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**October 6-9, 2003**

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### 20 Clues to Rural Community Survival Economic Development Building Blocks

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## **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 has 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 Ave.  
Cheyenne, WY 82002  
307-777-6430  
307-777-6593 (fax)  
[mrand@state.wy.us](mailto:mrand@state.wy.us)  
[www.wyomingrural.org](http://www.wyomingrural.org)

## **PROCESS FOR THE DEVELOPMENT OF THIS REPORT**

The Wyoming Rural Development Council (WRDC) has provided a Resource Team to assist the town of Rock Springs, Wyoming in evaluating the community's assets and liabilities and in developing suggestions for improving the environment, social and economic future of Rock Springs and Hot Springs County.

The town of Rock Springs requested a community assessment from the Wyoming Rural Development Council. Chad Banks served as the community contact and took the lead in agenda development, logistics and publicity in town for the assessment. Resource team members were selected to visit, interview citizens, business and community leaders; and develop a plan of recommended action for the town. The team members were carefully selected based on their fields of expertise that Rock Springs officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the town and interviewed approximately 289 people over a three-day period from October 6-9, 2003. In addition, 31 written comments were received. The team interviewed representatives from the following segments of Rock Springs and surrounding community: high and middle school students, churches, public works, elected officials, water users, tourism, recreation, agriculture, senior citizens, education, civic groups, business/industry, utilities, emergency services, law enforcement, financial, healthcare, retail, and the general public. Each participant was 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 Rock Springs?
- What do you think are the major strengths and assets in Rock Springs?
- What projects would you like to see completed in two, five ten and twenty years in Rock Springs?

Upon completion of the interviews, the team met to compare notes and share comments following the three days of intense study. 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 Rock Springs.

An oral report was presented to the people of Rock Springs on October 9, and many of the citizens of Rock Springs who participated in the interviews were in attendance. Following the oral report, a formal written report is prepared and presented to the town of Rock Springs.

# **ROCK SPRINGS RURAL RESOURCE TEAM ASSESSMENT REPORT**

## **EXECUTIVE SUMMARY**

While our assessment team visited the community of Rock Springs, we discovered so many hidden treasures of Rock Springs that most folks would not know about if they don't get off the beaten path, including the wild horse loop tour, hills and trails south of town toward Flaming Gorge, the Flaming Gorge, fishing along the Green River, and your close proximity to High Uintas; the list goes on!

The cooperation of community leaders to make this Assessment successful was readily apparent by the numbers attending all the listening sessions. Over 289 people participated in 21 listening sessions. We heard and recorded problems & challenges, strengths & assets, and projects & issues. Our team then met and selected the Major Themes we heard throughout the week. This report will pull together that information along with viable resource contacts.

On behalf of the Rock Springs Rural Resource Assessment Team, I would like to express our gratitude for the hospitality shown us during our time in your community. Good luck!

**Steve Achter, Team Leader**  
**Wyoming Business Council**  
**214 W. 15<sup>th</sup> Street**  
**Cheyenne, WY 82002**  
**307-777-2811**  
[sachte@state.wy.us](mailto:sachte@state.wy.us)

## Resource Team Members

### Rock Springs, Wyoming October 6-9, 2003

#### **Steve Achter, Team Leader**

Wyoming Business Council  
214 W. 15<sup>th</sup> Street  
Cheyenne, WY 82002  
(307) 777-2811  
[sachte@state.wy.us](mailto:sachte@state.wy.us)

#### **Mike Ceballos**

Qwest Wyoming President  
6101 Yellowstone Rd., Rm 310  
Cheyenne, WY 82009  
(307) 771-6166  
[michael.ceballos@qwest.com](mailto:michael.ceballos@qwest.com)

#### **Peter Newell**

9508 Yellowstone SR  
Cheyenne, WY 82009  
(307) 632-2744  
[peternewell@bresnan.net](mailto:peternewell@bresnan.net)

#### **Debbie Popp**

Small Business Development  
University of Wyoming  
P.O. Box 3922  
Laramie, WY 82071  
(307) 766-3505  
[debk@uwyo.edu](mailto:debk@uwyo.edu)

#### **Emily Quarterman – Genoff**

Wyoming Department of Health,  
Office of Rural Health  
Hathaway Building, 4<sup>th</sup> Floor  
Cheyenne, WY 82002  
(307) 777-8938

[egenof@state.wy.us](mailto:egenof@state.wy.us)



#### **Ron Siekert**

5099 Hwy 216  
Albin, WY 82050  
(307) 246-3405  
[resiekert@earthlink.net](mailto:resiekert@earthlink.net)

#### **Karlene Sjoden**

USDA Rural Development  
100 E. "B" Street  
Casper, WY 82601  
(307) 261-6319  
[karlene.sjoden@wy.usda.gov](mailto:karlene.sjoden@wy.usda.gov)

#### **Jody Levin**

Qwest Public Affairs Manager  
6101 Yellowstone Road, Room 310  
Cheyenne, WY 82009  
(307) 771-6843  
[jody.levin@qwest.com](mailto:jody.levin@qwest.com)

#### **Community Contact:**

##### **Chad Banks**

212 D Street  
Rock Springs, WY 82901  
(307) 352-6789 Ext 213  
[cmbanks@rockymountainmarketing.com](mailto:cmbanks@rockymountainmarketing.com)

## COMMUNITY ASSESSMENT AGENDA/TOUR

### Monday, October 6, 2003

- 11:30 a.m. to 1:00 p.m. Lunch with Community Team Planners – Holiday Inn  
1:30 p.m. to 5:30 p.m. Community Tour –  
If you're unable to start with tour, please contact Dave Hanks with the Rock Springs  
Chamber of Commerce at (307) 362-3771.  
6:00 p.m. Resource Team working dinner – Rocky Mountain Noodle

### Tuesday, October 7, 2003

- 6:30 a.m. to 7:30 a.m. Breakfast – Santa Fe Trail Restaurant  
8:00 a.m. to 8:50 a.m. Retail – Sweetwater Events Complex Meeting Room  
9:00 a.m. to 9:50 a.m. County Government – Sweetwater Events Complex  
Meeting Room  
10:00 a.m. to 10:15 a.m. Break  
10:15 a.m. to 11:05 a.m. Tourism – Sweetwater Events Complex Meeting Room  
11:15 a.m. Depart for Young at Heart Senior Citizens Center  
11:30 a.m. to 12:50 p.m. Lunch at Young at Heart Senior Citizen's Center followed  
by Listening Session  
1:00 p.m. Travel to RS City Hall  
1:15 p.m. Break and Review morning Listening Sessions – Rock  
Springs City Council Chambers  
2:00 p.m. to 2:50 p.m. Business – Rock Springs City Council Chambers  
3:00 p.m. to 3:50 p.m. Utilities & Construction – Rock Springs City Council  
Chambers  
4:00 p.m. to 4:15 p.m. Break  
4:15 p.m. to 5:05 p.m. Industry – Rock Springs City Hall Conference Room  
5:15 p.m. to 6:05 p.m. Agriculture – Rock Springs City Hall Conference Room  
7:00 p.m. Dinner – White Mountain Mining

### Wednesday, October 8, 2003

- 6:30 a.m. to 7:30 a.m. Breakfast – Outlaw Inn  
8:00 a.m. to 8:50 a.m. Banking & Financial Planners – WWCC Room 1302  
9:00 a.m. to 9:50 a.m. College Students - WWCC Room 1302  
10:00 a.m. to 10:15 a.m. Break  
10:15 a.m. to 11:05 a.m. Non-profit, Civic Organizations & Churches - WWCC  
Room 1302  
11:15 a.m. to 12:05 p.m. Social Service Providers - WWCC Room 1302  
12:15 p.m. Lunch – WWCC Cafeteria  
1:30 p.m. to 2:20 p.m. Youth – Rock Springs High School, students in large  
lecture room  
2:20 p.m. Travel to Rock Springs Depot  
2:30 p.m. to 3:20 p.m. Break – review morning Listening Sessions – Rock Springs  
Depot  
3:30 p.m. to 4:20 p.m. City Government – Rock Springs Depot  
4:30 p.m. to 5:20 p.m. Educators - Rock Springs Depot

5:30 p.m. to 6:20 p.m. Parents - Rock Springs Depot  
6:30 p.m. Dinner - Bitter Creek Brewery  
7:30 p.m. General Session (people from surrounding areas and communities are also invited to attend) - Rock Springs Depot

**Thursday, October 9, 2003**

6:30 a.m. to 7:30 a.m. Breakfast – Cruel Jack’s  
8:00 a.m. to 8:50 a.m. Law Enforcement – Rock Springs Fire Station #3 Auditorium  
9:00 a.m. to 9:50 a.m. Emergency Services - Rock Springs Fire Station #3 Auditorium  
10:00 a.m. to 10:45 a.m. Break & Travel to Memorial Hospital of Sweetwater County  
10:45 a.m. to 11:35 a.m. Healthcare Providers - Memorial Hospital of Sweetwater County Classrooms 2 & 3  
11:45 a.m. to 12:35 p.m. Chamber of Commerce & Economic Development - Memorial Hospital of Sweetwater County Classrooms 2 & 3  
12:45 p.m. Lunch – Grubs  
1:45 p.m. to 6:50 p.m. Team Prepares for Town Meeting/Working Dinner – RS Conference Room, catered by Boschetto’s European Market  
7:00 p.m. Town Meeting – Rock Springs City Hall, Council Chambers

# **MAJOR THEMES**

## **Beautification**

- Tree planting
- Clean-up properties
- Entrance/exits
- Bitter Creek

## **Image**

- Image to overcome
- Internal/external
- Customer Service
- People—attitudes
  - Diversity appreciation
  - History
- Small Town attributes

## **Economic Evolution**

- Tourism Development
  - Destination
  - Events center
  - Outdoor areas/attractions
- Diversify economy
  - Value-Added
  - Non-extractive
- Employment Opportunities
  - mid-level job creation
  - jobs for youth
- Downtown Revitalization
- Expanded retail opportunities
- Education

## **Housing**

- Affordable housing
- Rentals
- Assisted-Living (seniors, disabled)
- Homeless Shelter

## **Infrastructure**

- Who pays?
- Water line extension
- Sewer
- Telecommunications
- Streets/roads
- Sidewalks

- Transportation
  - Public
  - Rail
  - Air service
- I-80 Service Road
- Consolidation of unified Law Enforcement dispatch through city and county

### **Growth Management**

- Vision
- Comprehensive plan
  - Land use plan
  - Economic development plan
- Zoning

### **Health**

- Substance Abuse
  - Meth
  - Alcohol
- Urgent care/clinic
- Specialized medical care
- Workforce shortage
- Underserved/uninsured

### **Community Facilities & Activities**

- Senior Center
- Youth Center
  - Indoor/outdoor
- Affordable access

## TEAM MEMBERS RECOMMENDATIONS

Steve Achter, Team Leader  
Wyoming Business Council  
214 W. 15<sup>th</sup> Street  
Cheyenne, WY 82002  
(307) 777-2811  
[sachte@state.wy.us](mailto:sachte@state.wy.us)

**Introduction:** The Resource Team would like to thank the city of Rock Springs for the immeasurable amounts of honesty, hospitality, and friendliness that you gave during the Resource Team effort. The team has every confidence that the kind of effort and enthusiasm produced for the Resource Team will be responsible for and ensure future successes. The Resource Team has given many suggestions, some which have been repeated by more than one of the team members. Listed are the individual team member recommendations, along with contact information for the respective team member. You are encouraged to communicate directly with any team member. Any recommendations contained herein are not mandatory. The Wyoming Rural Development Council has not endorsed any recommendations and opinions contained herein. Neither the Wyoming Rural Development Council, nor any of its employees, contract labor, officers, committee chairs and/or members makes any warranty, express or implied, including warranties of merchantability and fitness for a particular purpose, or assumes any legal liability for the accuracy, completeness, or usefulness of this report or any information, recommendations or opinions contained herein.

**Theme:** Economic Evolution

**Challenge:** New business development, job creation and economic diversity were brought up a number of times as a need in Rock Springs. People want good quality jobs, particularly for youth, to give them the opportunity to stay in the community. Not all communities are prepared for or have in place the necessary tools to be successful with a business recruitment or business expansion effort. Certain steps must be taken before true success can be attained with a business recruitment or expansion program. Considerable academic research has been completed to determine what needs to be in place to insure success. Below is an outline of an approach that has been proven successful. It is called “Economic Development Building Blocks, A Holistic Approach.”

**Solution:** See “Building Blocks” included in the Appendix.

**Resources:** For more information about implementing the building blocks in Rock Springs contact:  
Ray Sarcletti, Director  
South West Regional Office  
Wyoming Business Council  
1400 Dewar Drive, Suite 208A  
Rock Springs, WY 82901

307 382 3163

Email: [rsarcl@state.wy.us](mailto:rsarcl@state.wy.us)

Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

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Steve Achter

**Theme:** Economic Evolution

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

**Solution:** The Wyoming Small Business Development Center (SBDC) provides a wealth of assistance to business owners. The assistance includes business plan assistance, accounting, marketing, and government procurement and grant and loan application preparation to name a few. The SBDC office is located in Rock Springs. The NxLevel entrepreneurial training is also offered through the SBDC and will be taught on-site in Rock Springs if there are enough students that sign-up for the class. It generally takes about 12 students to make a complete class. However, if there are fewer than 12 students the class will be taught if a sponsor can be found to help financially support the class.

**Resources:** For additional information regarding the Small Business Development Center's contact:

Bill Ellis, Regional Director  
SBDC  
1400 Dewar Drive, Suite 205  
Rock Springs, WY 82902-1168  
307-352-6894  
Toll Free: 800-348-5205  
Fax: 307-352-6876  
E-mail: [bellis@uwyo.edu](mailto:bellis@uwyo.edu)

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Steve Achter

**Theme:** Economic Evolution

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

**Solution:** The community should utilize the expertise of the newly established Market Research Center (MRC). The MRC is a brand new creation of the Wyoming Business Council (WBC), the Small Business Development Center (SBDC), and the University of

Wyoming's College of Business. It was created to provide Wyoming entrepreneurs and Wyoming communities with sophisticated and timely market research information. This will allow Wyoming businesses to obtain and analyze market information on products, industries, and customers.

**Solution:** Utilize free business assistance programs through the Wyoming Small Business Development Center (SBDC). The SBDC, in part funded by the Wyoming Business Council, can assist people wanting to start a business in Rock Springs and those already in business in Rock Springs. Topics that the SBDC can assist with include accounting, advertising, cash flow, human resources, financial reports, market research, patents and trademarks, business plan assistance, along with many others.

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

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

**Solution:** Local manufacturers should take advantage of the services of the Mid America Manufacturing and Technology Center (MAMTC). MAMTC can help Wyoming manufacturers become more competitive through programs that address quality, business systems, the manufacturing process, company assessment, marketing, and product development.

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

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

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

**Resources:**

For more information concerning Wyoming Business Council programs, please contact:

Ray Sarcletti, Director  
South West Regional Office  
Wyoming Business Council  
1400 Dewar Drive, Suite 208A  
Rock Springs, WY 82901  
307 382 3163  
Email: [rsarcl@state.wy.us](mailto:rsarcl@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

For more information, or to schedule an appointments for small business assistance at the Small Business Development Center (SBDC), contact:

Bill Ellis, Regional Director  
SBDC  
1400 Dewar Drive, Suite 205  
Rock Springs, WY 82902-1168  
307-352-6894  
Toll Free: 800-348-5205  
Fax: 307-352-6876  
E-mail: [bellis@uwyo.edu](mailto:bellis@uwyo.edu)

For more information concerning the Women's Business Center, please contact:

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

For more information aboy GRO-BIZ, please contact:

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

For information about MAMTC, please contact your local regional representative:

George Twitchell  
MAMTC  
PO Box 727

Rock Springs, WY 82902  
307-389-4856 ext 840  
E-mail: [gtwitch@uwyo.edu](mailto:gtwitch@uwyo.edu)

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Steve Achter

**Theme:** Housing

**Challenge:** A need for affordable housing was expressed many times at the listening sessions. This includes rentals, assisted living and homeless shelters.

**Solution:** Consider the housing programs for affordable housing offered through USDA Rural Development's Rural Housing Service (RHS). The Rural Housing Service provides a number of homeownership opportunities to rural Americans, as well as programs for home renovation and repair. RHS also makes financing available to elderly, disabled, or low-income rural residents of multi-unit housing buildings to ensure they are able to make rent payments. The following is a listing of RHS programs that might be of interest to individuals interested in buying or renovating a home, or in receiving rental assistance.

1. Direct Loan Program (Section 502) Under the Direct Loan program, individuals or families receive direct financial assistance directly from the Rural Housing Service in the form of a home loan at an affordable interest rate. Most of the loans made under the Direct Loan Program are to families with income below 80% of the median income level in the communities where they live. Since RHS is able to make loans to those who will not qualify for a conventional loan, the RHS Direct Loan program enables many more people to buy homes than might otherwise be possible. Direct loans may be made for the purchase of an existing home or for new home construction.

2. Loan Guarantee Program (Section 502) Under the Guaranteed Loan program, the Rural Housing Service guarantees loans made by private sector lenders. (A loan guarantee through RHS means that, should the individual borrower default on the loan, RHS will pay the private financier for the loan.) The individual works with the private lender and makes his or her payments to that lender. Under the terms of the program, an individual or family may borrow up to 100% of the appraised value of the home, which eliminates the need for a down payment. Since a common barrier to owning a home for many low-income people is the lack of funds to make a down payment, the availability of the loan guarantees from RHS makes the reality of owning a home available to a much larger percentage of Americans.

3. Mutual Self-Help Housing Program (Section 523) The Mutual Self-Help Housing Program makes homes affordable by enabling future homeowners to work on homes themselves. With this investment in the home, or "sweat equity", each homeowner pays less for his or her home. Each qualified applicant is required to complete 65% of the work to build his or her own home. Technical Assistance Grants and Site Loans are provided to nonprofit and local government organizations, which supervise groups of 5 to 12 enrollees in the Self-Help Program. Members of each group help work on each other's homes, moving in only when all the homes are completed. Once accepted into the Self-

Help Housing Program, each individual enrollee generally applies for a Single-Family Housing Direct Loan (Section 502).

4. Home Repair Loan and Grant Program (Section 504) For very low income families who own homes in need of repair, the Home Repair Loan and Grant Program offers loans and grants for renovation. The Home Repair Program also provides funds to make a home accessible to someone with disabilities. Money may be provided, for example, to repair a leaking roof; to replace a wood stove with central heating; to construct a front-door ramp for someone using a wheelchair; or to replace an outhouse and pump with running water, a bathroom, and a waste disposal system. Homeowners 62 years and older are eligible for home improvement grants. Other low-income families and individuals receive loans at a 1% interest rate directly from RHS.

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

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

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

2. HOME Investment Partnership Program This program was created as Title II of the Cranston-Gonzales National Affordable Housing Act and is being administered by the WCDA for the state. Since the Spring of 1992 Wyoming has received over \$27 million in HOME funds for the development of decent, safe, affordable housing for low - and very low - income households. Applications are accepted once a year through a competitive application process. A Program Description may be obtained by contacting the WCDA or it can be viewed through the link below. Units of local government, housing authorities, private developers and nonprofit organizations may apply for HOME funds. Projects must be targeted to low - and very low - income persons. Funds may be used for rental housing production, homeowner rehabilitation and homeownership programs anywhere

in Wyoming. The HOME program requires a 25% match of non-federal funds. Match requirements are explained in detail in the current year Affordable Housing Allocation Plan. This program has had a major impact on some of the most critical housing needs in Wyoming.

3. CDBG Housing Set Aside The WCDA applies for an annual allocation of federal Community Development Block Grant (CDBG) funds from the Wyoming Business Council, which are then loaned to applicants for housing-related programs that benefit low-income households. Eligible applicants for these funds are counties and incorporated cities and towns in Wyoming. The WCDA has allocated over \$4.5 million in CDBG funds to 29 sub-recipients since 1990. This program is the beginning of a statewide revolving loan fund that will help meet the state's housing needs in the future. Funds are allocated through a competitive application process.

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

Linda Ziegler, Rural Development Manager  
USDA Rural Development  
PO Box 190 Afton WY 83110  
Phone: (307) 886-9001, ext. 4  
Fax: (307) 886-3744  
Email: [linda.ziegler@wy.usda.gov](mailto:linda.ziegler@wy.usda.gov)  
Web: <http://www.rurdev.usda.gov>

For more information on any of WCDA's programs, please contact:  
Cheryl Gillum Housing Programs Director  
155 N. Beech Street  
Casper, WY 82601  
Phone: 1-307-265-0603  
Fax: 1-307-266-5414  
Email: [gillum@wyomingcda.com](mailto:gillum@wyomingcda.com)  
Web: [www.wyomingcda.com](http://www.wyomingcda.com)

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Steve Achter

**Theme:** Infrastructure

**Challenge:** The development of public infrastructure -- water, sewer, streets, sidewalks, etc. -- was a topic brought up frequently during the listenings sessions. Particularly, who is responsible for the cost of such improvements.

**Solution:** The city needs to develop and adopt annexation and infrastructure extension policies that will give developers a clear indication of who will be responsible for the cost of improvements. The policies should also provide a method for developers to recapture the cost of oversized water and sewer lines that are used by other at some future date.

Your city planner, who may be a member of the American Institute of Certified Planners, should contact the American Planning Association (APA) to obtain research and information on the subject. The APA can provide information on model annexation and utility extension policies as well as other research on the subject of planning and development.

**Resources:** For information about research available from the APA go to their web site, [www.planning.org](http://www.planning.org). If your planner is a member of the APA the information will be provided at a low or no cost basis.

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Steve Achter

**Theme:** Health

**Challenge:** A challenge facing the community and pointed out at the listening sessions is the abuse of drugs and alcohol by not only by the youth but also by adults.

**Solution:** A number of private foundations serve Wyoming and provide grant funds for a variety of youth programs and substance abuse prevention programs. In most cases the funds are provided to youth organization or non-profit organizations. The foundations also focus on other more broad issue such as wellness and mental health.

**Resources:**

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

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

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

Areas of interest: The American Legacy Foundation provides grants to further its goal of creating tobacco-free generations. At the heart of Legacy's grant program is the effort to identify new and improved ways to develop effective tobacco control programs. Legacy's four goals are as follows: · Reduce youth tobacco use; · Reduce exposure to second-hand smoke among all ages and populations; · Increase successful quit rate among all ages and populations; and, · Reduce disparities in access to prevention and cessation services and in exposure to secondhand smoke on behalf of disadvantaged populations.

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

Areas of interest: · Child care/early childhood education · Elderly seniors · Mental health, alcoholism, substance abuse · Physical disabilities · Amateur athletics

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

Areas Of Interest: The Burlington Northern Santa Fe Foundation supports nonprofit organizations in the company's area of operations only. The Foundation is a strong contributor to various United Way/Red Cross agencies across its system and includes as well the following categories in its giving program: · Education; · Arts & culture; · Civic programs; · Health & human service agencies · Hospitals; and, · Youth organizations.

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Steve Achter

**Theme:** Infrastructure

**Challenge:** Public facilities and infrastructure such as water, sewer, roads, telecommunications, and sidewalks was mentioned many times at the listening sessions. Many of these types of facilities may be paid for with the use of the special purpose sales tax. However, the recommendations are for grant programs

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

**Solution:** The Community Development Block Grant Program (CDBG) is another program that can be used to help pay the cost of constructing public facilities. Any project funded must be able to demonstrate that a CDBG designated National Objective can be met. One of those objectives is benefit to low and moderate income people.

**Resources:** For more information concerning the Land and Water Conservation Program contact:

Todd Thibodeau  
State Parks and Cultural Resources  
Herschler Building, 1st Floor East  
122 West 25th Street  
Cheyenne, WY 82002  
307-777-6478

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

For more information about the CDBG program please contact:

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

For more information about SLIB programs please contact:

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

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**Name:** Peter Newell

**Introduction:** This being my first community assessment, it has been, is, and has become a wonderful opportunity to experience a big part of what Wyoming is all about. While I have held a few negative notions and heard a few stories about Rock Springs in the past, most of these notions have since been significantly altered to the positive. The organization and hospitality afforded the assessment team has been outstanding and is much appreciated. The involvement of most all segments of the community has, indeed, been impressive, helpful, energizing and productive. Those participating truly provided

us an opportunity to paint a pretty clear picture of Rock Springs and surrounding environs. They also were unequivocal in stating that one of the greatest assets of the Rock Springs community is the people. Thanks so much for this opportunity to meet you all! Since the meetings, I have taken the opportunity to "surf the net" to see what Rock Springs has been doing in community development the past few years. And of course, I found a ton of information that indicates much has been happening. In fact, after reading several of the Chamber of Commerce newsletters, seeing the focus of committee work, reading about many community initiatives, learning about professional/business and citizen education opportunities, and seeing accounts of marketing/promotion plans for Rock Springs as a destination...I became most impressed. Any counsel I might offer with respect to my part of the assessment report should be tempered with awareness that you already seem to be embarked on some plans...and that some of what we saw and heard is being addressed or in the process of being addressed. In part, maybe what should happen for the continued development of Rock Springs is to ensure that a solid focus of energy and resources be committed and maintained in pursuing/acting upon plans already agreed to. If though, goals for the community development are not agreed upon, then it would seem important, if not timely, that a current and extensive visioning process be considered integral to Rock Springs community development. This, to ensure all parts work toward a common whole. Again, thanks for the opportunity to participate.

**Theme:** Image

**Challenge:** This recurring theme had several parts...(1)images to overcome (what we think of ourselves, what others think and say about us); (2)customer service; (3)peoples' attitudes (about growth, diversity); and small town attributes.

(1)Images to overcome: many comments were made relative to negative images of Rock Springs history..."sin city of the west", "dirty little coal mining town", affiliations with the Mafia, and a town of transience (to name a few).

(2)Customer service: many interview responses indicated an overall discontent with customer service attitudes, responses and service. This seemed, in part, tantamount to saying shopping elsewhere for service and quality was justified.

(3)Peoples' attitudes (about growth, diversity): the challenge issue here might boil down to "how do you influence people who are less than enthusiastic about growth to embrace the realities that growth is occurring"? Diversity by one definition was a non-issue in that people expressed pride in the heritage of 56 nationalities.

(4)Small town attributes: this does not constitute an issue as such...rather the challenge is to ensure that attributes such as honest, friendly, supportive, helpful, cooperative people known to rally to help others be incorporated in any community development vision and marketing/promotion efforts. Additional notions of pride in the history of diversity should be acknowledged as well. Miscellaneous Challenges/Suggestions: The interviews with the Social Services group and the Sheriff/Police/Fire departments group indicated that these multi-agency services were developing very strong collaborative and cooperative

efforts to provide service. They seemed intent on reducing redundancy and increasing their service capabilities by acknowledging their interdependency. Such efforts take a lot of work, constant diligence, and supreme commitments. Is there a way some kind of functional analysis could be done to determine the essential features of this effort and translate this into a working model for other parts of the community? As a parting note I wish to reaffirm my belief that many of the resources for successful community development lie within the community of Rock Springs. The trick is to capitalize on what you have. Best to you all...I hope to see you again.

**Solution:**

(1)Consider definitions of "image" (mental picture...what/who do you want be be and what do you want to project?) and "overcome" (get the better part of, capitalize, convert to capital, use to your advantage) Apply these definitions to determine what you want to project as an image and how you might capitalize on that image. Consider a context to create a logo phrase that captures best what Rock Springs has been, is now and is becoming. Have some humor about the past and excitement about now and the future.

(2)Already in place, it would seem, are the likes of Bill Drury seminars on customer service training. Many customer service training/opportunities are listed on the internet as well. Specific training on customer service has been offered through the Wyoming Business Council. Additionally, a report by Ray Sarcletti for the Rawlins community assessment (9/01) lists several alternatives and contacts for customer service improvement.

(3)Perhaps articulating over and over, again and again, what the vision (and its benifits) is, and will become, might help.

(4)A document presented by Mary Randolph in the Rawlins community assessment report (09/01) entitled "The Hallmarks of Successful Communities" would be appropriate to peruse in order to establish guidelines for community development and promotion.

**Resources:**

(1)The Wyoming Business Council Travel and Tourism Director (307)777-2808 could be of assistance here. The Rock Springs Chamber of Commerce is another resource to consider (307) 362-3771.

(2)The Wyoming Business Council (307)777-2811, Rock Springs Chamber of Commerce (307) 362-3771, Ray Sarcletti, Rock Springs, 382-3163.

(3)Resources for help in developing visioning, strategic planning and community promotion programs can be found by contacting The Wyoming Rural Development Council (307)777-6330 and The Wyoming Business Council (307) 777-2808.

(4)Mary Randolph, Wyoming Rural Development Council (307)777-6330.

**Name:** Debbie Popp

**Introduction:** WOW! This is the first thought I have when I think of my community assessment experience in Rock Springs. I have to admit, I have been to Rock Springs many times and never realized what was available in the community. But, my visit for those four days changed my views forever. First and foremost, the people in Rock Springs are its best asset. It is a community that really cares about its image, what it can offer to tourists, visitors and future citizens and how it can keep its citizens and promote economic prosperity during Wyoming's inevitable boom and bust cycles. Other assets include strong leadership: i.e. mayor, town council, Chamber director, Economic Development director, and various other individuals involved with the city, fire department, hospital and school/college representatives to name a few. I would encourage those interested to view recommendations of other community assessments through the website of the Wyoming Community Network at [www.wyomingcommunitynetwork.com](http://www.wyomingcommunitynetwork.com) This will give you an idea of issues in other communities and solutions and recommendations given.

**Theme:** Beautification

**Challenge:** Many individuals want to see Bitter Creek cleaned up and would like to see more trees planted.

**Solution:** Beautification projects can be excellent civic group, church, or school projects. One possible grant resource is through the Community Tree Planting and Education Grants Office of State Lands and Investments, Forestry Division. To be eligible applicants must be cities and towns, civic groups and organizations. Volunteers must be involved in the projects, and all tree projects using these funds must be on public property. Grants range from \$500 to \$3,000 and requires a 50/50 cash match. The deadline for grants is February 15 of every year. For more information, please contact Mark Hughes. A project many people would like to see cleaned up is Bitter Creek. A project on this scale will take a coordinated effort involving many volunteers. One grant that may be worth looking into is through the U.S. Environmental Protection Agency. The 5-Star Grant Program funds community-based partnerships for support of wetland and streamside restoration projects. Consideration for funding is based upon the program's educational and training opportunities for students and at-risk youth, the ecological benefits to be derived, and the project's other cultural and economic benefits to the community. A project in Casper (Garden Creek Wetland Restoration) won a 2003 grant.

**Resources:**

Mark Hughes  
Wyoming State Forestry Division  
1100 W. 22nd St.  
Cheyenne, WY 82002  
307/777-7586

U.S. Environmental Protection Agency  
Contact: Michele Soho  
202-857-0166  
Website: [www.epa.gov/owow/wetlands/restore/5star/03newsrel.html](http://www.epa.gov/owow/wetlands/restore/5star/03newsrel.html)

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Debbie Popp

**Theme:** Image

**Challenge:** Bad media hype of Rock Springs during the 80's boom period has continued to be a negative image problem today.

**Solution:** It is too bad that Rock Springs still deals with the bad image from an earlier boom period. I think the community has made strides to accentuate the positive, i.e. promoting "56 Nationalities," a mineral rich area, and a pleasant place to live. Rock Springs needs to continue its efforts to promote the positive aspects through many outlets. This will go a long ways to create a more powerful image and override the old negative image. I visited several web sites which would be logical places to search for tourism information on Rock Springs and the surrounding area to get an idea what is presently available. One area that may really help overcome this negative image is enhancing tourism opportunities. I have included some ideas in this area under the Economic.

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Debbie Popp

**Theme:** Image

**Challenge:** In several sessions the discussion of keeping spending dollars in Rock Springs rather than Salt Lake City or Denver. Then the discussion came up of poor customer service within the retail sector.

**Solution:** The Small Business Development Center offers Customer Service workshops. This is one of the cheapest investments a business can offer for training to its employees and one of the best things that businesses can do to retain customers. Please contact Bill Ellis for future workshops.

**Resources:**

Small Business Development Center  
Bill Ellis  
1400 Dewar Dr. Suite #205  
Rock Springs, WY 82901  
(307) 352-6894  
Toll Free in WY 800-348-5205  
Fax: (307) 352-6876  
e-mail: [bellis@uwyo.edu](mailto:bellis@uwyo.edu)

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Debbie Popp

**Theme:** Economic Evolution

**Challenge:** 2 million tourists visit the area and Rock Springs would like to capture more of their tourist dollars.

**Solution:** I mentioned earlier that I visited several web sites for the Rock Springs area. Then I put my vacation hat on (we are all tourists, at least a couple weeks of the year!) and I really looked at how easy it would be to plan a vacation to the Rock Springs area. The web sites do a good job to briefly describe what is available, but what I realized is the potential tourist would really have to work at putting together their own vacation planning. I think one of the main purposes to entice potential tourists is to do some of the work for them. Make it easy for them! Here are some ideas and some web sites to go to see what other states have done. There is a lot of competition out there and it is becoming increasingly more difficult. Include a “Travel Planner” or “Plan Your Vacation” link— For example, Albuquerque, New Mexico’s Convention and Visitor Bureau’s site goes further to help you plan your trip by themes: Art and History Trip; Natural History Trip; High Altitude Trip; High Desert Romance Trip; and Taste of Albuquerque Trip. When you click on one of these trips a sample itinerary of activities and events for Day 1, Day 2, and Day 3. Click on one of the above trips through the following link: <http://www.itsatrip.org/packages/> ; Allow potential tourists to browse by activity, i.e. “hunting,” “fishing,” “mountain biking,” “viewing wildlife,” etc. One site to view is the Montana Vacation and Travel Planner site: <http://www.visitmt.com/falcon/> ; Or provide tourists to browse by interest, i.e. “outdoor,” “family,” “romantic,” “winter,” and “discovery.” The Colorado Travel and Tourism site has an example of this: <http://www.colorado.com/> Hotels and restaurants are usually listed, but adding other businesses associated with outfitting, fishing guides, rafting, etc. will make it easier to book reservations as well as promote local services. On the Travel Alaska web site, the following example of Sportfishing refers potential tourists to businesses available in different regions of Alaska who provide this service: <http://www.sportfishinginalaska.com/>

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Debbie Popp

**Theme:** Economic Evolution

**Challenge:** Diversifying business/manufacturing sector to lessen the impact of the boom/bust cycle.

**Solution:** “Economic Gardening” is the buzz word for growing existing businesses and nurturing entrepreneurs and many communities are experiencing wonderful successes. The University of Wyoming/College of Business, the Wyoming Small Business Development Center and the Wyoming Business Council recently collaborated on implementing a Market Research Center (MRC) using the Littleton Colorado Economic Gardening model. The MRC provides market research and analysis, as well as,

Geographic Information Systems Services for Wyoming businesses. For more information on the MRC services, please contact Bill Ellis with the Small Business Development Center or Ray Sarcletti with the Wyoming Business Council. To gain a better understanding of “Economic Gardening,” I have listed some web sites which detail what is going on in other parts of the U.S. There may be some sources of inspiration that may appeal to this community. <http://www.sfedl.org/>  
<http://www.littletongov.org/bia/NewEcon/default.asp>  
<http://www.ci.berkeley.ca.us/sustainabledevelopment/ecobusiness/growyourbusiness.htm>

**Resources:**

Small Business Development Center  
Bill Ellis  
(307) 352-6894

Wyoming Business Council  
South West Regional Office  
Ray Sarcletti, Director  
1400 Dewar Drive, Suite 208A  
Rock Springs, Wyoming 82901  
[rsarcl@state.wy.us](mailto:rsarcl@state.wy.us)  
307-382-3163

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Debbie Popp

**Theme:** Economic Evolution

**Challenge:** Revitalizing the downtown area (old buildings) and upgrade the aging infrastructure.

**Solution:** Most likely you are already aware of the National Main Street Institute and some of the workshops and services that are available. If you are not aware of them, their mission is “Building professional skills in commercial district revitalization.” I would like to draw your attention to their conference scheduled in Albuquerque, New Mexico, May 9-12, 2004. The theme is “Revitalization Resources: Money, Places, Partners. An example of some of the topics that will be featured include: Financing mixed-use projects, CDC’s branching into commercial district revitalization, Housing development, Successful commercial building, and Innovative partnerships rehabilitation projects to name a few.

**Resources:** National Main Street Institute—[www.mainstreet.org](http://www.mainstreet.org)

**Theme:** Housing

**Challenge:** The need for a housing facility for homeless individuals and family.

**Solution:** One of the housing issues which came up during the listening sessions was the need for a homeless shelter. Gillette was able to build a nice facility through different funding sources. Carma Harston was the driving force behind this project. She drove this project from conception to realization. Contact the Way Station if this is a project that Rock Springs would like to undertake.

**Resources:**

COUNCIL WAY STATION  
114 4-J Road  
Gillette, WY 82718  
307-686-2730

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Debbie Popp

**Theme:** EconomicEvolution

**Challenge:** Several individuals expressed a need for a large events center to accomodate more activities, concerts, etc not only for people who live in the area but also to I/80 passerbys/tourists.

**Solution:** Probably community leaders are already aware of some of the larger event centers in other WY communities: Casper (Casper Events Center), Gillette (CamPlex), Cheyenne (The IKON Center). I would recommend a market research study to look at the feasibility of a large events center in this area. This study would look at potential market analysis, competition, event/activity trends as an example.

**Resources:** Please contact Bill Ellis or Ray Sarcletti to make a request of the Market Research Center.

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**Name:** Ron Siekert

**Introduction:** I would like to thank the people of Rock Springs for their gracious hospitality and for their openness in sharing their community with us. I left with a great appreciation of the city and surrounding area

**Theme:** Beautification

**Challenge:** Tree Planting Tree planting was one of the major themes that reoccurred in the course of our listening sessions. Again and again, people identified it, both in terms of complimenting the previous efforts and in identifying it as something they wished to see more of.

**Solution:** I would recommend that a local non-profit group be organized for the express purpose of tree planting in Rock Springs and the surrounding area. This group could be made up interested individuals and, more importantly, community service groups, fraternal organizations and youth groups that already exist and are seeking outlets and

projects to improve their community. This organization should immediately seek 501 (3) ( C ) status which will make it eligible for grant funding. As a short term goal this group could focus on obtaining the “TREE CITY GROWTH AWARD” which is an outgrowth of the “TREE CITY USA” program sponsored by the National Arbor Day Foundation. In the longer term, the tree group could become eligible for tree planting and beautification projects and grants from a variety of sources including some of those mentioned above. This group would be most effective if it could cooperate closely with the Planning and Recreation departments and would of course benefit from the active and enthusiastic support from the City and County.

**Resources:** While Rock Springs is a “Tree City USA” recipient from the National Arbor Day foundation, there are numerous other national foundations and organizations dedicated to promotion and expansion of urban forests and forestry. One of the most promising of these is the National Tree Trust ([www.nationaltreetrust.org](http://www.nationaltreetrust.org)). This organization has grants which not only help fund and promote tree planting but their “SEEDS” grants will help to pay basic organization costs (office space, postage, etc.). To access these monies, you will have to establish a local non-profit urban forestry group (club, organization) with a 501 (C) (3) designation and have it active for two years. Another excellent resource is Treelink ([www.treelink.org](http://www.treelink.org)). There sections on this site with excellent resources for non-profit groups, including grant sources, program ideas and technical resources. Other sources for tree planting grants and information include the National Urban Community Forestry Advisory Council,(accessible through TREELINK), the United States Forest Service ([www.fs.fed.us](http://www.fs.fed.us)) and American Forests ([www.americanforests.org](http://www.americanforests.org))

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Ron Siekert

**Theme:** Beautification

**Challenge:** Property clean-up was identified as another major theme we grouped under the heading of Beautification. Rock Springs suffers from the problems of past growth patterns. While government owned property (right of ways, parks, etc.) can be addressed directly, private properties present the more difficult problem.

**Solution:** Some of these problems might be addressed by a “City Pride” campaign urging ( and perhaps rewarding) private property owners to take pride in their cities appearance. The other side of the coin would be the drafting and enforcement of strong ordinances regarding attractive nuisances, property maintenance and upkeep, and standards for new construction. These are almost always unpopular measures, and this “stick” should be used advisedly. Perhaps the most important thing is to recognize that this problem has no good short-term solution. It is ultimately a matter of the publics’ attitude which will change only slowly and certainly not universally. A comprehensive, consistent and long-term approach will have the best chance of ultimately making a change. When it becomes generally unacceptable and condemned that a property looks like a minor junkyard, you will have success.

**Resources:** I believe the mechanism of a “CITY PRIDE” campaign can be left to local innovation. I might suggest that it be couched in some type of good-natured competition. Although I know that Rock Springs has been going through a process to address zoning and land use planning, there was great dissatisfaction expressed with the process by some. However, zoning and ordinances will be the only way to put any teeth in a clean up campaign. Most towns are finding that a master plan for growth and development allows them to make rational decisions that avoid conflicts and wasteful expenditures, preserve property values, solve existing problems and avoid future problems. Some good resources are [www.lwvmi.org/landusef](http://www.lwvmi.org/landusef) from the League of Women Voters in Michigan and [www.sustainable.doe.gov/landuse/luintro](http://www.sustainable.doe.gov/landuse/luintro) from the Department of Energy SmartCommunities network.

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Ron Siekert

**Theme:** Beautification

**Challenge:** The appearance of the I-80 entrances and exits of the city, which figure so prominently in first impressions, was another constant thread in the listening sessions.

**Solution:** While some people were aware that the City and the Wyoming Department of Transportation are cooperating to rebuild and improve these exits and that esthetics will be a part of these program, many were obviously not. Some further publicity regarding this program might be in order. Additionally, the City could concentrate some effort in the right of ways and public areas with plantings (trees, flowers, etc.) to enhance these critical points.

**Resources:** The city could publicize the upcoming work on the exits in the local paper. Concentration of plantings would be an action which city council could direct through the city.

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Ron Siekert

**Theme:** Beautification

**Challenge:** What to do with Bitter Creek was identified a major theme in the sessions. It presents problems in regards to development and aesthetically. We heard about the problems that property owners in the flood plain have with insurance, construction and resale; questions of public safety and of course its appearance.

**Solution:** In the short term, a cleanup program, utilizing volunteers would improve its appearance. The best suggestion for a long-term solution I can forward would be to follow the example of Rapid City SD and what it did with Rapid Creek. In 1976 a cloudburst caused a flash flood on Rapid Creek that was devastating to Rapid City. In the process of recovery, the City basically turned the entire length of the creek through the city into a greenway/park/recreation area along the 100 year flood plain., killing two birds with one stone. They have a beautiful and pleasing green space in the center of the

city that enhances livability and have addressed the problem of flooding from similar events. I am not saying that Rock Springs, with its climate and altitude, can just copy Rapid City, but it would be worthwhile to explore the potential. Instead of a “greenway” it might be a “wildlands park” with native and adapted introduced vegetation. This type of theme would probably be more adaptable as it would require less maintenance and reduce costs. There are difficulties inherent in the situation. As the creek is deeply incised, it might be necessary to reshape and then stabilize banks and apply some erosion control measures. Additionally, there probably would be some permitting required (such a Corps of Engineers). Other hurdles would of course involve acquiring the private property but, given the difficulties that the private landowners are having with insurance, construction and the like it might better serve both the city and the landowner to turn the land to this use. The watershed that feeds the creek cannot be radically modified and the floodplain will not change appreciably. Short of channelizing and confining the stream with walls (expensive and definitely not beautiful) you cannot eliminate the streams effect. By applying this conceptual “Judo”, it might be possible to turn this problem area into an asset for all.

**Resources:** The ordinance that was developed and used in Rapid City can be found at [WWW.co.pennington.ad.us/planning/fd100.htm](http://WWW.co.pennington.ad.us/planning/fd100.htm). They utilized input from the U.S. Army Corps of Engineers (which would have much to say regarding any similar process) and the flood insurance maps.

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**Name:** Karlene Sjoden

**Introduction:** First, thank you to the City of Rock Springs and its citizens for a very warm and big-hearted welcome. Your hospitality during the stay was outstanding and so very generous. Your comments provided during the listening session were thoughtful and insightful. You know where your community has been, where it is now, and where it's going. Truly, this is the "home of 56 nationalities" that are committed to each other and to the goals set forth by this assessment.

**Theme:** Housng

**Challenge:** The listening sessions revealed the need for affordable housing, rentals, an assisted living center for seniors and disabled, and a homeless shelter.

**Solution:** Affordable housing - Contact the Rock Springs Housing Authority for more information on public housing. Public housing, through HUD, was established to provide decent and safe rental housing for eligible families, the elderly, and persons with disabilities.

Rock Springs Housing Authority  
233 C Street  
Rock Springs, WY 82901 - 6220  
Phone Number (307) 352-1471  
Fax Number (307) 352-1471

How about owning your own home at an affordable cost? Habitat for Humanity's eligible "future" homeowners invest sweat equity along with volunteer labor and donations of money and materials. "Future" homeowners provide a downpayment and monthly mortgage payments. Habitat houses are sold to partner families at no profit, financed with affordable, no-interest loans. Monthly mortgage payments are used to build still more Habitat houses. Interested individuals and or organizations may want to investigate Habitat for Humanity. Habitat for Humanity International [HFHI] is a nonprofit, ecumenical Christian housing ministry. HFHI seeks to eliminate poverty housing and homelessness from the world, and to make decent shelter a matter of conscience and action.

Habitat for Humanity International  
121 Habitat Street  
Americus, GA 31709-3498  
Phone (229) 924-6935

Rentals - Listed here are the obvious solutions for existing rentals. Use apartment locators. Contact managers of apartment complexes. Look in the classified ads of the Daily Rocket Miner and Green River Star newspapers. Contact your local realtors or lenders [names and phone numbers taken from your local phone book]. Realtors may have rentals from time to time. Lenders may have foreclosures they may be willing to rent before the sale of the foreclosure. Rental contacts are provided in the Resource section. Assisted Living Center [seniors and disabled] and Homeless Shelter - Check out two USDA Rural Development [RD] loan and grant programs. RD can guarantee up to 90% of the community facility, [assisted living center or homeless shelter] loan to one or more of the local lenders. Contact the local RD office for the eligibility requirements benefits to the lender, customer, and community. RD makes loans for an eligible purpose such as an assisted living center or homeless shelter. Interest rates are set quarterly based upon the median household income of the service area of the project. Maximum terms on all loans are 40 years. Eligible entities include public entities, non-profit corporations, and Indian tribes. Contact RD for quarterly interest rate, other eligibility requirements, and benefits.

USDA Rural Development  
Linda Ziegler, Rural Development Manager  
625 Washington Street, Suite B  
P.O. Box 190  
Afton, WY 83110  
Phone (307) 886-9001, extension 4  
Fax (307) 886-3744  
e-mail: [linda.ziegler@wy.usda.gov](mailto:linda.ziegler@wy.usda.gov)

RD partners with other federal, state, and local agencies to fund various projects. The split may be 60% grant to 40% loan, 40% grant to 60% loan, 50% loan to 50% grant%. The other funding could be a grant through the Wyoming Business Council community development block grant funds or Wyoming Office State Lands and Investment funds.

Ray Sarcletti  
Wyoming Business Council Southwest Regional Office  
P.O. Box 1377  
Rock Springs, WY 82902  
Phone Number (307) 382-3163  
E-mail [rsarcl@state.wy.us](mailto:rsarcl@state.wy.us)  
Website: <http://www.wyomingbusiness.org>

Steve Achter  
Wyoming Business Council  
214 West 15th Street  
Cheyenne, WY 82002  
Phone Number (307) 777-2811  
Fax Number (307) 777-2838  
Email: [sachte@state.wy.us](mailto:sachte@state.wy.us)  
Web: <http://www.wyomingbusiness.org>

Brad Miskimins  
Wyoming Office of State Lands and Investments  
122 West 25 Street  
Cheyenne, WY 82002-0600  
(307) 777-7331

**Resources:**

APARTMENT LOCATORS 14 39th Street Rock Springs, WY Green River, WY (307) 382-5700 (307) 857-2800 APARTMENTS FOR RENT Canyon Townhouses Green Rock Village Apartments 500 Ironwood Street 700 Crossbow Drive Green River, WY Green River, WY Phone (307) 875-3529 Phone (307) 875-1616 Hafey Properties-JK Assoc. Imperial Plaza Apartments 123 Broadway 1697 Imperial Drive Rock Springs, WY Rock Springs, WY Phone (307) 382-6474 (307) 382-2751 Mansface Rentals Sundance Apartments 195 River View Drive 1430 East Teton Blvd. Green River, WY Green River, WY Phone (307) 875-3529 Phone (307) 875-7760 Sweetwater Heights The Villa 2160 Century Blvd. 1445 Uinta Drive Rock Springs, WY Green River, WY Phone (307) 382-6281 Phone (307) 875-3844 Walker's Motel 36 N 7th West Green River, WY Phone (307) 875-3567 NEWSPAPERS Daily Rocket Miner Green River Star 215 D 520 Wilkes Drive Rock Springs, WY Green River, WY Phone (307) 362-3736 Phone (307) 875-3103 REALTORS A-1 Realty (307) 382-8338 All Seasons Realty (307) 262-7575 Brokerage Southwest (307) 382-4831 Callas Realty (307) 382-7088 Castle Rock Realty (307) 875-6711 Crow Lori Baker REAlty (307) 382-7637 Desert Realty Brokerage (307) 875-7590 ERA The Home Finders (307) 382-8200 (307) 382-7090 Fossen Tom E GRI-RE PROS (307) 362-7767 Gibbs Debbie CRS-RE PROS (307) 362-7767 Heart 'N Home Realty (307) 362-4890 Home Finders The (307) 382-8200 Mountain Mortgage Centers (307) 382-9080 Real Estate Pros (307) 382-3194 RE/MAX Proeperties (307) 875-7590 Rendon Properties (307) 857-3958 Riley Maggie - Remax (307) 382-4831 Rock Springs Realty - (307) 382-2995 Skorup March (307) 362-4890 Skyview Development LLC

(307) 350-7923 LENDERS American National Bank of Rock springs Community First National Bank 2215 Foothill Blvd. 200 North Center Rock Springs, WY 82901 Rock Springs, WY Phone (307) 362-1234 Phone (307) 362-7840 Major Mortgage North Side State Bank P.O. Box 2225 601 North Front Street Rock Springs, WY 82901 Rock Springs, WY 82901 Phone (307) 362-6022 Phone (307) 362-5601 Rock Springs National Bank Rock Springs National Bank 1987 Dewar 333 Broadway Rock Springs, WY 82901 Rock Springs, WY 82901 Phone (307) 352-0500 Phone (800) 574-6611 or (307) 362-8801 State Bank of Green River Wells Fargo 30 Shoshone Avenue 1400 Dewar Drive Green River, WY 82935 Rock Springs, WY 82901 Phone (307) 352-5506 Phone (800) 574-6611 or (307) 352-5506

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Karlene Sjoden

**Theme:** Community Facilities & Activites 188

**Challenge:** During the listening sessions, we heard you say there is a need for a new senior citizen's center, youth center - indoor and outdoor - for infants to 20, and affordable access to existing facilities.

**Solution:** Senior Center - The current senior citizen's center is overcrowded. The new senior citizen's center is in process. BLM land has been applied for in 2002. The feasibility study is in process. The Board still needs the funding time line and completion time line to complete the BLM application. Funds can come from several sources such as donations, city, county, state and federal loans and grants as well as fundraising activities. Through USDA Rural Development (RD), the Board can access RD's community facility direct and or guarantee loan program. The purpose of these loan programs is developing essential community facilities for public use in rural areas and towns of up-to and including 20,000 population. Loans are made to public bodies, Indian tribes, or non-profit organizations. Funds are used to construct, enlarge, or improve community facilities for health, care, public safety, and public services. The RD community facility direct loan program offers low interest rates that are set quarterly and depend upon the median household income of the service area of the project. These loans are secured by bonds or notes pledging taxes, assessments or revenues. When state law permits, a mortgage may be taken on real and personal property. Maximum terms on all loans equal 40 years. The RD community facility guarantee loan program guarantees 90% of the loan made by a local lender for your project. The process time utilizing this program is less than that of other programs, thereby reducing inflationary increases to construction costs. You're establishing loan history with a commercial lender instead of the Government. Contact RD for more information on the Community facility direct and guaranteed loan programs.

Linda Ziegler  
USDA Rural Development  
625 Washington Street, Suite B  
P.O. Box 190  
Afton, WY 83110

Phone (307) 886-9001, extension 4  
Fax (307) 887-3744  
Email: [linda.ziegler@wy.usda.gov](mailto:linda.ziegler@wy.usda.gov)  
website: [www.rurdev.gov](http://www.rurdev.gov)

Bond Counsel can help you with the bond election process as well as give you advice on the best bonds for your project type. There are three bond companies in Wyoming:

Borthwick Law Firm  
1912 Capitol Avenue, Suite 506  
P.O. Box 1124  
Cheyenne, WY 82001  
Phone (307) 635-2433

Contact: Dean W. Borthwick Herschler, Freudenthal, Salzburg, & Bonds P.C.  
314 East 21st Street  
P.O. Box 387  
Cheyenne, WY 82003-0387  
Phone (307) 634-2240 Fax (307) 634-0336

Contact: Barbara E. Bonds Wiederspahn, Lummis, & Liepas, P.C.  
2020 Carey Avenue, Suite 700  
Cheyenne, WY 82001  
Phone (307) 638-6417  
Fax (307) 778-1628

Contact: Alvin Wiederspahn, Michael Reese

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Karlene Sjoden

**Challenge:** Youth Center - Indoor and Outdoor - During the listening sessions we heard "there's nothing to do" and "there's no place to hang out" from the youth and adults speaking on behalf of the youth. Activities from a skateboard park to a paintball facility to just someplace to go were mentioned. First, please take advantage of the natural resources and manmade facilities in Rock Springs and Sweetwater County. Flaming Gorge, Rock Springs Recreation Center, Rock Springs Civic Center, Rock Springs Historical Museum, Western Wyoming Community College, numerous city parks, community events at the Sweetwater County Complex, the existing skateboard park, various youth organizations, and your schools have activities scheduled. The Chamber of Commerce has many of the above brochures.

Contact the chamber at: Dave Hanks, Director Rock Springs Chamber of Commerce  
1897 Dewar Drive  
P. O. Box 398  
Rock Springs, WY 82901  
Phone (307) 362-3771

Website: [www.rockspringswyoming.net](http://www.rockspringswyoming.net)

Second, the goal of a community-wide youth center is achievable through your commitment, determination, hard work, and time. Begin with a group of youth and adults. You may decide there are existing buildings that could be utilized as a youth center. Check out the existing vacant buildings. Conduct an assessment or survey of what the youth of Rock Springs want for and at the youth center. Hold informational meetings at several locations to report on the results of the survey and throughout this process. Ask for volunteers to form sub-committees or sub-groups to research items requested in the survey, where the funds will come from, fundraising efforts, operating and maintenance, fees to use the youth center, and sub-groups as necessary. Funds come from many sources: donations, fundraising efforts, various government agencies, and non-profit organizations. RD, through the use of community facility direct loan program offers loans to public entities, Indian tribes, and non-profit organizations at low interest rates for a maximum term of 40 years. The purpose of these loans is to construct, enlarge, or improve community facilities for health care, public safety, and public services.

Contact USDA Rural Development at:

Linda Ziegler

USDA Rural Development

625 Washington Street, Suite B

P.O. Box 190

Afton, WY 83110

Phone (307) 886-9001, extension 4

Fax (307) 886-3744

Email: [linda.ziegler@wy.usda.gov](mailto:linda.ziegler@wy.usda.gov)

Website: [www.rurdev.gov](http://www.rurdev.gov)

The Foundation Center has a website of foundations that grant to individuals or non-profit organizations for various purposes. The website address is: [www.fdncenter.org](http://www.fdncenter.org). Contact the Rural Information Center [RIC] for more information on federal funding sources:

USDA Rural Information Center, National Agriculture Library

10301 Baltimore Avenue, Room 304

Beltsville, MD 20705-2351

Phone (800) 633-2351

Email: [ric@nal.usda.gov](mailto:ric@nal.usda.gov)

Website: <http://www.nal.usda.gov/ric>

Affordable access - Some of the existing facilities do have affordable access to their facilities. As an example, the City of Rock Springs Parks and Recreation Department tells us what their fees are in the general information section of the 2003 fall and winter guide. Daily fees for children five and under are free. Daily fees for youth six to eighteen equal \$2.25. Adults pay \$4.25 for daily use. Senior Citizens pay \$1.50 for daily use. Full time students, with ID, pay \$2.25 for daily use. It is more cost effective to pay membership

fees by the month, six-months, or for one year. Membership fees are reasonable. Youth fees for one month equal \$17.00, which equals fifty-six cents per day. Single fees for one month equal \$33.00, which equals \$1.10 per day. Family fees for one month equal \$1.83 per day. Senior fees for one month equal \$12.00, which equals forty cents per day. The city parks can be reserved with no rental fee. Activities supported by the City of Rock Springs such as baseball/softball, basketball, and other sports organizations may have fees. Contact the Parks and Recreation Department at 352-1440 for a list of sports organizations and their fees.

**Resources:** Other resources are: The Rural Information Center [RIC] [a joint project between USDA Cooperative State Research, Education & Extension Service and the National Agricultural Library [NAL] can provide customized information products to specific inquiries including assistance in economic revitalization issues, local government planning projects, funding sources, and other related issues. The publication "Federal Funding Sources For Rural Areas" lists available funding resources from the Federal agencies for 2003. Obtain the publication by writing, calling, or emailing the following:

USDA Rural Information Center, National Agriculture Library  
10301 Baltimore Avenue, Room 304  
Beltsville, MD 20705-2351  
Phone (800) 633-2351  
Email: [ric@nal.usda.gov](mailto:ric@nal.usda.gov)  
Website: <http://www.nal.usda.gov/ric>

Mayor Timothy Kaumo  
City of Rock Springs 212 D Street  
Rock Springs, WY 82901  
Phone (307) 352-1510  
Fax (307) 352-1516  
Email: [tim\\_kaumo@rswy.net](mailto:tim_kaumo@rswy.net)

Sweetwater County Commissioners  
John Pallesen, Ted Ware, Joe Oldfield  
Sweetwater County Courthouse  
80 West Flaming Gorge Way  
Green River, WY 82935  
Phone (307) 872-6338

List of banks located in Rock Springs and Green River [may not be all inclusive]  
American National Bank, 2215 Foothill Blvd., Rock Springs (307) 362-1234

Community 1st Nat'l. Bank, 200 N. Center, Rock Springs (307) 362-7840

Major Mortgage [SFH housing], P.O. Box 2225, Rock Springs (307) 362-6022

North Side State Bank, 601 North Front Street, Rock Springs (307) 362-5601

Rock Springs National Bank, 1987 Dewar, Rock Springs 352-0500

Rock Springs National Bank, 333 Broadway, Rock Springs 362-8801 or (800) 574-6611

State Bank of Green River, 30 Shoshone Ave., Green River (307) 875-5070

Wells Fargo, 1400 Dewar Drive, Rock Springs (307) 352-5506 or (800) 574-6611

The Community Development Block Grant program is managed through the Wyoming Business Council at:

Steve Acther, Director

Community Development Block Grant Program

214 West 15th Street

Cheyenne, WY 82003

Phone (307) 777-2811

Email: [sachte@state.wy.us](mailto:sachte@state.wy.us)

Website: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

The Foundation Center's website is also helpful. It lists the foundations that are available to help individuals and non-profit organizations. The website address is:

[www.fdncenter.org](http://www.fdncenter.org)

Western Wyoming Community College

2500 College Drive P.O. Box 428

Rock Springs, WY 82901

Phone (307) 382-1600

Fax (307) 382-1636

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Karlene Sjoden

**Introduction:** Managing growth is a catalyst for organizing change in a community. Rock Springs is growing as evidenced by additional mining extraction which brings new construction in retail, other businesses, residential areas, and people, that require additional infrastructure. How do we manage the growth? How do we prepare for the "boom and bust" cycle?

**Theme:** Growth Management

**Challenge:** The challenge then is to decide what you want for Rock Springs future. Several times during the listening sessions, we heard "we need zoning. We need a land use plan. We need an economic development plan. We need to cooperate with Green River, the surrounding areas, and Sweetwater County. We need to prepare for the "boom and bust" cycle".

**Solution:** Develop a comprehensive plan [The Plan] that is flexible enough to manage the growth and change that Rock Springs is and will experience in the next 5, 10, 20

years and beyond. The Plan takes your vision for Rock Springs and turns it into specific actions. Incorporate the land use plan and economic development plan into The Plan. Involve individuals, city, county, state and federal agencies. The majority of these individuals and entities have technical assistance and funds available for planning purposes. Utilize this assessment for planning, implementing, and evaluating The Plan. Major components of a comprehensive plan include: 1) Vision Statement, 2) Community Assessment, 3) Goals, 4) Strategies - how will we achieve our goals? and 5) Evaluation process. For economic development planning - USDA Rural Development [RD], has a grant program available through the Rural Business Opportunity Grant Program [RBOG]. The purpose of the program is to promote sustainable economic development in rural communities with exceptional needs. This is accomplished by making grants to organizations to provide for economic development planning, technical assistance, or training activities that improve economic conditions in rural areas.

Contact Linda Ziegler  
USDA Rural Development  
625 Washington Street - Suite B  
P.O. Box 190  
Afton, WY 83110  
Phone (307) 886-9001, extension 4  
Fax (307) 886-3744  
Email: [linda.ziegler@wy.usda.gov](mailto:linda.ziegler@wy.usda.gov)  
RD Website: [www.rurdev.usda.gov](http://www.rurdev.usda.gov).

For technical assistance, the Office of Community Development's website offers publications, tech notes, presentations, and links to various websites. Contact:

USDA Rural Development Office of Community Development Reporter's Building  
Room 701 300 7th Street, SW  
Washington, DC 20024  
Phone: 1-800-645-4712  
Website: <http://www.rurdev.usda.gov/ocd>

Through the community development block grant program, Wyoming Business Council offers a grant program for planning. The Small Business Development Center can offer technical assistance in creating The Plan. Contacts are:

Ray Sarcletti, Southwest Region Director  
Wyoming Business Council  
1400 Dewar Drive, #205  
Rock Springs, WY 82901  
Phone (307) 382-3163  
Fax (307) 382-3217  
Email: [rsarcl@state.wy.us](mailto:rsarcl@state.wy.us)  
Website: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

Steve Achter, Director  
CDBG Program Wyoming Business Council  
214 West 15th Street  
Cheyenne, WY 82002  
Phone (307) 777-2811  
Email: [sachte@state.wy.us](mailto:sachte@state.wy.us)

Bill Ellis  
Wyoming Small Business Development Center  
1400 Dewar Drive, Suite #205  
P.O. Box 1168  
Rock Springs, WY 82902  
Phone 1 (800) 348-5205  
Email: [bellis@wyo.edu](mailto:bellis@wyo.edu)  
Website: [www.uwyo.edu/sbdc](http://www.uwyo.edu/sbdc)

**Resources:**

Patricia Robbins, Director  
Sweetwater County Economic Development Association [SWEDA]  
1400 Dewar Drive, Suite 205A  
Rock Springs, WY 82902  
Phone (800) 803-6362  
Phone (307) 352-6874  
Fax (307) 352-6876  
Email: [parobbin@wyoming.com](mailto:parobbin@wyoming.com)  
Website: [www.sweda.net](http://www.sweda.net)

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Karlene Sjoden

**Theme:** Economic Evolution

**Challenge:** Expanding retail opportunities and diversification of businesses are two challenges facing the community and jobs for youth.

**Solution:** USDA Rural Development [RD] offers business and industry loan guarantees and rural business and enterprise grants. These RD programs offer the customer additional funding opportunities to expand existing or bring in new business diversification. The main purpose of the Business and Industry loan guarantee is to create and maintain employment and improve the economic and environmental climate in rural communities. This is achieved by expanding the existing private credit structure capability to make and service quality loans to provide lasting community benefits. Benefits to the business are higher loan amounts, strengthens the loan application, less equity injection, lower interest rates and longer repayment terms assist businesses that may not qualify for conventional lender financing. Benefits to the lenders provides them with another tool to expand their loan portfolio, improve the economy and quality of life in rural communities, the guaranteed portion of the loan is protected against loss by a

Federal guarantee. Eligible customers are any legal entity, including individuals, public and private organizations, and federally recognized Indian Tribes. The Rural Business Enterprise Grant Program {RBEG} makes grants to finance and facilitate development of small and emerging private business enterprises in rural areas of cities up to 50,000 population. Priority is to applications for projects in open country, rural communities and towns of 25,000 and smaller, and economically distressed communities. The grants include grants made to third party lenders to establish revolving loan programs or provide technical assistance. Eligible third party lenders are public bodies and private nonprofit corporations. Eligible purposes include technical assistance and parking areas. Because grant funds are limited, this program works really well for cottage-type industries. This could also give the youth an opportunity to start their own business. Northeast Wyoming Economic Development Corporation [NEWEDC] receives grant funds successfully each year. For more information on RD's programs contact

Linda Ziegler  
USDA Rural Development  
625 Washington Street, Suite B  
P.O. Box 190  
Afton, WY 83110  
Phone (307) 886-9001, extension 4  
Fax (307) 886-3744  
Email: [linda.ziegler@wy.usda.gov](mailto:linda.ziegler@wy.usda.gov)  
Website: [www.rurdev.usda.gov](http://www.rurdev.usda.gov)

**Resources:** Contact the North East Wyoming Economic Development Corporation for information on the types of businesses that are successful in receiving the rural business enterprise grants. NEWEDC phone number is (307) 686-2603.

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**Name:** Jody Levin

**Introduction:** Thank you for the wonderful hospitality and for inviting the Resource Team into your community. This is the first assessment I have participated in and I thoroughly enjoyed listening to residents discuss issues of importance to your community. Since I grew up in Pinedale, I have spent much time in Rock Springs and always feel at home in southwest Wyoming. We hope our advice and resources will help you accomplish your goals. It is evident that you already have tremendous momentum that will enable you to use this report, set priorities and capitalize on your willingness to improve your community. Best of luck!

**Theme:** Infrastructure

**Challenge:** Challenge: Who Pays for Infrastructure Improvement? From comments made throughout the listening session, it appears that residents regard infrastructure as both a strength and a weakness. An underlying theme was a concern over who pays for

infrastructure improvements. If residents were asked to fund the improvement, support for the proposed project declined. If private industry was responsible for the improvement, the resulting infrastructure was scattered. Many recognized that the budgets of local government were inadequate to meet infrastructure demands. The cost to businesses of being required to over-build facilities and problems associated with entities not working together -- utility companies and developers; utility companies and city managers – could be resolved with increased communication.

**Solution:** Develop a coordinated plan that seeks to improve communication among entities installing infrastructure and includes a prioritized list of improvements. The first step should be to assess needs versus what is currently available or in place. Projects regarding public safety should be your top priorities. Infrastructure priorities should also be measured against the city's master plan to ensure that planned projects are meeting future goals. Using a coordinated approach may even reveal opportunities for public/private partnerships. The plan should be the responsibility of city government, but it must include updates from private industry and local residents. Include the City of Green River and Sweetwater County government on projects that span beyond Rock Springs city limits.

**Resources:** The Mayor's Office and the City Planner offer the best options for ensuring that up to date information is available when planning for infrastructure improvements.

Contact:

Mayor Timothy Cuomo  
212 D. Street  
Rock Springs, WY 82901  
(307) 352-1510  
(307) 352-1516 fax

Laura Crandall, City Planner  
212 D. Street  
Rock Springs, WY 82901  
(307) 352-1510  
(307) 352-1516 fax

Mike Rickabaugh, Planning/Zoning Director  
212 D. Street  
Rock Springs, WY 82901  
(307) 352-1510  
(307) 352-1516 fax

Mayor David Gomez  
50 East 2nd North  
Green River, WY 82935  
(307) 872-0500  
(307) 872-0566 fax

Sweetwater County Commissioners  
Alice Tielborg  
80 West Flaming Gorge Way  
Green River, WY 82935  
(307) 872-6338  
(307) 872-6349 fax  
alidet@swcmail.co.sweet.wy.us

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Jody Levin

**Theme:** Infrastructure 185

**Challenge:** Challenge: Water Line Extension/Sewer Line Extension; Streets, roads and sidewalks During the listening sessions it was evident that residents believe basic infrastructure is adequate and in good shape. Expanding and replacing infrastructure was identified as a critical project because current facilities were thought to be, in part, inhibiting economic and residential development. Replacing the wastewater treatment plant was mentioned repeatedly, as were extending water and sewer lines. Development of water and sewer lines as a mechanism to promote in-fill growth was offered as one solution for directing development in a controlled pattern rather than scattered development that increases utility costs. Maintenance of streets and sidewalks was also identified as a strength in the community. However, residents recognized the need to replace and in some instances modernize present structures. Individuals often stated the roadways were not up to par and in need of repair. Two intersections were directly mentioned as causing traffic problems – Elk Street and Stagecoach, Dewar Drive and Sunset.

**Solution:** Again, a prioritized list should be developed that first considers any threat to public safety. If structures are threatening public safety, communicate those concerns to the Wyoming Department of Transportation. Be prepared to provide statistics that substantiates your claim. Next, consider those projects that meet an objective identified through your Master Plan. It could be an in-fill project, a commercial area that currently has inadequate facilities or an area targeted for residential development. The Community Development Block Grant, administered through the Wyoming Business Council, has an infrastructure grant component. The purpose of economic development infrastructure is to provide public improvements, such as the extension of water and sewer lines, to sites for the benefit of a specific business. Counties and incorporated cities and towns are eligible to apply for CDBG funds. The Environmental Protection Agency (EPA) provides both direct and indirect assistance in the area of municipal wastewater treatment technologies. Direct assistance includes one-on-one discussions about design, operation and maintenance of systems, and the identification and solution of problems. Indirect assistance includes support for the development of regulations; technical information; guidance, assessments, evaluation, and cost estimates for the design, construction, and operation and maintenance of municipal wastewater treatment facilities. The Office of State Lands and Investments administers several programs that provide grants and loans to governmental entities for capital investments. The types of projects that are typically

financed by these programs include water and sewer projects, and street and road projects. The Wyoming Community Foundation and the Wyoming Community Network are both interested in helping communities work on projects identified as priorities through the assessment process. Transportation Funding Programs is a publication by the Wyoming Department of Transportation (WYDOT) that lists approximately 30 programs available to local governments for planning, construction, scenic byways and other transportation projects. Funding is also available through the Highway Safety Program for dangerous intersections that threaten public safety.

**Resources:**

Steve Achter, Director  
Investment Ready Communities  
Wyoming Business Council  
214 W. 15th Street  
Cheyenne, WY 82002  
307 777-2811  
307 777-2838 fax  
[sachter@state.wy.us](mailto:sachter@state.wy.us)

Environmental Protection Agency  
Ariel Rios Building  
1200 Pennsylvania Avenue, N.W.  
Washington, DC 20460  
(202) 272-0167

Federal Catalog of Domestic Assistance  
[www.cfda.gov](http://www.cfda.gov)

State Lands and Investments Board  
122 West 25th Street  
Herschler Bldg, 3rd Floor West  
Cheyenne, WY 82002  
307 771-7331  
<http://lands.state.wy.us/>

Wyoming Community Foundation  
Susie Scott Mullen, Vice President of Programs  
(307) 577-0648  
[Susie@wycf.org](mailto:Susie@wycf.org)

Wyoming Community Network  
Mary Randolph  
2219 Carey Avenue  
Cheyenne, WY 82002  
(307) 777-6430  
(307) 777-6593 fax

[mrand@state.wy.us](mailto:mrand@state.wy.us)

WYDOT  
Rich Douglas, Local Government Coordinator  
5300 Bishop Blvd.  
Cheyenne, WY 82009  
(307) 777-4384

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Jody Levin

**Theme:** Infrastructure 185

**Challenge:** Challenge: Telecommunications The need for additional telecommunications infrastructure was mentioned throughout the listening sessions. Comments focused around the desirability of advanced, high speed data products, the completion of the proposed fiber project and the elimination of long-distance calling between Rock Springs and Green River. Telecommunications is seen as imperative to keep Rock Springs “connected” to other communities, in addition to attracting businesses and youth.

**Solution:** Assess what services are currently in place and do not let misperceptions create a negative image for your community. It is readily apparent that the Joint Powers Board proposed fiber project has caused controversy over issues such as: government competition with the private sector, the overall cost of the project to residents and the use of media to influence people’s decisions. Turn this experience into a positive result by initiating a forum to discuss opportunities for a public/private partnership. The Wyoming Business Council, or the Wyoming Rural Development Council can assist in moderating the discussion. Several comments indicated that high-speed data products were not available in Rock Springs. In July, Qwest deployed a low-cost, high-speed data product called DSL (Digital Subscriber Line). DSL is copper-based technology resulting in internet speeds that are at a minimum, 10 times faster than dial-up. The perception that fiber-based technology is needed for high-speed data products should not discount what is currently available to residents and business. In areas not being served by business, a public/private partnership could result in greater service coverage at a fraction of the cost. The elimination of long-distance calling between Rock Springs and Green River was also mentioned in the listening sessions. As the incumbent carrier in the market, Qwest can not eliminate the long-distance charge without a request from residents or local government. Since the impact must be revenue neutral to Qwest, the requesting entity must also approve the increased cost to subscribers’ monthly bills. Rock Springs and Green River City Councils’ have initiated this request and Qwest is currently assessing the cost to eliminate the long-distance charge. Once the study is completed, the City Council members will need to approve the monthly fee. The National Telecommunications and Information Administration’s (NTIA) Technology Opportunities Program (TOP) is a highly-competitive, merit-based grant program that brings the benefits of digital network technologies to communities throughout the United States. TOP grants have played an important role in realizing the vision of an information

society by demonstrating practical applications of new telecommunications and information technologies to serve the public interest.

**Resources:**

Wyoming Business Council  
Ray Sarcletti, Regional Director/South West Region  
307-382-3163

Wyoming Rural Development Council  
Mary Randolph  
2219 Carey Avenue  
Cheyenne, WY 82002  
(307) 777-6430  
(307) 777-6593 fax  
[mrando@state.wy.us](mailto:mrando@state.wy.us)

Jody Levin, Qwest – Public Affairs Manager  
6101 Yellowstone Road, Room 310  
Cheyenne, WY 82009  
(307) 771-6843  
(307) 771-7603 fax  
[jody.levin@qwest.com](mailto:jody.levin@qwest.com)

U.S. Department of Commerce National Telecommunications and Information  
Administration  
1401 Constitution Ave, N.W.  
Washington, D.C. 20230  
(202) 482-7002

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Jody Levin

**Theme:** Housing

**Challenge:** Affordable Housing The need for affordable housing was heard repeatedly by the assessment team. Participants felt the shortage existed across income levels, but focused on entry level housing. Comments indicated that housing costs are higher in Rock Springs, in part because of the wages and salaries paid in the mining industry. As a result, individuals not employed in the mining industry, are being priced out of the housing market.

**Solution:** Communities across Wyoming are experiencing similar problems, particularly those with rapid growth such as Jackson and Pinedale. Affordable housing is also an issue for the Wind River Indian Reservation. Some communities have worked with developers to set aside a certain percentage of houses for affordable purposes. Other communities have focused on securing assistance through government programs to subsidize housing costs. The Wyoming Community Development Authority (WCDA)

offers a variety of programs to address affordable housing needs. Programs are available to individuals, communities and developers. WCDA has recently released a mortgage purchase program for newly constructed homes in Wyoming. This program allows for both first time homebuyers and non-first time homebuyers to finance a newly constructed home at very attractive interest rates. Lower income and purchase price limits apply to this program. WCDA also administers the HOME Investment Partnership Program which targets projects for low- and very-low-income persons. Funds may be used for rental housing production and homeowner rehabilitation anywhere in Wyoming. The state, WCDA, local governmental entities and nonprofits will be required to contribute a non-federal match of up to 25% of all federal funds received under the HOME program. Fannie Mae offers a number of products and services that target those with special housing needs, including seniors, people with disabilities and rural residents. Assistance is also available for companies and organizations striving to address the demands of today's workforce while expanding home-buying opportunities for employees. Fannie Mae's programs are designed to help borrowers overcome the two primary barriers to homeownership: lack of down payment funds and qualifying income.

**Resources:**

Wyoming Community Development Authority  
P.O. Box 634  
Casper, WY 82602  
(307) 265-0603  
(307) 266-5414 Fax  
[info@wyomingcda.com](mailto:info@wyomingcda.com)  
<http://www.wyomingcda.com>

Randy Dancliff  
Fannie Mae Wyoming Partnership Office  
2424 Pioneer Avenue, Suite 204  
Cheyenne, WY 82001  
(307) 432-5501  
(307) 432-5510 Fax  
<http://www.fanniemae.com/partnershipoffices/wyoming>

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Jody Levin

**Theme:** Beautification

**Challenge:** Beautification Assessment members heard the desire for Rock Springs to undertake beautification projects, particularly in the downtown area. Participants expressed concerns that the community appears unattractive and as a consequence, the visual component is driving away tourists and business. Project suggestions ranged from repairing and painting old buildings, to planting flowers and trees, to picking up trash and removing weeds.

**Solution:** Many residents expressed appreciation for the Mayor’s attention to the problem and his current work on improving the visual aesthetic component of your community. Capitalize on present momentum. Organize round two of a community effort devoted to beautification projects. Start with the basics such as picking up trash and old tires. These types of projects do not require substantial resources, just volunteers. After basic “clean up” projects are completed, set priorities for more intensive capital projects such renovating buildings and planting trees. The Laramie Economic Development Corporation (LEDC) has undertaken the responsibility for beautifying the City of Laramie. Their projects range from trash pick up to creating scenic entry ways into the community. LEDC has been successful in securing financial resources to pay for the beautification expenses and in soliciting help from the community.

**Resources:**

Tim Stamp  
Laramie Economic Development Corporation  
1482 Commerce Drive, Suite A  
Laramie, WY 82070  
(307) 742-2212  
(307) 742-8200 Fax  
LEDC@laramiewy.org <http://www.laramiewy.org>

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Jody Levin

**Theme:** Growth Management

**Challenge:** Growth Management Listening session participants expressed frustration that the city’s master plan is outdated, which has resulted in inconsistent zoning and scattered development. Establishing a vision for the community was heard repeatedly, as residents want a comprehensive land use plan to meet an overall objective. Planning for growth and economic development were discussed as components that should and need to be included in the master land use plan.

**Solution:** Developing comprehensive land use plans can be an expensive undertaking for communities. The Wyoming Community Network administers the Wyoming CommunityViz Partnership, which is a competitive grants program that links communities with CommunityViz software, in addition to providing financial and technical assistance for project completion. CommunityViz is a collection of software tools and services that enable you to model land-use scenarios, to quantify and compare their impacts and to visual the results in 3-D. The CommunityViz Partnership is a tremendous asset to communities and local planners because it allows you to test scenarios for land use development before on-the-ground implementation begins. CommunityViz also provides for citizen involvement and by using illustrative graphics, participants gain a broader understanding often leading to greater support for project implementation.

**Resources:**

Wyoming Community Viz Partnership  
Wyoming Community Network  
Mary Randolph  
2219 Carey Avenue  
Cheyenne, WY 82002  
(307) 777-6430  
(307) 777-6593 fax  
[mrando@state.wy.us](mailto:mrando@state.wy.us)

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**Name:** Emily Quarterman - Genoff

**Introduction:** As a community health planner and “resource specialist,” I have worked with most Wyoming counties to some degree on medical care delivery systems, health education, wellness and health promotion, strategic planning, community mobilization, data gathering and utilization, resource identification and “mining” (volunteerism, grantwriting, etc.) meeting facilitation and evaluation. I am always interested in helping communities work toward better health economically, physically, emotionally and particularly medically. I have seen communities work collectively in Wyoming toward change, and make it happen. Often, however, the process takes longer than expected, progress is difficult to see at times and compromises and sacrifices have to be made along the road to success. Sometimes changes that are small and cost next to nothing can be as impactful as those that are large, facility-based and expensive. Both are important. I cannot remind communities enough that the process is at times as critical as the end result; building the relationships and the foundation for change is what makes change adaptable to the times. A solution to the problems today will mean there will have to be solutions to new problems, either because the first layer of irritation has been scraped away and the deeper source of pain is revealed, or because with every change there are “consequences” (positive and negative) that must be absorbed and taken into consideration. I am made available by state government to assist with community health planning and can be reached in the Wyoming Department of Health Office of Rural Health, (307) 777-8938, [egenof@state.wy.us](mailto:egenof@state.wy.us).

**Theme:** Health

**Challenge:** Substance abuse, particularly methamphetamine and alcohol abuse, were cited by many in the listening sessions as a challenge that is hurting the community’s mental, emotional, physical and economic health. A sample of the comments related to substance abuse made during the “challenges” portions of the listening sessions where people were encouraged to cite issues of concern in the community are as follows: “Huge growth in meth use in the community that has to be addressed – substance abuse effects our employment, work-related injuries, youth problems,” “Large drug problem – very obvious in the schools,” “Drug abuse and acceptance of alcohol in the area,” “Substance abuse of people of all ages,” “Not enough recreation for kids leads to alcohol and drug abuse,” “Too much alcohol consumption,” “Community feels that lack of community pride leads to drug and alcohol abuse,” “More strict punishment for drunken driving,” “Fewer bars.”

**Solution:** There are a "policy shifts" that may result in change in the culture around drinking. Closing drive-up windows at liquor stores has become a means in some states of curtailing the practice of drinking while driving; other states' residents have been known exclaim in surprise at the availability of alcohol at drive-up windows in Wyoming. Another policy, if not already in existence, might be to invest in the rigid enforcement of carding at bars, package liquor stores, and restaurants with liquor licenses to discourage underage drinking. Rock Springs is already participating in training for alcohol servers designed to educate them about the importance and best means of discouraging teen drinking and over-consumption of liquor in general. A community marketing campaign intended to discourage the acceptability of binge drinking (and one that promotes the acceptability of not participating in binge drinking) is a way to encourage a local shift in values. It is important, however, to have alternatives available to those who have come to rely on alcohol and bars and parties for recreation – particularly youth. And youth know best what their generation finds more thrilling, so therefore should be called upon to design and implement those alternatives. A 24-hour youth center at the community college with activities selected by a diverse student activity board that changes every year as new students arrive will help maintain a thriving place teens and young adults will want to congregate in. There needs to be recognition that teen interests shift over time; the skateboard park that suited youth five years ago is not going to be sufficient for today's "extreme sport" enthusiasts. Movies shown at the college not available at local theaters but that are favorites of teens could be shown in the youth center at midnight, a time when youth are still eager to congregate but nothing much is open but bars and convenience stores elsewhere in town. Teens could be paid to work in the center, in addition to serving as volunteers on the activities board. Shifting Wyoming's adult culture away from alcohol use and abuse is critical to changing children's ways. This is an area where churches can help. There are many more faith-based initiative grants available now than in the past. Activities for families and adults intended to encourage positive social relationships without alcohol can be church-based or church-organized, even if held in a community center where general public participation is likely to be higher. In addition to backing the taxes needed to support federal and state initiatives to reduce and prevent drug and alcohol abuse, Wyoming communities need to support cost-free self-help programs like Alcoholics Anonymous, Al-Anon (for families and friends of people who are alcoholics), Narcotics Anonymous and Nar Anon by creating meeting places for them that are "user friendly" to people of all income and age brackets, and encouraging people to call NA and AA hotlines when they or friends and family members are in need of help. These organizations are international and work hard to maintain ongoing recovery resources to people in every living situation. The Wyoming Department of Health and the state Division of Criminal Investigation in the Attorney General's Office are working on the methamphetamine problem in Wyoming and need to be contacted for technical assistance at the local level. My final recommendation is that a coalition could be formed specifically to address drug and alcohol use in Rock Springs, or the Sweetwater County health coalition could be asked to add drug and alcohol use to the initiatives it is working on. A broad-based coalition of the community's leaders and policymakers representing the city council, county commission, law enforcement, schools and the college, health and social services, faith community,

grant makers (United Way, government), parents and other interested citizens that determines a set of specified goals that can be accomplished with and without additional funding will make change happen.

**Resources:** The White House Office of Faith Based Initiatives, <http://www.whitehouse.gov/government/fbci/>, is focusing its efforts on the following populations: at-risk youth, ex-offenders, homeless, hungry, substance abuses, those with HIV/AIDS, and welfare-to-work families. An extensive list of grant resources is available on the White House web site. Wyoming Department of Health Substance Abuse Division (SAD) (<http://sad.state.wy.us/>) and Wyoming Attorney General's Office Division of Criminal Investigation (<http://attorneygeneral.state.wy.us/dci/index.html>) are working hard to address communities' needs related to methamphetamines. The Department of Health's SAD can help communities with policy shifts, social marketing, funding for youth-directed programs, and treatment and counseling for drugs and alcohol, and works with law enforcement agencies via the state Underage Drinking Grant and other programs. DCI has a methamphetamine initiative. For more information, contact Substance Abuse Division: Director Diane Galloway (307) 777-6494 and DCI Director Kurt Dobbs (307) 777-7181, to ask how Rock Springs can work with state government to further mutual better health through the reduction of substance use and abuse among specific populations. Rock Springs and other Wyoming communities are participating in TIPS (Training for Intervention Procedures), a program that teaches servers, sellers and consumers of alcohol to prevent intoxication, drunk driving and underage drinking. Nine focused programs are taught by certified TIPS trainers in all 50 states and internationally. At [www.gettips.com](http://www.gettips.com), more information is available about how to train servers. The National Institute on Alcohol Abuse and Alcoholism (NIAAA) has a web site specifically aimed at helping colleges change their cultures to reduce and prevent alcohol abuse (<http://www.collegedrinkingprevention.gov/>). Numerous studies and recommendations can be found there. The NIAAA and other federal agencies have helped fund another web site, "How does alcohol affect the world of a child," (<http://www.alcoholfreechildren.org/gs/pubs/html/Stat.htm>), which provides information that can be used to education the community about the harm that can be caused by alcohol consumption. The Science Behind Drug Abuse is an interactive Web site containing information about addiction and drug abuse geared specifically for adolescents ages 11 to 15. The Web site is the newest component of the NIDA (National Institute on Drug Abuse) Goes Back to School initiative, an effort to change the way students and teachers receive information in their classrooms about the health effects of drug abuse. The Web site (<http://www.teens.drugabuse.gov>) contains age-appropriate facts on drugs, real stories about adolescents and drug abuse, games, take-home activities, and a question-and-answer forum. It is intended to keep students informed of the latest research findings and to spark their general interest in the biological sciences as a possible career choice. Most 12-step groups have web sites: Alcoholics Anonymous, <http://www.alcoholics-anonymous.org/>; Narcotics Anonymous, <http://www.na.org/>; Al Anon and Alateen, <http://www.al-anon.alateen.org/>; and Nar Anon, <http://www.syix.com/mleahey/United/>. The federal government funds numerous local and national efforts to reduce and prevent substance abuse and those can be researched at the Substance Abuse and Mental Health Services Administration web site,

www.samhsa.gov. The Frontier Education Center has published an article, "Frontier Youth: Living on the Edge," [http://www.frontierus.org/rep\\_youthrisk2.html](http://www.frontierus.org/rep_youthrisk2.html), that makes several recommendations for prevention at-risk behavior in teens, models a mobile mental health unit and details the problems unique to frontier areas and their populations.

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Emily Quarterman - Genoff

**Theme:** Health

**Challenge:** Rock Springs is consistent across age groups in its cry for expanded health care services. Comments made during "challenges" sections of the listening sessions included the following statements of need: "Need for access to health care and dental care in the community," "People using expensive care for problems that could be taken care of in a clinic," "One dental provider who takes Medicaid for children," "More health facilities/clinics," "Limited access to health care due to doctor shortage and lack of faith in local providers," "Lack of health care for our children, lack of pediatricians in the area," "It impacts the services in the emergency room at the hospital since everyone goes there," "Youth do not have adequate mental health services," "Having to travel out of area for specialized medical services," "Overcrowded conditions in the hospital ER due to lack of other health facilities," "Lack of a comprehensive coordinated wellness program community wide," "Need to expand health care so that people don't have to travel out of area for their care," "lack of health care facilities (urgent care clinic) for non-emergency illness," "lack of cooperation within the healthcare community," "residents are not patient with the amount of time of wait in the ER," "lack of support by local residents in utilizing local health care providers – tendency to travel to Salt Lake City," "need a community health center so that all patients don't go to the emergency room at the hospital." In this regard, Rock Springs is not unique; other assessments have generated similar comments. The Wyoming Office of Rural Health has worked on assessing the dental health shortage in the state and has found that in many areas, few providers are accepting Medicaid patients (see Office of Rural Health November newsletter for shortage area maps, <http://wdh.state.wy.us/sorh>). However, patients with Equality Care coverage reportedly will be able to get dental care in much of the state. The Wyoming Department of Health's dentist, federally-honored Dr. Charlie Meyer, recently retired. The Wyoming Healthcare Commission is aware that dentistry is an area where populations are going without care and is examining some of the options available at the state level to increase access. In other words, there are no immediate solutions on the horizon and locally-driven initiatives are needed. Hospitals in Wyoming work hard to recruit professionals to their communities but need the support of consumers who must use those physicians and not take their insurance dollars out of state. A primary care provider or specialist who cannot build a practice is going to be unwilling to come to, or stay in Wyoming.

**Solution:** Meeting with physicians and promising to use their services if evening and weekend hours are available might lead them to expand and bring in new physicians, assuming they are assured their businesses will grow. They are no different than any other business in the community -- they need paying customers so they can pay their rent,

staff, insurance and other overhead, and work a reasonable number of hours. A comprehensive wellness program can most easily be implemented in larger work places, such as school districts, corporations, governments (city, state, federal), colleges, etc., where there is a “captive” audience enrolled in an insurance program eager to maintain low-cost premium and high amounts of coverage. That same wellness program can be available to insured family members, who may be covered by the same insurance policy or have an interest in keeping insurance costs low. The Wyoming Department of Health’s Mental Health Division Director Dr. Pablo Hernandez and the Mental Health Planning Council appointed by the Governor need to be aware of the shortfalls in provision of services to Wyoming communities, and particularly when children and youth are going without care. The Sweetwater County health coalition has been working hard to address the need for care for people who are without insurance, who are underinsured, who are covered by Medicaid and Medicare but need additional help with healthcare expenses, and people who are in need of mental health and dental care not available in the community. The coalition has the support of at least one Sweetwater County legislator and numerous health and social service organizations. In order to address the needs of those who are not able to access medical care because they are unable to pay, funding will have to be generated for additional care. One avenue being explored is a community health center, which is a federally-funded program to provide primary, mental health and dental care on a sliding fee scale. Another is a school-based health clinic which would be open to children and parents on a school site. For more information about the coalition's activities and how to join, call Jeanine Cox at the Rock Springs Senior Center, (307) 352-6737. The Castle Rock rural health clinic in Green River accepts anyone, regardless of ability to pay, and has a sliding fee scale, and might be interested in expanding to help with expansion of healthcare delivery in Rock Springs. Sweetwater County Memorial Hospital is working on a facility expansion project and could be encouraged to build an urgent care clinic to divert emergency room traffic, perhaps employing an outreach worker in ER to direct people to appropriate health and social services entities. Among the businesses being recruited by SWEDA could be a "doc in the box," or 24-hour, 7-day-a-week private sector clinic for people who have insurance coverage or the ability to pay for care and don't want to go to the emergency room. Cheyenne (HealthReach, no appointment necessary, 635-3500, Monday through Friday, 8 a.m. to 7:30 p.m., Saturday and Sunday, 9 a.m. to 5:30 p.m., accepting many major insurances) and Casper (InstaCare, 237-2273, no appointment necessary, open 8 a.m. to 8 p.m., accepts credit cards) have businesses like these. Rock Springs could also initiate a free clinic like those in Cheyenne and Laramie. Legislation has been passed in Wyoming that permits retired physicians to deliver primary care as volunteers in free clinics without fear of medical malpractice liability.

**Resources:** For more information about Cheyenne’s free clinic, visit <http://bphc.hrsa.gov/osnp/Cheyenne.htm>, and to learn about Laramie’s, go to <http://www.downtownclinic.org/>. The Be Well program in Casper is a nonprofit community wellness program funded by Wyoming grant makers to increase the health of people in workplaces through self-care and comprehensive wellness programs. Be Well Director Rick Fisher can be reached via email at [rfisher@wmcnet.org](mailto:rfisher@wmcnet.org) or by telephone at (307) 577-2933 for more information. The national Volunteers in Healthcare web site

provides numerous ideas for reaching the people without access to dental care. Visit <http://www.volunteersinhealthcare.org/restips/dental.htm>. Organizations that Volunteers in Health Care has made contact with have stated repeatedly that dental access is of particular concern and that ensuring access to dental services may be even more difficult (and costly) than providing medical services. Recent studies have estimated that 44.3% of adults have no dental insurance. Many Medicaid recipients do not have dental coverage or cannot find providers that will accept Medicaid patients. Across the country, communities are addressing the dental access problem in many different ways: Free clinics are expanding their services to include dental care; communities are starting and expanding stand-alone dental clinics; dental societies are developing referral networks of dentists who will see patients for free in their offices; dental schools have clinics staffed by faculty and students; health departments are funding school-based clinics; mobile dental vans are bringing dental care to people in rural areas. In some communities, multiple agencies are coming together to form collaborations aimed at creating more extensive systems change. Volunteers in Health Care can provide technical assistance to organizations and communities working to improve access to dental care. "Children with mental health problems rely upon a piece of the health care system that does not work well," state the authors of an article published in the September/October 2003 issue of Health Affairs, [http://www.healthaffairs.org/1100\\_table\\_contents.php](http://www.healthaffairs.org/1100_table_contents.php). The authors point out that an estimated 11 percent of American children and adolescents have a diagnosable mental health condition that causes significant functional impairment and that, while the delivery and financing of pediatric mental health services have improved in the past decade, most children and adolescents still lack access to effective therapies. For those with very serious problems, mental health service systems still have no solutions. The article discusses trends in pediatric mental health care since the mid-1980s, financing policy, and a policy for systems of care. To learn what the Wyoming Department of Health Mental Health Division is working on, visit <http://mentalhealth.state.wy.us/>. The activities of the Wyoming Mental Health Planning Council also are online, <http://mentalhealth.state.wy.us/council/about/index.html>.

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Emily Quarterman - Genoff

**Theme:** Health

**Challenge:** The cry for more health professionals is ringing loudly in Wyoming, which makes me think some of us are hard of hearing – how is that we are continually crying out for more well-paying jobs for our young people in the state while hospitals and other medical care providers are reporting hundreds of jobs are available in their facilities? At listening sessions in Rock Springs we heard that it is “difficult to recruit professionals to the area, such as school psychologists, school therapist, etc., which effects the services available to the community,” there is a “lack of doctors and nurses,” it’s difficult to retain residential mental health workers and psychiatrists,” and there is a “lack of advanced practice nurses and physician assistants.” Other comments were, “In recruiting physicians, the trailing spouse is not always able to find employment which impacts recruitment,” “The healthcare provider shortage includes lab techs, nurses, doctors,” there is a “shortage of nurses with bachelor’s, master’s and doctoral degrees which are required

for some specialties and leadership roles,” there is a “nursing shortage in the area – difficulty in recruitment to the area (large percentage of local nurses are approaching retirement age).” At the same time, comments were made that, “We don’t focus enough resources on growing and strengthening the existing businesses that are here,” “Failure to bring in high paying, skilled jobs in the area to keep our youth here,” “We have focused our economic development efforts on the ‘home run’ and should be spending it on helping retain what’s already here,” “Lack of jobs for the young people,” “No reason to come back to Rock Springs after college,” “Needs to be more employment opportunities,” “Connect WWCC with the high school better,” “No jobs for our youth in the fields that attract them, that will bring them back.” We also heard that there are not enough contractors and subcontractors and that there is a need for electricians, plumbers and other licensed tradesman. According to the U.S. Department of Labor Bureau of Labor Statistics 2000-2010 employment outlook, “Health services, business services, social services, and engineering, management, and related services are expected to account for almost one of every two non-farm wage and salary jobs added to the economy during the 2000-2010 period. These sectors account for a large share of the fastest-growing industries.”

**Solution:** While I was in Rock Springs, I wanted to inventory all the available jobs across professions and then I wanted to go to the high school and college to find out whether anyone was interested in the education needed to enter those roles. I also wanted to find out how many companies are paying for students’ education under an agreement that they will return and work for that firm (a relatively common practice at Wyoming hospitals and in non-health-care organizations as well). While there is a struggle between youth wanting to leave the state and explore “what’s out there” and parents’ and communities’ desire to keep their youth at home, there also are some teens who just never think about some of the types of employment available to them at home. There are also teens who leave the state and later want to return, but cannot find a desirable job. It seems as though Rock Springs might pioneer a couple of strategies. One is to track all their high school students to the extent possible and to match the degrees of those graduating from college with available jobs in the community – and recruit them in four or five years, when they’re most likely to be starting families and eager to be in a family-friendly rural environment. Another is to inventory the jobs available and then make presentations to high school and college students with very specific data in hand: these are the jobs available TODAY in your community, this is what they pay, these are the degrees available TODAY (at WWCC, or UW, or via union shops), this is what an education in that field is likely to cost, these are the scholarships that are available, and WE WANT YOU! to come to work for us. I propose that a coalition be formed to work on partnering education and employment in the community – at high school and college levels. The intention would be to identify employment needs, foster the education of students interested in those careers and generate new up-and-coming students in those professions. Another possibility would be to encourage young entrepreneurs to start their own businesses.

**Resources:** There are many organizations that offer projects that allow students to test and develop entrepreneurial skills with peers, including Students in Free Enterprise

([www.sife.org](http://www.sife.org)). Wyoming Health Resources Network, Inc. (WHRN), a public-private partnership formed by the Wyoming Hospital Association, Wyoming Medical Society, Wyoming Department of Health, and numerous other partners is facilitating health professional recruiting and retention at very low cost. For more information, visit the WHRN web site, [www.whrn.org](http://www.whrn.org), or call (307) 635-2930. WHRN's primary recruiter is Rock Springs' own Billie Jelouchan, and she can be reached at 352-1235 or by email [bjelou@whrn.org](mailto:bjelou@whrn.org). WHRN also is the parent organization for the Wyoming Area Health Education Center, which works with WWAMI – a five-state partnership working to increase the number of physicians and allied health professionals in rural areas. WWAMI offers summer premedical programs for students from disadvantaged backgrounds and underrepresented minorities to encourage and recruit them to the applicant pool for medical school. It's my understanding that a significantly higher number of Rock Springs students participate in that summer program than students in other counties, suggesting high school students are making use of the opportunities presented to them to explore the healthcare field. For more information, contact Kelly Hubbell at the University of Wyoming, (307) 766-2470.

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Emily Quarterman - Genoff

**Theme:** Housing

**Challenge:** Sweetwater County is without a shelter for the homeless, whether they are passing through or local and without a home. Comments heard during the “projects” portion of the listening sessions in Rock Springs included the suggestions that folks “would like to see homeless shelter, especially when the roads are closed,” and that the community should “have a homeless shelter to help with crisis and emergencies.”

**Solution:** According to the Wyoming Coalition for the Homeless, <http://www.vcn.com/~wch/>, Rock Springs has a Traveler's Assistance Society for travelers in need of emergency assistance. Apparently the Salvation Army also gives some assistance in cases where other social services entities are tapped out or unable to provide help. But Rock Springs might consider a program that was implemented in Cheyenne called the “Interfaith Hospitality Network.” CIHN is affiliated with a national organization (National Interfaith Hospitality Network, also known as “Family Promise,” <http://www.nihn.org/>) that has built networks of churches across the country to provide short-term housing, case management and mentoring to families with children that are homeless. Families stay in local churches where volunteers provide them with meals and evening entertainment. During the day, children go to school while parents work with case managers, work or look for work, go to school, meet with social service providers, etc. There are homeless shelters housing men, women and families in Jackson, Cheyenne and Casper with small staffs and many volunteers (often residents themselves). These shelters are not fancy but may be a model for other communities in that they are able to house relatively large numbers of people at low cost and offer them the opportunity to get back on their feet. Statewide, planning efforts are underway to address the needs of the homeless on a long-term basis.

**Resources:** The Traveler's Assistance Society in Rock Springs can be reached at (307) 872-6360 Monday through Friday from 8:30 a.m. to 10 p.m. and from 1 to 10 p.m. on holidays. The Police Department in Rock Springs and the Sheriff's Department in Green River are after-hours contacts. The Cheyenne Interfaith Hospitality Network (CIHN) is now a United Way agency in Laramie County and can be found online at <http://www.cheyenneinterfaith.com/> and the telephone number is (307) 772-8770. The Good Samaritan Mission in Jackson is at 285 West Pearl and the telephone number is (307) 733-3165. The Central Wyoming Rescue Mission in Casper is located at 230 North Park and the telephone number there is (307) 265-2251. COMEA House Resource Center is located at 1504 Stinson in Cheyenne and can be reached at (307) 632-3174. Services offered at the shelters include overnight lodging, meals, gasoline, bus tickets, day services and health care. The Welcome Mat in Cheyenne is an all-volunteer advocacy agency for the homeless with a day center and sleeping bags available, in addition to two online publications. The Welcome Mat is located at 907 Logan Ave. and the telephone number is (307) 634-8499. The web site is <http://www.vcn.com/~wch>. For information about statewide efforts to house the homeless, contact Lynne Weidel, manager of the Wyoming Office of Rural Health, (307) 777-6970, [lweide@state.wy.us](mailto:lweide@state.wy.us), Natrona County Human Services Commission/Community Action Director Dennis Royal, (307) 232-0124, or Community Action of Laramie County's Mary Bienz, (307) 635-9291.

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Emily Quarterman - Genoff

**Introduction:** Under community facilities and activities, I am electing to treat this as a single need rather than separate ones, because I believe the solutions have less to do with facilities and more to do with connections.

**Theme:** Community Facilities and Activities 188 Senior Center Youth Center Affordable access

**Challenge:** The challenge seems to me to be that either end of the age spectrum, or more specifically, people who don't work, need places to congregate, educational stimulation and social interaction. The comments made fitting within this line of thought are as follows: "Need educational programs for the senior population," "Would like to see after school program in the evening where kids can do something productive that interests them," "Support something besides crisis," "Need a place for kids to go, older and younger," "Our mayor needs to focus more on the high school student needs," "Limited activities for the children in our community – no gathering place they can call their own outside of school (particularly in the ages of 12-15)," "Sliding scale for low-income parents for children to be able to go to rec center, civic center."

**Solution:** The community provided several ideas for me, regarding ways people can be connected or concerning the root issues resulting in the cry for more and different facilities: "Need to help kids tap into their spirituality to let them know they are important to the community. Let kids know we value them," "Need more programs in school and community for kids – Youth for Christ," "A way to build self-esteem of youth in the community, maybe through arts, something else besides sports," "Need teen help line

using youth volunteers,” “We should be more caring and value the young people, be more aware of what they are doing, hearing, seeing, etc.,” “Place more value on young generation. Change from focus on crisis and start celebrating successes. Have children’s choir instead of a drug crisis center,” “Need to build a paintball place,” “Family-based community center with quality child care and activities and events, that would be available for rental for private functions at a reasonable cost,” “Would like to see more community involvement with local churches to gain more participation, hopefully to lead to more youth children’s activities,” “All of the public parks don’t allow dogs. We need a park for people to walk their dogs. Walking trails, dog trails, etc.” These ideas combined brought several possibilities to mind. For example, what about making schools and churches community centers where, when services and classes are not being held, families can gather to use computers, do homework together, play basketball in the gym, take adult education or arts and crafts classes, and meet with health and social service providers. A church could start a teen hotline operable after school and on weekends. A church could also start a children’s choir. Civic clubs could take on maintenance of parks or at least periodic cleanup that might make city officials more willing to permit dog walking. The rec center could encourage congregation of certain age groups, perhaps setting aside places within the facility for teens, younger kids (junior high, elementary) and seniors. Seniors and teens can teach each other a variety of skills; youth tend to know more about computers while seniors are likely to have among them retired contractors and military personnel skilled at putting together courses that can be used for paintball and extreme sports. At the mall, an empty retail space could be used as a teen hangout, with appropriate entertainment. Churches can offer or lease space for child care and preschool programs.

**Resources:** The questions that arise are typically, “who pays?” and “who will be in charge of coordinating and operating these programs?” Nonprofits and churches tend to operate with tight budgets. School officials want to know who will pay for the lights, heat and cleaning required to have their facilities open extra hours. Cities and towns want to know how they are supposed to maintain order and cleanliness when doggie doo litters public grounds and teens are seen gathering in large groups after dark. These are not new issues in Wyoming or big cities, for that matter. The answers I have tend to be things that work for awhile but as new generations come along, need to be retooled to better fit the thinking, activities and needs of those who are expected to take part in what is being offered. The other thing is, there are occasions when a program or facility is damaged by those who use it and as a result, the opportunity is discontinued. When I was a teenager, there was a junior city council that offered teens a chance to help determine how to break up the heavy utilization of retail parking lots for hanging out, and large parties. We opted to allow plains clothes police to “hang out” on the boundary of a popular farm-surrounded ball-field parking lot that was well lit and maintained specifically for night-time gathering. The lights were shot out repeatedly and the presence of police prevented much real gathering of youth. Another sad story concerns a popular hiking trail created especially for the blind in another community that has been repeatedly vandalized. I believe that these kinds of things happen and must not be allowed to detract from efforts to reach the populations targeted. Bad things happen, and so do lots and lots of good things, when time and energy is put into building connections between generations,

between the public and private sectors and between organizations likely to be territorial. That said, I suggest calling Carolyn Deuel with Artcore ((307) 265-1564) in Casper, a relatively low-budget cultural organization that presents a broad range of performances by local and out of state artists who visit schools before putting on community presentations in Casper high schools. Youth for Christ in Casper is offering after school clubs in several Casper schools and might be a resource ((307) 235-6650). The U.S. Department of Health and Human Services Center for Faith-Based and Community Initiatives, <http://www.hhs.gov/fbci/>, lists numerous government grants available. The Wyoming Community Foundation, [www.wycf.org](http://www.wycf.org), (307) 721-8300, offers small grants for youth-focused activities. Some churches, like the Episcopal and Catholic Diocese in Wyoming, make grants when their member parishes request funds for projects they are involved in or are piloting. What I would rather see, however, is a community planning process where resources that are underutilized are redirected. If the rec center or schools are hosting dances that are not well attended by students, use that money and chaperones' time for some other activity, for example. An elective could be offered at the junior high and high schools requiring and helping youth learn to volunteer effectively in the community – they will need to choose projects to work on in the course of a semester and demonstrate how and why their time was well spent. They could be taught in that same class to write grants and raise funds for a specific project, like a teen hotline in a church manned by youth trained to deal with peers in need of counseling and support. Seniors could be taught to write grants for projects they are interested in “pioneering” in their community, such as a “golden years” college program utilizing WWCC facilities and educators.

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Emily Quarterman - Genoff

**Theme:** Image

**Challenge:** People and their attitudes, appreciation of community history and diversity, and the value of small town attributes were themes we chose based on the comments we heard during the listening sessions. This is a category where comments fell on both sides of the fence: people are proud of the community's diversity while at the same time, the need for cultural diversity appreciation was cited as terrorism has spiked racial incidents in the area. Small town attributes are valued while growth is desired. Apathy is entrenched, but more often the not, people's ideas for change were for things they would like to see someone else make a reality. And that's typical. Most of the communities I have worked in have many different types of people, some more inclined than others to take the lead in making change happen and some more inclined than others to resist change. Everyone in a community is valuable and has something to offer -- and their opinions matter, regardless of whether you agree with them or not. Appreciation is about acceptance of people exactly as they are, and maybe even celebrating them for being who and how they are.

**Solution:** The followup process the Wyoming Business Council and the Wyoming Rural Development Council sponsor in Rock Springs will allow citizens to cite their areas of expertise and apply them to one of the projects within this report chosen as a priority for

the coming year. However, were someone to decide they wanted to start progress now and write a grant, there are many resources within Wyoming for researching and learning about grants. Small projects sometimes make a big difference: literature readings at the libraries and in the schools, a community potluck featuring a variety of ethnic dishes (with a small admission fee to raise funds for a neighborhood cleanup, tree planting, youth program, etc.), a monthly "extra" addition to the local newspaper featuring a particular ethnic group in the community and their traditions and contributions to the area, an art exhibit downtown featuring the work of the community's ethnic groups, and so on.

**Resources:** The Catalog of Wyoming State grants lists many of the funds available from a variety of state agencies, including the Wyoming Arts Council, the Department of Education, the Department of Family Services (Children's Trust Fund) and the Wyoming Business Council. Be sure to visit <http://cowgirl.state.wy.us/grantscat/> and the long list of small grants available for a wide range of programs. Linda Harp in Basin, Wyoming, is a grantwriter who is mostly self taught and has increasing success with nonprofit endeavors she has taken on. She can be reached at (307) 568-2929. Linda participated in the Community Assessment in Basin and has made making change part of her "personal commitment" to her community through writing grants. If someone in Rock Springs were similarly ignited, Linda would be an excellent coach. The Minority Health Council has within it a wealth of people scattered across Wyoming interested in promoting cultural diversity and appreciation of minorities; contact Renee Gamino Diaz with the Wyoming Primary Care Association, (307) 632-5743, or Betty Sones in the Wyoming Department of Health, (307) 777-5602 for more information about the council's members and people who may be helpful.

# **MATRIX OF** **RECOMMENDATIONS**

## Image

Issue or Project	Recommendations and Objectives	Resources
<p>This recurring theme had several parts...(1)images to overcome (what we think of ourselves, what others think and say about us); (2)customer service; (3)peoples' attitudes (about growth, diversity); and small town attributes. (1)Images to overcome: many comments were made relative to negative images of Rock Springs history..."sin city of the west", "dirty little coal mining town", affiliations with the Mafia, and a town of transience (to name a few). (2)Customer service: many interview responses indicated an overall discontent with customer service attitudes, responses and service. This seemed, in part, tantamount to saying shopping elsewhere for service and quality was justified. (3)Peoples' attitudes (about growth, diversity): the challenge issue here might boil down to "how do you influence people who are less than enthusiastic about growth to embrace the realities that growth is occurring"? Diversity by one definition was a non-issue in that people expressed pride in the heritage of 56 nationalities. (4)Small town</p>	<p>(1)Consider definitions of "image" (mental picture...what/who do you want to be and what do you want to project?) and "overcome" (get the better part of, capitalize, convert to capital, use to your advantage) Apply these definitions to determine what you want to project as an image and how you might capitalize on that image. Consider a context to create a logo phrase that captures best what Rock Springs has been, is now and is becoming. Have some humor about the past and excitement about now and the future. (2)Already in place, it would seem, are the likes of Bill Drury seminars on customer service training. Many customer service training/opportunities are listed on the internet as well. Specific training on customer service has been offered through the Wyoming Business Council. Additionally, a report by Ray Sarcletti for the Rawlins community assessment (9/01) lists several alternatives and contacts for customer service improvement. (3)Perhaps articulating over and over, again and again, what the vision (and its benefits) is, and will become, might help. (4)A document presented by Mary Randolph in the Rawlins community assessment report (09/01) entitled "The Hallmarks of Successful Communities" would</p>	<p>(1)The Wyoming Business Council Travel and Tourism Director (307)777-2808 could be of assistance here. The Rock Springs Chamber of Commerce is another resource to consider (307) 362-3771. (2)The Wyoming Business Council (307)777-2811, Rock Springs Chamber of Commerce (307) 362-3771, Ray Sarcletti, Rock Springs, 382-3163. (3)Resources for help in developing visioning, strategic planning and community promotion programs can be found by contacting The Wyoming Rural Development Council (307)777-6330 and The Wyoming Business Council (307) 777-2808. (4)Mary Randolph, Wyoming Rural Development Council (307)777-6330.</p>

<p>attributes: this does not constitute an issue as such...rather the challenge is to ensure that attributes such as honest, friendly, supportive, helpful, cooperative people known to rally to help others be incorporated in any community development vision and marketing/promotion efforts. Additional notions of pride in the history of diversity should be acknowledged as well. Miscellaneous Challenges/Suggestions: The interviews with the Social Services group and the Sheriff/Police/Fire departments group indicated that these multi-agency services were developing very strong collaborative and cooperative efforts to provide service. They seemed intent on reducing redundancy and increasing their service capabilities by acknowledging their interdependency. Such efforts take a lot of work, constant diligence, and supreme commitments. Is there a way some kind of functional analysis could be done to determine the essential features of this effort and translate this into a working model for other parts of the community? As a parting note I wish to reaffirm my belief that many of the resources for successful community development lie within the</p>	<p>be appropriate to peruse in order to establish guidelines for community development and promotion.</p>	
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community of Rock Springs. The trick is to capitalize on what you have. Best to you all...I hope to see you again.

### Housing

Issue or Project	Recommendations and Objectives	Resources
<p>The listening sessions revealed the need for affordable housing, rentals, an assisted living center for seniors and disabled, and a homeless shelter.</p>	<p>Affordable housing - Contact the Rock Springs Housing Authority for more information on public housing. Public housing, through HUD, was established to provide decent and safe rental housing for eligible families, the elderly, and persons with disabilities. Rock Springs Housing Authority 233 C Street Rock Springs, WY 82901 - 6220 Phone Number (307) 352-1471 Fax Number (307) 352-1471 How about owning your own home at an affordable cost? Habitat for Humanity's eligible "future" homeowners invest sweat equity along with volunteer labor and donations of money and materials. "Future" homeowners provide a downpayment and monthly mortgage payments. Habitat houses are sold to partner families at no profit, financed with affordable, no-interest loans. Monthly mortgage payments are used to build still more Habitat houses. Interested individuals and or organizations may want to investigate Habitat for Humanity. Habitat for Humanity International [HFHI] is a nonprofit, ecumenical Christian housing ministry. HFHI seeks to eliminate poverty housing and</p>	<p>APARTMENT LOCATORS 14 39th Street Rock Springs, WY Green River, WY 307) 382-5700 (307) 857-2800            APARTMENTS FOR RENT Canyon Townhouses Green Rock Village Apartments 500 Ironwood Street 700 Crossbow Drive Green River, WY Green River, WY Phone (307) 875-3529 Phone (307) 875-1616 Hafey Properties- JK Assoc. Imperial Plaza Apartments 123 Broadway 1697 Imperial Drive Rock Springs, WY Rock Springs, WY Phone (307) 382-6474 (307) 382-2751            Mansface Rentals Sundance Apartments 195 River View Drive 1430 East Teton Blvd. Green River, WY Green River, WY Phone (307) 875-3529 Phone (307) 875-7760 Sweetwater Heights The Villa 2160 Century Blvd. 1445 Uinta Drive Rock Springs, WY Green</p>

	<p>homelessness from the world, and to make decent shelter a matter of conscience and action. Habitat for Humanity International 121 Habitat Street Americus, GA 31709-3498 Phone (229) 924-6935 Rentals - Listed here are the obvious solutions for existing rentals. Use apartment locators. Contact managers of apartment complexes. Look in the classified ads of the Daily Rocket Miner and Green River Star newspapers. Contact your local realtors or lenders [names and phone numbers taken from your local phone book]. Realtors may have rentals from time to time. Lenders may have foreclosures they may be willing to rent before the sale of the foreclosure. Rental contacts are provided in the Resource section. Assisted Living Center [seniors and disabled] and Homeless Shelter - Check out two USDA Rural Development [RD] loan and grant programs. RD can guarantee up to 90% of the community facility, [assisted living center or homeless shelter] loan to one or more of the local lenders. Contact the local RD office for the eligibility requirements benefits to the lender, customer, and community. RD makes loans for an eligible purpose such as an assisted living center or homeless shelter. Interest rates are set quarterly based upon the median household income of the service area of the project. Maximum terms on all loans are 40 years. Eligible entities include public</p>	<p>River, WY Phone (307) 382-6281 Phone (307) 875-3844 Walker's Motel 36 N 7th West Green River, WY Phone (307) 875-3567 NEWSPAPERS Daily Rocket Miner Green River Star 215 D 520 Wilkes Drive Rock Springs, WY Green River, WY Phone (307) 362-3736 Phone (307) 875-3103 REALTORS A-1 Realty (307) 382-8338 All Seasons Realty (307) 262-7575 Brokerage Southwest (307) 382-4831 Callas Realty (307) 382-7088 Castle Rock Realty (307) 875-6711 Crow Lori Baker REAlty (307) 382-7637 Desert Realty Brokerage (307) 875-7590 ERA The Home Finders (307) 382-8200 (307) 382-7090 Fossen Tom E GRI-RE PROS (307) 362-7767 Gibbs Debbie CRS-RE PROS (307) 362-7767 Heart 'N Home Realty (307) 362-4890 Home Finders The (307) 382-8200 Mountain Mortgage Centers (307) 382-9080 Real Estate Pros (307) 382-3194 RE/MAX Proeperties (307) 875-7590 Rendon Properties (307) 857-3958 Riley Maggie - Remax (307) 382-4831 Rock Springs Realty - (307) 382-2995 Skorup March (307)</p>
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	<p>entities, non-profit corporations, and Indian tribes. Contact RD for quarterly interest rate, other eligibility requirements, and benefits. USDA Rural Development Linda Ziegler, Rural Development Manager 625 Washington Street, Suite B P.O. Box 190 Afton, WY 83110 Phone (307) 886-9001, extension 4 Fax (307) 886-3744 e-mail: linda.ziegler@wy.usda.gov RD partners with other federal, state, and local agencies to fund various projects. The split may be 60% grant to 40% loan, 40% grant to 60% loan, 50% loan to 50 grant%. The other funding could be a grant through the Wyoming Business Council community development block grant funds or Wyoming Office State Lands and Investment funds. Ray Sarcelletti Wyoming Business Council Southwest Regional Office P.O. Box 1377 Rock Springs, WY 82902 Phone Number (307) 382-3163 E-mail rsarcl@state.wy.us Website: <a href="http://www.wyomingbusiness.org">http://www.wyomingbusiness.org</a> Steve Achter Wyoming Business Council 214 West 15th Street Cheyenne, WY 82002 Phone Number (307) 777-2811 Fax Number (307) 777-2838 Email: sachte@state.wy.us Web: <a href="http://www.wyomingbusiness.org">http://www.wyomingbusiness.org</a> Brad Miskimins Wyoming Office of State Lands and Investments 122 West 25 Street Cheyenne, WY 82002-0600 (307) 777-7331</p>	<p>362-4890 Skyview Development LLC (307) 350-7923 LENDERS American National Bank of Rock springs Community First National Bank 2215 Foothill Blvd. 200 North Center Rock Springs, WY 82901 Rock Springs, WY Phone (307) 362-1234 Phone (307) 362-7840 Major Mortgage North Side State Bank P.O. Box 2225 601 North Front Street Rock Springs, WY 82901 Rock Springs, WY 82901 Phone (307) 362-6022 Phone (307) 362-5601 Rock Springs National Bank Rock Springs National Bank 1987 Dewar 333 Broadway Rock Springs, WY 82901 Rock Springs, WY 82901 Phone (307) 352-0500 Phone (800) 574-6611 or (307) 362-8801 State Bank of Green River Wells Fargo 30 Shoshone Avenue 1400 Dewar Drive Green River, WY 82935 Rock Springs, WY 82901 Phone (307) 352-5506 Phone (800) 574-6611 or (307) 352-5506</p>
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## Health

Issue or Project	Recommendation	Resources
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	s and Objectives	
<p>Substance abuse, particularly methamphetamine and alcohol abuse, were cited by many in the listening sessions as a challenge that is hurting the community's mental, emotional, physical and economic health. A sample of the comments related to substance abuse made during the "challenges" portions of the listening sessions where people were encouraged to cite issues of concern in the community are as follows: "Huge growth in meth use in the community that has to be addressed – substance abuse effects our employment, work-related injuries, youth problems," "Large drug problem – very obvious in the schools," "Drug abuse and</p>	<p>There are a "policy shifts" that may result in change in the culture around drinking. Closing drive-up windows at liquor stores has become a means in some states of curtailing the practice of drinking while driving; other states' residents have been known to exclaim in surprise at the availability of alcohol at drive-up windows in Wyoming. Another policy, if not already in existence, might be to invest in the rigid enforcement of carding at bars, package liquor stores, and restaurants with liquor licenses to discourage underage drinking. Rock Springs is already participating in training for alcohol servers designed to educate them about the importance and best means of discouraging teen drinking and over-consumption of liquor in general. A community</p>	<p>The White House Office of Faith Based Initiatives, <a href="http://www.whitehouse.gov/government/fbci/">http://www.whitehouse.gov/government/fbci/</a>, is focusing its efforts on the following populations: at-risk youth, ex-offenders, homeless, hungry, substance abuses, those with HIV/AIDS, and welfare-to-work families. An extensive list of grant resources is available on the White House web site. Wyoming Department of Health Substance Abuse Division (SAD) (<a href="http://sad.state.wy.us/">http://sad.state.wy.us/</a>) and Wyoming Attorney General's Office Division of Criminal Investigation (<a href="http://attorneygeneral.state.wy.us/dci/index.html">http://attorneygeneral.state.wy.us/dci/index.html</a>) are working hard to address communities' needs related to methamphetamines. The Department of Health's SAD can help communities with policy shifts, social marketing, funding for youth-directed programs, and treatment and counseling for drugs and alcohol, and works with law enforcement agencies via the state Underage Drinking Grant and other programs. DCI has a methamphetamine initiative. For more information, contact Substance Abuse Division Director Diane Galloway, (307) 777-6494 and DCI Director Kurt Dobbs, (307) 777-7181, to ask how Rock Springs can work with state government to further mutual better health through the reduction of substance use and abuse among specific populations. Rock Springs and other Wyoming communities are participating in TIPS (Training for Intervention ProcedureS), a program that teaches servers, sellers and consumers of alcohol to prevent intoxication, drunk driving and underage drinking. Nine focused programs are taught by certified TIPS trainers in all 50 states and internationally. At <a href="http://www.gettips.com">www.gettips.com</a>, more information is available about how to train servers. The National Institute on Alcohol Abuse and Alcoholism (NIAAA) has a web site specifically aimed at helping colleges change their cultures to reduce and prevent alcohol</p>

<p>acceptance of alcohol in the area,” “Substance abuse of people of all ages,” “Not enough recreation for kids leads to alcohol and drug abuse,” “Too much alcohol consumption,” “Community feels that lack of community pride leads to drug and alcohol abuse,” “More strict punishment for drunken driving,” “Fewer bars.”</p>	<p>marketing campaign intended to discourage the acceptability of binge drinking (and one that promotes the acceptability of not participating in binge drinking) is a way to encourage a local shift in values. It is important, however, to have alternatives available to those who have come to rely on alcohol and bars and parties for recreation – particularly youth. And youth know best what their generation finds more thrilling, so therefore should be called upon to design and implement those alternatives. A 24-hour youth center at the community college with activities selected by a diverse student activity board that changes every year as new students arrive will help maintain a thriving place teens and young adults will want to congregate in. There needs to be recognition that teen interests shift</p>	<p>abuse (<a href="http://www.collegedrinkingprevention.gov/">http://www.collegedrinkingprevention.gov/</a>). Numerous studies and recommendations can be found there. The NIAAA and other federal agencies have helped fund another web site, “How does alcohol affect the world of a child,” (<a href="http://www.alcoholfreechildren.org/gs/pubs/html/Stat.htm">http://www.alcoholfreechildren.org/gs/pubs/html/Stat.htm</a>), which provides information that can be used to education the community about the harm that can be caused by alcohol consumption. The Science Behind Drug Abuse is an interactive Web site containing information about addiction and drug abuse geared specifically for adolescents ages 11 to 15. The Web site is the newest component of the NIDA (National Institute on Drug Abuse) Goes Back to School initiative, an effort to change the way students and teachers receive information in their classrooms about the health effects of drug abuse. The Web site (<a href="http://www.teens.drugabuse.gov">http://www.teens.drugabuse.gov</a>) contains age-appropriate facts on drugs, real stories about adolescents and drug abuse, games, take-home activities, and a question-and-answer forum. It is intended to keep students informed of the latest research findings and to spark their general interest in the biological sciences as a possible career choice. Most 12-step groups have web sites: Alcoholics Anonymous, <a href="http://www.alcoholics-anonymous.org/">http://www.alcoholics-anonymous.org/</a>; Narcotics Anonymous, <a href="http://www.na.org/">http://www.na.org/</a>; Al Anon and Alateen, <a href="http://www.al-anon.alateen.org/">http://www.al-anon.alateen.org/</a>; and Nar Anon, <a href="http://www.syix.com/mleahey/United/">http://www.syix.com/mleahey/United/</a>. The federal government funds numerous local and national efforts to reduce and prevent substance abuse and those can be researched at the Substance Abuse and Mental Health Services Administration web site, <a href="http://www.samhsa.gov">www.samhsa.gov</a>. The Frontier Education Center has published an article, “Frontier Youth: Living on the Edge,” <a href="http://www.frontierus.org/rep_youthrisk2.html">http://www.frontierus.org/rep_youthrisk2.html</a>, that makes several recommendations for prevention at-risk behavior in teens, models a mobile mental health unit and details the problems unique to frontier areas and their</p>
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	<p>over time; the skateboard park that suited youth five years ago is not going to be sufficient for today's "extreme sport" enthusiasts. Movies shown at the college not available at local theaters but that are favorites of teens could be shown in the youth center at midnight, a time when youth are still eager to congregate but nothing much is open but bars and convenience stores elsewhere in town. Teens could be paid to work in the center, in addition to serving as volunteers on the activities board.</p> <p>Shifting Wyoming's adult culture away from alcohol use and abuse is critical to changing children's ways. This is an area where churches can help. There are many more faith-based initiative grants available now than in the past. Activities for families and adults intended to encourage positive</p>	<p>populations.</p>
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social relationships without alcohol can be church-based or church-organized, even if held in a community center where general public participation is likely to be higher. In addition to backing the taxes needed to support federal and state initiatives to reduce and prevent drug and alcohol abuse, Wyoming communities need to support cost-free self-help programs like Alcoholics Anonymous, Al-Anon (for families and friends of people who are alcoholics), Narcotics Anonymous and Nar Anon by creating meeting places for them that are "user friendly" to people of all income and age brackets, and encouraging people to call NA and AA hotlines when they or friends and family members are in need of help. These organizations are international and work hard to maintain ongoing recovery resources

to people in every living situation. The Wyoming Department of Health and the state Division of Criminal Investigation in the Attorney General's Office are working on the methamphetamine problem in Wyoming and need to be contacted for technical assistance at the local level. My final recommendation is that a coalition could be formed specifically to address drug and alcohol use in Rock Springs, or the Sweetwater County health coalition could be asked to add drug and alcohol use to the initiatives it is working on. A broad-based coalition of the community's leaders and policymakers representing the city council, county commission, law enforcement, schools and the college, health and social services, faith community, grant makers

	(United Way, government), parents and other interested citizens that determines a set of specified goals that can be accomplished with and without additional funding will make change happen.	
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### Health

Issue or Project	Recommendations and Objectives	Resources
<p>Rock Springs is consistent across age groups in its cry for expanded health care services. Comments made during "challenges" sections of the listening sessions included the following statements of need: "Need for access to health care and dental care in the community," "People using expensive care for problems that could be taken care of in a clinic," "One dental provider who takes Medicaid for children," "More health facilities/clinics," "Limited access to health care due to doctor shortage and lack of faith in local providers," "Lack of health care for our children, lack of pediatricians in the area," "It impacts the services in the emergency room at the hospital since everyone</p>	<p>Meeting with physicians and promising to use their services if evening and weekend hours are available might lead them to expand and bring in new physicians, assuming they are assured their businesses will grow. They are no different than any other business in the community -- they need paying customers so they can pay their rent, staff, insurance and other overhead, and work a reasonable number of hours. A comprehensive wellness program can most easily be</p>	<p>For more information about Cheyenne's free clinic, visit <a href="http://bphc.hrsa.gov/osnp/Cheyenne.htm">http://bphc.hrsa.gov/osnp/Cheyenne.htm</a>, and to learn about Laramie's, go to <a href="http://www.downtownclinic.org/">http://www.downtownclinic.org/</a>. The Be Well program in Casper is a nonprofit community wellness program funded by Wyoming grant makers to increase the health of people in workplaces through self-care and comprehensive wellness programs. Be Well Director Rick Fisher can be reached via email at <a href="mailto:rfisher@wmcnet.org">rfisher@wmcnet.org</a> or by telephone at (307) 577-2933 for more information. The national Volunteers in Healthcare web site provides numerous ideas for reaching the people without access to dental care. Visit <a href="http://www.volunteersinhealthcare.org/restips/dental.htm">http://www.volunteersinhealthcare.org/restips/dental.htm</a>. Organizations that Volunteers in Health Care has made contact with have stated repeatedly that dental access is of particular concern and that ensuring access to dental services may be even more difficult (and costly) than providing</p>

<p>goes there,” “Youth do not have adequate mental health services,” “Having to travel out of area for specialized medical services,” “Overcrowded conditions in the hospital ER due to lack of other health facilities,” “Lack of a comprehensive coordinated wellness program community wide,” “Need to expand health care so that people don’t have to travel out of area for their care,” “lack of health care facilities (urgent care clinic) for non-emergency illness,” “lack of cooperation within the healthcare community,” “residents are not patient with the amount of time of wait in the ER,” “lack of support by local residents in utilizing local health care providers – tendency to travel to Salt Lake City,” “need a community health center so that all patients don’t go to the emergency room at the hospital.” In this regard, Rock Springs is not unique; other assessments have generated similar comments. The Wyoming Office of Rural Health has worked on assessing the dental health shortage in the state and has found that in many areas, few providers are accepting Medicaid patients (see Office of Rural Health November newsletter for shortage area maps, <a href="http://wdh.state.wy.us/sorh">http://wdh.state.wy.us/sorh</a>). However, patients with</p>	<p>implemented in larger work places, such as school districts, corporations, governments (city, state, federal), colleges, etc., where there is a “captive” audience enrolled in an insurance program eager to maintain low-cost premium and high amounts of coverage. That same wellness program can be available to insured family members, who may be covered by the same insurance policy or have an interest in keeping insurance costs low. The Wyoming Department of Health’s Mental Health Division Director Dr. Pablo Hernandez and the Mental Health Planning Council appointed by the Governor need to be aware of the shortfalls in provision of services to Wyoming communities, and particularly when children and youth are going without care. The</p>	<p>medical services. Recent studies have estimated that 44.3% of adults have no dental insurance. Many Medicaid recipients do not have dental coverage or cannot find providers that will accept Medicaid patients. Across the country, communities are addressing the dental access problem in many different ways: Free clinics are expanding their services to include dental care; communities are starting and expanding stand-alone dental clinics; dental societies are developing referral networks of dentists who will see patients for free in their offices; dental schools have clinics staffed by faculty and students; health departments are funding school-based clinics; mobile dental vans are bringing dental care to people in rural areas. In some communities, multiple agencies are coming together to form collaborations aimed at creating more extensive systems change. Volunteers in Health Care can provide technical assistance to organizations and communities working to improve access to dental care. "Children with mental health problems rely upon a piece of the health care system that does not work well," state the authors of an article published in the September/October 2003 issue of Health Affairs, <a href="http://www.healthaffairs.org/1100_table_contents.php">http://www.healthaffairs.org/1100_table_contents.php</a>. The authors point out that an estimated 11 percent of American children and adolescents have a diagnosable mental health condition that causes significant functional impairment and that, while the delivery and financing of pediatric mental health services have improved in the past decade, most children and adolescents still lack access to</p>
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<p>Equality Care coverage reportedly will be able to get dental care in much of the state. The Wyoming Department of Health's dentist, federally-honored Dr. Charlie Meyer, recently retired. The Wyoming Healthcare Commission is aware that dentistry is an area where populations are going without care and is examining some of the options available at the state level to increase access. In other words, there are no immediate solutions on the horizon and locally-driven initiatives are needed. Hospitals in Wyoming work hard to recruit professionals to their communities but need the support of consumers who must use those physicians and not take their insurance dollars out of state. A primary care provider or specialist who cannot build a practice is going to be unwilling to come to, or stay in Wyoming.</p>	<p>Sweetwater County health coalition has been working hard to address the need for care for people who are without insurance, who are underinsured, who are covered by Medicaid and Medicare but need additional help with healthcare expenses, and people who are in need of mental health and dental care not available in the community. The coalition has the support of at least one Sweetwater County legislator and numerous health and social service organizations. In order to address the needs of those who are not able to access medical care because they are unable to pay, funding will have to be generated for additional care. One avenue being explored is a community health center, which is a federally-funded program to provide primary, mental health and dental care on a sliding fee scale. Another is a</p>	<p>effective therapies. For those with very serious problems, mental health service systems still have no solutions. The article discusses trends in pediatric mental health care since the mid-1980s, financing policy, and a policy for systems of care. To learn what the Wyoming Department of Health Mental Health Division is working on, visit <a href="http://mentalhealth.state.wy.us/">http://mentalhealth.state.wy.us/</a>. The activities of the Wyoming Mental Health Planning Council also are online, <a href="http://mentalhealth.state.wy.us/council/about/index.html">http://mentalhealth.state.wy.us/council/about/index.html</a>.</p>
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school-based health clinic which would be open to children and parents on a school site. For more information about the coalition's activities and how to join, call Jeanine Cox at the Rock Springs Senior Center, (307) 352-6737. The Castle Rock rural health clinic in Green River accepts anyone, regardless of ability to pay, and has a sliding fee scale, and might be interested in expanding to help with expansion of healthcare delivery in Rock Springs. Sweetwater County Memorial Hospital is working on a facility expansion project and could be encouraged to build an urgent care clinic to divert emergency room traffic, perhaps employing an outreach worker in ER to direct people to appropriate health and social services entities. Among the businesses being recruited by SWEDA could be a "doc in the box," or

	<p>24-hour, 7-day-a-week private sector clinic for people who have insurance coverage or the ability to pay for care and don't want to go to the emergency room. Cheyenne (HealthReach, no appointment necessary, 635-3500, Monday through Friday, 8 a.m. to 7:30 p.m., Saturday and Sunday, 9 a.m. to 5:30 p.m., accepting many major insurances) and Casper (InstaCare, 237-2273, no appointment necessary, open 8 a.m. to 8 p.m., accepts credit cards) have businesses like these. Rock Springs could also initiate a free clinic like those in Cheyenne and Laramie. Legislation has been passed in Wyoming that permits retired physicians to deliver primary care as volunteers in free clinics without fear of medical malpractice liability.</p>	
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## Health

Issue or Project	Recommendations and Objectives	Resources
<p>The cry for more health professionals is ringing loudly in Wyoming, which makes me think some of us are hard of hearing – how is that we are continually crying out for more well-paying jobs for our young people in the state while hospitals and other medical care providers are reporting hundreds of jobs are available in their facilities? At listening sessions in Rock Springs we heard that it is “difficult to recruit professionals to the area, such as school psychologists, school therapist, etc., which effects the services available to the community,” there is a “lack of doctors and nurses,” it’s difficult to retain residential mental health workers and psychiatrists,” and there is a “lack of advanced practice nurses and physician assistants.” Other comments were, “In recruiting physicians, the trailing spouse is not always able to find employment which impacts recruitment,” “The healthcare provider shortage includes lab techs, nurses, doctors,” there is a “shortage of nurses with bachelor’s, master’s and doctoral degrees which are required for some specialties and</p>	<p>While I was in Rock Springs, I wanted to inventory all the available jobs across professions and then I wanted to go to the high school and college to find out whether anyone was interested in the education needed to enter those roles. I also wanted to find out how many companies are paying for students’ education under an agreement that they will return and work for that firm (a relatively common practice at Wyoming hospitals and in non-health-care organizations as well). While there is a struggle between youth wanting to leave the state and explore “what’s out there” and parents’ and communities’ desire to keep their youth at home, there also are some teens who just never think about some of the types of employment available to them at home. There are also teens who leave the state and later want to return, but cannot find a desirable job. It seems as though Rock Springs might pioneer a couple of strategies. One is to track all their high school students to the extent possible and to match the degrees of those graduating from college with available jobs in the community – and recruit them in four or five years, when they’re most likely to be starting families and eager to be in a family-friendly rural environment. Another is to</p>	<p>There are many organizations that offer projects that allow students to test and develop entrepreneurial skills with peers, including Students in Free Enterprise (<a href="http://www.sife.org">www.sife.org</a>). Wyoming Health Resources Network, Inc. (WHRN), a public-private partnership formed by the Wyoming Hospital Association, Wyoming Medical Society, Wyoming Department of Health, and numerous other partners is facilitating health professional recruiting and retention at very low cost. For more information, visit the WHRN web site, <a href="http://www.whrn.org">www.whrn.org</a>, or call (307) 635-2930. WHRN’s primary recruiter is Rock Springs’ own Billie Jelouchan, and she can be reached at 352-1235 or by email <a href="mailto:bjelou@whrn.org">bjelou@whrn.org</a>. WHRN also is the parent organization for the Wyoming Area Health Education Center, which works with WWAMI – a five-state partnership working to increase the</p>

<p>leadership roles,” there is a “nursing shortage in the area – difficulty in recruitment to the area (large percentage of local nurses are approaching retirement age).” At the same time, comments were made that, “We don’t focus enough resources on growing and strengthening the existing businesses that are here,” “Failure to bring in high paying, skilled jobs in the area to keep our youth here,” “We have focused our economic development efforts on the ‘home run’ and should be spending it on helping retain what’s already here,” “Lack of jobs for the young people,” “No reason to come back to Rock Springs after college,” “Needs to be more employment opportunities,” “Connect WWCC with the high school better,” “No jobs for our youth in the fields that attract them, that will bring them back.” We also heard that there are not enough contractors and subcontractors and that there is a need for electricians, plumbers and other licensed tradesman. According to the U.S. Department of Labor Bureau of Labor Statistics 2000-2010 employment outlook, “Health services, business services, social services, and engineering, management, and related services are expected to account for almost one of every two non-farm wage</p>	<p>inventory the jobs available and then make presentations to high school and college students with very specific data in hand: these are the jobs available TODAY in your community, this is what they pay, these are the degrees available TODAY (at WWCC, or UW, or via union shops), this is what an education in that field is likely to cost, these are the scholarships that are available, and WE WANT YOU! to come to work for us. I propose that a coalition be formed to work on partnering education and employment in the community – at high school and college levels. The intention would be to identify employment needs, foster the education of students interested in those careers and generate new up-and-coming students in those professions. Another possibility would be to encourage young entrepreneurs to start their own businesses.</p>	<p>number of physicians and allied health professionals in rural areas. WWAMI offers summer premedical programs for students from disadvantaged backgrounds and underrepresented minorities to encourage and recruit them to the applicant pool for medical school. It’s my understanding that a significantly higher number of Rock Springs students participate in that summer program than students in other counties, suggesting high school students are making use of the opportunities presented to them to explore the healthcare field. For more information, contact Kelly Hubbell at the University of Wyoming, (307) 766-2470.</p>
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<p>and salary jobs added to the economy during the 2000-2010 period. These sectors account for a large share of the fastest-growing industries.”</p>		
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### Infrastructure

Issue or Project	Recommendations and Objectives	Resources
<p>Challenge: Who Pays for Infrastructure Improvement? From comments made throughout the listening session, it appears that residents regard infrastructure as both a strength and a weakness. An underlying theme was a concern over who pays for infrastructure improvements. If residents were asked to fund the improvement, support for the proposed project declined. If private industry was responsible for the improvement, the resulting infrastructure was scattered. Many recognized that the budgets of local government were inadequate to meet infrastructure demands. The cost to businesses of being required to over-build facilities and problems associated with entities not working together -- utility</p>	<p>Develop a coordinated plan that seeks to improve communication among entities installing infrastructure and includes a prioritized list of improvements. The first step should be to assess needs versus what is currently available or in place. Projects regarding public safety should be your top priorities. Infrastructure priorities should also be measured against the city’s master plan to ensure that planned projects are meeting future goals. Using a coordinated approach may even reveal opportunities for public/private partnerships. The plan should be the responsibility of city government, but it must include updates from private industry and local residents. Include the City of Green River and Sweetwater County government on projects that span beyond Rock Springs city limits.</p>	<p>The Mayor’s Office and the City Planner offer the best options for ensuring that up to date information is available when planning for infrastructure improvements. Contact: Mayor Timothy Cuomo 212 D. Street Rock Springs, WY 82901 (307) 352-1510 (307) 352-1516 fax Laura Crandall City Planner 212 D. Street Rock Springs, WY 82901 (307) 352-1510 (307) 352-1516 fax Mike Rickabaugh Planning/Zoning Director 212 D. Street Rock Springs, WY 82901 (307) 352-1510 (307) 352-1516 fax Mayor David Gomez 50 East 2nd North Green River, WY 82935 (307) 872-0500 (307) 872-0566 fax Sweetwater County Comissioners Alice Tielborg 80 West Flaming Gorge Way Green River, WY 82935 (307) 872-6338 (307) 872-6349 fax alicet@swcmail.co.sweet.wy.us</p>

companies and developers; utility companies and city managers – could be resolved with increased communication.		
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### Infrastructure

Issue or Project	Recommendations and Objectives	Resources
<p>Challenge: Water Line Extension/Sewer Line Extension; Streets, roads and sidewalks During the listening sessions it was evident that residents believe basic infrastructure is adequate and in good shape. Expanding and replacing infrastructure was identified as a critical project because current facilities were thought to be, in part, inhibiting economic and residential development. Replacing the wastewater treatment plant was mentioned repeatedly, as were extending water and sewer lines. Development of water and sewer lines as a mechanism to promote in-fill growth was offered as one solution for directing development in a controlled pattern rather than scattered development that increases utility costs. Maintenance of streets and sidewalks was also identified as a strength in the community. However, residents recognized the need to replace and in some</p>	<p>Again, a prioritized list should be developed that first considers any threat to public safety. If structures are threatening public safety, communicate those concerns to the Wyoming Department of Transportation. Be prepared to provide statistics that substantiates your claim. Next, consider those projects that meet an objective identified through your Master Plan. It could be an in-fill project, a commercial area that currently has inadequate facilities or an area targeted for residential development. The Community Development Block Grant, administered through the Wyoming Business Council, has an infrastructure grant component. The purpose of economic development infrastructure is to provide public improvements, such as the extension of water and sewer lines, to sites for the benefit of a specific business. Counties and incorporated cities and towns are eligible to apply for CDBG funds. The Environmental Protection Agency (EPA) provides both direct and indirect</p>	<p>Steve Achter, Director Investment Ready Communities Wyoming Business Council 214 W. 15th Street Cheyenne, WY 82002 307 777-2811 307 777-2838 fax sachter@state.wy.us Environmental Protection Agency Ariel Rios Building 1200 Pennsylvania Avenue, N.W. Washington, DC 20460 (202) 272-0167 Federal Catalog of Domestic Assistance www.cfda.gov State Lands and Investments Board 122 West 25th Street Herschler Bldg, 3rd Floor West Cheyenne, WY 82002 307 771-7331 <a href="http://lands.state.wy.us/">http://lands.state.wy.us/</a> Wyoming Community Foundation Susie Scott Mullen Vice President of Programs (307) 577-0648 Susie@wycf.org Wyoming Community Network Mary Randolph 2219 Carey Avenue Cheyenne, WY 82002</p>

<p>instances modernize present structures. Individuals often stated the roadways were not up to par and in need of repair. Two intersections were directly mentioned as causing traffic problems – Elk Street and Stagecoach, Dewar Drive and Sunset.</p>	<p>assistance in the area of municipal wastewater treatment technologies. Direct assistance includes one-on-one discussions about design, operation and maintenance of systems, and the identification and solution of problems. Indirect assistance includes support for the development of regulations; technical information; guidance, assessments, evaluation, and cost estimates for the design, construction, and operation and maintenance of municipal wastewater treatment facilities. The Office of State Lands and Investments administers several programs that provide grants and loans to governmental entities for capital investments. The types of projects that are typically financed by these programs include water and sewer projects, and street and road projects. The Wyoming Community Foundation and the Wyoming Community Network are both interested in helping communities work on projects identified as priorities through the assessment process. Transportation Funding Programs is a publication by the Wyoming Department of Transportation (WYDOT) that lists approximately 30 programs available to local governments for planning, construction, scenic byways and other transportation projects. Funding is also available through the Highway Safety Program for dangerous intersections that threaten public safety.</p>	<p>(307) 777-6430 (307) 777-6593 fax  mrand@state.wy.us  WYDOT Rich Douglas  Local Government  Coordinator 5300 Bishop Blvd. Cheyenne, WY 82009 (307) 777-4384</p>
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## Infrastructure

Issue or Project	Recommendations and Objectives	Resources
<p>Challenge: Telecommunications The need for additional telecommunications infrastructure was mentioned throughout the listening sessions. Comments focused around the desirability of advanced, high speed data products, the completion of the proposed fiber project and the elimination of long-distance calling between Rock Springs and Green River. Telecommunications is seen as imperative to keep Rock Springs “connected” to other communities, in addition to attracting businesses and youth.</p>	<p>Assess what services are currently in place and do not let misperceptions create a negative image for your community. It is readily apparent that the Joint Powers Board proposed fiber project has caused controversy over issues such as: government competition with the private sector, the overall cost of the project to residents and the use of media to influence people’s decisions. Turn this experience into a positive result by initiating a forum to discuss opportunities for a public/private partnership. The Wyoming Business Council, or the Wyoming Rural Development Council can assist in moderating the discussion. Several comments indicated that high-speed data products were not available in Rock Springs. In July, Qwest deployed a low-cost, high-speed data product called DSL (Digital Subscriber Line). DSL is copper-based technology resulting in internet speeds that are at a minimum, 10 times faster than dial-up. The perception that fiber-based technology is needed for high-speed data products should not discount what is currently available to residents and business. In areas not being served by business, a public/private partnership could result in greater service coverage at a fraction of the cost. The elimination of long-distance calling between Rock Springs</p>	<p>Wyoming Business Council Ray Sarcletti Regional Director/South West Region 307-382-3163 Wyoming Rural Development Council Mary Randolph 2219 Carey Avenue Cheyenne, WY 82002 (307) 777-6430 (307) 777-6593 fax mrando@state.wy.us Jody Levin Qwest – Public Affairs Manager 6101 Yellowstone Road, Room 310 Cheyenne, WY 82009 (307) 771-6843 (307) 771-7603 fax jody.levin@qwest.com U.S. Department of Commerce National Telecommunications and Information Administration 1401 Constitution Ave, N.W. Washington, D.C. 20230 (202) 482-7002</p>

	<p>and Green River was also mentioned in the listening sessions. As the incumbent carrier in the market, Qwest can not eliminate the long-distance charge without a request from residents or local government. Since the impact must be revenue neutral to Qwest, the requesting entity must also approve the increased cost to subscribers' monthly bills. Rock Springs and Green River City Councils' have initiated this request and Qwest is currently assessing the cost to eliminate the long-distance charge. Once the study is completed, the City Council members will need to approve the monthly fee. The National Telecommunications and Information Administration's (NTIA) Technology Opportunities Program (TOP) is a highly-competitive, merit-based grant program that brings the benefits of digital network technologies to communities throughout the United States. TOP grants have played an important role in realizing the vision of an information society by demonstrating practical applications of new telecommunications and information technologies to serve the public interest.</p>	
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### Housing

Issue or Project	Recommendations and Objectives	Resources
Challenge:	Communities across	Wyoming Community Development Authority P.O.

<p>Affordable Housing The need for affordable housing was heard repeatedly by the assessment team. Participants felt the shortage existed across income levels, but focused on entry level housing. Comments indicated that housing costs are higher in Rock Springs, in part because of the wages and salaries paid in the mining industry. As a result, individuals not employed in the mining industry, are being priced out of the</p>	<p>Wyoming are experiencing similar problems, particularly those with rapid growth such as Jackson and Pinedale. Affordable housing is also an issue for the Wind River Indian Reservation. Some communities have worked with developers to set aside a certain percentage of houses for affordable purposes. Other communities have focused on securing assistance through government programs to subsidize housing costs. The Wyoming Community Development Authority (WCDA) offers a variety of programs to address affordable housing needs. Programs are available to individuals, communities and developers. WCDA has recently released a mortgage purchase program for newly constructed homes in Wyoming. This program allows for both first time homebuyers and non-first time homebuyers to</p>	<p>Box 634 Casper, WY 82602 (307) 265-0603 (307) 266-5414 Fax info@wyomingcda.com  <a href="http://www.wyomingcda.com">http://www.wyomingcda.com</a> Randy Dancliff Fannie Mae Wyoming Partnership Office 2424 Pioneer Avenue, Suite 204 Cheyenne, WY 82001 (307) 432-5501 (307) 432-5510 Fax  <a href="http://www.fanniemaec.com/partnershipoffices/wyoming">http://www.fanniemaec.com/partnershipoffices/wyoming</a></p>
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housing market.	finance a newly constructed home at very attractive interest rates. Lower income and purchase price limits apply to this program. WCDA also administers the HOME Investment Partnership Program which targets projects for low- and very-low-income persons. Funds may be used for rental housing production and homeowner rehabilitation anywhere in Wyoming. The state, WCDA, local governmental entities and nonprofits will be required to contribute a non-federal match of up to 25% of all federal funds received under the HOME program. Fannie Mae offers a number of products and services that target those with special housing needs, including seniors, people with disabilities and rural residents. Assistance is also available for companies and organizations striving to address	
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	<p>the demands of today's workforce while expanding home-buying opportunities for employees. Fannie Mae's programs are designed to help borrowers overcome the two primary barriers to homeownership: lack of down payment funds and qualifying income.</p>	
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### Beautification

Issue or Project	Recommendations and Objectives	Resources
<p>Challenge: Beautification            Assessment members heard the desire for Rock Springs to undertake beautification projects, particularly in the downtown area. Participants expressed concerns that the community appears unattractive and as a consequence, the visual component is driving away tourists and business. Project suggestions ranged from repairing and painting old buildings, to planting flowers and trees, to picking up trash and removing weeds.</p>	<p>Many residents expressed appreciation for the Mayor's attention to the problem and his current work on improving the visual aesthetic component of your community. Capitalize on present momentum. Organize round two of a community effort devoted to beautification projects. Start with the basics such as picking up trash and old tires. These types of projects do not require substantial resources, just volunteers. After basic "clean up" projects are completed, set priorities for more intensive capital projects such renovating buildings and planting trees. The Laramie Economic Development Corporation (LEDC) has undertaken the responsibility for beautifying the City of Laramie. Their projects range from trash</p>	<p>Tim Stamp Laramie            Economic Development Corporation 1482            Commerce Drive, Suite A            Laramie, WY 82070            (307) 742-2212 (307)            742-8200 Fax            LEDC@laramiewy.org  <a href="http://www.laramiewy.org">http://www.laramiewy.org</a></p>

	pick up to creating scenic entry ways into the community. LEDC has been successful in securing financial resources to pay for the beautification expenses and in soliciting help from the community.	
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### Growth Management

Issue or Project	Recommendations and Objectives	Resources
<p>Challenge: Growth Management Listening session participants expressed frustration that the city’s master plan is outdated, which has resulted in inconsistent zoning and scattered development. Establishing a vision for the community was heard repeatedly, as residents want a comprehensive land use plan to meet an overall objective. Planning for growth and economic development were discussed as components that should and need to be included in the master land use plan.</p>	<p>Developing comprehensive land use plans can be an expensive undertaking for communities. The Wyoming Community Network administers the Wyoming CommunityViz Partnership, which is a competitive grants program that links communities with CommunityViz software, in addition to providing financial and technical assistance for project completion. CommunityViz is a collection of software tools and services that enable you to model land-use scenarios, to quantify and compare their impacts and to visual the results in 3-D. The CommunityViz Partnership is a tremendous asset to communities and local planners because it allows you to test scenarios for land use development before on-the-ground implementation begins. CommunityViz also provides for citizen involvement and by using illustrative graphics, participants gain a broader understanding often leading to greater support for project implementation.</p>	<p>Wyoming Community Viz Partnership  Wyoming Community Network Mary Randolph  2219 Carey Avenue  Cheyenne, WY 82002  (307) 777-6430 (307) 777-6593 fax  mrando@state.wy.us</p>

## Housing

Issue or Project	Recommendations and Objectives	Resources
<p>Sweetwater County is without a shelter for the homeless, whether they are passing through or local and without a home. Comments heard during the “projects” portion of the listening sessions in Rock Springs included the suggestions that folks “would like to see homeless shelter, especially when the roads are closed,” and that the community should “have a homeless shelter to help with crisis and emergencies.”</p>	<p>According to the Wyoming Coalition for the Homeless, <a href="http://www.vcn.com/~wch/">http://www.vcn.com/~wch/</a>, Rock Springs has a Traveler’s Assistance Society for travelers in need of emergency assistance. Apparently the Salvation Army also gives some assistance in cases where other social services entities are tapped out or unable to provide help. But Rock Springs might consider a program that was implemented in Cheyenne called the “Interfaith Hospitality Network.” CIHN is affiliated with a national organization (National Interfaith Hospitality Network, also known as “Family Promise,” <a href="http://www.nihn.org/">http://www.nihn.org/</a>) that has built networks of churches across the country to provide short-term housing, case management and mentoring to families with children that are homeless. Families stay in local churches where volunteers provide them with meals and evening entertainment. During the day, children go to school while parents work with case managers, work or look for work, go to school, meet with social service</p>	<p>The Traveler’s Assistance Society in Rock Springs can be reached at (307) 872-6360 Monday through Friday from 8:30 a.m. to 10 p.m. and from 1 to 10 p.m. on holidays. The Police Department in Rock Springs and the Sheriff’s Department in Green River are after-hours contacts. The Cheyenne Interfaith Hospitality Network (CIHN) is now a United Way agency in Laramie County and can be found online at <a href="http://www.cheyenneinterfaith.com/">http://www.cheyenneinterfaith.com/</a> and the telephone number is (307) 772-8770. The Good Samaritan Mission in Jackson is at 285 West Pearl and the telephone number is (307) 733-3165. The Central Wyoming Rescue Mission in Casper is located at 230 North Park and the telephone number there is (307) 265-2251. COMEA House Resource Center is located at 1504 Stinson in Cheyenne and can be reached at (307) 632-3174. Services offered at the shelters include overnight lodging, meals, gasoline, bus tickets, day services and health care. The Welcome Mat in Cheyenne is an all-volunteer advocacy agency for the homeless with a day center and sleeping bags available, in addition to two online publications. The Welcome Mat is located at 907 Logan Ave. and the telephone number is (307) 634-8499. The web site is <a href="http://www.vcn.com/~wch/">http://www.vcn.com/~wch/</a>. For information about statewide efforts to house the homeless, contact</p>

	<p>providers, etc. There are homeless shelters housing men, women and families in Jackson, Cheyenne and Casper with small staffs and many volunteers (often residents themselves). These shelters are not fancy but may be a model for other communities in that they are able to house relatively large numbers of people at low cost and offer them the opportunity to get back on their feet. Statewide, planning efforts are underway to address the needs of the homeless on a long-term basis.</p>	<p>Lynne Weidel, manager of the Wyoming Office of Rural Health, (307) 777-6970, lweide@state.wy.us, Natrona County Human Services Commission/Community Action Director Dennis Royal, (307) 232-0124, or Community Action of Laramie County’s Mary Bienz, (307) 635-9291.</p>
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### Community Facilities and Activities

#### Senior Center Youth Center Affordable access

Issue or Project	Recommendations and Objectives	Resources
<p>The challenge seems to me to be that either end of the age spectrum, or more specifically, people who don’t work, need places to congregate, educational stimulation and social interaction. The comments made fitting within this line of thought are as follows: “Need educational programs for the senior population,” “Would like to see after school program in the evening where kids can do something productive that interests them,” “Support something besides crisis,” “Need a place for kids to go, older and younger,” “Our</p>	<p>The community provided several ideas for me, regarding ways people can be connected or concerning the root issues resulting in the cry for more and different facilities: “Need to help kids tap into their spirituality to let them know they are important to the community. Let kids know we value them,” “Need more programs in school and community for kids – Youth for Christ,” “A way to build self-esteem of youth in the community, maybe through arts, something else besides sports,” “Need teen help line using youth volunteers,” “We should be more caring and value the young people, be more aware of what</p>	<p>The questions that arise are typically, “who pays?” and “who will be in charge of coordinating and operating these programs?” Nonprofits and churches tend to operate with tight budgets. School officials want to know who will pay for the lights, heat and cleaning required to have their facilities open extra hours. Cities and towns want to know how they are supposed to maintain order and cleanliness when doggie doo litters public grounds and teens are seen</p>

<p>mayor needs to focus more on the high school student needs,” “Limited activities for the children in our community – no gathering place they can call their own outside of school (particularly in the ages of 12-15),” “Sliding scale for low-income parents for children to be able to go to rec center, civic center.”</p>	<p>they are doing, hearing, seeing, etc.,” “Place more value on young generation. Change from focus on crisis and start celebrating successes. Have children’s choir instead of a drug crisis center,” “Need to build a paintball place,” “Family-based community center with quality child care and activities and events, that would be available for rental for private functions at a reasonable cost,” “Would like to see more community involvement with local churches to gain more participation, hopefully to lead to more youth children’s activities,” “All of the public parks don’t allow dogs. We need a park for people to walk their dogs. Walking trails, dog trails, etc.” These ideas combined brought several possibilities to mind. For example, what about making schools and churches community centers where, when services and classes are not being held, families can gather to use computers, do homework together, play basketball in the gym, take adult education or arts and crafts classes, and meet with health and social service providers. A church could start a teen hotline operable after school and on weekends. A church could also start a children’s choir. Civic clubs could take on maintenance of parks or at least periodic cleanup that might make city officials more willing to permit dog walking. The rec center could encourage congregation of certain age groups, perhaps setting aside</p>	<p>gathering in large groups after dark. These are not new issues in Wyoming or big cities, for that matter. The answers I have tend to be things that work for awhile but as new generations come along, need to be retooled to better fit the thinking, activities and needs of those who are expected to take part in what is being offered. The other thing is, there are occasions when a program or facility is damaged by those who use it and as a result, the opportunity is discontinued. When I was a teenager, there was a junior city council that offered teens a chance to help determine how to break up the heavy utilization of retail parking lots for hanging out, and large parties. We opted to allow plain clothes police to “hang out” on the boundary of a popular farm-surrounded ball-field parking lot that was well lit and maintained specifically for night-time gathering. The lights were shot out repeatedly and the presence of police prevented much real gathering of youth. Another sad story concerns a popular hiking trail created especially for the blind in</p>
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	<p>places within the facility for teens, younger kids (junior high, elementary) and seniors. Seniors and teens can teach each other a variety of skills; youth tend to know more about computers while seniors are likely to have among them retired contractors and military personnel skilled at putting together courses that can be used for paintball and extreme sports. At the mall, an empty retail space could be used as a teen hangout, with appropriate entertainment. Churches can offer or lease space for child care and preschool programs.</p>	<p>another community that has been repeatedly vandalized. I believe that these kinds of things happen and must not be allowed to detract from efforts to reach the populations targeted. Bad things happen, and so do lots and lots of good things, when time and energy is put into building connections between generations, between the public and private sectors and between organizations likely to be territorial. That said, I suggest calling Carolyn Deuel with Artcore ((307) 265-1564) in Casper, a relatively low-budget cultural organization that presents a broad range of performances by local and out of state artists who visit schools before putting on community presentations in Casper high schools. Youth for Christ in Casper is offering after school clubs in several Casper schools and might be a resource ((307) 235-6650). The U.S. Department of Health and Human Services Center for Faith-Based and Community Initiatives, <a href="http://www.hhs.gov/fbci/">http://www.hhs.gov/fbci/</a>, lists numerous government grants available. The Wyoming</p>
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		<p>Community Foundation, <a href="http://www.wycf.org">www.wycf.org</a>, (307) 721-8300, offers small grants for youth-focused activities. Some churches, like the Episcopal and Catholic Diocese in Wyoming, make grants when their member parishes request funds for projects they are involved in or are piloting. What I would rather see, however, is a community planning process where resources that are underutilized are redirected. If the rec center or schools are hosting dances that are not well attended by students, use that money and chaperones' time for some other activity, for example. An elective could be offered at the junior high and high schools requiring and helping youth learn to volunteer effectively in the community – they will need to choose projects to work on in the course of a semester and demonstrate how and why their time was well spent. They could be taught in that same class to write grants and raise funds for a specific project, like a teen hotline in a church manned by youth trained to deal with peers in need of counseling and support. Seniors could be</p>
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		taught to write grants for projects they are interested in “pioneering” in their community, such as a “golden years” college program utilizing WWCC facilities and educators.
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### Image

Issue or Project	Recommendations and Objectives	Resources
<p>People and their attitudes, appreciation of community history and diversity, and the value of small town attributes were themes we chose based on the comments we heard during the listening sessions. This is a category where comments fell on both sides of the fence: people are proud of the community's diversity while at the same time, the need for cultural diversity appreciation was cited as terrorism has spiked racial incidents in the area. Small town attributes are valued while growth is desired. Apathy is entrenched, but more often the not, people's ideas for change were for things they would like to see someone else make a</p>	<p>The followup process the Wyoming Business Council and the Wyoming Rural Development Council sponsor in Rock Springs will allow citizens to cite their areas of expertise and apply them to one of the projects within this report chosen as a priority for the coming year. However, were someone to decide they wanted to start progress now and write a grant, there are many resources within Wyoming for researching and learning about grants. Small projects sometimes make a big difference: literature readings at the libraries and in the schools, a community potluck featuring a variety of ethnic dishes (with a small admission fee to raise funds for a neighborhood cleanup, tree planting, youth program, etc.), a monthly "extra" addition to the local newspaper</p>	<p>The Catalog of Wyoming State grants lists many of the funds available from a variety of state agencies, including the Wyoming Arts Council, the Department of Education, the Department of Family Services (Children's Trust Fund) and the Wyoming Business Council. Be sure to visit <a href="http://cowgirl.state.wy.us/grantscat/">http://cowgirl.state.wy.us/grantscat/</a> and the long list of small grants available for a wide range of programs. Linda Harp in Basin, Wyoming, is a grantwriter who is mostly self taught and has increasing success with nonprofit endeavors she has taken on. She can be reached at (307) 568-2929. Linda participated in the Community Assessment in Basin and has made making change part of her "personal commitment" to her community through writing grants. If someone in Rock Springs were similarly ignited, Linda would be an excellent coach. The Minority Health Council has within it a wealth of people scattered across Wyoming interested in promoting cultural diversity and</p>

<p>reality. And that's typical. Most of the communities I have worked in have many different types of people, some more inclined than others to take the lead in making change happen and some more inclined than others to resist change. Everyone in a community is valuable and has something to offer -- and their opinions matter, regardless of whether you agree with them or not. Appreciation is about acceptance of people exactly as they are, and maybe even celebrating them for being who and how they are.</p>	<p>featuring a particular ethnic group in the community and their traditions and contributions to the area, an art exhibit downtown featuring the work of the community's ethnic groups, and so on.</p>	<p>appreciation of minorities; contact Renee Gamino Diaz with the Wyoming Primary Care Association, (307) 632-5743, or Betty Sones in the Wyoming Department of Health, (307) 777-5602 for more information about the council's members and people who may be helpful.</p>
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### Community Facilities & Activites

Issue or Project	Recommendations and Objectives	Resources
<p>During the listening sessions, we heard you say there is a need for a new senior citizen's center, youth center - indoor and outdoor - for infants to 20, and affordable access to exsting facilities.</p>	<p>Senior Center - The current senior citizen's center is overcrowded. The new senior citizen's center is in process. BLM land has been applied for in 2002. The feasibility study is in process. The Board still needs the funding time line and completion time line to complete the BLM application. Funds can come from several sources such as donations, city, county, state and federal loans and grants as well as</p>	<p>Other resources are: The Rural Information Center [RIC] [a joint project between USDA Cooperative State Research, Education &amp; Extension Service and the National Agricultural Library [NAL] can provide customized information products to specific inquiries including assistance in economic revitalization issues, local</p>

	<p>fundraising activities. Through USDA Rural Development (RD), the Board can access RD's community facility direct and or guarantee loan program. The purpose of these loan programs is developing essential community facilities for public use in rural areas and towns of up-to and including 20,000 population. Loans are made to public bodies, Indian tribes, or non-profit organizations. Funds are used to construct, enlarge, or improve community facilities for health, care, public safety, and public services. The RD community facility direct loan program offers low interest rates that are set quarterly and depend upon the median household income of the service area of the project. These loans are secured by bonds or notes pledging taxes, assessments or revenues. When state law permits, a mortgage may be taken on real and personal property. Maximum terms on all loans equal 40 years. The RD community facility guarantee loan program guarantees 90% of the loan made by a local lender for your project. The process time utilizing this program is less than that of other programs, thereby reducing inflationary increases to construction costs. You're establishing loan history with a commercial lender instead of the Government. Contact RD for more information on the Community facility direct and guaranteed loan programs.</p>	<p>government planning projects, funding sources, and other related issues. The publication "Federal Funding Sources For Rural Areas" lists available funding resources from the Federal agencies for 2003. Obtain the publication by writing, calling, or emailing the following: USDA Rural Information Center, National Agriculture Library 10301 Baltimore Avenue, Room 304 Beltsville, MD 20705-2351 Phone (800) 633-2351 Email: ric@nal.usda.gov Website: <a href="http://www.nal.usda.gov/ric">http://www.nal.usda.gov/ric</a> Mayor Timothy Kaumo City of Rock Springs 212 D Street Rock Springs, WY 82901 Phone (307) 352-1510 Fax (307) 352-1516 Email: <a href="mailto:tim_kaumo@rswy.net">tim_kaumo@rswy.net</a> Sweetwater County Commissioners John Pallesen Ted Ware Joe Oldfield Sweetwater County Courthouse 80 West Flaming Gorge Way Green River, WY 82935 Phone (307) 872-6338 List of banks located in Rock Springs and Green River [may not be all inclusive] American National Bank, 2215 Foothill Blvd., Rock Springs (307) 362-1234 Community 1st Nat'l. Bank, 200 N. Center, Rock Springs (307) 362-7840 Major Mortgage [SFH housing], P.O. Box 2225,</p>
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	<p>Linda Ziegler USDA Rural Development 625 Washington Street, Suite B P.O. Box 190 Afton, WY 83110 Phone (307) 886-9001, extension 4 Fax (307) 887-3744 Email: linda.ziegler@wy.usda.gov website: www.rurdev.gov Bond Counsel can help you with the bond election process as well as give you advice on the best bonds for your project type. There are three bond companies in Wyoming: Borthwick Law Firm 1912 Capitol Avenue, Suite 506 P.O. Box 1124 Cheyenne, WY 82001 Phone (307) 635-2433 Contact: Dean W. Borthwick Herschler, Freudenthal, Salzburg, &amp; Bonds P.C. 314 East 21st Street P.O. Box 387 Cheyenne, WY 82003-0387 Phone (307) 634-2240 Fax (307) 634-0336 Contact: Barbara E. Bonds Wiederspahn, Lummis, &amp; Liepas, P.C. 2020 Carey Avenue, Suite 700 Cheyenne, WY 82001 Phone (307) 638-6417 Fax (307) 778-1628 Contact: Alvin Wiederspahn, Michael Reese Youth Center - Indoor and Outdoor - During the listening sessions we heard "there's nothing to do" and "there's no place to hang out" from the youth and adults speaking on behalf of the youth. Activities from a skateboard park to a paintball facility to just someplace to go were mentioned. First, please take advantage of the natural resources and manmade facilities in Rock Springs and Sweetwater County. Flaming</p>	<p>Rock Springs (307) 362-6022 North Side State Bank, 601 North Front Street, Rock Springs (307) 362-5601 Rock Springs National Bank, 1987 Dewar, Rock Springs 352-0500 Rock Springs National Bank, 333 Broadway, Rock Springs 362-8801 or (800) 574-6611 State Bank of Green River, 30 Shoshone Ave., Green River (307) 875-5070 Wells Fargo, 1400 Dewar Drive, Rock Springs (307) 352-5506 or (800) 574-6611 The Community Development Block Grant program is managed through the Wyoming Business Council at: Steve Ather, Director Community Development Block Grant Program 214 West 15th Street Cheyenne, WY 82003 Phone (307) 777-2811 Email: sachte@state.wy.us Website: www.wyomingbusiness.org The Foundation Center's website is also helpful. It lists the foundations that are available to help individuals and non-profit organizations. The website address is: www.fdncenter.org Western Wyoming Community College 2500 College Drive P.O. Box 428 Rock Springs, WY 82901 Phone (307) 382-1600 Fax (307) 382-1636</p>
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Gorge, Rock Springs Recreation Center, Rock Springs Civic Center, Rock Springs Historical Museum, Western Wyoming Community College, numerous city parks, community events at the Sweewater County Complex, the existing skateboard park, various youth organizations, and your schools have activities scheduled. The Chamber of Commerce has many of the above brochures. Contact the chamber at: Dave Hanks, Director Rock Springs Chamber of Commerce 1897 Dewar Drive P. O. Box 398 Rock Springs, WY 82901 Phone (307) 362-3771 Website: [www.rockspringswyoming.net](http://www.rockspringswyoming.net)

Second, the goal of a community-wide youth center is achievable through your commitment, determination, hard work, and time. Begin with a group of youth and adults. You may decide there are existing buildings that could be utilized as a youth center. Check out the existing vacant buildings. Conduct an assessment or survey of what the youth of Rock Springs want for and at the youth center. Hold informational meetings at several locations to report on the results of the survey and throughout this process. Ask for volunteers to form sub-committees or sub-groups to research items requested in the survey, where the funds will come from, fundraising efforts, operating and maintenance, fees to use the youth center, and

sub-groups as necessary. Funds come from many sources: donations, fundraising efforts, various government agencies, and non-profit organizations. RD, through the use of community facility direct loan program offers loans to public entities, Indian tribes, and non-profit organizations at low interest rates for a maximum term of 40 years. The purpose of these loans is to construct, enlarge, or improve community facilities for health care, public safety, and public services. Contact USDA Rural Development at: Linda Ziegler  
USDA Rural Development 625 Washington Street, Suite B P.O. Box 190 Afton, WY 83110  
Phone (307) 886-9001, extension 4 Fax (307) 886-3744  
Email: linda.ziegler@wy.usda.gov  
Website: www.rurdev.gov The Foundation Center has a website of foundations that grant to individuals or non-profit organizations for various purposes. The website address is: www.fdncenter.org. Contact the Rural Information Center [RIC] for more information on federal funding sources: USDA Rural Information Center, National Agriculture Library 10301 Baltimore Avenue, Room 304 Beltsville, MD 20705-2351 Phone (800) 633-2351 Email: ric@nal.usda.gov  
Website: http://www.nal.usda.gov/ric  
Affordable access - Some of the existing facilities do have affordable access to their

	<p>facilities. As an example, the City of Rock Springs Parks and Recreation Department tells us what their fees are in the general information section of the 2003 fall and winter guide. Daily fees for children five and under are free. Daily fees for youth six to eighteen equal \$2.25. Adults pay \$4.25 for daily use. Senior Citizens pay \$1.50 for daily use. Full time students, with ID, pay \$2.25 for daily use. It is more cost effective to pay membership fees by the month, six-months, or for one year. Membership fees are reasonable. Youth fees for one month equal \$17.00, which equals fifty-six cents per day. Single fees for one month equal \$33.00, which equals \$1.10 per day. Family fees for one month equal \$1.83 per day. Senior fees for one month equal \$12.00, which equals forty cents per day. The city parks can be reserved with no rental fee. Activities supported by the City of Rock Springs such as baseball/softball, basketball, and other sports organizations may have fees. Contact the Parks and Recreation Department at 352-1440 for a list of sports organizations and their fees.</p>	
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### Growth Management

Issue or Project	Recommendations and Objectives	Resources
The challenge then is to decide what you want for	Develop a comprehensive plan [The Plan] that is flexible	Patricia Robbins, Director Sweetwater

<p>Rock Springs future. Several times during the listening sessions, we heard "we need zoning. We need a land use plan. We need an economic development plan. We need to cooperate with Green River, the surrounding areas, and Sweetwater County. We need to prepare for the "boom and bust" cycle".</p>	<p>enough to manage the growth and change that Rock Springs is and will experience in the next 5, 10, 20 years and beyond. The Plan takes your vision for Rock Springs and turns it into specific actions. Incorporate the land use plan and economic development plan into The Plan. Involve individuals, city, county, state and federal agencies. The majority of these individuals and entities have technical assistance and funds available for planning purposes. Utilize this assessment for planning, implementing, and evaluating The Plan. Major components of a comprehensive plan include: 1) Vision Statement, 2) Community Assessment, 3) Goals, 4) Strategies - how will we achieve our goals? and 5) Evaluation process. For economic development planning - USDA Rural Development [RD], has a grant program available through the Rural Business Opportunity Grant Program [RBOG]. The purpose of the program is to promote sustainable economic development in rural communities with exceptional needs. This is accomplished by making grants to organizations to provide for economic development planning, technical assistance, or training activities that improve economic conditions in rural areas. Contact Linda Ziegler, USDA Rural Development, 625 Washington Street - Suite B, P.O. Box 190, Afton, WY 83110, Phone (307) 886-9001, extension 4, Fax (307) 886-3744, Email:</p>	<p>County Economic Development Association [SWEDA] 1400 Dewar Drive, Suite 205A Rock Springs, WY 82902 Phone (800) 803-6362 Phone (307) 352-6874 Fax (307) 352-6876 Email: parobbin@wyoming.com Website: www.sweda.net</p>
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linda.ziegler@wy.usda.gov, RD  
Webiste: www.rurdev.usda.gov.  
For technical assistance, the  
Office of Community  
Development's website offers  
publications, tech notes,  
presentations, and links to  
various websites. Contact USDA  
Rural Development Office of  
Community Development  
Reporter's Building, Room 701  
300 7th Street, SW Washington,  
DC 20024 Phone: 1-800-645-  
4712 Website:  
<http://www.rurdev.usda.gov/ocd>  
Through the community  
develoment block grant program,  
Wyoming Business Council  
offers a grant program for  
planning. The Small Business  
Development Center can offer  
technical assistance in creating  
The Plan. Contacts are: Ray  
Sarcletti Southwest Region  
Director Wyoming Business  
Council 1400 Dewar Drive, #205  
Rock Springs, WY 82901 Phone  
(307) 382-3163 Fax (307) 382-  
3217 Email: rsarcl@state.wy.us  
Website:  
[www.wyomingbusiness.org](http://www.wyomingbusiness.org)  
Steve Achter, Director CDBG  
Program Wyoming Business  
Council 214 West 15th Street  
Cheyenne, WY 82002 Phone  
(307) 777-2811 Email:  
sachte@state.wy.us Bill Ellis  
Wyoming Small Business  
Development Center 1400  
Dewar Drive, Suite #205 P.O.  
Box 1168 Rock Springs, WY  
82902 Phone 1 (800) 348-5205  
Email: bellis@wyo.edu Website:  
[www.uwyo.edu/sbdc](http://www.uwyo.edu/sbdc) Steve  
Achter, Director CDBG Program  
Wyoming Business Council 215

**Economic Evolution**

Issue or Project	Recommendations and Objectives	Resources
<p>Expanding retail opportunities and diversification of businesses are two challenges facing the community and jobs for youth.</p>	<p>USDA Rural Development [RD] offers business and industry loan guarantees and rural business and enterprise grants. These RD programs offer the customer additional funding opportunities to expand existing or bring in new business diversification. The main purpose of the Business and Industry loan guarantee is to create and maintain employment and improve the economic and environmental climate in rural communities. This is achieved by expanding the existing private credit structure capability to make and service quality loans to provide lasting community benefits. Benefits to the business are higher loan amounts, strengthens the loan application, less equity injection, lower interest rates and longer repayment terms assist businesses that may not qualify for conventional lender financing. Benefits to the lenders provides them with another tool to expand their loan portfolio, improve the economy and quality of life in rural communities, the guaranteed portion of the loan is protected against loss by a Federal guarantee. Eligible customers are any legal entity, including individuals, public and private organizations, and federally</p>	<p>Contact the North East Wyoming Economic Development Corporation for information on the types of businesses that are successful in receiving the rural business enterprise grants. NEWEDC phone number is (307) 686-2603.</p>

	<p>recognized Indian Tribes. The Rural Business Enterprise Grant Program {RBEG} makes grants to finance and facilitate development of small and emerging private business enterprises in rural areas of cities up to 50,000 population. Priority is to applications for projects in open country, rural communities and towns of 25,000 and smaller, and economically distressed communities. The grants include grants made to third party lenders to establish revolving loan programs or provide technical assistance. Eligible third party lenders are public bodies and private nonprofit corporations. Eligible purposes include technical assistance and parking areas. Because grant funds are limited, this program works really well for cottage-type industries. This could also give the youth an opportunity to start their own business.</p> <p>Northeast Wyoming Economic Development Corporation [NEWEDC] receives grant funds successfully each year. For more information on RD's programs contact Linda Ziegler USDA Rural Development 625 Washington Street, Suite B P.O. Box 190 Afton, WY 83110 Phone (307) 886-9001, extension 4 Fax (307) 886-3744 Email: linda.ziegler@wy.usda.gov Website: www.rurdev.usda.gov</p>	
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**Beautification**

Issue or Project	Recommendations and Objectives	Resources
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<p>Tree Planting Tree planting was one of the major themes that reoccurred in the course of our listening sessions. Again and again, people identified it, both in terms of complimenting the previous efforts and in identifying it as something they wished to see more of.</p>	<p>I would recommend that a local non-profit group be organized for the express purpose of tree planting in Rock Springs and the surrounding area. This group could be made up interested individuals and, more importantly, community service groups, fraternal organizations and youth groups that already exist and are seeking outlets and projects to improve their community. This organization should immediately seek 501 (3) ( C ) status which will make it eligible for grant funding. As a short term goal this group could focus on obtaining the “TREE CITY GROWTH AWARD” which is an outgrowth of the “TREE CITY USA” program sponsored by the National Arbor Day Foundation. In the longer term, the tree group could become eligible for tree planting and beautification projects and grants from a variety of sources including some of those mentioned above. This group would be most effective if it could cooperate closely with the Planning and Recreation departments and would of course benefit from the active and enthusiastic support from the City and County.</p>	<p>While Rock Springs is a “Tree City USA” recipient from the National Arbor Day foundation, there are numerous other national foundations and organizations dedicated to promotion and expansion of urban forests and forestry. One of the most promising of these is the National Tree Trust (<a href="http://www.nationaltreetrust.org">www.nationaltreetrust.org</a>). This organization has grants which not only help fund and promote tree planting but their “SEEDS” grants will help to pay basic organization costs (office space, postage, etc.). To access these monies, you will have to establish a local non-profit urban forestry group (club, organization) with a 501 (C) (3) designation and have it active for two years. Another excellent resource is Treelink (<a href="http://www.treelink.org">www.treelink.org</a>). There sections on this site with excellent resources for non-profit groups, including grant sources, program ideas and technical resources. Other sources for tree planting grants and information include the National Urban Community Forestry Advisory Council,(accessible through TREELINK), the United States Forest Service (<a href="http://www.fs.fed.us">www.fs.fed.us</a>) and American Forests (<a href="http://www.americanforests.org">www.americanforests.org</a>)</p>
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## Beautification

Issue or Project	Recommendations and Objectives	Resources
<p>Property clean-up was identified as another major theme we grouped under the heading of Beautification. Rock Springs suffers from the problems of past growth patterns. While government owned property (right of ways, parks, etc.) can be addressed directly, private properties present the more difficult problem.</p>	<p>Some of these problems might be addressed by a “City Pride” campaign urging ( and perhaps rewarding) private property owners to take pride in their cities appearance. The other side of the coin would be the drafting and enforcement of strong ordinances regarding attractive nuisances, property maintenance and upkeep, and standards for new construction. These are almost always unpopular measures, and this “stick” should be used advisedly. Perhaps the most important thing is to recognize that this problem has no good short-term solution. It is ultimately a matter of the publics’ attitude which will change only slowly and certainly not universally. A comprehensive, consistent and long-term approach will have the best chance of ultimately making a change. When it becomes generally unacceptable and condemned that a property looks like a minor junkyard, you will have success.</p>	<p>I believe the mechanism of a “CITY PRIDE” campaign can be left to local innovation. I might suggest that it be couched in some type of good-natured competition. Although I know that Rock Springs has been going through a process to address zoning and land use planning, there was great dissatisfaction expressed with the process by some. However, zoning and ordinances will be the only way to put any teeth in a clean up campaign. Most towns are finding that a master plan for growth and development allows them to make rational decisions that avoid conflicts and wasteful expenditures, preserve property values, solve existing problems and avoid future problems. Some good resources are <a href="http://www.lwvmi.org/landuse">www.lwvmi.org/landuse</a> from the League of Women Voters in Michigan and <a href="http://www.sustainable.doe.gov/landuse/luintro">www.sustainable.doe.gov/landuse/luintro</a> from the Department of Energy SmartCommunities network.</p>

### Beautification

Issue or Project	Recommendations and Objectives	Resources
<p>The appearance of the I-80 entrances and exits of the city, which figure so prominently in first impressions, was another constant thread in the listening sessions.</p>	<p>While some people were aware that the City and the Wyoming Department of Transportation are cooperating to rebuild and improve these exits and that esthetics will be a part of these program, many were obviously not. Some further publicity regarding this program might be in order. Additionally, the City could concentrate some effort in the right of ways and public areas with plantings (trees, flowers, etc.) to enhance these critical points.</p>	<p>The city could publicize the upcoming work on the exits in the local paper. Concentration of plantings would be an action which city council could direct through the city.</p>

### Beautification

Issue or Project	Recommendations and Objectives	Resources
<p>What to do with Bitter Creek was identified a major theme in the sessions. It presents problems in regards to development and aesthetically. We heard about the problems that property owners in the flood plain</p>	<p>In the short term, a cleanup program, utilizing volunteers would improve its appearance. The best suggestion for a long-term solution I can forward would be to follow the example of Rapid City SD and what it did with Rapid Creek. In 1976 a cloudburst caused a flash flood on Rapid Creek that was devastating to Rapid City. In the process of recovery, the City basically turned the entire length of the creek</p>	<p>The ordinance that was developed and used in Rapid City can be found at <a href="http://WWW.co.pennington.ad.us/planning/fd100.htm">WWW.co.pennington.ad.us/planning/fd100.htm</a>. They utilized input from the U.S. Army Corps of Engineers (which would have much to say regarding any similar process) and the flood insurance maps.</p>

<p>have with insurance, construction and resale; questions of public safety and of course its appearance.</p>	<p>through the city into a greenway/park/recreation area along the 100 year flood plain., killing two birds with one stone. They have a beautiful and pleasing green space in the center of the city that enhances livability and have addressed the problem of flooding from similar events. I am not saying that Rock Springs, with its climate and altitude, can just copy Rapid City, but it would be worthwhile to explore the potential. Instead of a “greenway” it might be a “wildlands park” with native and adapted introduced vegetation. This type of theme would probably be more adaptable as it would require less maintenance and reduce costs. There are difficulties inherent in the situation. As the creek is deeply incised, it might be necessary to reshape and then stabilize banks and apply some erosion control measures. Additionally, there probably would be some permitting required (such a Corps of Engineers). Other hurdles would of course involve acquiring the private property but, given the difficulties that the private landowners are having with</p>	
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	<p>insurance, construction and the like it might better serve both the city and the landowner to turn the land to this use. The watershed that feeds the creek cannot be radically modified and the floodplain will not change appreciably. Short of channelizing and confining the stream with walls (expensive and definitely not beautiful) you cannot eliminate the streams effect. By applying this conceptual “Judo”, it might be possible to turn this problem area into an asset for all.</p>	
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### Beautification

Issue or Project	Recommendations and Objectives	Resources
<p>Many individuals want to see Bitter Creek cleaned up and would like to see more trees planted.</p>	<p>Beautification projects can be excellent civic group, church, or school projects. One possible grant resource is through the Community Tree Planting and Education Grants Office of State Lands and Investments, Forestry Division. To be eligible applicants must be cities and towns, civic groups and</p>	<p>Mark Hughes, Wyoming State Forestry Division 1100 W. 22nd St. Cheyenne, WY 82002 307/777-7586 U.S. Environmental Protection Agency, Contact: Michele Soho 202-857-0166 Website: <a href="http://www.epa.gov/owow/wetlands/restore/5star/03newsrel.html">www.epa.gov/owow/wetlands/restore/5star/03newsrel.html</a></p>

organizations. Volunteers must be involved in the projects, and all tree projects using these funds must be on public property. Grants range from \$500 to \$3,000 and requires a 50/50 cash match. The deadline for grants is February 15 of every year. For more information, please contact Mark Hughes. A project many people would like to see cleaned up is Bitter Creek. A project on this scale will take a coordinated effort involving many volunteers. One grant that may be worth looking into is through the U.S. Environmental Protection Agency. The 5-Star Grant Program funds community-based partnerships for support of wetland and streamside restoration projects. Consideration for funding is based upon the program's educational and training opportunities for students and at-risk youth, the ecological benefits

	to be derived, and the project's other cultural and economic benefits to the community. A project in Casper (Garden Creek Wetland Restoration) won a 2003 grant.	
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### Image

Issue or Project	Recommendations and Objectives	Resources
<p>Bad media hype of Rock Springs during the 80's boom period has continued to be a negative image problem today.</p>	<p>It is too bad that Rock Springs still deals with the bad image from an earlier boom period. I think the community has made strides to accentuate the positive, i.e. promoting "56 Nationalities," a mineral rich area, and a pleasant place to live. Rock Springs needs to continue its efforts to promote the positive aspects through many outlets. This will go a long ways to create a more powerful image and override the old negative image. I visited several web sites which would be logical places to search for tourism information on Rock Springs and the surrounding area to get an idea what is presently available. One area that may really help overcome this negative image is enhancing tourism opportunities. I have included some ideas in this area under the Economic</p>	<p>none</p>

### Image

Issue or Project	Recommendations and Objectives	Resources
<p>In several sessions the discussion of keeping spending dollars in Rock Springs rather than Salt Lake City or Denver. Then the discussion came up of poor customer service</p>	<p>The Small Business Development Center offers Customer Service workshops. This is one of the cheapest investments a business can offer for training to its employees and one of the best things that</p>	<p>Small Business Development Center Bill Ellis 1400 Dewar Dr. Suite #205 Rock Springs, WY 82901 (307) 352-6894 Toll Free in WY 800-348-</p>

within the retail sector.	businesses can do to retain customers. Please contact Bill Ellis for future workshops.	5205 Fax: (307) 352-6876 e-mail: bellis@uwo.edu
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### Economic Evolution

Issue or Project	Recommendations and Objectives	Resources
<p>2 million tourists visit the area and Rock Springs would like to capture more of their tourist dollars.</p>	<p>I mentioned earlier that I visited several web sites for the Rock Springs area. Then I put my vacation hat on (we are all tourists, at least a couple weeks of the year!) and I really looked at how easy it would be to plan a vacation to the Rock Springs area. The web sites do a good job to briefly describe what is available, but what I realized is the potential tourist would really have to work at putting together their own vacation planning. I think one of the main purposes to entice potential tourists is to do some of the work for them. Make it easy for them! Here are some ideas and some web sites to go to see what other states have done. There is a lot of competition out there and it is becoming increasingly more difficult. ; Include a “Travel Planner” or “Plan Your Vacation” link—For example, Albuquerque, New Mexico’s Convention and Visitor Bureau’s site goes further to help you plan your trip by themes: Art and History Trip; Natural History Trip; High Altitude Trip; High Desert Romance Trip; and Taste of Albuquerque Trip. When you click on one of these trips a sample itinerary of activities and events for Day 1, Day 2, and Day 3. Click on one of the above trips through the following link: <a href="http://www.itsatrip.org/packages/">http://www.itsatrip.org/packages/</a></p>	<p>none</p>

	<p>&amp;#61558; Allow potential tourists to browse by activity, i.e. “hunting,” “fishing,” “mountain biking,” “viewing wildlife,” etc. One site to view is the Montana Vacation and Travel Planner site:  <a href="http://www.visitmt.com/falcon/">http://www.visitmt.com/falcon/</a>  &amp;#61558; Or provide tourists to browse by interest, i.e. “outdoor,” “family,” “romantic,” “winter,” and “discovery.” The Colorado Travel and Tourism site has an example of this: <a href="http://www.colorado.com/">http://www.colorado.com/</a>  Hotels and restaurants are usually listed, but adding other businesses associated with outfitting, fishing guides, rafting, etc. will make it easier to book reservations as well as promote local services. On the Travel Alaska web site, the following example of Sportfishing refers potential tourists to businesses available in different regions of Alaska who provide this service:  <a href="http://www.sportfishinginalaska.com/">http://www.sportfishinginalaska.com/</a></p>	
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### Economic Evolution

Issue or Project	Recommendations and Objectives	Resources
<p>Diversifying business/manufacturing sector to lessen the impact of the boom/bust cycle.</p>	<p>“Economic Gardening” is the buzz word for growing existing businesses and nurturing entrepreneurs and many communities are experiencing wonderful successes. The University of Wyoming/College of Business, the Wyoming Small Business Development Center and the Wyoming Business Council recently collaborated on implementing a Market Research Center (MRC) using the Littleton Colorado Economic Gardening model. The MRC provides market research and analysis, as well as, Geographic Information Systems Services for Wyoming businesses. For more information on the MRC services, please contact Bill Ellis with the Small Business</p>	<p>Small Business Development Center Bill Ellis (307) 352-6894 Wyoming Business Council South West Regional Office Ray Sarcletti, Director 1400 Dewar Drive, Suite 208A Rock Springs, Wyoming 82901  rsarcl@state.wy.us 307-382-3163</p>

	<p>Development Center or Ray Sarcletti with the Wyoming Business Council. To gain a better understanding of “Economic Gardening,” I have listed some web sites which detail what is going on in other parts of the U.S. There may be some sources of inspiration that may appeal to this community. <a href="http://www.sfed.org/">http://www.sfed.org/</a>  <a href="http://www.littletongov.org/bia/NewEcon/default.asp">http://www.littletongov.org/bia/NewEcon/default.asp</a>  <a href="http://www.ci.berkeley.ca.us/sustainabledevelopment/ecobusiness/growyourbusiness.htm">http://www.ci.berkeley.ca.us/sustainabledevelopment/ecobusiness/growyourbusiness.htm</a></p>	
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### Economic Evolution

Issue or Project	Recommendations and Objectives	Resources
<p>Revitalizing the downtown area (old buildings) and upgrade the aging infrastructure.</p>	<p>Most likely you are already aware of the National Main Street Institute and some of the workshops and services that are available. If you are not aware of them, their mission is “Building professional skills in commercial district revitalization.” I would like to draw your attention to their conference scheduled in Albuquerque, New Mexico, May 9-12, 2004. The theme is “Revitalization Resources: Money, Places, Partners. An example of some of the topics that will be featured include: Financing mixed-use projects, CDC’s branching into commercial district revitalization, Housing development, Successful commercial building, and Innovative partnerships rehabilitation projects to name a few.</p>	<p>National Main Street Institute—  <a href="http://www.mainstreet.org">www.mainstreet.org</a></p>

### Housing

Issue or Project	Recommendations and Objectives	Resources
The need for a housing facility for homeless individuals and family.	One of the housing issues which came up during the listening sessions was the need for a homeless shelter. Gillette was able to build a nice facility through different funding sources. Carma Harston was the driving force behind this project. She drove this project from conception to realization. Contact the Way Station if this is a project that Rock Springs would like to undertake.	COUNCIL WAY STATION 114 4-J Road Gillette, WY 82718 307-686-2730

### Economic Evolution

Issue or Project	Recommendations and Objectives	Resources
Several individuals expressed a need for a large events center to accommodate more activities, concerts, etc not only for people who live in the area but also to I/80 passerbys/tourists.	Probably community leaders are already aware of some of the larger event centers in other WY communities: Casper (Casper Events Center), Gillette (CamPlex), Cheyenne (The IKON Center). I would recommend a market research study to look at the feasibility of a large events center in this area. This study would look at potential market analysis, competition, event/activity trends as an example.	Please contact Bill Ellis or Ray Sarcletti to make a request of the Market Research Center.

### Economic Evolution

Issue or Project	Recommendations and Objectives	Resources
Challenge: New business development, job creation	Mary: I will e-mail you the building blocks. They would	For more information about implementing the building

<p>and economic diversity were brought up a number of times as a need in Rock Springs. People want good quality jobs, particularly for youth, to give them the opportunity to stay in the community. Not all communities are prepared for or have in place the necessary tools to be successful with a business recruitment or business expansion effort. Certain steps must be taken before true success can be attained with a business recruitment or expansion program. Considerable academic research has been completed to determine what needs to be in place to insure success. Below is an outline of an approach that has been proven successful. It is called “Economic Development Building Blocks, A Holistic Approach.”</p>	<p>not copy on to the form.</p>	<p>blocks in Rock Springs  contact: Ray Sarcletti,  Director South West  Regional Office Wyoming  Business Council 1400  Dewar Drive, Suite 208A  Rock Springs, WY 82901  307 382 3163 Email:  rsarcl@state.wy.us Web:  www.wyomingbusiness.org</p>
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### Economic Evolution

Issue or Project	Recommendations and Objectives	Resources
<p>Challenge: Entrepreneurial training for existing business owners as well as owners of start-up businesses is essential and can go a long ways toward strengthening the viability of new or expanding businesses. There are also a variety of programs available to serve</p>	<p>Solution/Contact: The Wyoming Small Business Development Center (SBDC) provides a wealth of assistance to business owners. The assistance includes business plan assistance, accounting, marketing, and government procurement and grant and loan application preparation to name a few. The</p>	<p>For additional information regarding the Small Business Development Center’s contact: Bill Ellis, Regional Director SBDC 1400 Dewar Drive, Suite 205 Rock Springs, WY 82902-1168 307-352-6894 Toll Free: 800-348-</p>

the needs of businesses.	SBDC office is located in Rock Springs. The NxLevel entrepreneurial training is also offered through the SBDC and will be taught on-site in Rock Springs if there are enough students that sign-up for the class. It generally takes about 12 students to make a complete class. However, if there are fewer than 12 students the class will be taught if a sponsor can be found to help financially support the class.	5205 Fax: 307-352-6876 E-mail: bellis@uwyo.edu
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### Housing

Issue or Project	Recommendations and Objectives	Resources
<p>Challenge: A need for affordable housing was expressed many times at the listening sessions. This includes rentals, assisted living and homeless shelters.</p>	<p>Solution/Contact: Consider the housing programs for affordable housing offered through USDA Rural Development's Rural Housing Service (RHS). The Rural Housing Service provides a number of homeownership opportunities to rural Americans, as well as programs for home renovation and repair. RHS also makes financing available to elderly, disabled, or low-income rural residents of multi-unit housing buildings to ensure they are able to make rent payments. The following is a listing of RHS programs that might be of interest to individuals interested in buying or renovating a home, or in receiving rental assistance. 1. Direct Loan Program (Section 502) Under the Direct Loan program, individuals or families</p>	<p>To determine eligibility or to apply for any of the USDA programs listed above, please contact your local representative: Linda Ziegler, Rural Development Manager USDA Rural Development PO Box 190 Afton WY 83110 Phone: (307) 886-9001, ext. 4 Fax: (307) 886-3744 Email: linda.ziegler@wy.usda.gov Web: <a href="http://www.rurdev.usda.gov">http://www.rurdev.usda.gov</a> For more information on any of WCDA's programs, please contact: Cheryl Gillum Housing Programs Director 155 N. Beech Street Casper, WY 82601 Phone: 1-307-265-0603 Fax: 1-307-266-5414 Email: gillum@wyomingcda.com Web:</p>

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

heating; to construct a front-door ramp for someone using a wheelchair; or to replace an outhouse and pump with running water, a bathroom, and a waste disposal system. Homeowners 62 years and older are eligible for home improvement grants. Other low-income families and individuals receive loans at a 1% interest rate directly from RHS. 5.

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

	<p>Solution/Contact: Also examine programs available through the Wyoming Community Development Authority (WCDA). WCDA is the State of Wyoming's Housing Authority. 1. Federal Low Income Housing Tax Credits Housing finance authorities across the county have been designated by federal statute to administer the Federal Low-Income Housing Tax Credit, which was enacted through the Tax Reform Act of 1986. This program provides federal tax credits for developers and contractors as an incentive to develop affordable rental housing projects. An Allocation Plan may be obtained by contacting the WCDA. 2. HOME Investment Partnership Program This program was created as Title II of the Cranston-Gonzales National Affordable Housing Act and is being administered by the WCDA for the state. Since the Spring of 1992 Wyoming has received over \$27 million in HOME funds for the development of decent, safe, affordable housing for low - and very low - income households. Applications are accepted once a year through a competitive application process. A Program Description may be obtained by contacting the WCDA or it can be viewed through the link below. Units of local government, housing authorities, private developers and nonprofit organizations may apply for HOME funds.</p>	
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	<p>Projects must be targeted to low - and very low - income persons. Funds may be used for rental housing production, homeowner rehabilitation and homeownership programs anywhere in Wyoming. The HOME program requires a 25% match of non-federal funds. Match requirements are explained in detail in the current year Affordable Housing Allocation Plan. This program has had a major impact on some of the most critical housing needs in Wyoming. 3. CDBG Housing Set Aside The WCDA applies for an annual allocation of federal Community Development Block Grant (CDBG) funds from the Wyoming Business Council, which are then loaned to applicants for housing-related programs that benefit low-income households. Eligible applicants for these funds are counties and incorporated cities and towns in Wyoming. The WCDA has allocated over \$4.5 million in CDBG funds to 29 sub-recipients since 1990. This program is the beginning of a statewide revolving loan fund that will help meet the state's housing needs in the future. Funds are allocated through a competitive application process.</p>	
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**Infrastructure**

Issue or Project	Recommendations and Objectives	Resources
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<p>Challenge: The development of public infrastructure -- water, sewer, streets, sidewalks, etc. -- was a topic brought up frequently during the listening sessions. Particularly, who is responsible for the cost of such improvements.</p>	<p>Solution: The city needs to develop and adopt annexation and infrastructure extension policies that will give developers a clear indication of who will be responsible for the cost of improvements. The policies should also provide a method for developers to recapture the cost of oversized water and sewer lines that are used by other at some future date. Your city planner, who may be a member of the American Institute of Certified Planners, should contact the American Planning Association (APA) to obtain research and information on the subject. The APA can provide information on model annexation and utility extension policies as well as other research on the subject of planning and development.</p>	<p>Contact: For information about research available from the APA go to their web site, <a href="http://www.planning.org">www.planning.org</a>. If your planner is a member of the APA the information will be provided at a low or no cost basis.</p>
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### Infrastructure

Issue or Project	Recommendations and Objectives	Resources
<p>Challenge: Public facilities and infrastructure such as water, sewer, roads, telecommunications, and sidewalks was mentioned many times at the listening sessions. Many of these types of facilities may be paid for with the use of the special purpose sales tax.</p>	<p>Solution/Contact: Grant funds for outdoor recreation projects are available from the Land and Water Conservation Program. These funds are available annually and require a local match; therefore, the town must plan now to insure funds are available. Solution/Contact: The Community</p>	<p>For more information concerning the Land and Water Conservation Program contact: Todd Thibodeau State Parks and Cultural Resources Herschler Building, 1st Floor East 122 West 25th Street Cheyenne, WY 82002 307-777-6478 Program guidelines and application information can be viewed by going to <a href="http://commerce.state.wy.us/sphs/index1.htm">http://commerce.state.wy.us/sphs/index1.htm</a> click on Land and Water Conservation Fund. For more information about the CDBG program please contact: Steve Achter, Director Investment Ready Communities/CDBG Wyoming Business Council 214 W. 15th Street Cheyenne, WY</p>

<p>However, the recommendations are for grant programs</p>	<p>Development Block Grant Program (CDBG) is another program that can be used to help pay the cost of constructing public facilities. Any project funded must be able to demonstrate that a CDBG designated National Objective can be met. One of those objectives is benefit to low and moderate income people.</p>	<p>82002 Phone: 1-307-777-2811 Email: <a href="mailto:sachte@state.wy.us">sachte@state.wy.us</a> Web: <a href="http://www.wyomingbusiness.org">www.wyomingbusiness.org</a> For more information about SLIB programs please contact: Brad Miskimins Grant and Loan Program Manager State Loan and Investment Board Herschler Building, 3W 122 W. 25th Street Cheyenne, WY 82002 Phone: 307 777 7309 Email: <a href="mailto:bmiski@state.wy.us">bmiski@state.wy.us</a></p>
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## PROBLEMS

- The wind blows too much- ditto x
- Downtown is not as viable as it could be for retail, not a lot of traffic in the area-ditto
- Competition from outside area for retail, such as Internet and catalog- ditto
- City needs to continue to improve visual appearance such as enforcement of the landscaping plan and ordinances- ditto x xx
- Retail leakage to Salt Lake City- ditto x
- People are willing to sacrifice quality for price
- Inability to find specialty items so they have to leave the area for items, ditto
- Poor customer service with local merchants, ditto xx
- (Local, well known people tend to get better service)
- Apathy, lack of interest
- Boom and bust economy due to dependency on mineral extraction, ditto x
- Lack of diversification x
- High rate of turnover in retail employment- due to low pay, often difficult to hire quality employees for the pay offered
- Poor attitude related to growth opportunity, infrastructure is the responsibility of the developer resulting in a disjointed pattern of growth, ditto
- Decision makers don't take risks
- Failure to support the planning department through adequate staffing and funding
- School closures have lead to busing kids around the community and the negative impact on those neighborhoods
- The funding mechanism for schools hurts communities with low student populations
- Lack of activities for youth
- Rock Springs hasn't developed enough recreational opportunities for citizens
- Big drug problem--meth
- Anti growth-change attitude, coupled with the lack of desire to offer incentives, results in our youth choosing to live somewhere else. Local anti-growth attitude
- Lack of jobs that attract and keep our young people in the area
- Failure to capitalize on the natural attractions such as White Mountain
- Lack of affordable entry level housing that is attractive- what exists is rundown and deteriorating
- Poor appearance, first impressions, as you enter the city via all routes, ditto, xxxxx
- Poor Image---Bad reputation as a dirty coal town and the "60 Minutes" story which is reinforced by the dirty entryways, hinders our efforts to become a tourism destination ditto xxxxxx
- The good news that happens in the area doesn't get the media coverage like the bad news does

- Poor and limited name recognition and area branding hindered efforts to attract tourists to the area, we have multiple identities “Flaming Gorge Country”, “high Desert Country” etc ditto xx
- The attractions are not adequately publicized and some of the attractions are not accessible to all, and need more signage and publicity ditto x
- Poor and inconsistent zoning and lack of standards leads to mixed use with trailer homes intermingled with stick built—appears to be a high amount of trailers that reinforces the negative image of the community; also a problem in the business district ditto xxx
- Lacks a facility with the capacity to attract new events and tourists-we lack a facility that interprets the area and its history. It could be an expansion on an existing facility- possibly the Events Complex ditto
- General public is not aware of (or willing to promote) all of the tourism possibilities- their general response is “there’s nothing to do here” ditto
- We don’t have anything that pulls people off of the freeway
- Poor work ethics in the younger workforce , high turnover ditto
- The outlying communities (Farson) do not have access to the services and facilities the larger cities have, such as banking, health care, retail, etc
- Increasing racial issues (as a result of the terrorism issues) and there are no programs to address racial and ethnical discrimination ditto
- Derelict property and weeds and in alleyways ditto  
xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
- 11<sup>th</sup> Street
- Traffic problems on A street, can’t get out of driveway---speeding cars ditto
- City council takes action without community input—street made one way, erecting fences---need better communication with the public and the businesses
- Junk, non function cars parked on the street
- Lack of doctors and nurses
- Current senior center is insufficient – too small ditto xxxx
- Lack of enforcement on motorcycles and speeding and poor driving skills ditto xx
- Elk Street and Dewar Drive especially
- Lack of cooperation between Rock Springs and Green River is non productive ditto
- Long distance phone charge to call Green River needs to be eliminated
- Clean up Bitter Creek- (all the way through town) tires, old cars, dead animals ditto xx
- City needs to repairs streets and sidewalks so that people can walk safely
- Traffic problems and accidents in the Walmart parking lot
- People don’t shop local- they need to purchase large ticket items locally not in SLC
- Police need to ticket cars that are parked illegally-such as on the sidewalk
- Lack of jobs for the young people
- Barking dogs all night long

- No attractive independent living facility for retired residents ditto x
- Lack of adequate air transportation—we need to subsidize it
- Lack of new industry in the area -- we need to diversify
- Streets north of town are not paved
- Don't need a bike path
- Since they closed schools, the classrooms are too large and overcrowded
- Need a community health center so that all patients don't go to the emergency room at the hospital ditto
- Need educational programs for the senior population
- Need more housing for disabled and senior population
- To utilize the STAR bus you have to call 24 hours in advance-some times its inconvenient
- Need long term care facilities for senior citizens (assisted living) ditto
- Failure to attract new fine dining establishments
- Failure to find good employees with strong work ethics
- The cost of construction is high as is the cost of real estate which hinders commercial development
- The community starts and perpetuates rumors about business activity
- Rock Springs city bidding process has not been competitive in the past
- Perception is that it is difficult to build in Rock Springs due to the red tape and regulation and cost of dealing with city hall
- We don't focus enough resources on growing and strengthening the existing businesses that are here, especially those that services the existing industries
- Economic development efforts have not focused on the appropriate target markets
- We have focused our economic development efforts on the "home run" and should be spending it on helping retain what's already here
- Traffic on Dewar Drive is getting out of hand
- Competition with other economic development efforts specifically Green River
- Perception is that the city is competing with private businesses
- Sense of hopelessness with the citizens in that change is not possible in this town
- We are not a tourism destination and should quit spending energy on those efforts
- Lack a common community vision and once agreed upon, we need to set goals to address that vision ditto
- Huge growth in meth use in the community that has to be addressed-substance abuse effects our employment, work related injuries, youth problems ditto
- Need to expand health care so that people don't have to travel out of area for their care
- Lack of infrastructure results in lack of development-to expensive for private owners to build the infrastructure and the city won't do it
- Property with flood zone designation prohibits development
- Problems with the city's infrastructure
- Keep forward with utilities, all utilities should continue working together ditto x
- Problems with the fiber board, not necessary

- Too dependent on mineral extraction
- Issues regarding who pays for repairs to roads, water lines. Determining who pays for what
- Overall cost of construction in the city ditto
- Cost of over-sizing utilities, costs of widening streets for subdivisions
- Need other funding sources for community projects
- Difficulty for developers to tie projects together with utility companies
- BLM land not available on market, difficulty with utilities crossing BLM land
- Building roads is a problem in subdivisions
- Would be easier if utilities had access when building started
- People have shown concern over concrete replacement plans
- We aren't an agriculture community. Difficult finding affordable help
- Developing on RS Sweetwater County terms and finding pro-development opinions among government has been difficult. Advocates need to be pro-development
- Commodities are all price driven worldwide. Everyone wants to avoid boom and bust mentality, but booms are a good thing
- The planning and preparing for bust cycles is lacking.
- Resources are price driven. There are no places to stay in and around Rock Springs. Need to find a way to support I-80 traffic.
- Distribution – natural gas as a commodity. Some developers make distributing difficult
- Elk Street/Stagecoach Intersection is a problem for the City. Need to alleviate the bottleneck at that intersection
- Hiring of people is difficult because of lack of diversity. Professionals and engineers don't want to come into the area.
- Growth is resisted by some residents
- Need to add value to products down the line to attract more people and businesses to the community
- Continental corridor runs through the area. There should be a way to maximize this corridor
- Rock Springs has the image of being a blue collar town. Vision of this area of the state projects a negative image ditto x
- Businesses that are supposed to be coming to town never do. A better understanding is needed for why these businesses never come
- Long distance telephone calls between Rock Springs and Green River is a problem.
- The checkerboard land pattern and the government owning half of that land makes it difficult for growth development
- Ramifications of economic boom and bust cycles because of our dependence on commodities ditto
- Declining school enrollment resulting in fewer dollars going to the school district
- Trying to get qualified, well educated people back into the community ditto

- Regulations on oil and gas industry, the problem of having them shut down in the winter. Try to get regulations to let oil and gas drilling all year
- Drug use across interstate 80 ditto
- Becoming a retirement community
- (Lack of diversification)
- People shop outside of Rock Springs, hurting the retail trade
- Scenery, too much dirt
- Nowhere for skater, biker, rollerbladers to go. Not extreme sport happy ditto x
- No bike trails around town, no recreation ditto x
- No reason to come back to Rock Springs after college
- Needs to be more employment opportunities ditto xx
- More alternatives for drug and alcohol users
- Need more information technology, infrastructure
- Rock Springs has a problem with violent crimes, need more police force or more funding for social programs to prevent crimes
- Need something to do on weekends, a place to go... ditto xx
- Need more choices for things to do on weekends
- Split mentality from old-timer to newcomers on high speed telecommunication issue
- Memory of past problems colors the decisions the community makes, people need to be made aware of past mentality
- The television company is owned by an individual who feels threatened by proposed fiber optics, so people can't make informed decisions because information is biased.
- A lot of people go home on weekends instead of staying at the college at participating in their events
- Problem with teen pregnancies in the community, the schools won't educate pregnant teens. The availability of information available to teens to prevent pregnancy ditto
- Knowing if there is a need in the community that the churches aren't meeting
- Community needs a shelter for transients using the I-80 corridor. No shelters between S.L. and Cheyenne
- Affordable safe babysitting needs to be available. People feel their children are at risk
- Rock Springs needs public transportation at night. STAR bus works well during the day, but there is nothing available at night ditto
- People struggling for their families have no way to get help
- G.R. school board doesn't listen to nurses giving statistics about pregnancy in Sweetwater County. School Board won't deal with the issue, it is left up to the nurses
- The information is not available through the schools for teens to make informed choices
- Doctors and nurses aren't allowed in schools to educate students about teen pregnancy

- Community thinks “if it isn’t acknowledged, it doesn’t exist”. People don’t want to admit when there is a problem in the community
- School closures combining junior highs, White Mountain becoming a 5<sup>th</sup> and 6<sup>th</sup> grade school, and East Junior High became a 7<sup>th</sup> and 8<sup>th</sup> grade school. Many Girls trying out for basketball had to be excluded because coaches can only pick 25. Disturbing to students who aren’t picked. Need other avenues of recreation for the students not picked to be on the sports teams
- If organizations already in place were supported, services could be expanded
- Need more winter time activities
- Need affordable activities for students that provide transportation
- Parents don’t have enough time to involve children in all activities
- Directing people into community events is sometimes difficult
- Retaining residential mental health workers and psychiatrists
- Lack of public transportation ditto xx
- After hours health clinic ditto x
- Drug abuse and acceptance of alcohol in the area ditto x
- Substance abuse of people of all ages ditto xxxx
- Mental health is a public concern and lack of citizens realizing impact of abuse ditto
- Letting popular culture raise our children. Children are bombarded with inappropriate things. Raising kids that we don’t recognize, not doing the job ourselves ditto
- Huge increase in population of children with disabilities ditto
- Child protection from birth fo to young adult for health and mental ditto x
- Not getting direct community involvement or support, no city involvement in respite care (elected officials) ditto
- Shortness of licensed day care and problems with rotating shifts and availability of night care, after school care for grade school kids ditto x
- Affordable senior housing, assisted living, nonexistent in Rock Springs
- Getting the word out about federal assistance programs with federal workforce programs.
- Dealing with the fluctuating work force
- 34% of citizens are illiterate
- Lacking subsidized housing
- Need for access to health care and dental care in the community. People using expensive care for problems that could be taken care of in a clinic ditto
- 1 dental provider who takes medicare for children
- Elderly support system for financial management
- Weak adult support system
- Problem of grandparents raising grandchildren, they need a support system and resources to know what to do
- Some parents working 2 or 3 jobs and still below poverty level. Economy supports higher paying jobs
- Crime in the community like assaults, not just drug related.

- Lack of law enforcement (not enough) They don't have the manpower available to deal with issues
- Lack of prosecution of child sexual abusers
- County attorneys are overworked
- Mental health measures needed for young children
- Too many kids getting into trouble
- Not enough recreation for kids leads to alcohols and drug abuse ditto xxx
- Needs to be affordable- skating,
- Too much trash and pollution
- Slightly un-evolved
- Not enough turnover in elected officials
- Not enough community events
- Growing need to connectivity – telecom
- Too much alcohol consumption
- Community feels that lack of community pride leads to drug and alcohol abuse
- Need more community clean up on a regular basis
- Poor dependability of air service out of Rock Springs
- Poor road quality in town
- Police focus on drugs and overlook other crimes- speeding, theft ditto  
xxxxxxxxxxxx
- Statewide funding for education is impacting local education
- Town does not have enough entertainment for kids and adults ditto  
xxxxxxxxxxxxxxx
- Too many car dealerships and carwashes- need to build more malls
- Pre-high school kids need more recreational and entertainment choices ditto  
xxxxxxx
- Boom and bust cycle impacts classroom size thus impacting learning ability  
xxxxxxx
- Staggering the bells at the high school so that the halls aren't so crowded xxxx
- Need more opportunities (like this) for this kind of input from the youth
- High unemployment rate due to lack of jobs and unpredictable employment patterns
- High drug rate, high sexual assault and harassment in community-need to raise awareness
- People need to take responsibility for their own actions- drugs and alcohol- instead of blaming it on the town
- Poor test schools at the high school
- More strict punishment for drunk driving ditto xxxxxxxxxxxxxxxxxxxxxxx
- Fewer bars
- Need an established (route system) transportation system (trolley cars) xxxxxxxx
- Get rid of the bad doctors and get more good ones and fix the hospital
- Need to have something in the community to bring our youth back here
- Our mayor needs to focus more on the high school student needs

- Connect WWCC with the high school better
- More health facilities- clinics
- Not enough resources for troubled youth- need more options (foster care)  
xxxxxxx
- Better enforcement of family law ditto xxxxxxxx
- Inconsistent and unfair law enforcement and punishment ditto xxxxxxxxxx
- More advertising of the events that are taking place in the area via radio, tv, billboards
- BOCES programs are not available for high school students-limited to younger ages- during the summer
- Need more youth involvement
- No jobs for our youth in the fields that attract them- and will bring them back
- The community is aging, not just employees but businesses and buildings ditto xxx
- The appearance of old dilapidated buildings, cars, etc ditto xxxx
- Too dependant upon mineral extraction and need economic diversification xx
- Strengthen and enforce the ordinances to clean up the town xx
- City infrastructure is aging and there is not enough funding to update everything  
The City of Rock Springs funding is limited ditto xx
- Outside funding for projects (grants) are limited or no longer available
- High cost of land limits private development
- Municipal spending is too high, including salaries, benefits, etc
- Public perception of residents is that the city restricts development
- Outside perception is that Rock Springs is a dirty town
- No-growth attitude of the local residents- they see the negative impacts from the boom of the 70's and don't want it repeated (for example the opposition to the proposed fiber project)
- There are limited opportunities to our youth-they don't want to still here because of lack of opportunities ditto
- School closures are a problem
- Limited access to health care due to doctor shortage and lack of faith in local providers
- Everyone wants all of the amenities of the big city but don't want the population and the problems associated with growth
- The citizens are risk adverse to projects that could bring growth—fiber
- Lack of facilities that serve the older population- health care, basic care, recreation etc. so that retirees stay in the area
- Limited housing in the area
- Limited employment opportunities
- We need to identify the needs of families and children and find resources to meet those needs
- Loss of children in the community – declining enrollment in schools- due to the lack of job opportunities. People are moving to other areas where opportunities are available

- Closure of five elementary schools in the past year due to declining enrollment ditto
- Need community development and revitalization of the older parts of town ditto
- Fear of losing our history and heritage due to the declining condition of buildings in the traditional downtown ditto
- Concerned about the aging of the Jim Bridger Power Plant (was designed to last 30 years) ditto
- Fear that the community will not meet the needs of our younger population- kids
- Increasing pressure to increase the performance of our school age kids but there are not an early childhood development programs in the state
- Economic diversification- we need to expand beyond the extraction industries
- Youth do not have adequate mental health services
- Large drug problem- very obvious in the schools
- Difficult to connect socially
- Lack of extended families in the area- grandparents and other relatives that do not live in the area
- Shift work creates problems in that children's parents work different hours leading to inconsistency in child care provider
- We don't have teaching positions available for younger teachers due to the declining enrollment
- Need to balance the equality of standards required given the state funding mechanism for education
- Limited activities for the children in the community- no gathering place they can call their own outside of school (particularly in the ages of 12-15) ditto x
- Need more indoor activities for the community during the weather ditto
- No opportunities for the youth to stay in the community as far as employment, shopping, restaurants, entertainment ditto
- Massive drug problem in the town ditto xxx
- Not a lot of family oriented things for people participate in, outside of sports events
- Lack of employment opportunities for high school students outside of fast food x
- Rock Springs turns businesses away
- Lack of communication between the city and the citizens ditto x
- Being located on I 80 makes us a target for drugs and other problems ditto
- Overcrowding in our schools due to the state funding mechanism leads to poorer quality education
- Community is reactive instead of proactive, particularly in educational needs
- Lack of quality child care, especially infants, and a lack of after school programs for latchkey kids ditto xxxxx
- Lack of health care for our children, lack of pediatricians in the area (only 2 for both cities) only one dentist takes Medicare ditto xxxxx
- It impacts the services in the emergency room at the hospital since everyone goes there
- Outward migration of the youth and young adults

- Traditional input has been from the senior with a “don’t change things” attitude, and the city has not listened to the younger population
- Difficult to recruit professionals to the area, such as school psychologists, school therapists, etc which effects the services available to the community
- Lack of affordable air service to a variety of airports—cost is prohibitive especially the Rock Springs-Denver portion with more dependable service
- Lack of variety of shopping facilities
- Having to travel out of area for specialized medical services
- The high school graduation rate could be better
- We need more resources for at risk students and training opportunities for those not bound for higher education, such as vocational training
- Dependency on the mineral extraction based industries—lacks diversity
- The natural gas and oil industry attracts workers but they don’t bring their families-they stay for six months or work three weeks and go home for a week- so their families do not relocation
- We lack a variety of stable employment not based on minerals
- Lots of debris and rundown buildings and neighborhoods
- Bad first impression due to rundown physical appearance
- Limited social opportunities for people in their 20s – not a lot of other single young people and a lot of events and opportunities to meet them
- People don’t take ownership in the community, especially those who are only here for the short term, and they tend to litter and not take care of their properties
- Huge drug problem-meth and the high cost of dealing with it
- (have to provide medical care and then clean up the cells and facilities after a meth arrest is made) ditto xx
- Difficulty in finding qualified staff to work at the new jail- non competitive salary offered ditto
- Difficulty in finding qualified law enforcement officers that are willing to get involved in community activities ditto x
- Redundant services provided by Rock Springs and Green River-duplication of services and costs (animal control, dispatch, etc)
- Limited budgets and recent budget cuts have reduced staffing of law enforcement which leads to over work for everyone and inability to deal with all the needs—very limited resources ditto
- De-earmarking at a state level has impacted the dollars available for infrastructure needs at the local level- it drastically reduced the dollars available locally
- Rock Springs has a high rate of crime based on population
- The mineral extraction (gas and oil) industry increases needs for law enforcement services but there is not an increase in the dollars available to address those needs
- Run down buildings and areas of town, lots of absentee owners who don’t take care of their buildings ditto x
- Increasingly high expectations and mandates of the emergency service department with limited resources

- Overcrowded conditions in the hospital emergency room due to lack of other health facilities
- Older parts of town and downtown – take older run down buildings and put in more parking and widen roads for easier access of emergency vehicles
- Limited economic base- too dependent on the extraction based industries
- Urban sprawl of the city leads to increased response time in emergencies
- Local business attitude that the citizens have to shop local regardless of customer service and price ditto xxx
- High drug problem—meth
- Need to have utilities underground not overhead
- Boom and bust cycle due to industrial base—leads to an unstable tax base and an increase for emergency and social services without an increase of funding (lots of the oil and gas employees are here temporarily and there is no increase funding to offset the cost of providing them services) ditto xx
- Aging facilities increase fire hazards creating major potential problems
- Lack of communication and turf battles cause duplication of services resulting in duplication of services and increased costs
- Community fights building and zoning code enforcement-the codes weren't necessarily enforced during the boom of the 70s and several facilities were not built to code and now we are having to try to remedy that
- Even though the local economy is healthy right now, we don't feel it because of the de-earmarking of funds on a state level
- School closures
- Community is afraid of risk which limits growth
- A lot of the youth activities are too costly for kids to participate in
- Lack of reliable, affordable transportation in the area for people who need health care (STAR bus requires 24 hour notice for a ride)
- Lack of a comprehensive coordinated wellness program community wide
- Nursing shortage in the area –difficulty in recruitment to the area (large percentage of local nurses are approaching retirement age- Wyoming wages are low nationally ditto x
- Shortage of nurses with BA, Masters, PhD degrees which are required for some specialties and leadership roles
- Limited options for elderly that want to stay in their own homes rather than go to a nursing home—need an assisted living facility
- Health care provider shortage including lab techs, nurses, doctors, etc
- Financial constraints- the hospital is 30 years old and requires updates
- In recruiting doctors, the trailing spouse is not always able to find employment which impacts recruitment
- Lack of support by local residents in utilizing local health care providers- tendency to travel to SLC ditto x
- Residents are not patient with the amount of time of wait in the emergency room
- Lack of specialized health care locally
- Failure to bring in high paying, skilled jobs in the area to keep our youth here

- Past efforts to solicit input from residents have not resulted in change
- Lack of cooperation within the health care community
- Lack of available office space for businesses- what is there is either really small or really large without handicap accessibility
- Lack of health care facilities (urgent care clinic) for non-emergency illnesses ditto x
- Lack of advanced practice nurses and physicians assistants ditto x
- Care givers in the community lack training and support of local services, we need to education and train them
- Poor customer service and lack of attention to the customer in local businesses
- No growth attitude in the community ditto xxxxxx
- Need to expand our infrastructure ditto xxx
- Developable land in the area is scattered and lacks infrastructure, and the private sector is asked to bear the cost of that development. Area lacks funding for public investment of infrastructure ditto x
- Lack of diversity of jobs We have a lot of high paying jobs and low paying jobs and nothing into between ditto xxxxx
- Need other health care clinic options
- Lack of reliable, affordable air service ditto x
- Products and goods aren't available here to people travel to SLC ditto
- Wyoming's constitutional prohibition in providing incentives to private companies ditto x
- Fiber optics issue
- Long distance phone charge between Rock Springs and Green River
- Lack of a long range plan for economic development that is embraced countywide ditto xx
- Lack of available industrial buildings in the area
- Need a greater partnership between public and private entities to fund economic development
- Lack of a comprehensive land use plan

## **STRENGTHS**

- Good quality education and good schools
- Mineral based economy (boom and bust cycle) when its good, retail does very well
- Ditto, mall is doing well as far as occupancy and sales goes
- Mineral based economy provides good quality and high paying jobs
- High household income
- Interstate 80 draws people into the community ditto x
- Strong community spirit, ditto
- Good, hard working, friendly people, ditto xxxxxx
- Lots of disposal income in the community
- Have a lot of technology minded people
- Wyoming is business friendly as far as programs, assistance, services and taxes
- Unique and innovative advanced educational opportunities through WWCC ditto xxxx
- Great public facilities in the community (college, rec. centers, libraries, etc) ditto xxxxx
- Good air quality, ditto
- Beautiful Wyoming Skies
- The wide open public spaces that are easy to access and enjoy, ditto
- Rock Springs 56 nationalities results in an open minded, accepting community, friendly and helping-willing to help, ditto xx
- Rich history, excellent museums ditto
- Attractive surroundings, natural beauty, four seasons
- Elected officials willing to work towards positive change-this assessment for example
- Great assets. Lots of things to do here including attractions and recreation- fishing, hunting, etc. Local people appreciate, are protective of, the resources we have-
- Great location. Close proximity with Green River helps make cooperative projects possible such as the Wild Horse Loop Tour. Working together to promote the whole area is very positive
- Great hotels, restaurants, etc Retail is getting stronger Becoming more of a full service destination by offering more quality facilities There is now something for everyone ditto xxxx
- Interchange enhancements, which will begin construction next year, will enhance the entryways into the community
- Transportation corridors are a major asset, I 80, 191 S and N, UPRR Mainline and the Airport
- Friendly people ditto xxxxxx
- Small town mentality- everybody is everybody's friend ditto
- Great beautification efforts in the downtown great flower planters xxxxx
- The good things outweigh the bad

- The City Council is working to move the community forward as is evidenced by the assessment
- It's a good hometown!
- Great diversity of financial institutions
- Great atmosphere, no smog, weather is good, great informal culture-don't have to wear a tie to be accepted
- Great police department and detectives—good Chief of Police-
- Great social service agencies and wonderful volunteers in town
- Very giving community as far as volunteer time and generous donations
- Good environment for small business startup through other institutions such as banks and other businesses
- Honest, friendly people great quality of life “a tenacious core” ditto xxxx
- Utilizing the WWCC to provide training for the workforce needs
- Good education opportunities through the high school and WWCC- our kids test well compared to other areas
- Basic city infrastructure is good
- Interstate 80- a built-in market that passes by ditto xx
- Union Pacific Railroad Mainline runs right through town- great transportation corridor
- We have a unrecognized diversified economic base that is very broad for such a small town that has allowed the city to prosper even in bust cycles
- Great tax structure and base- low compared to other areas.
- Strong middle class that has the income to support our local businesses
- Great place to raise a family-good sense of community
- Mineral extraction provides great economic base
- Good natural gas and oil development and potential
- Great recreational assets such as the Gorge, fishing, hunting, mountain biking, etc
- Lots of room to expand on, future plans to develop
- Excellent recreational facilities ditto
- City improvements by planting trees, public improvements ditto
- Railroad and interstate
- Volunteer spirit seems to be increasing, good, helpful people in community ditto
- Utility review meeting conducted for new construction ditto
- Water system much better, water treatment plant, lots of water
- Well diversified area, utilities are reasonable (boom and bust) ditto
- City planning people work well with utilities
- Utilities and telecommunications are in good shape
- Wealth of mineral resources, supplies money to community
- Nice recreation complexes, county events complex
- Planning and zoning commission progressive and growth oriented
- Open country to play in, land wide open to people
- Even with declining enrollments, we provide good education throughout the west
- People committed to the community

- Area has high potential with community area, community is focused and building on what has already been accomplished.
- Outdoor recreation is important to people in the area ditto
- There isn't a social economic group in Rock Springs, no-one is segregated
- The schools and recreation ditto xx
- Interstate 80 ditto
- Rock Springs is one of the "bread baskets" of the state
- Water resources, our limitation on water is not as significant as most of the western U.S.
- We have one of the finest junior colleges in the state ditto
- Rock Springs/Green River is one of the most caring communities in the state. People have a proud attitude and are supportive of people building activities.
- City has done a great job in beautification of Rock Springs. The parks and recreation ditto
- Streets and sidewalks in city are well maintained.
- The city's ways of getting money are positive and money is well used ditto
- Local infrastructures are in good shape, and economic base is excellent ditto
- Many childrens programs to keep them busy
- A lot of things for people to see. You don't have to travel very far to see things (trees, water, etc.)
- The location of town is good, and the lifestyle as far as outdoor recreation
- A lot of opportunity. It's nice having outdoor recreation in our backyards ditto
- Community supports the schools
- The college is a good asset to the community. Dinosaur displays and functions are always going on. The city can provide the city an auditorium and facilities ditto xx
- Food drives, the community helps out when people are in need
- Great people in the community
- Community has a unique character to deal with issues
- Community has survived boom and bust economy at the mercy of outside entities
- Very strong system in place to provide food to people, food bank, WIC, grocery stores donate food, churches donate food, soup kitchen is very useful
- Strong childrens organizations, girl scouts, big brother big sisters, ywca
- Parents are really involved with children and their activities ditto
- Civic organizations good about helping with activities and children
- Strong sense of community, businesses good about chipping in to help. People good at raising money to help people out. Really good at rallying for good causes.
- Community and individual strength is good
- Churches are a strength in the community,
- Lots of sports activities that aren't school involved to get kids involved and organizers are volunteers
- Very strong rehabilitation center that works with people with disabilities (SWRC)

- The college is one of the best sources for low income people to receive assistance. Reasonable childcare, reasonable education, tutoring center, counseling ditto
- The professors are committed to teaching and having their students learn. Will meet students after class. Go to extraordinary lengths to make a difference. Faculty and staff committed to see students learn
- Doctors in town don't turn away any pregnant women
- The people and attitudes of the people are open and friendly ditto
- College, rec center, arts are here to be utilized ditto xxxx
- We have a lot of quality of life ditto xxxx
- Social service providers have a strong network and support system ditto xxxxxx
- Good tax base and good support from county commissioners and parks, ditto xxxxx
- Outdoors are great ditto xxxx
- Lots of things for young people to do, sports ditto xxxxx
- People are good about giving their time ditto xxxx
- Active United Way ditto xxxxx
- There is an ease of living, good quality of life, 10 minutes to get to work ditto xxxx
- Good non-profit attitude ditto xxx
- City council and mayor respond to citizens ditto xxxx
- Nice parks and outdoor areas for children and adults ditto xx
- Community pulls together in a crisis ditto xx
- Low cost of living ditto xxx
- Lots of support from corporations in area, mines, oilfield companies, will provide contributions and support ditto xx
- Large group of motivated people who participate in committees and boards ditto xx
- Rich history and multigenerational families ditto xx
- Good social services ditto xx
- Good drug rehab programs ditto xx
- Professional community with lots of educational resources ditto xx
- City assessments are a positive thing ditto xx
- Small community has a safe feel- especially at night ditto xxxxxxxx
- Community has a lot of music programs for kids
- Low crime rate
- When community events are held-results are positive
- Great ethnic diversity
- People band together in times of crisis ditto xx
- Strong spiritual/religious community
- If you have a car you can get anywhere you need to go ditto
- Like to tree planting project
- Like the town museum
- Good access to the libraries
- Great people in the community- we need to keep them there ditto x

- Good industrial job opportunities
- WWCC is an asset which is accessible and affordable
- Need to have the big flag hung every day
- Good hockey team and facility
- Good community support for the football games
- Great outdoor recreation and historical significant
- Families with deep community ties contribute to the sense of history here ditto
- Inadequate funding for teachers and need more great teachers ditto xxxxxx
- Good private funding/grants to help with the schools
- Good volunteer base ditto xxxxxxxxxxxx
- Five community service clubs at the high school – good volunteerism at HS ditto x
- including athletes for literacy
- Rock Springs is a great place to raise a family because of the small town atmosphere
- great people ditto x
- Forward thinking city government but with limited resources
- Great recreational facilities and natural recreation in the area
- Good location- close to Gorge, close to Jackson, easy access to Salt Lake City ditto
- Major industrial base is healthy
- Low crime rate ditto
- The new jail will help-some place to put offenders
- Rich history
- Strong and hard working leaders that want to see progress
- Strong volunteer group that care about the city
- The constant breeze assures clean air
- We (the community) have a strong sense of self due to the ethnic diversity (56 nationalities) and are proud of our diverse heritage
- Great network of volunteer organizations- there is an organization to do almost any problem the community identifies
- Resilient community- survival through the boom and bust cycles
- Great people, hard working, “can do” attitude, generous and giving people ditto xxxx
- Good schools and churches ditto x
- The community addresses the educational needs from birth through the community college (pre schools, the Child Development Center, etc) x
- Great recreational facilities and great outdoor recreation in the area x
- SWIA’s willingness to help in the school system through their education program
- Lots of money in the local banks, willing to lend – loans are available –great banks
- Progressive attitude
- Good infrastructure, traffic control, streets

- Lots of tight knit people in the community, generous and caring people, great fellowship ditto
- We embrace new people into the community
- Great volunteer base and good parental support of activities ditto xx
- Great city parks that have been cleaned up and enhanced in the last five years
- Great beautification projects, trees and flowers, and in the downtown
- Great city museum
- WWCC is a plus
- Memorial Hospital is an asset, and the local physicians that are vested are good and dedicated to the community
- Local businesses are good at employing local youth
- Current city government is open to hearing citizens concerns and approachable
- A lot of nice, established families that make the community feel like home
- A lot of local volunteer organizations
- Great local facilities such as the college, the rec center, etc ditto x
- Great police and fire department
- Great outdoor recreation close by, great hunting and fishing
- Diverse scenery provide lots of opportunities
- Aggressive community development especially with the Mayors office ditto
- Great recreational and entertainment opportunities for adults and youth for a community of this size (music, sports, theater, facilities, etc)
- The quality of the law enforcement personnel is extremely high, dedicated, honest and hard working professionals
- Cooperative efforts between the agencies in the county to solve community problems, providing cross training at no cost, sharing equipment and resources
- (Sheriffs office has deputized all of the law enforcement officers of the cities) working with the fire departments as well in proactive, pubic education ditto  
xxxx
- Good school systems, strong, well disciplined, good structure
- Problems in the area are manageable-due to our size and resources
- Able to obtain state and federal grants to help provide equipment and resources for law enforcement
- Rock Springs is better prepared to deal with the current boom due to lessons learned in the past—better planning and growth management
- Rock Springs resilient attitude ditto x
- Great surrounding area for recreational opportunities (hunting, fishing, etc) and facilities (golf course, rec center, etc) ditto xx
- Emergency services, facilities and equipment and personnel are cutting edge
- Professionalism of the emergency service personnel (that includes the local industry emergency personnel) that work together, great community involvement and commitment, with the support of the governing body and funding ditto  
xxxxx
- Great fire prevention program
- Good educational facilities including WWCC

- Great parks in the community
- Great local golf course
- Large resource pool of younger residents
- Good collaboration between agencies in health care (example hospital and WWCC to train and keep nurses)
- Excellent facilities (college, rec center, hospital etc) ditto x
- Nurses in the community work together to provide on going care
- Highly competent and caring nurses in the community ditto x
- Good Sweetwater county legislators- easily accessible and willing to be educated on issues, and support local health care issues
- Good first responders (emergency health care) in community
- Great people-supportive, caring and generous
- Lots of open space to grow
- Large highly qualified pool of applications for the nursing program, with great support in regards to time off and financial support from their current employers
- New, proactive governing bodies with the city and the county
- Rock Springs is developing the retail community due to its larger population base
- Natural gas sector is growing in the county and the potential for coal bed methane development is good
- Good transportation corridor - UPRR, Interstate 80 and air
- Good cooperation between Rock Springs and Green River and the federal agencies in the area ditto xx
- Great place to live and work ditto xx
- Great citywide facilities (parks, rec center, hospital, etc) ditto x
- Rich in natural resources, both minerals (coal, trona, gas, oil) and natural, scenic attractions ditto xx
- Rock Springs geographic location in relationship to SLC, Jackson, Denver, etc
- Accessible city council and mayor
- Rock Springs is a regional retail, medical, tourist destination and educational center
- Ditto x

## **PROJECTS**

- Continued cleanup- including reputation of community, ditto, ditto x
- Fill up vacant buildings, ditto
- Create jobs for our young people through business expansion, ditto, xxx
- Need to diversify our economy- expand beyond mineral extraction, ditto, ditto x
- Offer more variety to the retail customer- the more we offer the better the businesses here will do, (need men's and teen-targeted stores, Wyoming made products, lumber-home improvement stores, music and computer goods) ditto
- Develop good land use plans (both cities and county) and ordinances and enforce them
- Expand tourism development and promotion capitalizing on I 80, ditto
- Improve and enhance all entry ways into the town
- Enhanced planning with the idea of Rock Springs, Green River and county cooperating jointly
- Enhanced public transportation
- Better traffic flows and transportation corridors (eliminating problems like Flying J intersection)
- In-fill growth through the development of more water and sewer to encourage private development in a controlled direction rather than scattered and incomplete development
- Continued rehabilitation of old historic buildings in the downtown as well as other areas to enhance a positive community image
- Development of innovative projects, that might involve some risks (such as the fiber project) that would include public and private participation (other examples could be the redevelopment of certain areas in town or extending infrastructure to undeveloped areas or a strong Capital Facilities program with prioritized list)
- Redevelopment of Pilot Butte and Elk Street areas including the old deteriorated buildings to create a positive community image
- Development of more cultural and recreational events and a facility to host the events, including art exhibits, concerts, etc including activities for youth (7<sup>th</sup> grade through college) ditto xxx
- Enhanced education of the public about the businesses and industry in the area and the impact they have
- Completion of the bike paths along the Bitter Creek and White Mountain from Rock Springs to Green River ditto
- Re-development of old core neighborhoods- old mine and railroad housing
- Continue beautification and cleanup ditto x
- Expansion of existing projects and facilities (planting more flowers and trees, and remodeling hospital)
- Building a High Desert Interpretive Center to showcase the area ditto
- Creating opportunities for the young people to return to the area to live
- Scenic byway and All American Road status around the Gorge completed

- Zoning problems resolved can't tell the "bad" areas from the "good" areas- appearance- "no rhyme nor reason"
- Cooperative and coordinated advertising, signage, billboards to enhance promotion of the area ditto
- More population growth, job growth, business growth
- Need programs to address multicultural diversity
- Build on the good stuff we already have
- All sidewalks repaired so that they accommodate walkers all over town
- A new senior citizens center with more volunteers x
- A community health center provides easy access to affordable health care and prescription drugs ditto xxx
- Better cooperation, with everyone working towards the same goal
- An independent living development ditto xxxxx
- More staff in the zoning department so that they can enforce the ordinances
- Expanded hospital with more doctors so that we don't have to travel out of town
- Transportation to Salt Lake City
- Better quality education through great financial support- more money for teachers
- Have growth but maintain the wide open spaces and recreational opportunities
- Rock Springs needs to be the example for the state and region for cleaning up the drug problem—eliminate all of the street drugs
- Need to build an assisted living center for seniors ditto
- Need to organize more youth tournaments utilizing the current facilities
- More citizen awareness and involvement to help effect change
- Build the service road between Rock Springs and Green River with the accompanying infrastructure so that we can develop commercially
- Shop local and support local businesses
- Cities need to build more infrastructure
- Need to revisit the flood plan issue
- Need to expand youth activities that are non sports related
- And adult activities that don't revolve around alcohol
- Need a affordable health care insurance pool
- Need a community vision that we can all work toward, with a specific action plan and begin to work towards that vision (Get the Council, SWEDA and other local groups to get focus groups going to help develop the vision) ditto xx
- Solve the traffic issue at Dewar and Sunset
- Eliminate the competition between GR and RS by working together with school districts, police protection, etc
- Would like more office buildings filled with technical people doing highly technical jobs that diversify the economic base so that the professional services that we use are based in the area not coming in on a contract basis for brief periods of time
- We need a pro business attitude at city hall
- Like to establish a workforce that can come here, stay here, and reproduce here – stable workforce

- Diversification of the workforce so people can stay here
- Revitalizing the downtown area ditto
- Service road between Rock Springs and Green River
- Infrastructure, expanding wastewater treatment facility
- Develop Summit Drive to tie in with City
- Try to get BLM to release some land. Try to get land close to utilities and accessible to development
- See collector roads connected
- Try to get more funding from the state for projects such as Wastewater Treatment Plant
- Use PILT funds for road utility infrastructure
- The baby boomers need to develop and have things available such as bike paths, walking tracks. City needs to grow with the times. ditto
- Need to do something to strengthen our youth and keep them here. Ditto x
- Develop pleasing projects at a lower cost
- Need to work on infrastructure to support industries that want to locate here ditto
- Need to have enough expansion here for younger generations to be able to work and live here. Do that by better infrastructure and beautification
- County Commissioners need to launch something with federal government to make land available. Need a working land use plan among entities
- Diversity of businesses that make sense in the area. Need to expand on minerals etc..
- The interstate is not travelable in the winter. Need salt or something to help keep interstates open and safer in winter. Need to find a way to keep interstate open more consistently
- More development around interstates to attract tourism
- Put a 4 lane highway near Hanna and Medicine Bow
- Continue the beautification of downtown and expand the beautification
- Expansion of the hospital
- Common goal of business, developer, and regulator to work cooperatively
- Be pro-active to try to attract businesses. Inspectors, planning and zoning need to be pro-active for the development of new businesses for the community to grow and prosper
- More industries need to utilize the raw materials available here
- Need to promote the historic aspects of Rock Springs to bring people into the area
- Some businesses can't compete with the wages here, and are not able to locate a business in Rock Springs. Businesses that have a higher wage base need to come into town
- Younger generation making more money as laborers, even though they have college education. Need to generate more technical jobs.
- We need a community radio station that plays music that is not country ditto x
- We need a large concert hall to get big bands and big acts to come to Rock Springs
- The college could turn into a 4 year institution ditto
- We need a larger industry to provide more jobs and more places to shop ditto xx

- The fiber optics project should be completed soon
- Get the community more involved in promoting recreation
- Expand the mall to create jobs and get the town to help push it forward. It would benefit the community
- Need to bring in different restaurants, more alternatives, more sit down restaurants
- Need the city to work together instead of just looking out for themselves. Would make people more interested in recreating in Rock Springs ditto
- No effort from private business owners to better the community
- Need to find funding to build events center in Rock Springs
- Need a place for kids to go older and younger. Need to build a place with something to do ditto
- Need to build a paintball place
- Need to get the petroleum businesses to give money to the town. They need to give back to the community because they are the top industry in the area. Community involvement from the big industries ditto
- We need to modernize. People are still driving on dirt roads
- All of the public parks don't allow dogs. We need a park for people to walk their dogs. Walking trails, dog trails, etc.
- Issues are confusing regarding fiber optics, we need fiber optics to help keep younger people here
- Paying internships would be a benefit
- Find a way to go around school board to educate young girls
- Would like access to schools to give them more information to prevent teen pregnancy
- Sliding scale for low-income parents for children to be able to go to rec center, civic center
- Would like to see parents and children have the opportunity to talk about teen pregnancy
- Would like to see the city have an after school program in the evening where kids can do something productive that interests them such as sports, library.
- Would like to see more community involvement with local churches to gain more participation. Hopefully to lead to more youth children's activities
- Would like to see a homeless shelter, especially when the roads are closed ditto
- More childcare facilities that are safe
- 24 hour public transportation
- A way to build self-esteem of youth in the community, maybe through arts, something else besides sports.
- Need to help kids tap into their spirituality to let them know they are important to the community. Let kids know we value them
- Need a halfway house to assist people that are legitimately in need
- Would like to see better cooperation among churches throughout the community
- If we start working with younger kids, we could prevent problems before they start. Give kids strong background

- Would like to see community with youth that are well adjusted, social skills, educational skills, not substance problems, alcohol is not tolerated. ditto
- Families are able to support themselves ditto
- Fewer discipline problems in schools ditto
- Economic diversity so we have diversity in jobs that are available so children can live here and support their families ditto
- Police and attorneys have competitive jobs so they can stay here, pay them more
- Community beautification needs to continue ditto
- We need some tourism, bring in a mining museum
- We need to have acceptance and understanding regarding mental illness and substance abuse
- We should be more caring and value the young people, be more aware of what they are doing, hearing, seeing, etc. place more value on young generation
- Human service agency building with all agencies together or a person who coordinates these agencies to work together ditto xx
- Full time pediatric psychiatrist and play therapists
- Affordable care for elderly and disabled with assisted living. It needs to be affordable
- Change from focus on crisis and start celebrating successes. Have a childrens choir instead of a drug crisis center. Support something besides crisis
- Have a homeless shelter to help with crisis and emergencies
- Employers and community to help more with daycare
- Would like to see support for obtaining health insurance for smaller groups of people so employers could afford health insurance ditto
- Would like community to value and reward education ditto
- Partnerships between local businesses and college to help support people by training them to move people beyond drug use, substance abuse
- Love to see healthy families and healthy children
- Adding substance abuse prevention programs
- Want the community to be a place where children return to, need to have jobs available for them
- Drug court
- Family court
- Intensive drug care facility
- Need an indoor skate park with youth involvement in design ditto xxxxxxxxx
- More programs in school and community for kids- Youth for Christ
- Hot Topix store
- Need more restaurants Olive Garden, IHOP, TGIF, Quiznos, Krispy Crème
- HS needs more advance placement classes for a town of this size
- Economic diversity- wean away from mining ditto xxxxxxxxxxxxxx
- Schools need to focus on basic skills ditto xxxxx
- Need a theme park here ditto xxxxxxx
- Need Teen help line using youth volunteers
- More funding for schools

- More reasonable prices for community events—more affordable
- More youth facilities—clubs ditto xxxxxx
- More international based companies located here
- More security in the town
- Improve the infrastructure- roads, sidewalks, air service ditto
- Need technology updates ditto xxxxx
- Need a youth center with pool tables, big screen tvs, big couches, etc where kids can hang out xxxxxx
- Eliminate “power school system”- it has too many problems with the system
- More emphasis on music education in school ditto xxxxxx
- Schools should convert from Macs to IBM computers xxxxxxxx
- More hands-on education through field trips
- Complete the community projects that are not finished – bike paths
- Need to build out the fiber project – enhanced telecommunications ditto
- A convention/events center for more events ditto x
- Downtown revitalization and cleanup ditto xx
- Need to build facilities for retired population, including shopping, par 3 golf course, leisure living facilities, and assisted living facilities ditto
- Clean up the east side of Rock Springs, the older areas need to be revitalized
- Need to have jobs here to bring our kids back when they complete school ditto
- Beautify the area, more flowers, more trees ditto
- Need to resolve the issues of absentee landlords who don’t care about their properties
- Need to resolve the flood plan issues that prohibit redevelopment
- Establish an Urban Renewal Agency to clean up the downtown
- Update existing infrastructure and build new infrastructure for growth (possible using a Capital Facilities tax) ditto
- Community commitment through volunteerism to the ongoing projects such as the clean up projects and the funding to do it
- More outside funding from state and federal government to fund the necessary improvements-
- Purchase more of the older properties in the downtown to use for community functions such as the old Post Office
- Entryways into the city need to be cleaned up to provide a positive first impression including removal of weeds to encourage tourists to stay and spend money
- Increase civic pride in the citizens- eliminate apathy that leads to litter and disrepair
- “A stable community from city limits to city limits”
- In-fill development- fill up the downtown then expand into the outside areas
- Widen Interstate 80 to four lanes in each direction
- Stable economic base that is not subject to the price of minerals ditto xx
- With an identified target market and an aggressive campaign
- Build a retirement (leisure living) facility as well as assisted living ditto

- Lower cost family based recreational facilities (some of the programs are too expensive)
- Expanded medical facilities and services so that we don't have to travel out of the area (hospital and clinics) ditto
- Continued revitalization of the downtown utilizing the old historical buildings
- Develop a private foundation for education in the community that would not hinder state funding but would enhance what we offer in our schools
- Could be used for innovative projects
- Connectivity between schools, community college, university and parents
- Citywide public transportation that our youth can access
- Recruit a distribution center/manufacturing facility and utilize the railroad, I 80, and Airport
- A family-based community center with quality child care and activities and events, that would be available for rental for private functions at a reasonable cost ditto
- Economic diversity away from mineral extraction with jobs for our youth ditto xxx
- An indoor paintball facility ditto x
- More facilities and events for teenagers ditto x
- A four year college here ditto xxxx
- Innovative ways to provide more access to the natural resources and interpretation and access of the history of the area so that everyone can enjoy what is here
- City support of the Safe House (battered women's shelter) and the Food Bank
- Programs (learning centers) to help students meet the new state standards for education
- Increased population (25,000 total) ditto
- Vocational training educational programs here (mechanical, oil and gas industry jobs)
- More ordinances created and enforced to clean up the town
- More doctors in the area and more up to date medical services here
- The White Mountain Mall full of stores (Bath and Body, Hobby Lobby, men's clothing, Sam's Club, the Bon) and shoppers
- Finish the bike path
- Planned and stable growth for the community
- Combined communication center for law enforcement/emergency services in the county with improved response time and cooperative efforts ditto xx
- Increased drug and alcohol and youth programs
- Consolidation of law enforcement services for the elimination of duplication of costs and service (animal control, dispatch) ditto x
- Continued shared resources for law enforcement to enhance the professionalism
- Aggressive drug program including drug courts and reduction of drugs on the streets ditto xx
- Completion of the new county jail and a smooth transition in to the facilities
- Aggressive neighborhood safety training, such as gun safety, child safety restraint seats, over road vehicle safety training

- Aggressive, expanded, wide-scale youth programs such as programs for at risk kids (example Camp Feet)
- Law enforcement resource officers in every school in the community
- Creation of a youth diversion program for youth offenders
- Beautiful east entrance into the city, and overall city beautification
- Improved cooperation between the emergency service providers in the city ditto xxxx
- New emergency service facilities to address the needs of the new growth areas on the outskirts of the city ditto xxxxxx
- A combined communication system for all the emergency services providers within the county, including mobile data terminals ditto xxx
- Expand WWCC into a four year college with a larger student population
- Local Veterans medical services-possibly through at existing hospital ditto xx
- Wider variety of restaurants
- Continue to be on the cutting edge of emergency service skills and equipment
- Diversified economy for the area and valued added industry to what is here
- Rock Springs own helicopter for medical life flight services (so we don't have to wait for one to arrive from SLC or Casper)
- Keeping our youth in the area through the attraction of employment opportunities that will draw them and keep them here
- Consolidation of emergency services
- A quality assisted living center and nursing home facility in Rock Springs
- A retirement, leisure living facility, for retirees to they stay in the area
- Continue the tree planting
- More businesses in the area
- Major renovations of the hospital completed ditto x
- Traffic issue at Gateway and Dewar Drive resolved
- New golf course
- Greater appreciation of great quality health care that is provider here
- Wyoming would increase the wages to nurses to make it more competitive with surrounding states (at least \$20 per hour starting wage as opposed to the current rate in Wyoming at \$16)
- More educational and preventive programs in regards to drug abuse for young people
- Better signage on the Interstate to bring people off into town
- City wide clean up including the Bitter Creek
- Proactive city council that encourages new businesses to relocate
- Formalized plan (possibly through the formation of a task force) of cooperative health care programs, services and providers with a focus on wellness programs that can help us "grow our own" health care providers ditto x
- An assisted living facility that allows elderly to age in place
- Training programs for family healthy givers
- Identifying the needs of the elderly and aging, and designing programs and facilities to address those needs

- Community planning for infrastructure improvements and expansion in a proactive manner
- A formal paid position that coordinates all the needs of the city and county and focuses on getting them all done
- Affordable and dependable air service including service to SLC
- Better utilization of our county and state legislators to the betterment of the area
- Wind farm development not visible from the Interstate or the highways
- Continued beautification projects to ensure a positive first impression
- Continued growth and awareness of economic development
- A comprehensive land use and development plan that is countywide and adopted by all ditto x
- An established industrial park ditto x
- A light rail system in place between Rock Springs and Green River
- Downtown revitalization including old buildings
- Public transportation to take tourists to sights in area
- Completion of a frontage road between RS and GR ditto x
- Air service to SLC
- Replace old buildings with new buildings
- “Spec” building program in conjunction with the industrial park
- Repair Ivan Ray road and take all infrastructure to the area
- Expand water system beyond city limits for future growth
- Develop a target industry study specific to our area and then determine what geographic areas we need to recruit from
- Continuation and expansion of the quality of life issues with a focus on our youth (bike paths)
- A program to address alcohol abuse with youth and adults
- Reliable public transportation
- Expanded medical facilities and specialists so that we don’t have to travel outside the area
- The towns of Rock Springs and Green River think of ourselves as one community
- Plenty of jobs in the middle wage sector that is currently missing
- A program to address the aging of our workforce and the services they will need as they retire to keep them here and a way to bring in the new workforce to replace them
- Develop high speed data access countywide
- A community events center for a variety of events such as concerts
- An upscale leisure living development for retirees

# **APPENDIX**

# 20 CLUES TO RURAL COMMUNITY SURVIVAL

## **1. Evidence of Community Pride:**

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

## **2. Emphasis on Quality in Business and Community Life:**

People believe that something worth doing is worth doing right.

## **3. Willingness to Invest in the Future:**

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

## **4. Participatory Approach to Community Decision Making:**

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

## **5. Cooperative Community Spirit:**

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

## **6. Realistic Appraisal of Future Opportunities:**

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

## **7. Awareness of Competitive Positioning:**

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

## **8. Knowledge of the Physical Environment:**

Relative location and available natural resources underscore decision-making.

## **9. Active Economic Development Program:**

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

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

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

## **11. Acceptance of Women in Leadership Roles:**

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

## **12. Strong Belief in and Support for Education:**

Good schools are the norm and centers of community activity.

## **13. Problem-Solving Approach to Providing Health Care:**

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

## **14. Strong Multi-Generational Family Orientation:**

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

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

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

## **16. Sound and Well-Maintained Infrastructure:**

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

## **17. Careful Use of Fiscal Resources:**

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

## **18. Sophisticated Use of Information Resources:**

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

## **19. Willingness to Seek Help from the Outside:**

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

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

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

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