trade show/rodeo/etc.. Many of the users will demand specialized facilities and amenities that few or no other users would utilize, making paying for them tricky or stupid.

I made a quick list of potential users of such a facility and gave it to Tim Thorson which would give a starting point on demand research.

2. How far can the National Guard Armory at the Fairgrounds be expanded, modified, and remodeled to accomplish this? That should be the cheapest, simplest solution since building the parking for these facilities is otherwise an enormous cost. That would also facilitate more fair events while simply expanding the existing fairgrounds staff to service the building.

The same big room that you'd use for large gatherings, trade show displays, etc. can be configured for hockey rinks, basketball courts, many rodeo events, concerts, etc.. The architect with the most intimate knowledge of this sort of multi-use building that I know of is Bob Bushing with CTA Architects & Engineers in Billings 406-248-7455 as he oversaw the expansion of the MetraPark complex and more importantly has worked as a volunteer in hundreds of the events across the complex over the past 10+ years.

Potentially this could allow a Junior Hockey Team for Riverton or be set up as multiple basketball courts for public use between events.

If funding this was done through a half-percent sales tax hike which would generate about \$3.5 million a year I understand, that would allow the facility to be paid for in 3-7 years although it should continue a couple of years past completion to create an endowment fund that's interest income would help operate the facility (it takes a long time to build enough rent-paying users to make these things cash-flow.) To learn about operating costs for such a facility, I'd recommend field visits and long discussions with the operations staff in Gillette and Billings.

Such a facility would accelerate Riverton's development as a retail/hospitality hub and create more low-wage, part-time jobs so treating it as an economic development panacea would be dangerous.

The cleanest solution to simple convention space would be expanding onto the existing Holiday Inn as it already has the kitchen facilities, smaller rooms, and guest rooms. This would be the highest utilization route for the space and lowest cost for everyone.

Problem: Lack of Affordable Housing

These appear to be the underlying factors on affordable housing just about anywhere:

Cost of empty land with roads, sewer, water, power, phone, cable tv, and within reasonable distance of elementary schools often drives the construction of middle-to upper-middle class homes as for little additional materials and efforts, the builder and developer greatly expand their profits.

This makes determining the actual site costs and finding other ways to fund extending infrastructure to those sites rather than placing most of it on that piece of land upfront as well as reconsidering standards and processes for land development as they tend to be rife with costly inefficiencies that make no sense.

Publicly owned land developed with revenue bond-funded infrastructure would be a way to drop the cost for mixed use development targeted at low-income households.

Low wages and highly inefficient household costs (unreliable cars, no health insurance, more kids and seniors at home, inconsistent paydays, no savings, no credit, childcare costs, no preventative medical care, higher food/rent/utility costs) make paying a rent that cash-flows on new construction challenging. The working poor and poverty-class households often lack the 1-2 months cash rent deposit or the clean credit history most landlords demand so they end up paying 50%+ of their incomes on substandard aging housing run at the lowest possible cost by passive-investor property owners. Solving this has engaged many of the best minds in America for the past 50 years. Contact your state's HUD representative to access this research and what programs they have like the Rural Housing & Economic Development grant program and First-Time Homebuyer Assistance Classes.

As the most stable solution is owner-occupied homes rather than more rentals, helping folks assemble the resources and get affordable mortgages is critical and an area where the First-Time Home Buyer workshops and Community Reinvestment Act outreach by local banks are powerful tools. Contact Jim Klessens at the Beartooth RC&D 406-962-3914 for information on their Home Buyer courses which have been among the most successful in the nation.

Expanding your Habitat for Humanity program where the homeowner contributes hundreds of hours of sweat equity into the house (also learning how to maintain it in the process) by finding more money for the average \$40,000/materials cost.

A 1% sales tax for several years that in part provided Habitat funds along with land development, new duplexes, purchase and demolition of substandard slum dwellings, a revolving loan fund for updating and improving rental properties, and a revolving loan fund for low-income homeowners to borrow from for home repairs and remodels would go a long ways.

Another thought that HUD has been looking at a lot is changing the construction approach to reduce the housing cost, i.e. manufactured housing, modular housing, poured concrete walls with steel roofs, straw-bale walls covered with dryvit, etc. The HUD website lists quite a few publications on these alternative construction methods that are both far cheaper than old-fashioned balloon-frame stick-built on-site and often result in a better house.

Problem: Airport Funding

Add \$60,000 to the next airline ticket purchased by each County Commissioner and make up the \$300,000 operating deficit that way!. Seriously, it's unlikely they can readily fund that out of unallocated funds within their budget.

Challenge: The airport needs to expand to generate more revenues itself.

Using the airport's port authority ability to issue it's own revenue bonds to fund airport improvements is the way to get this done.

Examples that look underserved at the Riverton Airport: Hangars for rental by private plane owners, aircraft fueling station, again for private and other planes, aircraft maintenance shop/repair facility to be rented by a mechanics business, air cargo and air freight storage and transfer buildings, office/hangar combinations to facilitate cropdusters/pilot training/charter services/commuter flights.

The example I'm thinking of is the Cody Airport which would be worth visiting and long discussions with it's dynamic manager.

You might be able to get some funding assistance under the Essential Air Service subsidies program for small airports. Ask your U.S. Senators about it as I know Montana Senator Max Baucus has helped many of our airports with that national program.

There are probably many regional flyers, particularly private plane owners within a 200 mile radius that either don't have a good facility or are unhappy with what they have. This group can be an excellent customer base as long as they're not allowed to set the prices. Given the cost of aircraft and operations, it's amazing how vigorously they poor-mouth their ability to pay while wearing \$400 boots and stepping out of new Suburbans. That's a customer base for plane storage, repair, fueling, sales, and pilot training that is very viable for many airports if catered to.

Problem: Lack of Industry

Like most Western towns it was never a priority in terms of resources or attention beyond coffee conversation. Industry growth is driven mostly by local entrepreneurs' ability to find national markets and growth financing rather than the traditional constraints of geography, transportation, workforce, or raw materials as expected.

Thus the real issues to industry growth become expanding management capacity, improving marketing skills/sophistication, and assembling equity and debt financing tools to assist small local businesses with big potential.

Industry recruiting is a primary strategy only for the weak-minded. Recruiting costs too much, produces too little, achieves unstable results (the relocatee often closes fairly soon), is unfair to local taxpayers/businesses by only subsidizing the out-of-towner, and doesn't even appear to work over the long-term, studies of the textile mills the South recruited back in the 1950's from New England. You get far more consistent and diverse results at a far lower cost and a similar jobs yield by thoroughly assisting your existing businesses. A town is better off coughing up cash and incentives to save a troubled local company by far than it is in offering that same money as relocation bribes, uh incentives, to deal-shopping companies.

Reading List for tools & insights:

"The Evolution & Origin of New Businesses" by Amar Bhide

"Cities & the Wealth of Nations" by Jane Jacobs

"Going Local, building self-reliant local economies" by Michael Shuman

"Job Creation in America" by David Birch

"New Venture Strategies" by Karl Vesper

"Growing A Business" by Paul Hawken

"The E-Myth" by Michael Gerber

"Competitive Strategy" by Michael Porter

There's a lot on this topic along with some excellent reports you download from the U.S. Small Business Administration, U.S. Economic Development Administration, U.S. Dept. of Agriculture, and U.S. Housing & Urban Development websites, generally under links like "Research" or "Publications."

As a rule public and political attention tends to focus on industries heavily covered by the media and on the decline. This is fundamentally why industrial development policies tend to fail as they chase dying industries and ignore emerging ones, sort of like trying to sell home mortgages to famous 85 year olds and ignoring newly-married couples.

It would take more time (years) to really identify existing Riverton businesses that have the potential to grow from small to medium-sized (20-500 employee firms.) Here are some opportunities that I saw either in your community or expect exist there:

NEOLITHIC OPPORTUNITIES

- ❖ Buffalo ranching and slaughterhouse/meatpacking operation (Contact Mark Heckert at the InterTribal Bison Cooperative in Rapid City, SD at 605-394-9730 or the Durham Ranch near Gillette or the American Bison Association or Ernest Callenbach's "Bring Back the Buffalo"). Buffalo prices are very low right now so this would be a good time to start herds. Excellent choice for drought-stricken prairies and more residual value than a beef cow carcass with Arapaho and Shoshoni nearby to process those elements into products that exceed the value of the meat!
- ❖ Brain-tanned tannery for deer, elk, buffalo, moose, and bear hides (this is essential to sustain much of an artifact reproduction industry. You have a small one in DuBois) There are a number of books on how to do this, generally found through blackpowder

buff sources like the Dixie Gun Catalog. Very low start-up costs, labor intensive but readily trained, and very high demand for the output.

- ❖ Authentic reproduction of Plains Indian artifacts prior to metal/beads/horses. The trick is focusing on selling them to museums, collectors, Easterners, Europeans, and Japanese instead of to tourists passing through. Look for a book called, I think, “A History of the Indian Arts & Crafts Board”, author forgotten but the Montana State University at Billings library has it and you could get it through interlibrary loan via CWC and Susan Meyer’s “Pistols & Paintbrushes.”
- ❖ Collecting Echinacea and other spices/herbs for teas, tablets, etc.. As many of these have to be hand-harvested and are sold in small quantities, it’s a great job creator for hard-to-employ people.

BRONZE AGE OPPORTUNITIES

- ❖ Brickyards based on area clays that local geologist/representative David Miller readily identified. The closest brickyards are in Hebron, North Dakota, Denver, and Utah while Lovell ran a successful brickyard for about 100 years. Trick is doing it low-scale, low-tech, and using waste heat from something like the sulphuric acid plant for the brick kilns. The American Brick Association has very informative materials and staff. Since so many brick buildings and brick-faced homes are present in Riverton now, it suggests a solid local market and the presence of skilled brick masons already here.
- ❖ Stone quarries for sandstone and other building stones are resurging to meet the steadily increasing demand. Stone is generally used decoratively rather than structurally now. Tim O’Hara at Montana Travertine in Livingston has a regional stone cutting facility serving many quarries. Geologist Dave Miller could identify appropriate outcroppings. On the web you can find Stone and Stone World magazines which are full of useful trade information on this industry.
- ❖ Your local honey processing facility can convert their honey into the 10,000 year old competitor of beer, Mead. It’s a simple fermentation technique with generally some sort of fruit added for more flavor. It’s what Robin Hood and his Merry Men are always chasing Friar Tuck for in the movies. The honey processor will also be ending up with a lot of pure beeswax which can readily be made into fine candles with a few hundred dollars of materials. It can also be used in lip balms and other cosmetics (as can bentonite clay).

19th CENTURY OPPORTUNITIES

- ❖ Large-scale industrial dairy operations (contact Mike Degn at MooJuice Dairy in Sidney, Montana to visit a best-practices 3,000 cow dairy as could be built here.) Make ideal use of the high protein hay.
- ❖ Cheese or ice-cream making. Both can be done on a very small-scale and focused on niche markets instead of going after Kraft Cheddar at the grocery store.
- ❖ Sawmill and millworks in the Shoshoni’s forest. Access to private timber reserves is what’s keeping many small sawmills open while overreliance on Forest Service timber is killing many large sawmills. The Northern Cheyenne tribe based in Lame Deer, Montana has a long-running (albeit troubled) sawmill called Tongue River Lumber Co. that might serve as a model. A millwork operation would convert the

resulting pine lumber into wood-framed windows and doors instead of just commodity dimensional lumber.

20th CENTURY OPPORTUNITIES

- ❖ Modern Cattle Feedlots are supervised by veterinarians, emphasize heifer development to increase the maternity survivability and numbers of productive years before slaughter. This approach could increase the cash yield of local cows by 20-30% strengthening area ranchers considerably. The Feedlots are also required to allow development of almost any scale of slaughter/packing/tannery operations. The issue is to keep them small and manageable to reduce capital needs, disease, and water demands. The focus on the feed for slaughter is not to produce uniform cattle for the big packers to pay bottom dollar for but to feed for maximum flavor/tenderness/health and then sell the beef direct to steakhouses willing to pay top dollar.
- ❖ Small slaughter/packing plants that handle many types of area critters and focus on serving area restaurants and discriminating home cooks instead of the grocery store niche of bland and cheap. These are the 3-15 person sized outfits in \$100-250,000 facilities instead of the monstrous packing plants we now think of. Reference guides: “The Meat We Eat”, “Any Way You Cut It” and “Fast Food Nation” all available through Barnes & Noble Online or Amazon.
- ❖ Local resources such as Sulphuric acid, bentonite clays, lime, gypsum, soda ash/trona, etc. are all used in many industrial processes and products. Unfortunately my knowledge peters out about there. Contact the University of Wyoming and ask some of the Chemical Engineering or Materials Science faculty as they would be in the best position. If they aren’t helpful, try the National Institute for Standards and Technology in Boulder (Phil Christopherson can help you find the right contact as they pay part of his salary.) Look for high value low-bulk applications like advanced ceramic materials from bentonite clays or cosmetics or clean-up treatments (I know bentonite and soda ash both absorb odors) etc. rather than just producing vast quantities of another industrial commodity (too capital intensive and too easily upset by competitors or market changes.)
- ❖ Encourage your many welding shops to grow into full-fledged machine shops and to start fabricating replacement and modified components for area mines, oil rigs, refineries, farmers, etc.. Some of them will come up with actual products that can be manufactured in small niche-size quantities and grow nice businesses with national and international customer bases. They’ll need lots of assistance from your Field Engineer Christopherson as well as the SBDC and WBC counselors. A revolving loan fund to provide equipment and working capital financing would be a key element. Putting up some decent steel shop buildings on the empty industrial parks (with 3-phase power, small offices, radiant heat, etc.) so they have effective room to grow into. Workforce training programs at the college and through specialized producers like TechTrax of Michigan can then help move their guys from farm-style welders to CNC machine operators who understand CAD and ISO 9000.

21st CENTURY OPPORTUNITIES

Take a look at Alvin Toffler's books, Peter Schwarz's guides to scenario planning, Fortune magazine, the Economist magazines, Wired magazine, the Utne Reader magazine, Inc. magazine, Marvin Cetron's books, Paul Hawken's books, Hazel Henderson's books, non-fiction bestsellers, Everett Roger's "The Diffusion of Innovation", Joel Garreau's books, and I'm sure others and you'll see lots of opportunities in various stages. The trick is finding the middle ground that you can do something with between Human Genomics applications and Desktop Computers in maturity of opportunity. Just don't listen to most politicians for most countries or the financial markets or you'll get generally completely wrong signals.

Problem: Downtown Competitiveness

I spent part of Monday afternoon walking your downtown and it's not very competitive. You have some nice stores and interesting shops but not enough of them and they're not large enough to advertise themselves as destinations. Downtowns have been losing the general customer battle to stores with big parking lots since the 1920's across the country so it's not really a winnable battle.

Developing more downtown office space so there are more people working there all day long is essential. Not only does that fill it in (your downtown lacks some large buildings to make it more interesting visually), it provides the customer base for lunchtime restaurants, shops and services that can be done over a lunch hour, bars, downtown hotels, banking, etc.. This requires going after significant tenants like state and federal offices, professional services firms, business services firms, etc..

Facilitating private land developers who want to pursue this would be the best strategy. Getting area banks to pool funds in a special low-interest loan for downtown redevelopment purposes is a common way to accelerate this development.

Good references on understanding downtowns' situations:
"The Selection of Retail Locations" by Richard Paul Nelson (1958)
"The Life & Death of Great American Cities" by Jane Jacobs (1963)
"Satisfaction Guaranteed-Mass Merchandising in America" by Marcia Strassman (particularly revealing on the problems of small retailing.)
"Slam-Dunking Walmart" by Al Norman
"Edge City" by Joel Garreau

There are things that can be done but they are far from the obvious solutions and generally well beyond the individual efforts of downtown retailers. It takes very concerted action by a city and is mostly impacted by the cost and availability of outlying land along major roads and the willingness/ability to extend city infrastructure to those sites.

The City of Powell has done probably the most exemplary job of maintaining and redeveloping a traditional small town downtown (rather than rows of upscale

boutique stores) of any town I'm aware of in both Montana and Wyoming so a field expedition up there for in-depth interviews with many of the participants would be a smart place to start any downtown efforts in Riverton.

Heresy part: If Riverton wants to develop further as a retail hub, it should contact these chain stores with demographic information and potential sites as they would fill some gaps I saw or heard about there, particularly from the teenagers.

- **Old Navy:** affordable basic clothes that are fun and aimed at kids, teens, and young adults.
- **Michael's Craft Stores:** 30,000 sq. ft. standalone art, craft, and DIY décor that would appeal both to kids and seniors as well as a 100 mile radius.
- **Petsmart or Petco:** 30,000 sq. ft. pet stores, fun, destination store.
- **Home Depot:** sure it's not the old hardware store chain site but it sure has a lot more choices and options for builders, remodelers, home hobbyists, and would be a regional draw
- **Barnes & Noble** bookstore w/Starbucks café: Becomes a safe place for everybody to hang out at, seniors, tykes, and teens as well as wildly expanding everyones' horizons, hobbies, and interests. Good economic development tool because of it's business section. If not B&N, try **Hastings** out of Denver as they do a bookstore/video rental store/music CD's/software store pretty darn well-would address teen boredom well.
- **T.J. Maxx or Ross Dress for Less** gives you department store and designer fashions at about half price so it would fit well for the community's incomes while also serving as a regional draw.
- **Video Library & City Brew Coffeeshops** is based in Billings-big video rental stores at a lower price than Blockbuster and great coffeeshops. Becky Reno is the owner.
- **Costco discount warehouse:** These are a huge regional draw and a lot better than Sam's Clubs, Walmart's lame attempt. Very strong bakery, high quality meat, strong mix of stuff for small businesses, these have captured 19% of U.S. grocery sales. Would make a lot of stuff more affordable in Riverton, from diapers to tires. Middle class store, more upscale goods than Walmart while more downscale fixtures. 100,000 sq. ft. stores.
- **I'm puzzled I didn't see much in the way of furniture or carpeting stores, paint and wallpaper stores, auto parts stores,** or a consumer electronics/appliance store, i.e Best Buy?

Franchised restaurants to consider (would generally require locals that wanted to be the franchisee):

Perkins family restaurants would do well there, Seniors really like them but the food quality is superior to most in this category. Ours do \$1 million a year.

Applebees would likely do well there. \$6-12 entrees. Broad appeal although atmosphere aimed at young adults.

Fuddruckers offers high quality burgers (on site butcher and baker) with broad, casual appeal.

Etc. I'd look in Restaurant News to find chains and franchisors that have several hundred plus restaurants as that means they'd consider your market size.

Problem: Low Incomes

We use to think that if there were too many jobs for the available workforce that employers would have to raise average wages to get and keep employees. So by focusing on job creation, we'd also raise wage levels and career mobility. Instead reality bogged us down in a sea of lots of lousy jobs that people switch back and forth between rather than step up. The very lousiness of so many low-wage jobs means the 100-300% annual turnover is common enough that the restaurant hires the former motel maid who is replaced by the former store clerk who is replaced by the high school teen who is replaced by the senior who is replaced by the minority who is replaced by....

Because of the low caliber of the workforce and the low expectations for their managers by their bosses, most of these businesses have attempted to systematize to the point that an untrained person can get by almost immediately.

This dumbing down of the jobs also means people don't learn much nor have much expected of them so they don't develop as they would otherwise, remaining essentially unskilled, poorly motivated, oversupervised, under challenged, and treated as a disposable, interchangeable cog in the machine.

Read Barbara Ehrenreich's recent bestseller "Nickled & Dimed" for a scary insight into the lives of the working poor and service jobs in the \$6-8.50/hr. range. Also Hernando De Soto's "The Mystery of Capital" on why the poor stay poor.

To raise incomes:

1. People need to focus on getting themselves trained and improving their skills since their employers aren't getting it done.
2. Training needs to move past general understanding and initial skills and into very skilled and understanding of business and the industry.
3. Businesses need to improve their sales and marketing efforts or it constrains their profit margins to the point they can barely afford to pay low wages.
4. Employee and employer productivity training by industrial engineers like Phil Christopherson are also essential as most of our small businesses really underutilize people, often while overworking them. Productivity translates to pay.
5. Developing specialized skills the market is willing to pay a premium for is how you raise income, not just education, attitude, appearance, habits, etc. These skills are often developed despite the workplace rather than facilitated by it.
6. Consumer economics training to help people make the most of what they have.

County Extension Agents have lots of great training in these areas that just doesn't get out enough. The difference between poor people who leave it behind and those trapped in is often determined by how they use what they have now.

Problems: Social Services Substance Abuse:

Look at kids using tobacco. Testimony by the drug czar Barry McCaffrey to the Senate indicated that cigarettes are actually the gateway drug, preceding alcohol and marijuana, so interdiction and education needs to start there before the pattern is formed. It's the nicotine binding to receptors in the brain just like heroin does, not a rebellion thing, a phase, or a cultural thing (old Indians smoked small quantities in important ceremonies in lodges, not to impress punk pals.)

Many users turn out to be self-medicating to address brain chemical imbalances or organic problems like bipolar disorder. A neurological exam may well identify the ones who simply need real medication.

Make this stuff harder to get: random drug dog searches at school lockers and parking lots, sting drug dealers and turn them against each other, zero tolerance for teens house parties and keggers, adult criminal charges, use drug forfeiture laws on their cars and threaten to use it on their parents' homes, promote Crime stoppers rewards to arrestees and parolees to get them to reveal associates' activities...

Don't tolerate public drunkenness, underage smoking, or places where people go to get high. Very public arrests and embarrassing public service work to destroy any illusion of coolness, i.e. landfill detail or litter detail.

Challenge: Sustaining Programs

I suspect the community would support a half percent sales tax to fund a local war on drugs (including treatment), which should at \$3.5 million sustain even inpatient treatment for very severe cases. Eventually this scale of effort would work through the hard-core addicts and identify most of the dealers. I think this is one the local seniors and county residents would support as most folks know drug abuse drives a great deal of crime, especially violent crime, and ruins many lives.

The U.S. Dept. of Justice has many grants in this area, with the usual problem of focusing on demonstration projects rather than sustaining existing programs. These funds are scattered amongst many branches of the Dept. with the Office of Juvenile Justice a particularly good one to watch. Get all of the people fighting substance abuse on the free publications catalog mailing list for the DoJ National Institute of Justice which will not only keep them up to date on funding but also allow them to tap a lot of the best research and ideas in the country. Your Sheriff and Chief of Police get this catalog mailing now about every month.

To fund video camera systems in all of the police cars, talk to your city judges about levying an additional \$50-100 fine on DUI's with the additional fine to go towards paying the monthly lease-to-own payments on these systems. Calculating your average in-town DUI arrest rate and then figuring how many will actually pay the fine will show the cash flow available to pay for how many car borne systems. Within a few years you could pay to have all of the cars equipped this way. The biggest use of these systems is making DUI's much easier to prove so arrests AND convictions go up, as it's too hard to argue against a video of an out-of-control car. This makes conviction rates quite high while far fewer contest it in the courts so it works out to a huge court and officer cost savings in time and money while also making real inroads against drunk drivers. As Wyoming apparently leads the nation in drunk driving problems, this should be a high priority.

Charging fees for service is part of the route to sustainability. At even the very least amount it sets a value in the users' mind and makes them more likely to respect and use the help. Such a revenue stream makes it easier to secure the rest of funding, as completely subsidized programs are too dependent on the funding whims and priorities of external agencies, legislative bodies, and foundation boards. Even the subsidies should be structured as a contract for a fixed amount and degree of services to specific people rather than general assistance as the service expectations grow far faster than the funding when money is just vaguely for addressing a problem through an agency. Court-mandated fees for service coupled with automatic draws against paychecks etc. just like child support or tax liens is probably a tool to very seriously explore as many of the target clients lack the discipline to pay important things while always finding cash to sustain an addiction or entertainment.

Challenge: Gaps in Service

People who don't work with the issues always like to believe there are plenty of resources committed that must be overly bureaucratized and duplicative. There is just enough truth in this to sabotage a lot of fundraising. Funders' beliefs that this must be true make it a self-fulfilling prophecy by attaching great paperwork intensity to their funding. Each agency has to be very careful in whose money they take and make a real effort to analyze and present its compliance costs to both avoid dangerous offers and renegotiate paperwork requirements.

Getting everyone in a series of meetings who works on these problems and the related ones is a first step and then building a flow chart of how these endemic social problems are addressed on a per household basis with the existing local resources is a quick way find gaps, overlaps, and opportunities for collaboration.

The Billings Housing Authority years ago organized a regular meeting of representatives from 8-12 aid agencies. At each meeting we reviewed, brainstormed, and compared notes on 3-5 individuals. This was very productive for the ones who wanted to improve their situations and very revealing for the ones who were milking the system and playing

providers off against each other.

This costs nothing to do and is much more effective case management in actually helping these people effectively and efficiently. Contact Patty Miller Webster at the Housing Authority of Billings for more tips 406-245-6391

Challenge: Low Involvement in Community Service/Volunteerism

This is a national problem as most measures of participation and social interaction have been declining since peaking in the early 1960's and have currently declined to levels not seen since the Great Depression in the early 1930's. The most useful books I've found on this complex and important topic (buzzword now is "Social Capital") is Robert Putnam's "Bowling Alone", Stephanie Coontz's "The Way We Never Were" & "The Way We Are", and Juliet Schor's "The Overworked American"

Another aspect of volunteer burnout is how much of precious volunteer time is wasted by ill-considered or micro-managed projects like ones that require 200 volunteer hours to raise \$200. A great deal of busywork masquerades as community service and that time commitment suffers when compared to cable TV, videos, books, dining out, or just exhausted time with family members. Much of it was predicated on most of the bright, young women with children in school and no job having a lot of time and energy on their hands; women's entry into the workforce and the increasing number of multiple jobs. Rethinking volunteer's roles and projects is essential to competing for available time and energy.

Reducing the reliance on boards of directors is going to be critical since the boards generally resist doing fundraising (their true responsibility) while delving into micromanaging programs (too far beyond their responsibilities) so it exhausts volunteers as they end up getting treated like paid flunkies by other volunteers. Leadership training in general is needed, a great source is Thomas Gordon's "L.E.T. Leader Effectiveness Training" which really focuses on volunteer organizations and I've used since the 1970's along with B. Aubrey Fisher's books and articles about Small Group Dynamics. Doyle & Strauss's book "How To Make Meetings Work" is also a very potent tool for revitalizing volunteer organizations, which often seem to exist only in meetings. Unrealistic expectations, poorly thought through processes, fossilized projects, tin-pot dictators, old guard vs. new guard battles, condescending treatment, squandering volunteers' time, fuzzy or weak goals, and folks ducking responsibility are all popular ways to burn out good volunteers, institutionalize bad ones, and greatly reduce the social benefit of all this time and money contributed with the best intentions. The faculty at Central Wyoming College obviously have some folks familiar with this material, after looking at some of the textbooks they're using, and I suspect they could be convinced to do some volunteer and board training workshops. If funding entities make accessing their funding contingent on going through the volunteer/board training, I think Riverton could see a revival in participation. Read Robert Putnam's book above for considerably more insight than my 20 years in non-profit boards offers.

Problem: Discrimination

I assume this is considered primarily a “white-indian” thing, despite the other likely issues with migrant hispanic workers, rural vs. town, poor vs. middle class, educated vs. uneducated, new arrivals vs. old residents, neonatives vs. natives, environmentalists vs. developers, Mormons vs. Baptists vs. Assembly vs. Catholics, Democrats vs. Republicans, old vs. young, criminals vs. police, debtors vs. creditors, men vs. women, fat vs. thin, chemically dependent vs. sober, dumb vs. bright, short vs. tall... There are so many opportunities to discriminate unfairly and often that it makes your head spin.

The national media makes a lot of effort to sensitize us to the plights of others and frankly does a better job than we can because it makes it the plot in so many television dramas, made-for-TV movies, news stories, and even comedies. Local sensitivity efforts tend to pale by comparison and only draw the people who were already pretty open-minded and respectful of differences.

The schools curriculums address these issues to a great deal now as well so the young are getting a much broader picture of reality than their parents did.

Discrimination also comes from threatening or embarrassing behavior so training the victims of discrimination in how to better manage others perceptions and expectations of them is critical. Successful efforts at helping hard-core unemployed find jobs has increasingly been focused on issues of punctuality, reliability, grooming, anger management, customer service skills, discipline, time management, prioritizing, etc. which counteracts limiting stereotypes functionally rather than just rhetorically.

Treating Arapaho and Shoshone culture and history like that of other American ethnic sources, i.e. Irish, Bavarians, Jews, Swedes, Poles, Croats, Mexicans, Bantu, etc. can have a unifying effect rather than a divisive effect as all Americans come from peoples who were invaded, enslaved, genocidally attacked, decimated by plagues, and who produced valuable additions to human culture. By portraying the stress as “whites” vs. “Indians” the whole discussion becomes racist stereotypes and disrespectful to everyone.

Problem: Lack of Public Daycare

The biggest challenge with daycares when I’ve cash-flowed them was that the operating costs basically matched or exceeded what parents could pay and to get really affordable day care you either had unpaid staff or offered an abysmal experience for the kids.

Facilitating private daycare providers ability to rent local church’s Sunday school classrooms and kitchens during the weekdays makes these day care facilities much more sustainable and allows the good ones to scale up to 20-100 kids pretty readily, unlike house-based daycare. Take a look at your daycare facility regulations, which are the usual constraint and discuss this with the minister’s alliance. With 70 some churches in

the area that should represent considerably more potential day care space than you need. Some churches operate the daycares directly as a parish service and profit center as well. Those that rent it out find this a helpful source of cash to offset the church's building and utility costs. Since churches are generally surrounded by residential housing, their location makes the commuting for parents much less burdensome as well.

Recruiting day care providers out of your large senior population is an increasingly popular solution. Since the alternative workforce is often teenagers or young adults, the considerably greater childcare experience of grandparents (along with more maturity, judgment, and time) provides a safer, smarter environment. It also tends to revitalize the participating seniors, as they are needed, effective, and frequently hugged, while also earning a little spending money. Adding a daycare facility to your senior center is done elsewhere and could work very well.

Challenge: Youth Out migration

Moving away from direct parental control is a tremendous motivator and one unlikely to be countered by less than oil-boom day's type jobs (easy entry, high wages, lots of opportunities.) The kids leaving for college and points elsewhere are the same ones that a New Economy/High Technology economy plan demands-in other words you don't build a software company with the kids who had no plans after graduation beyond hang out at home and look for a job so they could get an apartment and party all night every night.

Utilize Central Wyoming College to make more challenging and career oriented courses open to high school juniors and seniors. That would at least keep more until age 19-20 when they finished the CWC program. Some by that time will be married or deeply involved with a rooted local love interest so more will end up sticking because of that.

Use CWC's facilities to offer Online-learning courses from many 4-year colleges and universities. This would encourage more youth to keep living at home, taking their courses nearby, and avoiding thousands of dollars in student loans. Most campuses including the elite now offer courses up through full degrees online. U.S. News & World Report had a long cover story on it, listing dozens of campuses offering such courses.

Youth Lack of Recreation

A lot of the interest in the high school class we talked to was for teen nightclubs, i.e. illegal Rave clubs. As these tend to be concentrations of illegal activity and sub legal (i.e. distributing designer drugs not specifically prohibited by law), yes the kids would enjoy them and be less bored while the resulting social and criminal problems would outweigh the boredom problem. Teen clubs are difficult to sustain and often draw the interest of predators (pimps and drug dealers) who find this gathering point of vulnerable,

bored teens equivalent to a mountain lion staking out a deer watering hole. Running dances with modern club music, soft drinks, and only at well-supervised large public buildings is somewhat successful if middle school kids have their own dances separate from high school aged, people over 18 cannot come in or hang around, parallel drinking parties/keggers are vigorously discouraged by police on patrol, and the location is kept dark, noisy, and very crowded.

Teen work opportunities need to be expanded as if the adult unemployment rate is 10%, I'd expect the teen unemployment rate to be 40-60%. Using public funds for Youth Conservation Corps is a common approach modeling after the New Deal program in the 1930's. Litter cleanup, graffiti painting-over, trail-building along the river, tree-planting in parks, park maintenance and improvement, building playgrounds, fixing up historic sites to facilitate tourism, etc. are all applications. I'd search the web on this. A Montana Conservation Corps is run in Billings along this line and it's been very effective for about 10 years now.

Workforce training for teens can be very helpful too as many have poor job search skills, bad habits (like absenteeism), little understanding of a business, and lack many basic job skills. This training could be put together by your state job service using existing welfare-to-work and youth training materials. Offering it after school at the schools themselves might be the most effective delivery site.

Kids that just expect to be entertained by the efforts and resources of others are increasingly common but realistically cannot be satiated as their entertainment needs will only grow in volume, complexity, and cost. Opportunities that allow them to develop real skills, real accomplishment, and enduring friendships are the most enduring solution and will typically revolve around work and community service rather than the direct pursuit of entertainment.

Recreation possibilities in Riverton:

Convert hilly area that is currently a "make out point" into a challenging mountain bike course with weekly competitions for small prizes and large trophies. Add a concession shack run by a local service club as a fundraiser and supervisory post.

Purchase used water slide equipment (people get bored with rides so there is a fairly active market in such used equipment) and add it to existing public pools. Use of the slide has a fee which covers the equipment cost and provides a new revenue stream for the parks while greatly entertaining youth. The City of Billings Park & Recreation Dept. did this a few years ago at Rose Park and it has worked very well. This would also make Riverton more of a regional shopping destination and might hold tourist families a daylonger.

Look into establishing a junior chapter of the Civil Air Patrol to attract kids and build future demand for the Riverton Airport's private aircraft hangers, flying lessons, etc.. Flight is a very challenging, very cool skill that will grab many of the kids and build more

community support for the airport. Needs to be supervised though as Lee Harvey Oswald met probable co-conspirator David Ferrie this way.

An indoor municipal pool could probably pass a special sales tax levy if it was emphasized that along with youth swimming lessons, seniors water aerobics would be offered. This is great exercise that draws very reliable crowds in Billings after 15+ years.

Increasing the selection of Playstation, Nintendo, and PC games at the local library, video rental stores, grocery stores etc. is a profitable way of engaging the less social kids that will teach them some computer skills and move them away from the drugs and booze teen culture.

Take a look at what community service groups in the community do to recruit and utilize local youth in their projects of broad benefit to the community. Making a kid know they are useful, appreciated, and important is more effective than distracting their attention for an hour

What about converting your former Stage store into a for-profit roller skating rink? The empty ALCO store might make a heckuva for-profit bowling alley? There can be steady profits in teen recreation so always approaching them as under priced public programs is very limiting and often self-defeating.

Setting up a paintball warfare course out in the surrounding countryside could be done for a few thousand dollars and run as a profitable part-time business by a landowner.

Substance Abuse

Tobacco use is the entry point so you need to go to zero tolerance for kids smoking anywhere and stiff fines for selling tobacco to under 18's. The same approach needs to fit for teen drinking. If you can block those two, the opportunities for glue-sniffing, Lysol fluid, paint-sniffing, marijuana, cocaine, crack, met amphetamines, heroin, psilocybin mushrooms, LSD, etc. drop considerably.

Since 75% of the drugs being abused are legal prescription drugs stolen or bought from legitimate users, the local pharmacies need to both be alerted, secured, and prosecuted when dealing.

Gray area drugs with high youth appeal like Ritalin (basically a socially-approved amphetamine with unknown long-term health impacts), Anabolic Steroids (way too tempting to high school athletes), Ecstasy, etc. are often ignored or their warning signs missed because everyone's looking for heroin needle tracks, marijuana joints, and agitated behavior. Training the public to spot their usage impacts and encouraging vigorous prosecution will get these out of the local shadows.

Riverton's crime statistics looked about average for the U.S. at best and high for Wyoming so I think the community really underestimates the scale of crime they have.

As the stats will underreport by at least half of the actual crime (except for car theft which gets reported about 90% and thefts under \$50 which get reported 15% of the time), crime is a much more serious problem there.

As 2/3rds of property crime and a higher proportion of violent crime are tied to substance abuse, this is a critical indicator. By focusing police efforts on drug dealers/pimps/fences particularly the low-end ones who are actively recruiting new users and then further corrupt them into shoplifters, burglars, car thieves, prostitutes, and drug dealers, you'll substantially cut into the substance abuse problem.

Kids are actively recruited and sold into increasingly physically addictive drugs so the dealer can gain control over them and then switch them into an active criminal career. ***By serving as the pimp, fence for stolen goods, or distributing drug dealer, the criminal mentor makes far more profit from the kid than just leaving them as a drug customer,*** particularly leaving them as an occasional, price-sensitive customer for social drugs or hallucinogens (the money is really in physically addictive drugs like crack, meth, cocaine, heroin.)

The drug culture/experience is not a search for varied mystical experiences but customers being driven by ruthless salespeople into the most profitable product mix.

Emphasizing personal problem resolution by turning state's evidence on criminal coconspirators, rivals, ex-lovers, etc., as well as a small Crime stoppers reward fund can yield surprisingly good results in this. These folks turn on each other in a heartbeat if you make it easy and safe and provide plenty of solid evidence for convictions.

Effective guides include: "Inside the Criminal Mind" by Dr. Stanton Samenow, "Crime & Human Nature" by James Q. Wilson & Richard Herrnstein, "Taking Back Your Streets" by Chief Reuben Greenfield, books by William Bratton & Jack Maple who reduced NYC crime 20-30%, and all of the U.S. Dept. of Justice publications

Running a series of undercover sting operations such as setting up a property fencing operation can clear out a bunch of independent rings and DoJ has a great manual on running these stings.

Random searches by a drug dog of the schools, school lockers, and especially the cars in the parking lots and surrounding "private" places near the school grounds are a very effective way to catch the stupid and make the easiest distribution point very unsafe and unpredictable for dealers. Wherever kids gather is a great place to sell drugs so if the drug dog may show up at any moment, it makes drug selling much more inefficient and it's surprising how much disrupting the sales process will cut into drug use.

Some schools are using random drug tests on all school athletes and others participating in extracurricular. The advantage is that it denies what are often role models the ability to abuse their special status with illegal activities and also prevents some tragedies. It's interesting in that folks who work in civil rights protection just treat this as one more

privacy battle while active drug users tend to become very histrionic and enraged about this while trying to pretend it's just their deep love for the Bill of Rights' unreasonable search and seizure provisions. School lockers and cars in the school lots have been determined to be fair game for drug dog searches both on the school property issue as well as a trained drug dog's nose is considered "probable cause" for a search. Given Riverton's drug problem, the police or sheriff's dept. should buy a drug dog. It costs about the same as a squad car but is an enormously efficient tool. Contact Lt. Larry Reinlasoder of the Billings Police Dept. 406-657-8200 or Sgt. Mike Schieno of the Yellowstone County Sheriff's Dept. at the same number for more info on these topics and drug dog sources.

Watch for "crash pads" as you probably have several of these. They are a house rented near schools by young adults and designed to recruit disaffected or homeless kids to "crash" there and partake the readily available alcohol, drugs, and often fellow teen prostitutes. Meticulously separating the kid from the positive aspects of their life, the kid is isolated, addicted, controlled, and turned into a criminal within a few months. This is also a very easy way for a drug dealer/fence and/or pimp to establish themselves. Training neighbors to notice this and report it as well as encouraging teens to confide are essential.

Teen Pregnancy

Train your counselors, nurses, cops, teachers, parents, and teens to watch for predators. Surprisingly a great many teen pregnancies involve high school girls involved with men in their 20's and 30's who've often impregnated and abandoned numerous underage girlfriends, hence the term sexual predator. These are insecure, immature men who don't feel competitive with adult women so they prey on naïve, insecure, bored girls by offering them pseudo-adult perks that their teen boyfriends can't. Identifying, prosecuting, and discouraging these guys will make a very statistically significant dent in your teen pregnancy rates (and protect a lot of girls from a lousy fate.)

Improving post-puberty girls' self-image and self-confidence will make them substantially less vulnerable to premature or ill-considered sex. Increasing their educational and career options is the most effective birth control process known so focusing on helping girls plan beyond high school and to develop realistic hope of more than dead-end jobs and boring lives is critical. This would be particularly important in with the low-income girls as most of them are unaware of college financial aid resources and underestimate their own abilities since they don't match the status-possession or appearance standards of the incredibly shallow social hierarchies at schools. Give girls good options for their lives and premature, unplanned motherhoods will drop precipitously.

Lack of Teen Programs & Teen Center

We also heard there were many programs available for teens that are “joiners, social, outgoing” and very few for teens who are more solitary. By customer definition, loners don’t show up at big gatherings or popular places as they feel too alienated. Teen alienation is an eternal theme and generally seems to be resolved more by a job than a teen program. The job provides some reassurance, skills-building, cash, and a non-school environment/hierarchy.

Teens always say they want a teen center, but they are very hard to financially sustain due to kids’ boredom rate, dominance by some cliques or age groups that deters others, high operational cost based on staffing needs, a focus on free recreation to make it accessible but also making it unsustainable, and complaints from neighboring businesses or homes if it’s successful.

Challenge: Community Cooperation

I don’t know what this means although everyone asks for it. Generally it seems to translate that the person asking for it needs more volunteers/support/resources to accomplish their agenda. Since George Washington, Ben Franklin, Thomas Jefferson, John Adams, Alexander Hamilton, James Madison, James Monroe, Robert Morris, Tom Paine, John Hancock etc. couldn’t get the 13 colonies to cooperate during the Revolutionary War, nor get more than 30% of the colonists to support breaking away from England, and they were far more able men than us with great vision, eloquence, presence, and compelling causes of life and death.

People who wait for the whole community to get behind something and accomplish it are doomed to disappointment. The critical question is getting enough critical mass to get something done, not to get everyone on board, as that’s impossible.

PROJECTS

1. Jobs/Economy

Small Business Technical Assistance

Riverton’s businesses for the most part are too small to afford much in the way of private, for-profit consulting so technical assistance will need to be publicly funded and free to the clients. Contact the U.S. Small Business Administration office in Cheyenne and tell them:

You want to start a SCORE, Service Corps of Retired Executives Chapter in Riverton-Lander. It sounds like you’ve got a lot of successful retired entrepreneurs and managers in the area and this can be very savvy advising of individual businesses, particularly those in traditional industries like oilfield service, mining, retailing, consumer services, construction, wholesaling, and manufacturing.

Ask the SBA head office what you need to do to get a full-time Small Business Development Center Director based in Riverton. The SBA will often increase the allocation to a state for SBDC's as more requests come in and it can also push the existing network to reallocate resources for one. As Montana has 10 SBDC offices and we were among the last states to stumble into this excellent program, realistically Wyoming should probably have 6 or so SBDC offices. You'll be expected to provide some level of local match, which can include donated office space/technology/services/utilities as well as cash. Banks are usually good about chipping in as most of an effective SBDC officers' time is spent helping small businesses develop successful loan proposals to local banks and to straighten out their financial tangles. An SBDC that simply tells people to fill out business plans is providing only about 5-10% of the services it should, speaking as a founding SBDC director, since most small businesses need clarity, coherence, and cash-flow management help far more than a big, dated, speculative, amateurish document that no one reads.

It sounds like the Field Engineer Phil gets pulled into computer technician roles more than should happen. We continue to discover new areas of business that his industrial engineering skills will help, which include just about every business, as it deals with bottlenecks, constraints, uneven demand, limited capacity, few skilled workers, and little time. Most small businesses don't realize how poor their productivity actually is nor how much capacity they waste so Phil can be of much broader help than just manufacturing processes.

Business Incubators

I didn't see an immediate obvious need for a business incubator in Riverton. An incubator is essentially a big abandoned building split up for a bunch of small struggling tenant businesses that get to share some services/technology and get business technical advice from a staffer. An effective SBDC office can provide that it service to many more businesses, 200-400/yr is typical, and throughout Fremont and adjacent counties rather than just in 1 building. There are many incubator models out there, including as for-profit value-added real estate development or industry specific. Go to the National Business Incubator Association website at www.NBIAonline.org and look at their studies, buy some of their excellent reference books, and if you're really serious, go to their national convention before starting one. I attended 2 and they are outstanding training opportunities.

CWC Technical Center Workforce Training

Riverton is already ahead of the game with a workforce trainer at CWC. There is surprisingly little on the web or libraries about workforce or vocational training despite the size and history of this issue. Some good resources include the National Association

of Manufacturers' online courses (700), www.Techtrax.com which offers manufacturing staff specific training, your manufacturing extension service (Phil Cristofferson)'s training in LEAN manufacturing which is broadly applicable, and of course CWC. The biggest challenge is need for very specific training for too few people to cover the cost of an instructor.

Jobs for 18-24 year olds

To retain more youth, you need to prepare them for the local job market while they are still in high school. Federal School-to-Work funds efforts such as internships, apprenticeships, on-site training, etc.

Local businesses will often partner with CWC and the high schools, as they are typically appalled at how few work skills/know-how fresh high school graduates actually have.

This can mean changing high school course contents to reflect local needs, i.e. algorithms, trigonometry, applied geometry, technical writing, computer-aided design, entrepreneurship, accounting, sales, management, MIG/TIG welding, heavy equipment mechanics, hydraulics, petroleum and mining geology, geochemistry, etc. since most course content is based on old guesses without much feedback of market requirements. With a basic general education the new grads are in fact unprepared for any job beyond summer and part-time job experience, so if you want them to stay, prepare them for real, local jobs when they graduate and are eager to move out. Small businesses such as most of Riverton's lack the time and staff to train very raw, unskilled workers up to speed so the only firms that readily can handle these workers are ones where their systems are dumbed down, i.e. fast food franchises, retail clerking, etc. so the wages are low, turnover high, and satisfaction minimal.

In Billings at the High School Career Center and MSU College of Technology students can go through the full 4 years training to be certified auto mechanics or auto body repair, using current equipment and standards from the major automakers.

Fully-Funded ED Czar

You already have one in the Chamber Director Tim Thorson and trying to duplicate him so there's more time for different projects is probably unsustainable. The community gets an average of 11 tax dollars back for every 1 tax dollar it puts into direct business technical assistance to local firms (i.e. SBDC's) while doing big picture recruiting, policies, etc. It's easy to spend hundreds of thousands of dollars for little or no return (going after big recruitment deals actually allows you to get huge Negative returns on investment as the Southern States continue to relearn over the past 50 years. Most big schemes are hopelessly ill-conceived and lack the resources to succeed while a diverse portfolio strategy of strengthening, growing, and saving many, many local businesses is not only far more effective in job creation, tax base, opportunity expansion, economic base expansion, property value increase, etc. but it is also considerably cheaper to do and much fairer to the local taxpayers who paid for it (as opposed to giving millions in incentives only to new arrival businesses.)

Fully-Funded ED Program

Riverton is exceptionally far along in having this already. The only elements I noticed you're lacking are:

Revolving Loan Fund. This is a great tool for expanding and saving local business in targeted industries, i.e. metal manufacturing. These funds are generally started with a grant from the U.S. Economic Development Administration; contact John Rogers in Helena, MT. They are grown through matches from local banks, often at reduced interest rates. CDBG loans passing through the Wyoming Business Council is another step. Building a successful loan fund allows you to borrow additional millions from the USDA Rural Development Service's Intermediary Relending Program at 1%. Riverton could build a \$5-10 million revolving loan fund over the next 10 years if it sets this as a priority.

Build a network of Angel Investors, individuals willing to make equity investments in new, growing, and troubled local businesses. Nearly all of your existing businesses have tapped this source and there should be 50-200 potential or existing Angels in Fremont County already. Everybody's trying to figure out how to do this deal-matching service with the MIT Venture Forum's the most successful model so far. See Marc Osnabrugge's recent book "Angel Investing" for far more specifics.

Lack of equity financing, along with management capacity, are the two biggest limiting factors on your local business's growth.

Get your local commercial lenders educated and comfortable with SBA Low-Doc, 7(a), and 504 loan guarantees as well as USDA Rural Development Business & Industry (and Rural Housing) loan guarantees. These are extremely effective programs in helping businesses get the loans they need. When their bankers aren't aware of these methods of reducing risk, extending term, reducing costs, and thinking through challenging loan needs, you find area businesses stagnate as they can't get growth financing and start-up businesses are rarer, smaller, and focused on low-capital consumer and business services. The SBA office in Cheyenne will have staff on their lending side that will come out and do Chamber-sponsored seminars or seminars for an individual bank's lending and credit analysis staff. USDA Rural Development will do the same and as it can guarantee up to \$10 million loans, it becomes a great tool for expanding manufacturing or medium-sized businesses.

Social Programs

Sustaining funding for the DeTox Center:

While there is likely some more grant funds available for awhile for this through *the U.S. Dept. of Justice, the U.S. Dept. of Health & Human Services, the National Institute of Health, Bureau of Indian Affairs, US HHS's Indian Health Service, and U.S. Dept. of Housing Indian Community Development Block Grants (through HUD's Denver office)*, the grants are only designed to explore new ideas, demonstrate new solutions, and to get things started.

Sustained funding only comes from Fee for Service. This can be contracts with the State of Wyoming's health and justice agencies, private health insurance of the patient, possibly with Medicare/Medicaid, possibly with poverty assistance program funding, and fees paid by the patient/patient's family. Contact Mona Sumner at Rimrock Foundation in Billings as she has run an inpatient adult detox facility for 20+ years. Offering high cost services for free is obviously unsustainable, regardless of how public or social the need for the services is. Payment plans where the patient slowly repays the cost of their treatment are an option to be explored as well since the patient was able to scrape up the cash for alcohol and/or drugs consistently enough to feed an addiction and despite the resulting work impairment. In other words, the program shouldn't become the addict's codependent support system either.

With the scale of the problem locally, the cost of effective treatment to prevent quick remission, and the high cost impacts throughout the community, Fremont County voters might be willing to pass a .25-.5% sales tax to fund detox services for both adults and juveniles. That would allow the most thorough and probably most effective treatment regardless of the patient's financial resources. If you can apply the addiction treatment extensively enough, in a few years the total addict population should start to steeply decline locally as enablers, coconspirators, drug sellers shrink alongside and the recovering addicts start to create a social force against a culture of escape through chemicals.

I don't know about Wyoming's sin tax structure but if you can, adding significant new taxes on bars, package liquor sales, beer/wine sales, cigarettes, pawn shops, check-cashing services, title-loan outfits, and others who make a substantial portion of their profits from these addicts would also be a very appropriate sustained funding source. Currently these merchants simply take the profits and shift the costs onto the community. While they'll declare most of their customers are not addicts, their most profitable and highest volume customers often will be (7% of vodka drinkers drink over 80% of the vodka sold in the U.S. which makes that 7% the key customers.)

Convert old Jefferson School into a Social Services Center/one-stop shop

Given that the service populations usually have unreliable transportation, this would be a real boon to them.

Have architects and engineers do walkthroughs of the building to estimate costs and needs. Or if you want to get it done cheaper, faster, and considerably better, have the specialty tradesmen walk through it instead and work up actual bids, i.e. electrical contractors, HVAC contractors, painters, carpenters, Otis or Dover elevator, fire sprinkling contractor, plumbers, etc.. For this purpose and for specific entities, many of these folks would likely donate some labor or leftover materials as well.

Have the work detail from the county jail or detox center or high school volunteers go through and do the demolition and cleaning work before the contractors start. This gets it done thoroughly almost for free. You might also use them for painting and landscaping work, which will again save considerable costs.

Funding sources to approach:

U.S. Housing & Urban Development: Community Development Block Grant-Public Facilities talk to the Cheyenne office \$400,000 probably

U.S. Economic Development Administration Public Facilities Grants, talk to John Rogers at EDA in Helena, Montana \$500,000-\$1 million. As you have high unemployment and a reservation, you'd probably get the higher number.

Private foundations: Kresge Foundation (K-Mart's parent), Charles Stewart Mott Foundation, Ford Foundation, Kellogg Foundation, First Interstate Bank Foundation/Billings, Wells Fargo, R. J. Murdoch Charitable Trust, etc. Check the book called "The Foundation Directory", many public libraries have it, the monthly magazine the Chronicle of Philanthropy, and area grant writers for local or regional foundations with an interest in this.

Some potential of funding the building conversion and ongoing operating costs with a .25% sales tax.

What Was Said At The Interviews

Approximately 250 people were interviewed – the following are the answers to the 3 questions asked:

1. What are your major problems and challenges in your community?
2. What are your strengths and weaknesses in your community?
3. What projects would you like to see implemented in your community in the next 2, 5, 10 or 20 years?

1. Problems and challenges

- Alcohol & Substance Abuse as Primary Problem
- Lack of employment with a career path
- Infrastructure inadequacy
- Jobs, lack of
- Solid waste disposal
- Youths' lack of pride in community
- Airport operation needs to involve county support as well
- Minors committing crime
- Lack of juvenile support systems, social services & detention options, statewide
- Lack of a trained workforce to take advantage of jobs available
- Lack of coordination between existing juvenile justice programs
- Lack of resources (cash) to access or use those juvenile justice programs
- Need to reduce citizens passivity towards problems, fragmented, negative
- Lack of formal business attire retailers
- Regular air flights into Salt Lake City to open up more opportunities
- Reduce the hoops to jump through on Impact money eligibility
- Dealing with unfunded federal mandates, i.e. water issues
- State's reliance on cities to beg for money at the legislature
- Improve highway system and overall transportation
- Lack of equity capital for medium and large businesses & business recruiting
- Statewide problem of access to Federal lands. Over 90% of mineral rights in Fremont County are controlled by various Federal agencies, tribes and state. As state tax income comes from mineral taxes as well as high-wage jobs here..
- Call centers contribute too little to the tax base
- Lack of industry
- Lack of recreation opportunities for youth
- Lack of jobs for youth
- Impact of major chains, i.e. Walmart and K-Mart, moving into local market
- People are voting with their feet and leaving Wyoming
- Water permitting pace of Wyoming DEQ choking coal-bed methane development
- Too slow in putting in the infrastructure to support the rapid development (and short window of opportunity) for a lot of the mineral exploration i.e. coal –bed methane.

- State government keeps growing (as a financial and regulatory burden)
- Barriers to entry for mineral development here exclude most entrepreneurs and the sorts of opportunities/industry that built Riverton
- Many of the progressive thinkers, entrepreneurs, and venture funders are no longer here
- Too easy for activists living out-of-state to stop or slow mineral development projects here.
- Need to address substance abuse as social issue – holistic approach
- Sustain efforts on substance abuse
- Make certain county knows this is a true community problem
- Need to pull together county resources
- Ditto
- Some people in Lander don't think there is a substance abuse problem; particularly certain County Commissioner
- Need funding to sustain detox center
- Need transitional housing after people are clean & sober
- Need to fight denial in Fremont County
- Substance abuse problem is beyond the reservation
- Schools and families need to share responsibility of substance abuse programs
- Denial that children have substance abuse problem
- Kids need a place to go for detox – in & out patient
- Need increase in funding for people w/ developmental disabilities
- Inability of community members to accept those w/ disabilities
- Cultural denial of drinking and substance abuse problems
- Need to sustain current programs such as detox center
- Need to address mental health issues
- Government shouldn't "own" the substance abuse problems; the county alone can't fix these problems
- Need more assistance from elected officials to assist in finding funds for substance abuse center
- Need more people to become active in fighting substance abuse problems
- Disconcerting to not see members of the reservation attending the substance abuse session
- Need to educate parents to work closely w/ young children to fight substance abuse
- Need to determine how to make time in school to address substance abuse
- Need to be more pro-active rather than reactive
- Need to stop judging and start helping
- Need to spread the word that programs exist
- Need to coordinate existing programs
- Need to focus on all the problems
- Need to focus on prevention, enforcement and treatment all together
- Lack of qualified applicants for employment
- Not enough for kids to do
- Lack of communication between political parties and schools

- Ditto
- Need better communication
- Need more affordable housing for tribes
- Tribal members need better access to loans and collateral
- Since land is trust land, can't get collateral to get a bank loan
- Affordable housing – low and moderate incomes
- Infrastructure development
- Lack of cultural development
- Need diversity training for those moving into the area – native & non-native
- Many local residents have never been on reservation
- Needs to be better understanding of tribal members
- Tribes need to be recognized more
- Need improved relations between tribes & government
- Need more cultural interchange between Indians and non-Indians
- Need to integrate short and long term planning
- Need more jobs
- Need improved infrastructure
- Need improved telecommunications
- Tribes need to participate more on Riverton boards
- No consistent Indian participation on Fremont Co. Assn. of Governments Board
- Need infrastructure development
- Local governments need to help tribal governments
- Need for more employment opportunities off the reservation
- Need to share off reservation job information with tribes
- Tribes need to work together and work closer w Mayors and Commissioners
- Resources on & off reservation need to be coordinated better
- Need to create more job opportunities
- Need better infrastructure
- Non-tribal members need to go on reservation to help break down barriers
- Young parents need programs to assist with life skills
- Tribal children need to be taught the importance of the Indian culture and tribes needs more support for this task
- Ditto
- Need better coordination between Indians and non-Indians
- Increasing population on reservation – will need more schools, jobs, housing and other services – on & off reservation
- Need more daycare facilities on reservation
- Need more land use planning
- Need more T1 lines – improved telecommunications services
- Arapaho college needs to work closely w/ other colleges
- Court and police jurisdiction needs to be addressed
- Lack of people to delegate projects to that have the expertise to carry them through (need more experienced project managers)

- Need additional means for communicating that county jobs are available in addition to newspaper notices
- Need reservation members on county boards
- Need to recognize the uniqueness of two tribes living in one area – this is a challenge b/c the tribes compete with each other
- Drugs and alcohol abuse
- Reduction of drug traffic
- Negative attitude on economic development.
- Lack of qualified work force.
- Road blocks to development due to up-front costs i.e. curbs, etc.
- Too long to get a building permit.
- Need more good paying jobs Better wages
- Need things for kids to do.
- Reliable air service
- Fiber optics connection
- Better roads
- Citizens won't ok taxes and pay their own way.
- medical dental care too expensive
- Lack of community support
- Need intellectual capital
- Need better air service
- Better connections – airport, highways, telephone, etc.
- Improve infrastructure to help bring in better jobs, industry
- Aging workforce Need human resources
- Convention center needed.
- Need long-term vision where we will be in 30 to 50 years
- Shortcomings of communications and travel.
- Citizens attitude no longer progressive
- Infrastructure needs improvement
- Regulations raising costs of development, construction
- Refusal to step out of normal operating box
- Lack of partnerships to get things done
- Water development
- Remoteness
- Access to intellectual capital
- Lack of support for projects by seniors and low income people
- Need higher paying jobs
- Fix up main street
- Need to get rid of crows
- Not enough coordination for projects
- Money is wasted and not well spent on facilities – no continuity
- Poor planning
- Population is declining
- Senior citizens are treated unfairly

- Tired of paying for schools and recreation
- Need better communication and coordination of programs and services available
- No youth activities and jobs
- No variety of shopping
- Public transportation
- Lack of affordable housing
- Transportation problems
- Bad sidewalks
- Public transportation between Riverton, Lander and Casper
- Potholes in streets and alleys
- Lack of recycling
- Traffic lights at high school parking light
- Riverton gas prices are higher than others
- Burma Farm Road is in poor condition
- Few jobs/little industry
- Educated kids have to leave
- Bored youth
- Drunk drivers
- Access to rest of town
- Veterans of Foreign War Memorial should include all residents living in area
- VA benefits should go to all veterans
- Taxes are increasing
- Need lower gas prices
- Only certain individuals are receiving tax breaks
- Boards exercise too much power
- Poor location for dump
- County commissioners should not appoint Sheriffs
- Flowers and benches on main street are gone
- Senior transportation needs to improve on weekends
- Recreational opportunities
- Not a lot of options for teens after high school
- Recreation activities are limited
- Disrespect for teens
- Seniors are valued more than youth
- Drug and alcohol problems
- Alcohol & drug abuse
- More recreational opportunities
- Ditto
- Drug & Alcohol problem
- Town is too small
- Family problems create drug & alcohol problems
- Lack of community involvement for student activities
- Lack of recreational opportunities
- Ditto

- Need more community involvement to create more for people to do
- Gun Laws, fireworks laws are too strict.
- Police harass the kids.
- Ditto Police harass the kids.
- Drugs are a big problem.
- It is hard to find good quality jobs in Riverton.
- There is nothing for the youth to do in Riverton.
- Ditto on things for kids to do.
- Ditto on drugs being a problem.
- Ditto the police harass kids.
- Not enough community service type projects for kids to do in town.
- Ditto on community service projects.
- Drugs are bad because there is nothing for the kids to do.
- Ditto cops are bad.
- Ditto stuff for kids to do.
- Ditto on things to do, need a recreation center with basketball courts and other stuff.
- 30 mph speed limit on Federal is too slow.
- Social issues – alcohol problems, teen pregnancy, drug problems
- Substance abuse & lack of programs and treatment
- Students feel like they are being picked on –prejudices
- Intolerance of others among students
- Need recreation department; needs to be funded
- Kids need something to do
- Need rec center and recreation director
- Lackadaisical attitude from students; need purpose & goals
- Community isn't forward looking; we don't plan for the future
- Very diverse income levels
- Costs too much to have a phone in rural areas
- Same people volunteer and burnout
- 95% of volunteers who work with youth work is done by the same 5% of the people
- downturn in professional families
- Need more coordination with various groups in town
- Need to increase cancer awareness
- Shortage of nursing and allied health professionals (therapists, lab technicians & radiology technicians)
- Employers need to assist with re-entry and training as employees want to re-enter medical field
- Need creative solutions to recruit more qualified employees
- Difficult to retain surgeons
- Conflict between some medical practices and hospitals
- Difficult to maintain doctors in Riverton
- People don't know about the health care resources that are available in the county
- Cost of health insurance for small businesses is rising faster in Wyoming than in other states

- Need followers to assist good leadership in Riverton
- People travel out of state because they don't know the superb treatment that is available locally
- Unemployment in the county is the highest rate in Wyoming
- Diversity of employment, overly concentrated, range of opportunities needs to expand
- Lack of capital to accomplish needed projects, i.e. the lack of the 1% community facilities sales tax that county voters have rejected despite the need.
- The division between the two tribal governments and the opportunities missed.
- Need a 4-lane highway connecting Riverton to the Interstate at Rock Springs.
- Need more affordable air flights out of here
- Business start-ups need considerably more technical assistance here
- Many applicants don't know how to complete financial information forms, need for technical assistance as well as financial education.
- Reduced state funding will hurt communities
- Lack of community involvement
- Downtown businesses need to be more user friendly for people that can't shop between 8-5pm
- Appalled at treatment of Native Americans in Riverton
- Need greater access to public lands
- Young families need better career and recreational opportunities
- Ditto
- Need to attract businesses to Riverton
- Out migration of youth
- Lack a shared community vision
- Need beautification effort downtown –it lacks appeal
- Lack of involvement within community
- Fragmented community that is fighting for the same resources
- Need to work together to get things done
- More landlords to allow residents to have pets
- More counseling and advising resources for small businesses – need SBDC
- Difficult for small businesses to survive
- Need basic training on financing and starting a business
- Runaway government spending on items we don't need
- Federal government interference through rules and restrictions
- Unfunded mandates
- Need grant writers to assist in finding available funds
- Upgrade telecommunications infrastructure
- Continue keeping up with technology center
- High unemployment rate
- Need more programs to create viable workforce for unemployed
- Ditto
- High poverty rate
- Workforce development

- Create training opportunities for under employed
- Population isn't going to grow – therefore need better telecommunications
- Transportation
- Better working relationship between different ethnic groups in Riverton
- Reservation needs better access to computers and technology
- Need to collaborate on vocational education opportunities
- Affordable housing is inaccessible
- Need infrastructure – sewer, water, highways, telecommunications
- Teenager kids need something to do besides sports
- Retirees need something to do
- Recreational opportunities for senior citizens
- Need to attract manufacturing industries
- Need placement opportunities for CWC graduates
- Need to keep young people in the state
- Need outdoor swimming pool
- Need public daycare
- Substance abuse
- High alcoholism rate
- Need affordable airline services
- Discrimination is a problem
- Small business owners need training and education to help w/ strategic planning
- Not enough working together – groups are all narrowly focused
- Groups need to work together and not compete
- Unemployment because of welfare
- Churches do not provide classes and assistance w/ children with disabilities therefore families stop attending church
- Various religions don't participate in community enough
- Alcohol related crimes
- Churches don't communicate between themselves to better work for the community as a whole
- Churches need to be more aware and accepting all and not discriminating on race or religion
- Churches need to understand that mental health is a medical illness as much as physical disabilities
- 13% private land in this county and the government controls water, grazing, etc.
- Impact of the drought on this community
- Keeping people on the land
- Need of up stream storage
- Ditto, affects City of Riverton's water supply
- Young farmers need help (Wyoming Young Farmers loans are available)
- Ditto
- Keeping local governments from taking on more than they can
- Local citizens are not taking care of by the county and city governments
- Drug and alcohol abuse problems

- Decrease in land available for those moving in
- Urban sprawl problems
- Water availability
- Mineral exploration needs to be handled carefully/Effects of exploration on water quality and ranching
- Sustainability of ag/ag needs to be appreciated
- Over regulations and permits, red tape
- Increase population causing problems for ag activities (spraying, grazing)
- Law enforcement area is growing
- Over regulation of grazing
- Public relations with rural and city need to be improved
- Community needs to be educated on the value of the ag community and present the dollar amounts
- Interaction with other agencies, programs not used because no one talks with each other
- General policies and regulations set on ag, exports from other countries
- Law enforcement on reservation, need coordination
- Need to work with farmers on who pays for bond issues
- Transportation and need for value ad ag
- Losing ag and natural resources will increase taxes
- Ag pays disproportion amount of taxes in good and bad years
- Downtown businesses are struggling
- Walmart is a challenge to other businesses
- Business hours
- Failure of businesses to recognize competition
- Failure to take advantage of e-business and the Internet
- Trying to get the community work together on anything
- Ditto
- Need to form business alliances between businesses to compete with others outside the region not within
- Recreation for teens
- Kids don't have a lot to do
- Hard to get businesses together on roundtable discussions
- Traffic is getting heavy
- Town split 50/50 rural and city hard to get things passed
- City tries to follow the united building code to the cent
- Zoning changes take three to six months with three hearings
- Rules and regulations are almost prohibitive
- Ditto
- Riverton needs to be more responsive to the needs of the community
- Certain individuals have personal agendas on boards that hamper the process
- Process is too slow
- Planning process needs to be streamlined
- Infrastructure

- Need ability to levee a sales tax
- Hard ability to finance certain projects
- Community needs multiplex to address recreational and event situations
- Response times on permits
- Ditto
- City needs 1% optional sales tax
- Qualified workforce to complete bigger projects
- Low, outdated wages
- Need of recreation director
- Need of recreation center
- People need to get along
- Too much money spent on the city itself (buildings, etc)
- Building permits problem in subdivisions
- Ditto
- Lots easier building outside city limits
- Parking requirements in downtown area needs to be dropped

2. Strengths and Assets

- Lack of population density, elbow room
- Small, rural community atmosphere, know people on a first name basis
- Community of Doers
- Hub of the County and considerably beyond for retail and services
- Education system, particularly Central Wyoming College
- Friendly people
- Great shopping here
- Decent healthcare community and access to larger health care resources
- Taxbase
- Excellent senior city staff to deal with problems
- Excellent service clubs
- Lots of untapped potential for community involvement
- Comparatively driven community in regards to business and education
- Progressive and vital community
- Low sales tax rate of 4% contributes to the economy
- Very accessible city council and mayor to citizen input
- Central Wyoming College's capacities in business incubation (potential?), Microsoft Certified training,
- People are optimistic and want to improve things
- Proximity to the Wind River Indian Reservation brings greater diversity
- Multiple organizations actively working on economic and community development while many towns have no one.
- Incredible firefighting resources
- Networking of emergency response agencies for avg. 2 minute 911 response time.

- Incredible sheriff and police resources
- Ample water, electricity, and gas at affordable rates to attract manufacturers
- Actively developing affordable housing here
- Natural climate with all 4 seasons but no earthquakes, hurricanes, etc. to devastate progress
- Regional airport
- On a primary route to Yellowstone National Park
- Airport runway expansion project reduced diversions to Casper airport
- Professional, capable law enforcement as opposed to Barney Fifes.
- Improve wage rates and attract higher paying jobs
- Central retail draw for region
- Low cost of living
- Lot of space
- Many recreational opportunities (outdoors)
- Amazingly resilient community surviving oil, uranium, and other booms and busts
- Great community to live in
- Scale of public lands allow lots of outdoor recreation entrepreneurs opportunities
- Lights on program is good
- Kudos for passing open container law
- Legislature approved funding for individuals with brain injuries
- Recovering community is strong and supportive
- Strong group of activists and programs to fight substance abuse
- Riverton is working closely w/ both tribes on substance abuse
- School districts are becoming more open to talk about substance abuse and social problems
- Volunteers are a strength
- Riverton is innovative and not afraid to try new things
- Smaller community
- Strong foundation in Fremont County and reservation
- Legislature is funding drug courts – this is a strength – 4 including youth and adult
- Detox Center
- Indian Culture
- Tremendous push for relationship building
- Looking down the road and starting to plan
- Caring community
- Natural resources
- Scenic and tourism resources
- If Tribal members are interested in a project it will be completed
- Quality of life
- Low taxes
- Good services
- Volunteers
- Friendly people
- Current boom in oil & gas

- Natural resources, good newspaper, good schools and college
- Open, friendly community
- Open to new ideas
- Safe, friendly, rural.
- Core of creative people who will do something if given a realistic opportunity
- Schools, CWC
- Youth sports
- Low crime rate
- Great place to raise kids,
- No wind
- Good work force, but need more.
- Diversity
- Diversity of jobs, sources of revenue
- Gas Boom
- Honor Farm Expansion
- Brunton and Axium are staying in town
- Business Park is moving along
- Mainstreet is being rebuilt
- Local water projects are making progress
- Relationship w/ tribes continues to improve
- CWC
- Star Tech
- Reputation as a can-do area
- Recreational opportunities
- Good hospital
- CWC
- Great place to live
- Senior programs
- Senior facilities
- Medical access
- Tax structure
- Great climate
- Good people
- Small community
- Good place to live
- Good senior center
- Good town for seniors
- Nice senior citizen living facilities
- Low taxes
- Good shopping
- Lots of residents shop here
- Senior center
- Good schools
- Good city parks

- Good hiking trail
- Good community feeling and togetherness
- Lots of nice parking
- Beautiful airport in ugly surroundings
- Lots of senior housing
- Seniors are well taken care of
- Oil & gas
- Good coordination for Senior Center
- CWC
- Good 911 response
- Seniors have a strong voice at meetings
- Good Police Department
- Great community
- Senior food program is good
- Excellent Senior Center
- Good bus service for Seniors to Church
- City Park is near downtown
- Small community & everyone knows everyone
- People watch out for each other
- Low crime rate
- People are nice & patient
- Nice parks
- More informed b/c it's a small community
- Small community
- Low crime rate
- Not much school violence
- Ditto
- Super Walmart
- Lots of jobs for students
- Teachers are a strength
- Teachers care about students and try to keep kids out of trouble
- Breadboard
- Strength of will
- Unified in conservative front we give to the state
- ditto
- Supportive of senior citizens
- Town pulls together in times of tragedy
- Strong community support
- Supportive community
- Strong leadership in school system
- Older generation is supportive
- Good place to raise a family
- A nice retirement center.
- Ditto retirement center.

- The CWC is a good place.
- There are a lot of outdoor recreational things to do.
- Low crime rate.
- Schools are good.
- Ditto low crime rate.
- Friendly Community.
- Ditto friendly
- Ditto Friendly.
- The community tries to do projects but it takes too long to get it done. Or they don't support some things (like the skate park insurance)
- There are successful business people in town who do a lot for the community.
- The Breadboard
- People are friendly and nice.
- Ditto people.
- Ditto crime rate
- Availability of outdoor activities is good.
- energetic, caring people
- good senior citizen center
- nice senior citizen facilities
- we have a hospital
- lots of expertise to use for programs for young people
- giving business community
- Winter Arts Display
- Rendezvous Week
- Balloon Rally
- Winter Carnival
- Mountain Man Rendezvous
- Detox center
- Lots for kids to do in town
- Lots of recreational opportunities that the community supports
- Need to advertise recreational opportunities more broadly
- CWC
- Lights on and gear up programs are good
- Hot air balloon
- Have nice pool
- Riverton does a good job w/ healthcare
- People
- People in Riverton are dedicated to the community and want to provide solutions
- Terrific leaders in community – Sen. Peck
- Lifepoint has dedicated substantial resources to community (i.e. superb imaging CT scanner)
- Improved collaboration between community and reservation
- People realize the Native Americans are a valuable resource
- Two advanced regional hospitals in Freemont County

- People get very involved in projects and are very supportive
- Detox center
- Hospital is very involved in relay for life and cancer activities
- Lots of people are very committed to making things better
- Caring people
- Core group of people who are committed and want to participate
- There is an inter-denominational group that is beginning to meet
- Many churches are open and accepting of children with disabilities
- Some churches video tape services for elderly who can't attend
- Good heritage of the area - St. Stephens, Mormon Trail,
- Lights on program is good
- Detox center
- Community does have programs that identify problems that already exist
- Good entrepreneurial, can-do spirit
- Some economic diversity beyond farming, energy, and minerals.
- Beautiful place
- Strong work ethic in the folks here
- Central Wyoming College is a big draw for this area
- Lots of recreational opportunities within a short distance
- Airport
- Amazed at what all is here for a town this size in Wyoming.
- More banks per capita than anywhere in Wyoming, most likely, provides a lot of resources and more development-interested professionals
- Organizations cleaning the highway and achieving a general quality of cleanliness on the streets.
- Riverton isn't cliquish or stagnant like many towns. Much more open-minded, interested in new ideas, and friendly to new people.
- Low tax rates compared to most other communities
- Normally water
- Climate
- Best ag products in region
- Good base of farmers
- Location, center of state
- Availability to get out of here
- Do have lots of cattle and ag for feed production for cattle
- Good markets for livestock, feed
- Business hub, livestock auction, machine dealers
- Riverton businesses are developed – Kmart and Walmart
- Riverton and streets are clean
- Attract business and events
- People in ag
- Talent and knowledge in ag
- Quality of cattle
- Level of optimize

- Quality of people
- Youth have opportunity to learn and be effective at any level from computers to digging ditches – value base
- Climate, views
- Relative low on terrorist list
- Great place to raise a family, work ethic instilled, well trained and very productive
- Productivity of land base
- Good place to live, good place for young people to start
- More successful business people outside limits than inside. Many educated farmers/ranchers in area.
- Wealth of business knowledge from farmers/ranchers
- CWC
- Location – focal point to county
- People
- Great place to live and raise a family
- Progressive community
- Peck auditorium
- Low barriers to entry for businesses
- Easy to start businesses in Riverton
- People are involved and care
- A lot of cooperation with school personnel and community
- Better access to internet than other communities
- Can do attitude
- New airport
- New city hall
- Detox center
- People
- Leadership is great
- Good city hall leadership
- All age groups pull together to help each other out; community pulls together
- Downtown
- College Arts Center
- College
- Football field project
- Good fire protection and public safety
- People
- Small community – communications is good
- CWC
- Community theater on campus – can host cultural events
- CWC
- Many resources available in the community
- University of Wyoming outreach effort – bachelors & masters programs
- CWC is serving a broad spectrum of Fremont County – serving all age groups

- CWC – college does a good job reaching the various ethnic groups including reservation
- Cultural diversity – Riverton is a part of the reservation
- Great location – next to mountains & near reservation
- Riverton would be a great place for telecommuters
- Ag mix is a strength
- Recreational path network
- Fine hospital
- Good public schools
- Business park at college
- Senior Citizen Center
- Low crime rate
- Small size allows for one-on-one relationships
- City government is responsive
- Detox center
- Independence, active spirit
- Ditto
- Ag community
- CWC
- Strong newspaper, radio stations in town
- Diversification of economic base
- Ditto
- Best manufacturing base in size in state
- School offers lots of vocational extra learning opportunities
- Help students in advancements such as FFA, DECA
- People are innovative
- State has a supportive government for economic development, WBC
- Good shopping, Walmart, grocery stores, downtown
- Medical facilities
- Good recreation opportunities in area
- Volunteers
- People who want to make things happen
- People with tenacity
- Good businesses that we need to keep and nurture
- Walmart and other shopping brings people in to hotels
- Location in valley
- People
- Ditto
- Construction industry businesses are on multiple generation employees
- Trades and crafts taught in construction industry
- Great community
- Wonderful people
- Central location
- Diversified economy

- Things for people to do
- People retire here
- Outside recreational opportunities – hiking, climbing, fishing, hunting
- Can draw from other communities
- Hub
- Diversified economy good model for the state
- CWC
- Ditto
- Reservation
- Airport with commercial flights

3. Projects

- Find sustaining funding for community Detoxification center.
- Community Center
- Land a Small Business Development Center branch from UW
- See Main Street redone by Riverton's centennial anniversary
- Expand community irrigation system to make it more responsive to citizen's needs
- Set up community service program for minor juvenile and adult offenders
- Extension of arterial streets like Broadway to reduce congestion
- 4 Lane Highway from Casper to Riverton to Rock Springs
- Further develop tourism attractions
- Need another destination for the Airport, i.e. Salt Lake, which will require more air travelers here
- Well-maintained and rational street layouts
- DeTox had 900 admissions in year one, need transition places like halfway houses to complete rehabilitation. DeTox facility is Adult Only.
- Increase downtown's charm
- Technology center at CWC
- Riverton could be a tourism destination
- CWC needs a social entrepreneurial program for non-profits
- Need to define who Riverton is & what we want to be
- Quality day care for those that want to attend college
- Public transportation - bus needs to run more
- Riverton needs to be the regional hub technology center for businesses in the surrounding areas
- Collaborate county wide effort to coordinate on successful programs to sustain funding for the long-term
- Collaborate and partner more for key projects and community needs
- Need banquet space so Riverton can host large conferences
- Upstream water storage – such as midvail irrigation project
- Long-term program to assist in creating small businesses and create operational strategies to succeed
- Sustain key social programs
- Small non-profits need to collaborate & share funds to reduce costs

- Use Jefferson school for one stop shopping for social services
- Community technology and training center
- Address poverty issues through education
- CWC needs to be regional center for diversity research and services
- Take advantage of local and state dollars available for social and education programs
- CWC needs to continue to Indian education and community center
- CWC needs to incorporate a business incubator
- Ensure that anyone who wants to attend college can attend
- More pedestrian friendly police presence, foot patrols /community policing
- Restore a swimming pool back to City Park
- A larger convention & meetings facility to further build on the advantage of being centrally located in the state
- Infrastructure beyond streets
- Skatepark at the City Park
- Neighborhood Watch program
- Grow Riverton's population to 12-15,000 within the next 10 years.
- Reduce water waste
- Community Arena/Complex/facility beyond current 1000 seat theatre, indoor ice arena, kitchen and dining facilities to serve over 600 people.
- Encourage factories here (unclear as to start-up, expansion or recruiting.)
- Community recreation center, family-oriented, needed
- Build on the Arapaho and Shoshone culture like the Buffalo Bill Historical Center or living history demonstrations/pow-wows, Cody Night Rodeo, native dancers shows in City Park.
- Need more teen recreation opportunities, age 10-18 are left to their own devices
- Revive motorsports here, use to have stock car races and motor cross events here that entertained youth.
- State sections of land devoted to school funding currently have considerably undeveloped mineral resources that could provide substantial funding
- Reduce the clout of external activists in lobbying against economic activity in Wyoming, i.e. postcard protest campaigns.
- Expand skate park
- Make sure we support substance abuse courts
- Need to continue detox center
- Locate model and understand how we create after care for substance abuse recovery
- Expand crisis center to include juveniles
- Detox center needs to continue & include juveniles
- Need transitional housing
- Need comprehensive program K-12 age appropriate for substance abuse
- Transitional housing and continuing care dealing with substance abuse
- Need to coordinate efforts better – direct mailing
- Community recreation center for youth
- Ditto
- Ditto

- Early education program to assist w/ drug prevention
- High school consequence programs to fight drug abuse
- Improve economy to keep kids here
- Need to start w/ prevention
- Need parenting programs for drug abuse
- Community needs to be aware of substance abuse problem
- Parenting classes for substance abuse
- Need to work closer w/ DFS and therapeutic care workers to prevent drug abuse
- With federal funding – tribes can supply Riverton with a skilled and trained workforce
- Need to develop an integrated planning office for both tribes
- Need office day in Riverton and Lander to teach protocol about getting things done on the reservation and to gain a better understanding of Indian culture
- Need a convention center in the region – need accommodations for 1,000 people
- Continue efforts on drug courts for adults and juvenile
- Work jointly with cities to enhance tourism
- Extend community assessment onto the reservation to improve dialogue
- Community oriented park
- Well coordinated recreation program
- Improved air service & highways
- Elect Eli as governor
- Upgrade CWC
- Add items on list
- Integrated plan to bring people into work force. –
- Upstream storage
- Community center
- Diversified Businesses
- Fiber optics
- Convention Center
- Radio control park
- Diversify economy
- Adopt a theme for the town
- Broad-based professional community
- Community center
- Tie into college business park, work with college
- Complete downtown project
- City sponsored economic incentive program
- Aggressive infrastructure improvement
- Streamline development requirements.
- Involve everyone
- Promote business marketing effort
- Fewer rules, regulations
- Upstream storage
- Expand college

- Four-lane highways
- Upkeep of streets
- Fiber to businesses
- Downtown revitalization
- Expansion of manufacturing sector and technical support
- Remove barriers, improve what we have
- Positive mental attitude
- Complete Brunton Headquarters Project
- Upgrade CWC business park
- Upstream water storage
- Four lane highway from Casper to Riverton and to Lander
- Acquire 80 acres to expand business park
- Complex type community center
- Turn to Christianity
- Clean up and beautify walk path
- Fix the sidewalks
- Get public transportation between Lander, Riverton, Casper
- Affordable air service
- Public ground transportation
- More specialized medical services without traveling to Casper
- More involvement with the school communities
- Need more organization volunteers for walk path
- Need a separate department for recreation planning and coordination
- Recreation calendar and schedule of events
- Don't just build new projects – do a needs assessment first
- More activities for seniors such as shopping and recreation
- Need another senior center built in next 10 years w/ more parking
- More promotion of things to do for youth and adults
- Promotion of Riverton being a clean town
- Need to create nuclear waste facility
- Increase air traffic to Salt Lake
- Streets need to be improved
- Improve annex roads
- Keep money in water budget
- Fair tax base to cover streets, schools, etc.
- Improve roads
- Sign board in park
- Tonkin Stadium remodel
- Improve park with swimming pool
- More big trees
- Lights under flags when flying at night
- Don't need more restaurants and grocery stores
- Get 1% sales tax passed for new regional landfill
- Reduce Riverton based airline tickets

- Need better parking & accessibility to post office
- Somewhere for kids to go
- Less restrictions on what kids can do
- A place for kids to hang out
- less stress on kids and where they hang out
- new football stadium
- outdoor swimming pool w/ slides
- indoor ice rink
- ditto
- Hardy's
- Something for teen recreation & community recreation
- Bring in additional businesses to improve economy
- Go cart track
- Cultural centers
- Better school system
- Improve teacher salaries
- Improve school building conditions
- Ditto
- Ice rink
- Water park
- Ditto
- Less restrictions on teenagers hanging out in parking lots
- Enhance softball & baseball park
- Multi-faceted community leadership panel including all age groups & social status to advise leadership of town
- Ditto
- Fix old buildings and streets before building new roads
- Olive Garden
- Applebees
- Attract more restaurants and additional businesses
- Big buffet
- Attract new businesses; stabilize economy
- Recruit a well-known corporation
- Need opportunities for young people to stay in town
- More businesses and more trees
- City beautification to attract more people to town
- Ditto
- Big recreation center similar to Cody
- Need more jobs and increase of minimum wage
- Higher paying jobs
- Ditto
- Town needs a face lift
- Limit the number of retirement homes; taking up space that could be used for businesses

- Clean up projects in town
- More variety in education system and classes
- Need shift in prejudices in town
- People need to become more informed; need cultural awakening
- More opportunities for youth
- Need economic stability
- No real opportunity for residents & for students graduating
- Need better education system
- Need to reduce drunk driving problem
- Teen pregnancy prevention programs
- Improve Wyoming's perception
- Need to stabilize the economy
- As Ag based community - need to be more supportive to ranchers & farmers
- No teen based drinking or drug abuse prevention program
- Only the DARE program
- Health class barely touch on drug abuse
- Need study hall program
- Need career planning class
- Need honors classes
- Need to fix the grading scale – (93-100)we are at a disadvantage w/ other schools and scholarship opportunities
- Junior class has a lot of school violence
- Drug/alcohol abuse on campus
- Kids smoke pot on campus
- Teachers give a lot of homework; tough to keep up
- School clubs are not organized; administration doesn't support those clubs
- Athletics overshadows importance of clubs; athletics & school needs to be balanced
 - A professional or competition pool hall.
 - Teen Club
 - Ditto Teen Club
 - Housing where pets are allowed.
 - Outdoor track for like truck and car competitions.
 - Things that will keep young people in the area instead of going out of state for better paying jobs.
 - Dance or Teen Club.
 - Mall and better shopping availability.
 - Better roads out in the country.
 - County to do a better job of road maintenance.
 - Better shopping.
 - High School baseball, hockey and lacrosse teams.
 - Ditto baseball team.
 - Young people need more educational information opportunities to help them get experience or knowledge about what they want to do.
 - Ditto, baseball, nightclub, recreation center and mall.

- Drag racing track.
- Ditto and one with safety precautions taken.
- More restaurant and shopping businesses in town.
- Nightclub.
- Ditto recreation center and a YMCA
- More jobs for people
- Ditto night club, race track,
- Open up the motor-cross track that has been shut down on the reservation.
- The city does not support tourism.
- Rec center
- YMCA
- Rec center
- Rec center
- Serious attempt by City Council to attract new businesses
- Need nice entrances
- Need cleanup projects; clean up scrap iron & rusted cars
- Need beautification projects
- Need to reward businesses that focus on beautification
- Need recycling centers (even if citizens have to pay) for all recycling – need outdoor bins at grocery stores
- Need better drinking water
- Need free activities for kids that can't pay for activities
- Need better fairground building that could house events such as a car show
- Need convention center
- Need to develop river front
- Need to develop bike path along the river
- Judicial system – city & county courts both fine kids - results in double fines
- Convention center
- Work with county to find funds for convention center
- Heritage center needs to be built
- Need fine arts addition to high school
- Need better high school weight room that can be used by community
- Need to support & educate families about lights on program and programs that are available
- Kids don't know what lights on program is and what it does
- Need to raise bed tax to promote Fremont County more
- Additional operating room added to hospital
- More cardiology services at hospital
- Cure for cancer and heart disease and neuro muscular disease
- Decrease infant mortality
- Major decrease in substance and alcohol abuse
- Community needs to continue improving infrastructure
- Community Center
- Tear down the old hospital

- One stop social service resource center – hospice, cancer society, counseling
- Old Jefferson school building could be used as resource center (could accommodate child care, etc.)
- Draw more attention to teenage pregnancy
- Provide young mothers more resources to child care
- Need more places for youth to go including summer activities
- Convention/meeting center
- Refurbish main street area
- Need to approve tax levy for land fill
- Need outdoor swimming pool
- Downtown area needs to expand and include successful businesses
- Need more rental homes
- Need rec center w/ ice rink b/c Riverton is central and easy to reach for all travelers in the state
- Rec center
- More cabling and telecomm infrastructure
- Mass transit between Lander and Riverton
- Fiberoptics by end of year
- Bike path along river
- SBDC
- Score program (service club of retired executives)
- Community rec center
- Something for children to do
- Rec center
- Municipal sales tax rather than county taxes
- Intersection needs stop sign (6th and Jackson)
- Need cheaper and more reliable air service
- Four lane highway to Casper
- Full-time Small Business Development Center here
- Start a Service Corps of Retired Executives Chapter here for business assistance
- Convention Center
- Charter schools to increase options
- School vouchers to allow a private high school to develop
- Diversify economic base to increase youth retention
- Increase telecommunications
- Main Street upgrade planned over the next few years
- Develop greater diversity of shopping and dining experiences downtown
- Need more fine dining restaurants here
- Economic development director to implement plans and ideas of the local ReDA group
- Fully-funded economic development program here
- Recreation center that fits families rather than just youth. Particular need for more basketball courts
- Sugar Beet refinery in Worland is significant – monopolize on this

- Develop more as a retirement community
- Increase options for people to stay
- Nuclear power plant using local Jeffrey City uranium mines to sell power to California
- Upstream storage reservoir between here and DuBois
- Build a challenge ropes course at CWC
- Better coordination with Lights On program and after school church programs
- Lights On program needs to expand to include children w/ disabilities
- Detox Center needs to include bible study/prayer session
- More communication between churches and front line works such as deacons and volunteers
- Interfaith cooperation to focus on goals and objectives
- Detox center should create clean up activities at the Rendezvous area
- Churches should be more open to train Sunday school teachers to understand how to teach children w/ special needs
- Judges needs to approve points system to apply to religious 12 step program that honor farm residents and ex-inmates can attend upon their release. There is in existence an official bible 12 step program called “Serenity: A companion for Twelve Step Recovery”. This program exists and is called the “Landing Strip” and “The Overcomer” in Lander. Churches need to provide this class but the honor farm graduates need to get credit through points in order to get them to participate.
- Tribes could organize logging industry to create jobs through a saw mill
- School vouchers
- Ditto
- Up stream storage
- Beautification around Shoshoni
- Water conversation practices
- Better communication to develop security on grazing rights, water rights, property rights – let people know you are the conservationist for your land
- Up stream storage
- Decent roads and bridges
- Major education project on agriculture and where it comes from
- Rural communities need to be strong against influences and misinformation from activists and environmentalists to protect food supply
- Walmart refuses to sell American lamb meat
- More communications between rural and town people on issues misinformation on ag, people need to work together to get the right information to everyone because it effects the whole community
- Roads to Riverton
- Zoning laws for ag
- Cities, tribes and irrigation districts working together as a community
- Up stream storage
- Ditto
- Ag businesses need to be retained and appreciated

- Need closer facilities to sell cattle and other farm commodities
- Reduction in regulations
- More consistence with BLM offices in region
- Expand ag programs in high school and community college
- Promote retirement more, bring more in
- Increase retirement facilities and centers
- Regulations and rules need to be modified
- Development of more diversified value added ag products to add to economy
- Drive to grain elevator without stops – build overpasses
- Revitalize downtown
- Bring more shops downtown
- More recreation for youths
- Good strong business incubator
- Civic center/auditorium
- Local/county manufacturing lobbying association
- Main Street project
- Improve roads
- Convention Center
- Recreation Center possible in conjunction with the RC Park
- YMCA
- Higher paying jobs
- Industries here
- Diversification of economy
- Recreation director who is full time and paid
- Recreation/convention center
- Fiber optics
- Strength economic development of community
- Create opportunities to keep young here
- Dropping parking permit
- Keep taxes low
- Recreation center
- Multiple use center
- Update county fairground center
- Fund recreation department
- Fiber optics
- Up stream storage
- Convention center
- 4-lane highways
- Recreation center
- Sale community better, positive attitude with working community
- 4-lane from Casper, Shoshoni to Riverton
- If community wants the stuff, they need to vote for it and pay for it.
- Nuclear waste facility