

THE WYOMING RURAL DEVELOPMENT COUNCIL

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

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

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

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

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

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Wyoming Rural Development Council
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Cheyenne, WY 82002
307-777-6430
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mrand@state.wy.us
www.wyomingrural.org

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(The following documents are attached to this report)

Deloitte & Touche LLP Study
Benchmarking & Target Industry
Analysis State of Wyoming, March 2000

PROCESS FOR THE DEVELOPMENT OF THIS REPORT

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

Joan Jensen served as the community contact and took the lead in agenda development, logistics and publicity for the assessment. The Town of Thayne and the Wyoming Community Foundation sponsored the assessment. Resource team members were selected to visit, interview citizens, business and community leaders; and develop a plan of recommended action for the city. The team members were carefully selected based on their fields of expertise that Thayne officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the city and interviewed over 70 people during a two-day period from April 10th & 11th, 2001. The team interviewed representatives from the following segments of the Thayne community: Agriculture, Business & Retail, Economic Development, Industry, Emergency Services, Parents, Youth, Churches, Senior Citizens Medical, and Youth. 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:

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

Upon completion of the interviews, the team met to compare notes and share comments following the two days of intense study. The team then agreed that each team member would carefully analyze the things 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 Thayne.

The oral report was presented to the people of Thayne on April 11th, 2000 and many of the citizens of Thayne who participated in the interviews were in attendance.

Following the oral report, a formal written report was prepared and presented to Thayne via Joan Jensen. It was agreed that the City of Thayne would print copies or summaries for each person interviewed.

EXECUTIVE SUMMARY

The elements are all here for Thayne to have a successful future. To become a growing, vibrant community takes only a few people willing to roll up their sleeves and go to work. Once this nucleus begins to exert effort, it will begin to show some successes. Then this nucleus needs to expand to include more and more of the community until the entire community is involved. But the work is not on big jobs, it is on small ones that can be achieved quickly. The big ones come later after Thayne has seen the results of the smaller and sees that it can accomplish things.

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

Each of you individually must decide what it is that you want to do what kind of project you want to tackle. There are enough tasks for everyone. Each small step, every accomplishment, no matter how limited, is movement in the right direction toward achieving Thayne's goals. It can be done! There is no problem facing Thayne that cannot be solved by the people living in the community. It is your choice, your decision, you can do it.

On behalf of the Thayne Resource Team, I want to thank the community and our sponsors the City of Thayne for the warm hospitality shown to us during our stay. The meals and accommodations were outstanding. We heard over and over in the listening sessions that Thayne was filled with warm, caring individuals and we certainly can attest to that! Thank you very much.

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

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

Jennifer Goodman, Executive Director, Wyoming Community Network

Mary E. Randolph, Executive Director, Wyoming Rural Development Council

RESOURCE TEAM MEMBERS

Thayne Resource Team April 10th & 11th, 2001

Jennifer Goodman

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LOCAL CONTACTS/COORDINATORS

Joan Jensen

Thayne Town Clerk
Town of Thayne
115 Petersen Parkway
P.O. Box 298
Thayne, WY 83127

Resource Team Agenda

April 10-11, 2001		
<u>Time</u>	<u>Event</u>	<u>Location</u>
<i>Tuesday, April 10th</i>		
8:00-9:00a.m.	Breakfast	
9:00 a.m.-Noon	Tour of Area	Meet at Town Hall
Noon-1:40 p.m	Agriculture	Town Hall
2:30-3:30 p.m	Business	Town Hall
3:30 p.m.-3:45p.m.	Break	
3:45 p.m.-4:35p.m.	Economic Development	Town Hall
4:35p.m.-6:15p.m.	Industry	Town Hall
6:15p.m.-7:15p.m.	Dinner	
7:30p.m.-8:30p.m.	Emergency Services	Town Hall
<i>Wednesday, April 11th</i>		
8:00a.m.-9:00a.m.	Breakfast	
9:00a.m.-10:15a.m.	Parents/Youth/Church Session	Town Hall
10:15a.m.-10:30a.m.	Break	
10:30a.m.-Noon	Senior Citizens	Town Hall
Noon-1:00p.m.	Lunch	
1:00p.m.-2:15p.m	Medical	Town Hall
2:15p.m.-5:00p.m.	Team Prepares for Meeting	Town Hall
5:00 p.m.	Dinner	
7:00p.m	Town Hall Meeting	Town Hall

What Was Heard From What Was Said

After listening to citizens of Thayne, the Resource Team reviewed what was said and condensed the comments down to a few basic statements.

Planning

- Zoning

- Loss of Open Space

- Land Use

- Business Park

Youth

- Nothing for kids to do

Recreation Activities

- Swimming pool

Affordable housing

Emergency Services

- Communication with county

Agriculture

- Environmental Regulations

- Loss of Land to subdivisions

Transportation

- Jackson 500

- No train, plane, or bus

Team Member's Reports

LINDA ZIEGLER

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I very much enjoyed being able to participate in the Town of Thayne's Community Assessment. Even though I had visited the area several years ago, I never really got to know the community and what it had to offer. This is a beautiful community and the Mayor and Town Council have a good grasp on where they want to go in the future. The major problem is how to get there!

Planning

CHALLENGE: Currently do not have a comprehensive plan, no zoning requirements, no area for housing development, and no land use regulations. There is a mix of houses in with businesses along the highway frontages.

Many rural areas face economic and community development issues of a very different character than communities whose needs are mainly defined by poverty. Often, the defining features are geographic isolation of communities separated by long distances, absence of large metropolitan centers, low-density settlement patterns, historic dependence on agriculture, continued population loss, out- migration, and economic upheaval or economic distress.

SOLUTION: Planning is an important tool for dealing with changes in the community, especially growth, but even with decline. It gives businesses, existing residents, and new residents a set of expectations about their own investments. Planning can constrain property rights, but also protects property rights. It is important to include the community in the planning.

To address the above issues, USDA advocated a pilot concept for rural revitalization and community Development called Rural Economic Area Partnership Zones (REAP). The REAP Initiative was established to address critical issues related to constraints in economic activity and growth, low density settlement patterns, stagnant or declining employment, and isolation that has led to disconnection from markets, suppliers, and centers of information and finance.

Through local efforts in strategic planning and community action, millions of dollars in state, federal, private and non-profit assistance can be made to flow into these areas by:

Improving economic viability, diversity, and competitiveness of the local economy and enhancing its participation in state, national and global markets;
Assisting local communities to develop cooperative strategies that will maintain and expand essential community functions, basic infrastructure, education, health care, housing, and telecommunications;
Assisting families with crises resulting from displaced employees and joblessness;
and
Providing financial and technical assistance to implement a citizen-built strategic plan.

Memoranda of Agreement between the Zones and USDA establish USDA's Office of Community Development in the Rural Development mission area as the lead Federal Agency to assist the zones in the implementation of their programs. This pilot project sets up a collaborative and citizen-led effort to enhance economic development in the REAP Zones. This effort will become the model for building a new rural economy for other rural areas with similar problems. The Department of Agriculture has provided modest amounts of money to Zones for planning this program. This contribution has been augmented by USDA's community development technical assistance across all area of zone endeavor. Furthermore, priority consideration is given for Zone applications submitted for funding through USDA Rural Development.

In 1995, two zones in North Dakota were initially designated to participate in the REAP initiative. Subsequently, in 1999, two areas in upstate New York were added as the third and fourth Zones. In 2000, an area in Vermont was designated as the fifth zone. Both the North Dakota Zones and the Vermont Zone are multi-county size, while the two in New York are, for the most part, single counties. Each REAP Zone developed a strategic plan for economic revitalization in their respective geographic areas.

Responsibilities of a REAP Zone are:

- Conduct a citizen-led, comprehensive, long-term, **strategic planning process** for development of the community according to the principles of the Community Empowerment Initiative.
- Develop specific performance benchmarks and indicators from the strategic plan; enter these in OCD's on-line **Benchmark Management System** and keep them current.
- Seek a broad range of **resources** to implement the strategic plan, with emphasis on mobilizing local and regional resources that will continue to be available after the REAP Zone designation expires, rather than looking to USDA or the other outside sources to subsidize local development.
- **Obtain approval** from USDA Rural Development before amending any of the community's strategic plan elements, benchmarks, or performance measures.

- **Report** regularly on the community's progress in implementing its strategic plan through the Benchmark Management System and other reports as requested by USDA.
- **Manage all funds** used to implement the strategic plan responsibly and report publicly on their use and accomplishments; conduct annual independent audits of all funds used to implement the strategic plan, whether government or private.
- Recognize that the objective of the REAP Zone program is not merely project implementation, but **community empowerment**, and devote significant resources and attention to achieving this by building the skills of citizens and leaders to plan, implement, manage, and evaluate their own programs.
- Develop and maintain broad and open partnerships with other local and regional organizations that have a stake in the enhancement of the quality of life in the REAP Zone; these partnerships will become a bridge to establishing the permanent capability of the community to make continuing improvements without special Federal assistance after the REAP Zone designation expires.
- Remain faithful to the principals of the Community Empowerment Initiative that put strong emphasis on the critical importance of broad-based **citizen participation** in all phases of the development, implementation, and evaluation of the strategic plan, with special emphasis placed on welcoming those members of the community (minorities, low income citizens) who are traditionally left out of the process.
- Participate in USDA-sponsored **training** for REAPs.

CONTACTS:

EZ/EC – Building Communities Together web site – <http://www.ezec.gov>

William C. Davis, USDA-Rural Development, Box 1737, Bismarck, ND 58502
Tel (701) 530-2402, fax (701) 530-2111 email at william.davis@nd.usda.gov

John C. Cochran, USDA-Rural Development, Box 820, Casper, WY 82602
Tel (307) 261-6300, fax (307) 261-6327 email at john.cochran@wy.usda.gov

Rod Hansen, USDA-Rural Development, Box 190, Afton, WY 83110,
Tel (307) 886-9001 Ext. 4, fax, (307) 886-3744, email at rod.hansen@wy.usda.gov

Business/Economic Development/Health Care/Emergency Services

CHALLENGE: We heard you tell us that you feel there are no supportable family wage jobs, the small population and size of Thayne, limited retail shopping, lack of support for local businesses, and the aging population. These are common problems for most small towns in Wyoming. There also is a need for medical services in Thayne as well as a need for an Emergency Services Building.

SOLUTION: I feel that because of the recreational resources available to the area, that these should be capitalized on. Put up signs advertising the community spirit, the natural resources, the climate, the open spaces, the friendly people. Include the kids; maybe have some of the high school students make up brochures to distribute to Jackson, and close Idaho communities. Advertise and encourage hunting. Include the seniors in the planning and designing of the brochures.

SOLUTION: The road to economic opportunity and community development starts with broad participation by all segments of the community. This may include, among others, the political and Governmental leadership, community groups, health and social service groups, environmental groups, religious organizations, the private and nonprofit sectors, centers of learning, and other community institutions.

RESOURCES: One of the resources available may be for the local farmers and ranchers to consider forming one or more co-operatives. A cooperative is a user-owned business that processes and markets products, purchases production supplies or consumer goods, and provides other services needed by rural residents. By working together for their mutual benefit in cooperatives, rural residents are able to reduce costs, obtain services that might otherwise be unavailable, such as the grocery store, and achieve greater returns for their products. The Cooperative Services program of Rural Business Cooperative Service is administered in Wyoming out of the USDA/Rural Development Office in Casper located at 100 East B Street or write to P. O. Box 820, Casper, WY 82602 or call Jerry Tamlin, Business and Cooperatives Programs, Tel (307) 261-6319, fax (307) 261-6339, email jerry.tamlin@wy.usda.gov

RESOURCES: The Rural Utilities Service through the local Rural Electrical

Association can provide funds to finance a broad array of projects, including for profit businesses. **Grants are targeted to certain purposes such as community development assistance, education and training for economic development, medical care, telecommunications for education, job training or medical services, and technical assistance .**
Contact Local Rural Electric Association.

USDA/Rural Development offers Business and Industrial Guarantee Loans, Intermediary Relending Program Loans which consists of loans made by the Rural Business-Cooperative Service to intermediaries to provide loans to ultimate recipients for business facilities and community development projects in a rural area as well as Community Facilities Loans and Grants.

USDA/Rural Development also has a program called Rural Business Enterprise Grants to assist public bodies and nonprofit corporations to finance and facilitate development of small and emerging private business enterprises.

If you are interested in learning more about these programs you should contact Rod Hansen, USDA-Rural Development, Box 190, Afton, WY 83110, Tel (307) 886-9001 Ext. 4, fax, (307) 886-3744, email at rod.hansen@wy.usda.gov

SOLUTION: Community facilities -- such as health care clinics, police and fire stations, and schools—are essential to the quality of life in rural communities. The Rural Housing Service of the USDA Rural Development can work with local lenders - including banks, savings and loan associations, mortgage companies, and Farm Credit System banks – to offer loan guarantees to help build essential community facilities. The Community Facilities Program can also provide direct loans and grants to assist in the development of these essential services. Projects that receive priority based on point system are services that serve small communities – highest priority going to populations of 5,000 or less; serve low-income communities—highest priority going to median household incomes below the higher of the poverty line or 60% of the State non-metropolitan MHI; and services that provide healthcare, public safety, or public and community services.

If you are interested in learning more about these programs you should contact Rod Hansen, USDA-Rural Development, Box 190, Afton, WY 83110, Tel (307) 886-9001 Ext. 4, fax, (307) 886-3744, email at rod.hansen@wy.usda.gov

Affordable Housing

CHALLENGE: We heard that there was very little to no affordable housing to rent or buy for families or senior citizens.

SOLUTION: Conduct a needs survey. It is important to know what is needed, how many units are needed and whether there is a need for family versus elderly housing units. USDA-Rural Development offers several loan programs to for profit, and non-profit groups as well as individuals to construct low income rental housing as well as single family dwellings through direct loans, guarantee loans through local lenders, participation loans with local lenders and Rural Development. There are also Wyoming Community Development Authority (WCDA) low interest loans to first time homebuyers. Housing and Urban Development has housing programs as well as the Veterans Administration has guaranteed housing programs for veterans.

SOLUTION: Instead of individuals trying to construct rental units for the senior citizens,

the Town can form a Housing Authority to let them seek assistance for constructing apartments as well as assisted living centers.

RECOURCE: It is suggested that you contact Cheryl Gillum. Wyoming Community Development Authority (WCDA), P. O. Box 634, Casper, WY 82602 or call (307) 265-0603 to request assistance in completing a needs assessment to determine the need for a rental housing project. Contact Rod Hansen, USDA-Rural Development, Box 190, Afton, WY 83110, Tel (307) 886-9001 Ext. 4, fax, (307) 886-3744, email at rod.hansen@wy.usda.gov. Most Real Estate Agents as well as local lenders are familiar with the WCDA loans as well as the HUD and VA loans. The Town of Sundance may be able to assist the Town of Thayne as they have a very successful Senior Citizen Apartments run by a Housing Authority appointed by the Town.

Youth

CHALLENGE: There seems to be a very real need for affordable day care facilities.

SOLUTION: Congress has appropriated \$6 million for the Rural Community Development Initiative. This money will develop the capacity and ability of private, non-profit community housing and community development organizations and low-income rural communities to undertake projects to improve housing, community facilities and community and economic development projects in rural areas. One of the major focuses is on childcare facilities. This program is funded through the community facility program and administered by USDA/Rural Development

RESOURCE: Rod Hansen or Susan Mizner, USDA-Rural Development, Box 190, Afton, WY 83110, Tel (307) 886-9001 Ext. 4, fax, (307) 886-3744, email at rod.hansen@wy.usda.gov or susan.mizner@wy.usda.gov.

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Web : www.wyomingbusiness.org

OVERVIEW:

Thayne is a picturesque community of caring, hard working citizens. It has active and trusted local leadership, both in the public and private sector. Particularly impressive is the collaborative relationship among the city council. In addition, the enthusiasm of Thayne's seniors and youth are refreshing. All are foundations upon which the community can build.

During listening sessions conducted with the community, many issues emerged. The following are recommendations intended to assist in confronting some of these challenges.

GROWTH / PLANNING:

Challenge: The need for Thayne to plan and address future growth was mentioned regularly. Thayne is and will continue to be influenced by Jackson Hole. As Jackson's economy and community continue to grow, demand and impact are likely to follow in Thayne. It is important that the community be proactive rather than reactive in addressing what Thayne will become in two, five, and ten years—and beyond.

Recommendation: Develop a Comprehensive Master Plan for the community and surrounding area. This plan could and should address the following issues:

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

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

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

The Economic Development Administration also has Technical Assistance grants that allow for finance feasibility studies and other projects leading to local economic development. The key is showing that the development of a Comprehensive Master Plan will lead to economic development.

These grants are generally in the \$10,000--\$30,000 range and require local matching funds. For more detailed information concerning these grants and how to begin the application process, please contact:

John Rogers
Regional Representative
Economic Development Administration
Federal Building, Room 196
301 S. Park Avenue
Drawer 10074
Helena, MT 59626
Phone: 1-406-441-1175
Email: edrmteda@aol.com
Web: <http://www.doc.gov/eda/>

USDA/Rural Development also has a Rural Business Opportunity Grant (RBOG) program that might be an option to assist with developing a Comprehensive Master Plan. This grant program can be used for technical assistance and planning. The average RBOG grant is usually under \$10,000.

However, this program does not require matching funds. For more information concerning this program, please contact:

Susan Mizner
USDA Rural Development
P.O. Box 190
Afton, WY 83110
Phone: 1-307-886-9001, ext. 4
Email: susan.mizner@wy.usda.gov
Web: <http://www.rurdev.usda.gov/>

The City of Thayne can also help in this process by beginning now to acquire property around the area of Thayne that are good candidates for future public use. Acquiring land for a recreation center now is surely cheaper than acquiring the same land five years from now. Also, city-owned land will ensure that development will occur in locations where the town wants to grow.

If there were one recommendation that should be placed above all others, it would be this one. A Comprehensive Master Plan would go a long way in addressing the current and future needs (economic, social, etc.) of Thayne in a logical, collaborative way.

BUSINESS / ECONOMIC DEVELOPMENT:

Challenge: The need for businesses development (retail, manufacturing, services, etc.) was mentioned in the listening sessions again and again. As with most rural communities in Wyoming, recruiting a large or even a medium-sized company appears remote. However, because many Star Valley residents commute to Jackson Hole for employment, it is highly likely that these people would stay in the area should employment become available.

Recommendation: 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 Thayne and those already in business in Thayne. Topics that the SBDC can assist with include accounting, advertising, cash flow, human resources, financial reports, market research, patents and trademarks, business plan assistance, along with many others. For more information, or to schedule appointments to get small business assistance, contact:

Bill Ellis
P.O. Box 1168
1400 Dewar Dr. Suite #205
Rock Springs, WY 82902
Phone: (800) 348-5205
Email: bellis@uwyo.edu

Web: www.uwyo.edu/sbdc

Recommendation: Organize a group of local investors to purchase existing businesses that are for sale that would serve community needs. These businesses can be bought somewhere else (Idaho Falls and Salt Lake City, for example) and moved to Thayne. Two good websites that list businesses for sale are:

www.bizbuysell.com

and

www.businessesforsale.com

Both websites list businesses for sale by location, type, price, and cash flow. For example, the community of Thayne could search for all manufacturing businesses for sale that are located in Idaho. Depending on the strength of the history of the business and the particular industry, Thayne could decide to organize local investors to purchase the business, move it to Thayne, and employ the local work force.

This idea of purchasing a business and moving it is particularly useful for rural communities like Thayne, where the private sector is in no rush to serve rural community needs. As always, the best way for rural communities to serve particular needs is to go out and get the need itself. Just be sure and perform the proper due diligence before purchasing any business. Past performance record is obviously the best record in determining future success.

Recommendation: Start a Business Challenge program in Star Valley. This is a business competition program that can be tailored to existing business and/or start-up businesses. The program utilizes in-kind donations to assist businesses. The donations can range from in-kind advertising to in-kind accounting services. The following chart demonstrates just how far these in-kind contributions can go.

Business Challenge

**Business X
Winner**

Local Accountant \$1,000 In-Kind Services	Local Attorney \$1,000 In-Kind Services	Local Newspaper \$1,000 In-Kind Advertising	Local Radio Station \$1,000 In-Kind Advertising
WBC \$1,000 Cash	Chamber/EDC \$1,000 Cash	Local Printer \$1,000 In-Kind Copying	Community College \$1,000 In-Kind Software Training
Local Bank \$1,000 In-Kind Services	SBDC Counseling Services	City/County \$1,000 Cash	DDA \$1,000 In-Kind Rent

The reasons for business failure (lack of cash, lack of support services, etc.) are readily addressed through each of the in-kind contributions.

Businesses interested in winning this competition submit full and complete business plans to an independent review committee. The review committee then judges each business based on feasibility, cost, and community need. Once the committee reviews all eligible business plans, a winner is determined.

The contributing businesses will also benefit from this program, as they create a successful customer who will likely continue to utilize their services after the in-kind contribution period ends.

In addition, partnerships are created between the private and public sector that can be useful in other business development projects.

The Business Challenge Program is truly unique and innovative. Currently, some of the Wyoming Business Council's regional directors are working in a variety of communities to establish such a program. For more information on this program, please contact:

Ray Sarcletti, Director
South West Regional Office in Rock Springs
1400 Dewar Driver, Ste. 208
P O Box 1377
Rock Springs, Wyoming 82902
Phone: 307-382-3163
Email: rsarcl@state.wy.us
Web: www.wyomingbusiness.org

Recommendation: Strengthen the Thayne Business Alliance. The community has taken an important first step in establishing the Business Alliance to explore and assist business development in Thayne. The next step is to establish a solid foundation upon which the Business Alliance can grow. One good way to do this is to involve a cross section of people from a variety of sectors in the Alliance. Don't restrict involvement to only the city or a few businesses. Include representatives from the city, the county, the school, the youth, the biggest employers in town, health care, and others. This will help the Alliance broaden consensus and develop a grassroots perspective for business development.

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

Ilsa Lund, Lindy Murphy, or Zee Zee Moore
Wyoming Women's Business Center
P.O. Box 3661
Laramie, WY 82071
Phone: 1-888-524-1947
Email : ilund@uwyo.edu
Web : <http://www.wyomingwomen.org/>

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

Rudy Nesvik
State Director
Gro-Biz
Laramie County Community College
1400 E. College Drive
Cheyenne, WY 82007
Phone: 1-866-253-3300
Email: grobiz@wyoming.com

Recommendation: Local manufacturers should take advantage of the services of the Mid America Manufacturing and Technology Center (MAMTC). MAMTC can help Wyoming manufacturers become more competitive through programs that address quality, business systems, the

manufacturing process, company assessment, marketing, and product development. For more information, please contact your local regional MAMTC representative:

George Twitchell
Field Engineer
MAMTC
P.O. Box 727
Rock Springs, Wyoming 82902
Phone: 1-307-382-1840
Email: gtwitchel@wyoming.com
Web: www.mamtc.com

Recommendation: 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 \$2,000 /year. For example, if a company in Thayne were to exhibit its products a trade show in Denver that costs \$4,000, the Trade Show Incentive Grant could cover up to \$2,000 of these costs related to the trade show itself. For more detailed information on this program, please contact either:

Christie Pardue
Marketing and Public Relations Specialist
Wyoming Business Council
214 W. 15th, Street
Cheyenne, WY 82002
Phone: 1-307-777-2833
Email: cpardu@missc.state.wy.us
Web: www.wyomingbusiness.org

Or

Ray Sarcletti, Director
South West Regional Office in Rock Springs
1400 Dewar Driver, Ste. 208
P O Box 1377
Rock Springs, Wyoming 82902
Phone: 307-382-3163
Email: rsarcl@state.wy.us
Web: www.wyomingbusiness.org

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

Ray Sarcletti, Director
South West Regional Office in Rock Springs
1400 Dewar Driver, Ste. 208
P O Box 1377
Rock Springs, Wyoming 82902
Phone: 307-382-3163
Email: rsarcl@state.wy.us
Web: www.wyomingbusiness.org

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

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

Or

Ray Sarcletti, Director
South West Regional Office in Rock Springs
1400 Dewar Driver, Ste. 208
P O Box 1377
Rock Springs, Wyoming 82902
Phone: 307-382-3163
Email: rsarcl@state.wy.us
Web: www.wyomingbusiness.org

Recommendation: Utilize the Thayne Town Hall as a center for business information in the local area. Town Hall is already a center for activity in Thayne. Take advantage of this situation by displaying and distributing information from a variety of previously mentioned sources (the Thayne Business Alliance, Wyoming Business Council, Small Business Development Center, MAMTC, Gro-Biz, Wyoming Community Network, etc.) that can assist people in Thayne with economic and business development.

Typically, this is the role of a Chamber of Commerce. However, due to the fact that Thayne serves a population of about 1,000-1,200 in the immediate area, it is important that the Town Hall provide at the least informational material to those interested in starting a business or economic development.

LEADERSHIP / CITY – COUNTY COMMUNICATION:

Challenge: Thayne has a good group of dedicated leaders who have made great strides in Thayne in the last five years. This is without question. However, what was heard in many of the listening sessions was the concern over communications between the city and the county.

True sustainable development occurs when leaders from both the County and City, the public and the private sector, the young and old, interact to lead from a consensus. A few ideas may assist long term in building better interaction.

Recommendation: Develop a county or Star Valley leadership program/institute. The program would provide both resource and leadership training at a very minimal cost to current and future leaders in the county/town. For example, the first leadership class of a dozen (or more) could meet over the course of a year to receive leadership and management training, learn about private and public sector resources, and network with one another. Over the course of a few years, a large network of civic leaders would be generated as alumni.

There are probably at least a half dozen different local leadership programs already in Wyoming. However, one of the very best exists in Park County and includes the communities of Powell, Cody, and Meeteetse. Established in 1996, it already boasts over 60 alumni. Part of the reason it is so successful is due to the fact that no individual entity is responsible for its operation. Therefore, there is broad-based consensus for the program. For more information on the Park County Leadership program, please contact:

Rhonda Shipp
UW Park County Extension Office
Courthouse, 1002 Sheridan Ave.
Box 3099
Cody, WY 82414-5905
Phone: (307) 527-8560
Email: rshipp@parkco.wtp.net
Web: <http://www.wtp.net/parkco/uwces/pcli.htm>

For more information on other leadership programs across the country, please visit:

<http://www.communityleadership.org/>

Recommendation: Develop a local Council of Government (COG) that deals strictly with the Star Valley. Perhaps a good name for the group would be the Star Valley Growth Alliance. There already exists a COG for Lincoln and Uinta Counties combined, but, from what was heard during the listening sessions, it does not seem to be effective or adequate for people in the Star Valley area.

A Star Valley version would be a great opportunity for the public officials of all the communities of Star Valley to meet on a monthly or quarterly basis to talk about working together for the betterment of all. Moreover, it does not need to be restricted to simply the public sector.

Aside from building better communications between the towns in Star Valley, the main idea of a Star Valley Growth Alliance is to begin getting folks from the entire valley talking and working together on mutually beneficial projects.

One of the better Council of Governments exists in Carbon County. It might be helpful to look at how this COG is structured and some of the projects the entire county works on together. For more information, contact:

Zoda Ferguson
CCOG
Rawlins City Hall
521 W. Cedar Street
P.O. Box 953
Rawlins, WY 82301
Phone: 1-307-328-4515

COMMUNITY DEVELOPMENT / RECREATION PROJECTS:

Challenge: The need for a variety of community development projects was mentioned many times. The most often mentioned projects were a recreation center, an ice rink, greenways, and a swimming pool. As it is with most public development, the limiting factor is financial wherewithal to acquire land and construct a facility. Adding to this expense is the ongoing operations of the facility incurred by the municipality each year. Typically, these projects are funded through capital facilities taxes, general funds, or private contributions. Most likely is a combination of each.

Recommendation: Grants through the Community Development Block (CDBG) Program are available to help with land acquisition and building costs related to projects that will serve and benefit low-moderate income people. Some of these community development projects could be eligible for these grants. Depending on the specific community project and CDBG program, the grants could range from \$150,000--\$250,000. Matching funds are also required. For more information, and to determine eligibility, please contact:

Steve Achter, Director
Investment Ready Communities
Wyoming Business Council
214 W. 15th Street

Cheyenne, WY 82002
Phone: 1-307-777-2811
Email: sachte@state.wy.us
Web: www.wyomingbusiness.org

Recommendation: Consider the construction of a greenway in and around Thayne. This would add both to the attractiveness of Thayne and enhance the quality of life of residents. There are two grant programs available that can assist:

The first is the TEAL program. This grant funds projects like walking/bike paths, roadside landscaping, historic preservation, and other non-highway related projects. The typical grant ranges between \$100,000--\$200,000. There is also a 20% match requirement. For more information, contact:

David Young
Wyoming Department of Transportation
530 Bishop Blvd.
Cheyenne, WY 82009
Phone: 1-307-777-4384
Email: dyoung@state.wy.us

The second program is more specific to nature trails. It is the Recreational Trail Fund Grant through the Wyoming State and Cultural Resources division. Eligible programs include maintenance and restoration of existing trails and construction of new trails, along with others. Typical grants are in the range of \$2,500--\$75,000. As with the TEAL funds, there is a 20% match requirement. To examine this program further, please contact:

Joann Buster
Grants Program Specialist
State Parks and Historic Sites
122 W. 25th Street
Cheyenne, WY 82002
Phone: 1-307-777-3483

Recommendation: Consider the establishment of a Thayne Community Foundation. Establish the Foundation as a 501(c)(3) so that contributions to the Foundation would be tax deductible. Another benefit of having a general foundation for the entire community would be that it would serve as a place for all contributions to flow into. Individuals could earmark their contributions towards specific projects. So instead of forming more and more foundations each time a project comes to the forefront of the public, one foundation can serve each project's needs. In short, it's a more effective and efficient way to raise private contributions.

Laramie has recently formed its own local Community Foundation as a 501(c)(3). It might be helpful to look at the process. For more information on how Laramie established the Foundation, please contact:

Timothy Stamp
President
Laramie Economic Development Corporation
1482 Commerce Drive, Suite A
Laramie, WY 82070
Phone : 1-307-742-2212
Email : ledc@laramiewy.org
Web : www.laramiewy.org

SENIORS:

Challenge: Many residents—both youth and seniors alike—expressed some concern that Thayne is rapidly becoming an older community. On one hand, this is a gift for Thayne, as seniors have a great wealth of knowledge and experience to share. On the other hand, young families with school-aged children sustain communities for the long term.

The trick is to try and utilize the full potential of seniors as active, civic leaders and volunteers. Thayne is very much ahead of the game when this is concerned. Combining the Thayne Town Hall with the Senior Center was stroke of genius. There is very much a synergy between public officials and seniors in Thayne. Particularly impressive is the work of the Senior Center Director.

Perhaps, though, there are a few other programs and ideas that could be of benefit in actively involving seniors.

Recommendation: Look at some of the programs available through Senior Corps. Senior Corps (a sister program of AmeriCorps) is a national organization that works to help communities and nearly half a million Americans age 55 and older share their time and talents to help their communities. More specifically, they outline programs that can help seniors contribute to community through its Retired and Senior Volunteer Program (RSVP). Organizations can also apply for grant funding to operate RSVP programs.

Currently, two communities in Wyoming are operating RSVP programs. Please contact them to see how they are using senior activism and senior time to enrich community. The contacts are:

Central Wyo. RSVP
Mary Baughman

1831 E. Fourth
Casper, WY 82601
Phone: (307) 265-4678
Email: cwrsvp1@juno.com

And

Southeast Wyo. RSVP
Claudia C. Johnson
3304 Sheridan Ave
Cheyenne, WY 82009
Phone: (307) 634-7787
Email: sewyorsvp@juno.com

There is also a vast amount of information available at the website:

www.seniorcorps.org

And at the Wyoming profile for the National Service Corporation:

www.nationalservice.org/stateprofiles/wy_intro.html

TELECOMMUNICATIONS:

Challenge: Thayne is one—if not the—smallest community in Wyoming with DSL services. SilverStar Communications should be applauded for providing this service. The challenge lies in providing broadband access to those people in Star Valley that are not located within the 18,000-foot local loop (the furthest extension of DSL service).

Recommendation: Explore the potential for SilverStar or another reseller to deploy a wireless data service. This wireless service should be competitive to DSL in both speed and cost.

The community of Thermopolis has used this approach successfully. For more help in this process, contact:

Michael Stull
Director, Telecommunications
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002

Phone: 1-307-777-2847
Email: mstull@state.wy.us
Web: www.wyomingbusiness.org

Or

Ray Sarcletti, Director
South West Regional Office in Rock Springs
1400 Dewar Driver, Ste. 208
P O Box 1377
Rock Springs, Wyoming 82902
Phone: 307-382-3163
Email: rsarcl@state.wy.us
Web: www.wyomingbusiness.org

YOUTH:

Challenge: There is not a community in Wyoming that is not experiencing a challenge in finding activities for youth to do and also stopping the out migration of youth. Sadly, Thayne is not an exception. One bright spot for Thayne, however, is that during the youth listening session, all the young people in the room indicated that they wanted to return to Thayne in the long term.

Recommendation: The following web sites provide information that might be helpful as Thayne brainstorms the idea of developing its young people:

Learn and Serve Program (another sister organization of Ameri Corp)

Web: www.learnandserve.org

-Provides programs and grant money to get youth involved in communities

National Council on Youth Leadership

Web: www.nycl.org

-Provides programs geared toward teaching youth leadership skills

Recommendation: Explore the possibility of establishing a “microsociety” in the grade schools. The “microsociety” concept is an innovative way to attack the economic and community development challenge at its root: kids.

Students collaborate with parents, business volunteers, and teachers to create functioning small communities. A community can start a “microsociety” in an individual class, a small learning community, a whole grade, or an entire school. Traditional academic subjects are studied in the morning, then applied "on the job" during afternoon program activities. Students spend one hour or

one class period each day in their jobs where they learn to run businesses, apply technology, develop government and social agencies, and create cultural and arts organizations. Gradually, students become immersed in the realities of a free-market economy, with taxes, property concerns, income issues, and politics.

Lingle, Wyoming has already experienced success with this program in its fifth grade class. For more information, please contact:

Cindy Gulisano
5th Grade Teacher
Lingle-Fort Laramie Elementary
Phone: 1-307-837-2254
Email: cgulisano@goshen.k12.wy.us

TOURISM:

Challenge: Thayne has a rich history that, regrettably, most tourists on their way to Jackson do not see. The need to take advantage of the increased traffic on its way to Jackson and Yellowstone was mentioned consistently. If more of this traffic stopped, in theory, more dollars might be spent in Thayne's local economy.

Recommendation: Consider creating a visitor's center next to the main highway to increase traffic stops by tourists in Thayne. This may be a difficult proposition, due to the fact that Afton has a visitor's center. However, consider the fact that right now, the stops are occurring in Afton, and thus, Afton's economy is benefiting. Perhaps a visitor's center in Thayne could focus more on the history (Mormon pioneering) and lore (gold mines) of the area.

One way to kill two birds with one stone would be to turn a building in the downtown area that is currently not up to UBC codes into the visitor's center. The project would fall under the Wyoming Business Council's CDBG Downtown Development Grant and would meet the objective of removing slum and blight. The project could then be eligible for up to \$150,000 in grant funding for renovation. For more information and to determine potential eligibility, please contact:

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

Recommendation: Explore other potential tourism opportunities/ideas with the Wyoming Business Council. Please contact:

Laurie Green
Director of Tourism and Travel
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
Phone:
Email: lgreen@state.wy.us
Web: www.wyomingtourism.org

HEALTH CARE / EMERGENCY SERVICES:

Challenge: Thayne has a good group of volunteers who serve the community. The challenge lies (and this was heard repeatedly in the listening session) in improving immediate services, such as getting a general physician or nurse practitioner in the area. The good news is that leaders in both Thayne and Afton (specifically at the hospital in Afton) are looking at ways to make some of these ideas a reality.

Recommendation: The CDBG program can again be used to assist in acquiring land and in construction of facilities that will provide critical services (health and emergency are very critical) to low-moderate income people. As long as these facilities don't unfairly compete with the private sector, these two projects might be good candidates. The maximum grant amount for this program is \$250,000. To determine eligibility and to get more information, please contact:

Terry Koerwitz
CDBG – Community Development Manager
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
Phone: 1- 307 777-2812
Email: tkoerw@state.wy.us
Web: www.wyomingbusiness.org

OTHER GRANT AND OPPORTUNITIES:

There are many other grant opportunities—both on the federal and state level—that are worth

looking into. The ones mentioned in this report do not even scratch the surface of all of the grant programs and foundations available. Therefore, there are these additional sources to assist the community in finding other opportunities.

Catalog of Wyoming State Grant Programs
Department of A & I
State Library Division
2301 Capitol Avenue
Cheyenne, WY 82002
Phone: 1-307-777-6338
ON THE WEB: <http://www-wsl.state.wy.us/sis/grants/index.html>

This catalog is published yearly and provides information on grants available in the State of Wyoming.

For a list of federal grants available, the best resource is:

Jennifer Goodman
Director
Wyoming Community Resource Network
P.O. Box 3354
Laramie, WY 82071
Phone : 307-766-2107
Email: jgoodman@uwyo.edu
Web: www.wyomingcommunitynetwork.org

Or

One can attempt to wade through the difficult Federal Register website at:

www.access.gpo.gov/su_docs/aces/aces140.html

For Foundation opportunities, a comprehensive resource on the web is the Foundation Center's website:

<http://www.fdncenter.org/>

CONCLUDING COMMENTS:

The answers to most of the challenges Thayne faces are not found in Washington, Cheyenne, or even at the doors of the Lincoln County Commissioners. Surely, there are grant programs available from these entities that can assist communities like Thayne. However, the best solutions to the challenges of any community are the solutions that involve local people— neighbors, family, and friends—working towards the betterment of everyone.

The crux of all quality community and economic development is building partnership, networks, and consensus to achieve community goals. Because at the end of the day grants don't make projects happen, people make projects happen.

At the very least, these reports will provide some specific actions and programs that can help Thayne get to where it wants to be. At the very best, however, these reports will serve as a springboard for community involvement and further commitment from local people to create a better future for Thayne.

Jennifer Goodman
Executive Director
Wyoming Community Network
307-766-2107
jgoodman@uwyo.edu
www.WyomingCommunityNetwork.com
P.O. Box 3354
Laramie, WY 82072

1st

The first step to a successful community assessment is to have a follow up town hall meeting and have an outside facilitator help you work through this report. There are volumes of information involved and it can seem overwhelming. You will want to prioritize 5 to 15 Major Themes section of the report and decide as a community which two or three you want to work on first. Decisions like:

- Who will take responsibility for these projects?
- What is our time line for completion?
- How will we measure our success?
- What happens when we fail to meet our goals?

Will need to be answered.

At the follow up town meeting, the Executive Director, Jennifer Goodman, of the Wyoming Community Network will attend. She will give a short presentation on who and what the Network is, and then offer her services to assist your community with follow up activities. This assistance may be helping you to obtain a grant for a project, facilitate meetings to reach a goal, or assist in making connections to accomplish projects.

But in the short run you need some Quick Wins.

Quick Wins:

It is vital to have some quick wins for Thayne. I define these as short-term projects (3-6 months). After you complete each of these projects as a community and remember to celebrate. People will want to be a part of any group that is having fun.

Suggestion: Hold a Youth Summit. Give the kids in Thayne this report and ask them to prepare some action plans for solving some of the solutions. Give each group of kids one of the Major

Problems and Challenges and have them come up with a proposed solution. Make sure that this process includes presentations in front of City Council, County Commissioners, Local Business Leaders, and Religious Leaders. Remember to have an outside facilitator come in and guide the youth through this process. This will allow the kids to be creative with out wondering if they are gaining teachers or parents approval. I would be very happy to help with this project.

Planning

Issues Thayne told the team about planning:

- Need Zoning
- Loss of Open Space
- Need a Land Use Plan
- Need Business Park

This is a tricky issue that will need to be handled quickly. Thayne is lodged in the middle of Star Valley with two mountain ranges on either side. Land and how it is used will be an issue both in your community and the county. However any type of land use controls or regulations are likely to be seen by some residents as restrictive and limiting to their property rights. So the question becomes how to get on top of this issue with out letting it overtake your community.

Are most of the landowners in your county interested in tackling this issue?
And how do you know for sure?

First this is an issue that will need to be addressed on a city and county government levels. I would attempt to partner with the other cities that have completed the assessments in your county. Look into mailing a survey to get an idea of exactly what everyone is thinking. There are two resources that can help you with this type of activity at the University of Wyoming.

The following resources at the university have experience working with counties and communities on land use and land use planning

Contact:

Diana Hulme
Assistant Director, IENR
Email: dhulme@uwyo.edu
Phone: 307-766-5354

Institute for Environment and Natural Resources
P.O. Box 3971
University of Wyoming
Laramie, WY 82071

307-766-5080

Fax 307-766-5099

Email: ienr@uwyo.edu

<http://www.uwyo.edu/ENR/IENR.HTM>

Don McLeod

Assistant Professor of Agricultural and Applied Economics

Ph.D., Oregon State University, 1994

(307)766-3116

e-mail: dmcleod@uwyo.edu

Research: Contingent valuation; travel cost; and risk analysis of recreation, water and land policies as well as agricultural resource policy.

Other Land Use and Planning Resources:

Western Planning Resources, Inc., 200 Pronghorn Street, Casper, WY (307) 266-2524

Colorado Open Lands, 5555 DTC Parkway, C-2050, Englewood, CO 80111 (303) 694-4994

The Conservation Fund, 1800 N. Kent St., Suite 1120, Arlington, VA 22209, (703) 525-6300

Corporation for the Northern Rockies, P.O. Box 1448, Livingston, MT 59047 (406) 222-0730

Natural Resource Conservation Service, U.S. Department of Agriculture, Washington, D.C. 20250, (202) 720-2847

Wyoming Planning Association, 120 West 1st Street, Suite 200, Casper, WY 82601

<http://www.farmland.org>: The American Farmland Trust's home page. Includes information on conservation easements, private and public options for preserving open lands and ways that local governments can help.

<http://www.consrv.ca.gov/dlrp/index.htm>: The California Agricultural Land Stewardship Program. Describes incentives to promote long-term protection of agricultural land.

<http://elbert.state.co.us/GIS/index.htm>: As part of the Colorado Natural Resource Information System, this site describes a demonstration project for the use of Geographic Information Systems (GIS) as a planning tool. Includes examples of work with the Yampa Valley Land Trust.

<http://www.uwyo.edu/enr/>: A Community Toolbox prepared by the Institute for Environment and Natural Resources at the University of Wyoming, to provide communities with knowledge and resources to support the development of strategic plans for managing sustainable growth and development.

Business Park and Zoning:

This is an issue that your city council is already considering but could be helped with more community participation.

I would suggest the development of an Economic and Community Development Corporation in Thayne. That could serve as a combination Chamber of Commerce and Economic Development entity the exact funding and organization could be suited to your situation. It would be helpful if you could find funding for a full or part-time director.

GRANTS FOR PUBLIC WORKS AND ECONOMIC DEVELOPMENT

OBJECTIVES:

To promote long-term economic development and assist in the construction of public works and development facilities needed to initiate and support the creation or retention of permanent jobs in the private sector in areas experiencing substantial economic distress.

SES AND USE RESTRICTIONS:

Grants for such public facilities as water and sewer systems, industrial access roads, industrial parks, port facilities, railroad sidings and spurs, tourism facilities, skill-training vocational schools, business incubator facilities, and infrastructure improvements needed for business expansion. Qualified projects must fulfill a pressing need of the area and must: *(1) tend to improve the opportunities for the successful establishment or expansion of industrial or commercial plants or facilities; (2) assist in the creation of additional long-term employment opportunities; or (3) benefit the long-term unemployed/underemployed and members of low-income families.* In addition, proposed projects must be consistent with the currently approved Comprehensive Economic Development Strategy for the area, and for the Economic Development District, if any, in which it will be located, and must have adequate local share of funds. Projects must be capable of being started and completed in a timely manner.

• Applicant Eligibility:

States, cities, counties, an institution of higher education or a consortium of institutions of higher education, and other political subdivisions, Indian tribes, the Federated States of Micronesia, the Republic of the Marshall Islands, Commonwealths and territories of the U.S. flag, Economic Development Districts, and private or public nonprofit organizations or associations acting in cooperation with officials of a Political Subdivision of a State or Indian Tribe. Individuals, companies, corporations, and associations organized for profit are not eligible.

EXAMPLES OF FUNDED PROJECTS:

1) Infrastructure for industrial park development; 2) port development and expansion; 3) infrastructure necessary for economic development (e.g. water/sewer facilities); 4) renovation and recycling of old industrial buildings; 5) construction of vocational-technical facilities and skill centers; 6) construction of incubator facilities; 7) redevelopment of browns fields and 8) CEO-industrial development.

• Headquarters Office:

David L. McIlwain, Director, Public Works Division, Economic Development Administration, Room H7326, Herbert C. Hoover Building, Department of Commerce, Washington, DC 20230. Telephone: (202) 482-5265. Use the same number for FTS.

Call or contact your regional business council director:

South West Regional Office in Rock Springs

Ray Sarcletti, Director

1400 Dewar Driver, Ste. 208

P O Box 1377

Rock Spirngs, Wyoming 82902

rsarcl@state.wy.us

307-382-3163

Also call and talk with:

Contact: Wyoming Economic Development Association

The Wyoming Economic Development Association, WEDA, exists to promote a diversified economy and coordinate the retention, expansion , creation and recruitment of business while improving Wyoming as a quality place to live.

Paula McCormick, WEDA Coordinator

5319 Hwy. 287

Lander, WY 82520

Phone: 307-332-5546

Fax: 307-332-5336

e-mail: weda@rmisp.com

website: www.WyomingEDA.org

For infrastructure funding for a business park contact:

WATER DEVELOPMENT COMMISSION

Contact: Mike Besson, Water Development Office, Herschler Building, 4 West, 122 W. 25th Street, Cheyenne, WY 82002, Phone: (307) 777-7626, Fax: (307) 777-6819, E-mail:

lbesso@state.wy.us.

Youth

The Resource Team talked to a great group of kids. I was personally very impressed with their personality and honesty. One issue that reveled itself was the lack of youth activities outside of school. In other words there is nothing for kids to do.

Possible Solutions: I am a true believer in *youth entrepreneurs*. These types of programs could be used to combat all of the problems listed above. Kids ages 10-20 have been involved in running successful lemonade stands to Web-Site Design Businesses. There are niche markets both inside

Thayne and across the state of Wyoming that could be filled with youth run businesses. Your youth can learn to write business plans, find financing, and market their products and services as well as adults can.

Step One: Offer Training

Hold a meeting with local business, school officials, local bank presidents, a representative of the local SBDC, 4-H Leaders, and anyone else who is interested.

Decide how you want to train your kids to own and operate their own business. Kids need information about writing business plans, receiving financing, and handling employees.

Great Training Resources include: Rural Entrepreneurship Through Action Learning National REAL Director, Rick Larson, 115 Market Street, Suite 320 Durham, NC 27701 (919) 688-7325.

This is a curriculum that takes school age children through the process of thinking like Entrepreneurs as well as teaching them the basic tools needed to start their own business.

Contact Dwayne Heintz your Small Business Development Center Representative out of Powell for other leads on training both for adults and children. 1-800-383-0371 or director@wavecom.net.

Step Two: Infrastructure and Continued Support

So now that everyone is excited about kids owning and running businesses give them the support to survive. Build some infrastructure for young entrepreneurs. Find a place for them to house their businesses. You\ might rent some empty space in town that would house the business start-ups. Develop some type of small local competitive grants or loans that could be used as start up financing. (\$200 dollars up to \$1000 dollars.) Provide follow up training for young business owners...offer free or low cost training on software applications. Organize a mentor program between existing local businesses and these young start-ups. Host a “get to know the local services” social where the youth entrepreneurs mingle and get to know, local banks, accountants, real estate agents, lawyers, and high speed data providers.

We often heard that the youth have nothing to do in Thayne. I have two thoughts on this topic: 1) Kids never have enough to do. 2) They need to be involved in solving their problems.

Your youth need to learn how to solve problems both in their own life and in your community. Start a junior City Council, and County Commissioners. Have the traditional organizations recruit youth members and assign them task that involve problem-solving activities. Your youth will be amazing assets to these organizations. They have never been told, “We can’t do that because it won’t work.” They are true free thinkers and will help lead these organizations in new directions.

Recreation Activities

The Resource Team heard over and over: Swimming pool!!

I would suggest doing a recreational survey of your community to find out just what everyone wants in for recreational activities and then decide what you can afford.

Pools are expensive and that can make them difficult to obtain. However if your community wants a pool, I have every faith that that can happen.

Does Thayne have a recreation district? Does Lincoln County have a recreation district?

Perhaps you could form one.

The first step could be the cataloging of recreational opportunities and classes in your area. How many pools are in the area and when are they open? What classes are offered and when?

Affordable Housing

This is critical!!! You need affordable housing for your community to grow! This is going to be a difficult issue due to the lack of available land in your area.

The first step in getting affordable housing in Thayne is to assess what you already have. I know you just went through an assessment...but this one is different. The **Wyoming Community Development Authority has an extensive detailed housing assessment.** That looks at things in your community like average rents, land prices, and occupancy rates. This will be very helpful in deciding what kind of housing you need. Do you need...Senior assisted living homes, low-income single-family housing, or multifamily housing?

Resources:

Fannie Mae Foundation. The Fannie Mae Foundation provides grants that revitalize neighborhoods and create affordable home ownership across America.

Fannie Mae Foundation

www.fannienaefoundation.org

Wyoming Community Development Authority (WCDA)

George Axlund or Cheryl Gillium

P.O. Box 634

Casper, Wyoming 82602

307-265-0603

U.S. Department of Housing and Urban Development

Kelly Jorgensen

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www.hud.gov

Contact Pat Robbins at SWEDA for information about a new home contractor that is building units in Sweetwater County for less than 100,000 per home.

They can bring in their own crew and have the houses built in a short amount of time.

Sweetwater Ec. Dev. Assoc.

Pat Robbins

PO Box 1168
Rock Springs, WY 82902
Sweetwater County
Ph: 307-352-6874
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Email: parobbin@wyoming.com
Website: <http://www.sweda.net>

Agriculture

The resource team was told that environmental regulation's and loss of land to subdivisions are the greatest problems facing agriculture.

If I had a sure cure for this issue I would be a millionaire. All over America farmers and ranchers are facing harsh situations with little or know support from government or their community. In my mind getting the producers organized would be the first step in seeing a holistic solution to the dwindling agriculture industry in Star Valley

My suggestion would be to rally the troops. Sit down with regional agricultural resource representatives and discuss the issues at hand. Many of them will come back to the before mentioned Land Use issue but some will be more specific to agriculture.

Why not hold Star Valley Agriculture Summit and invite all the producers from north Lincoln county to talk about the issues?

Be sure to invite:

Kirk Heaton
Western Wyoming RC& D
1471 Dewar Dr.
Rocksprings WY 82901
307-382-3982

Wyoming Business Council
Staffing & Alliance Contacts

[Bill Bunce](#), Agribusiness Director
307-237-4692

And your extension agent:

Gurn Brown
144 Washington
Box 309
Afton
83110-0309

307-886-9432

Transportation

Elderly Transportation became an issue during our listening sessions. Your senior center could get a bus. This bus could be used to transport people to and from Idaho Falls and to and from the senior center.

CAPITAL ASSISTANCE PROGRAM FOR ELDERLY PERSONS AND PERSONS WITH DISABILITIES

OBJECTIVES:

To provide financial assistance in meeting the transportation needs of elderly persons and persons with disabilities where public transportation services are unavailable, insufficient or inappropriate. The Section 5310 program is designed to supplement FTA's other capital assistance programs by funding transportation projects for elderly persons and persons with disabilities in all areas - urbanized, small urban, and rural.

- **Applicant Eligibility:**

Private nonprofit organizations. Public bodies approved by the State to coordinate services for elderly persons and persons with disabilities and public bodies which certify to governor that no nonprofit corporations or associations are readily available in an area to provide the service.

- **Headquarters Office:**

Federal Transit Administration, Office of Program Management, Office of Resource Management and State Programs, 400 7th Street, SW., Washington, DC 20590. Telephone: (202) 366-2053. Sue Masselink, Program Coordinator, (202) 366-1630.

Also see what the State Highway's plans are for the major highway that runs through town.

Jon Anderson is in charge of Highway Development at the Department of Transportation he can be reached by calling 307-777-4486

Thayne might also encourage carpooling for its citizens to the major employers and metropolitan areas to help cut down on traffic.

Also finding some way to slow or stop the tourist as they come through town is a good idea both for making your highways safe and for economic development.

Please feel free to contact me at anytime. I am looking forward to a long and lasting relationship with Thayne.

Thanks again for the hospitality,

QUESTION #1 - WHAT ARE THE MAJOR PROBLEM AND CHALLENGES IN THAYNE?

- Large parcels being subdivided is not good for dairies
- Agriculture being in trouble will be a problem for larger Thayne economy
- Keeping agriculture healthy
- For every dollar of cheese, dairyman only gets 23 cents, but operating costs get more expensive every year
- Dairymen get less now for every dollar of cheese than in the past
- Dairymen are being pushed out for housing development
- Growth at the expense of the farmer
- Family owned dairies can't operate any more due to higher expenses
- Real estate property surrounding dairies and other ag land is being pushed up so much that it drives property taxes up for dairies
- Growth is driving producers out
- Land prices are being driven higher and higher
- Need a right to farm bill to prevent development from pushing agriculture out
- One vote per person is not equitable for people who have more land because large land owners have to pay a larger share of taxes
- EPA regulations are difficult on ag producers
- Federal money has too many stringent requirements for ag producers to use
- NRCS programs are too restrictive to ag producers
- Had problems with city sewer system and federal agencies
- Federal programs are not helpful because they are driven from Washington
- It costs a lot of money to do federal water and sewer tests each year
- Mandatory chlorination is a problem for Thayne
- EPA too much control, no one to reign them in
- Tax structure needs to be looked at to spur economic development
- Tax structure flawed, ag producer will buy large ticket items in Idaho because it does not tax agricultural machinery
- Need to change Wyo's tax structure so that people don't have to go to Idaho because of it's tax structure
- Shopping costs more here
- Ag producers here are burned out
- No one wants change here in this area
- Need to become more of a full-service community (health care, etc.)
- Learning how to facilitate growth that will come
- Retail development
- Restaurant, Clothing store development
- Dealing with and controlling explosive growth
- Developing a local library
- Need for a dentist

- Need for diesel fuel for trucks, closest location in Afton
- Growth from Jackson
- Services for people in Thayne
- Planning and Zoning challenges
- Keeping interest in Thayne's community center
- Getting people in Thayne more active
- Activities for people to do here
- Senior poverty in Thayne
- People traveling to Jackson for work
- Tension/Resentment between long term locals and people moving into valley
- Developers in Jackson building a 5500 apartment complex to house its people will cost Lincoln County money to service them
- Getting busing service to Jackson
- Traffic problems from Afton to Jackson because people are commuting to work in Jackson
- Being prepared for growth
- Small business development assistance
- Need light industry
- In the Wyoming Earth Quake Belt-Waiting for the big one
- Need to develop disaster plans
- Need to develop better county-wide plans for EMS
- Need to develop the Community Emergency Response Teams
- Apathy towards Emergency Service
- Need to increase donations to increase for EMS
- Need to bring more attention and support for EMS
- All the firemen work in Jackson-not here during the day
- Young people hard to get a start here
- High volume of EMS Calls in the summer
- Need to increase communication with county commissioners
- Need to help to coordinate emergency communications
- Difficulty of keeping good personnel around (EMT's)
- Poor communication with county for Ambulance Service
- Summer EMS call volumes
- Not enough employment opportunities
- Facilities for EMS equipment not adequate
- Loss of agricultural income
- EPA reg's impacting dairy economy
- Kids do not have enough to do
- Need a rec center
- No adequate housing for first time buyers
- High food prices
- High retail prices
- High cost of living relative to the wages

- Poor transportation-no railroad
- Have to go to Afton to do anything
- Afton has more activities (bowling alley, movie theater)
- Need to develop activities in Thayne
- Too many stop signs
- Get roads done before Noon
- New radio station, diversify radio, more than country
- More variety with radio stations
- Keeping Utah out – traffic
- Tourist traffic, tourists drive too fast
- Ice Skating Rink
- More things to do for kids
- Bowling Alley
- Skate Park
- Hockey Rink
- Ice Skating/Hockey Rink
- Clean up junk car messes (Winchesters)
- More things to do
- Fast food establishments
- Have to go Jackson to rec center and to go out to eat
- Canal smells bad
- Need gas station
- More town maintenance
- Come back later in life and move back
- Movie theater in Afton not quality
- Swimming pool
- Other recreational opportunities
- Bowling Alley
- Garbage all over the highways
- Something for youth to do
- Jackson overflow
- Need planned growth
- Teton County overflowing into Alpine and Thayne
- Overflow from Jackson
- Swimming Pool
- Recreation for youth and seniors
- Transit seniors that overwhelm senior center in the summer
- Community needs education about the senior center
- Seniors shy about asking for help
- Socialism in the country
- National Debt
- People look for a handout

- Need to find someone in private business to take care of Thayne
- Try to make a living in a town this size
- School attendance is going down
- Need industry to provide jobs
- Farmers being squeezed out because of prices
- Low paying jobs
- Lack of good daycare system
- Doctor
- Need health care services
- Hospital in Afton has limited resources
- Chamber of Commerce in the Valley needs help
- Chamber needs an executive director
- Forest service gives all the permits for recreation to Jackson

QUESTION #2 - WHAT ARE THE MAJOR STRENGTHS AND ASSETS IN THAYNE?

- Hunting, Fishing, outdoor activities
- Quiet, less people
- Senior Center
- Grocery Store
- Thayne is growing
- Senior Center is a great asset
- Thayne is growing
- We are the center of the valley\
- Network of people
- Ambition of the people
- Beauty of the Valley
- Senior Center
- New Post Office
- New Development
- Two Lawyers
- Bank
- Drug Store
- Dry Cleaners
- Computer Store
- Copy Service
- Main Street with trees
- Star Valley very open
- New orthopedic surgeon in Afton
- Better to have a larger medical center in Afton
- Volunteer fire department

- New canyon road to Jackson
- Quality of life
- The church
- Lower valley energy
- Simplot helps keep rates down
- Tough people who live here
- Three churches in the community
- Fire department and EMT's
- Silverstar is up-to-date
- Outdoor areas
- Many recreational opportunities
- Outstanding number of volunteers (Over 1000 logged hours just at senior center)
- RV park
- Progressive group of elected officials
- Bedroom community
- EMT's
- Silver Star is a great asset
- Proximity to Idaho Falls and Salt Lake
- Cohesive community, tight-knit community
- People care about each other
- Good school system
- Less traffic
- Kids are safe at school
- Fresh, clean air
- Less regulation
- It's like living in the 50's
- Wide open spaces
- Safe for children
- Hard working people
- We teach our kids how to work hard
- Good clean water
- Clean air
- Our kids know how to work hard
- Strong work ethic of people in Thayne
- Family ties
- Neighborhood friendliness
- Moral character of people
- Star Valley Ranch retirement community
- Golf Courses around Thayne
- Kindness of locals
- Morals of small community
- Kids get a good education here

- People moving in are good people
- Thayne is a safe town
- Can raise a family in this town
- Recreational Opportunities
- People are friendly here
- Nice place to raise a family
- Able to get out of the big city
- Small town atmosphere
- Clean town
- Quality of Life is good in Thayne
- Quality of people is good here
- Fishing, hunting, and scenery
- Good place to raise a family
- Outdoor opportunities
- Winter and summer sports
- Ethical values of people in Thayne
- Clean air
- You're the first person to drink the water
- Youth have high standards
- Clean water and air
- Valley could support an herb industry
- Inexpensive power
- Good workforce
- Good water
- Quality of life
- Community very supportive of EMS
- Good people
- People take care of each other
- Great place to raise a family
- Town government supportive of EMS
- High number of amateur radio operators
- Best young people
- Great neighbors
- Thayne is poverty with a view
- Community communicates well
- Great scenery
- Good mayor and council
- Less congested
- Everyone knows everyone
- Good gossip
- Low crime rate
- Many trees

- Streets paved

QUESTION #3 - WHAT PROJECTS WOULD YOU LIKE TO SEE ACCOMPLISHED IN THAYNE IN THE NEXT 2, 5, 10 OR 20 YEARS?

- More industry here
- Roadless project gone
- Shooting range
- Ski lift
- More jobs for our kids, especially during summer
- Movie theater, bowling alley, but not at the expense of agriculture
- Niche markets for agriculture
- Programs to create profitability for ag producers
- Develop "Trail Town" of businesses as Cody has utilizing old buildings, including specialty shops like crafts
- Affordable Housing Projects
- Commercial area development
- Call center
- Form team in conjunction with County to look at long term land use, zoning, water use, sewer use, and other items
- Development of light industry in town
- Higher quality of jobs so that youth can stay here
- Call center
- Get rid of the forest service
- Natural gas pipeline
- Recreation
- Senior Citizen Center linked with a Child Development
- Intergenerational activities
- Seniors helping seniors grant go through
- Grand parenting activities in school
- Housing is a problem because of inflation
- Need to have home repair
- More affordable homes
- Need more houses under \$100,000
- Health Care Services
- Industrial type jobs with benefits
- Bigger capture of tourists on way to Jackson
- Finding qualified nurses
- UW offer Masters in nursing in this end of the state
- Industry to keep youth here
- Beautification of individual yards throughout the valley
- Adoption of UBC Building Codes throughout city/county
- More programs to keep youth entertained and out of trouble
- Skate park, skating rink for the youth

- Rodeo that will draw people to Thayne and bring money into town
- Nice community center
- Indoor basketball court for the kids
- Recreation center-basketball, weight room aerobics
- New EMS building-Emergency response building
- Curb Gutter Side walks
- Bicycle Paths
- Attract more business
- Full service community
- Medical Clinic
- Dentist
- Optometrists
- Services for older folks
- Expansion of senior building
- More pavilion
- Lights for baseball diamonds
- Skate board park
- Theater
- Affordable housing
- Fire protection
- Annexation of property for city
- Public service building
- Training facility with lodging
- More education opportunities-adult education
- Ability to do more distant learning
- Adequate space for emergency communication room
- 12 lead ECG system-telemed
- AED's in the community
- Multiple causality incident trailer for EMS
- Paramedic service further down the line
- New EMS building
- Need for someone to keep news stories in the Afton paper-Star Valley Independent
- Need to promote our business
- Firing range-to go along with freedom arms
- Build phase houses-houses that are built to expand
- Narrows to county road 15 be a well balanced community
- Building code enforcement at the county level
- High speed internet service
- Competition for Silver Star
- Movie theater
- More places to eat around Thayne
- Fast food development (McDonalds, Arbys, etc.)

- Diesel supply
- Another gas station
- Small amount of growth, but not any bigger than Afton
- Do not become Jackson
- Clubs for kids to join—specifically, a rodeo club
- Recreation center
- Swimming pool
- Not too much change, but a bit more development in terms restaurants
- More coverage in newspaper
- Better paying jobs for workers in Thayne
- **STATUE OF ADAM AULLAUM**

