

# WYOMING RURAL DEVELOPMENT COUNCIL



## RURAL RESOURCE TEAM REPORT FOR THE UPTON COMMUNITY ASSESSMENT WESTON COUNTY, WYOMING MARCH 15-16, 2006

### WYOMING RURAL DEVELOPMENT COUNCIL'S MISSION

*"TO CREATE PARTNERSHIPS THAT RESULT IN EFFECTIVE,  
EFFICIENT AND TIMELY EFFORTS TO ENHANCE THE  
VIABILITY OF RURAL WYOMING."*

## **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)  
[mrando@state.wy.us](mailto:mrando@state.wy.us)  
[www.wyomingrural.org](http://www.wyomingrural.org)

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

The Wyoming Rural Development Council (WRDC) has provided a Resource Team to assist the Town of Upton, Wyoming, in evaluating the community assets and liabilities, and in developing suggestions for improving the future for social, economic and environmental growth of Upton.

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

The Resource Team toured the town and interviewed approximately 185 people over a two day period from March 15<sup>th</sup> through the 16<sup>th</sup>, 2006. The team interviewed representatives from the following segments of the community: Senior Citizens, Business/Chamber, High School Students (And what an impressive turnout we had!), High School Staff/Administrators, Middle School Staff/Administrators, Utilities, Economic Development, City/County Government, Emergency Services, and General Public. Many of these people had reviewed the questions with their respective businesses or organizations and were representing many people at the listening sessions. 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 Upton?

What do you think are the major strengths and assets in Upton?

What projects would you like to see implemented in 2, 5, 10, or 20 years in Upton?

Upon completion of the interviews, the team met to compare notes and share comments following 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 then forward these items to be combined into WRDC's final report to the Town of Upton.

The oral report was presented to the people of Upton on March 16<sup>th</sup>, 2006 and the many citizens who participated were in attendance.

Following the oral report, a formal written report is presented to the Town of Upton.

## **EXECUTIVE SUMMARY**

The elements are all here for the Town of Upton to have a successful future. To become a growing, vibrant community takes 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 the big jobs, it is on the small ones that can be achieved quickly. The big ones come later after the Town of Upton has seen the results of the smaller efforts and sees that it can accomplish things.

There are a number of short term accomplishable recommendations that the resource 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 suggestions, pick one out, and get started!

Each of you individually must decide what it is 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 Upton's goals. It can be done! There is no problem facing the Town of Upton that cannot be solved by the people living in the community. It is your choice, your decision; you can do it. The Wyoming Rural Development Council can only help you to help yourself.

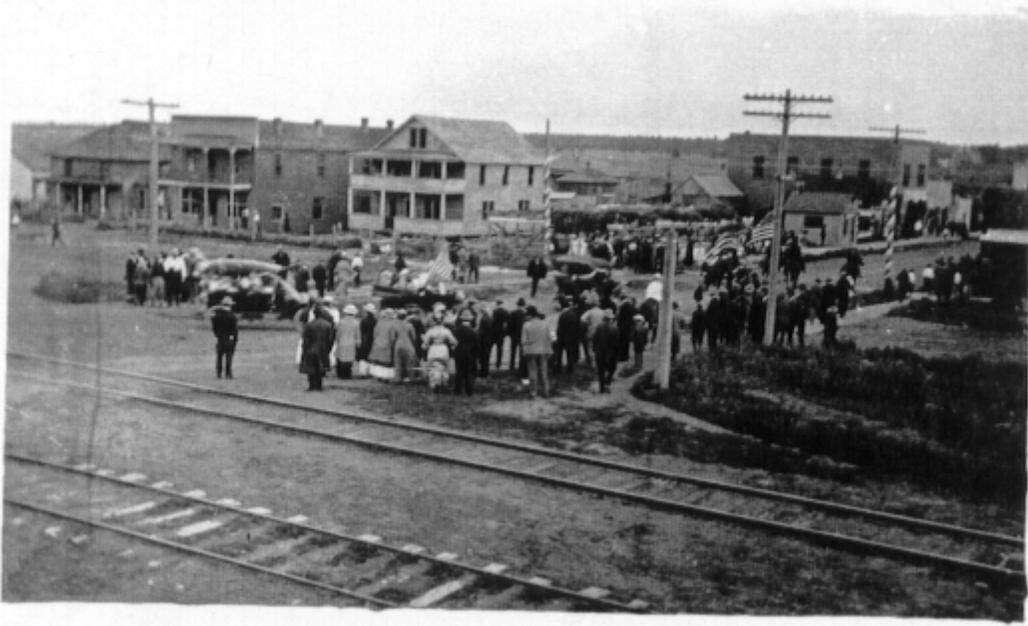
On behalf of the Town of Upton Resource Team, I want to thank the community and our sponsors for the warm hospitality shown to us during our stay. The meals and accommodations were outstanding and certainly deserve a gold star from this team! We heard over and over in the listening sessions that the Town of Upton has great people and we 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 or provide more information and assistance. Use these folks!

Sincerely,

*Karen P. Fate*

Karen P. Fate  
Resource Team Leader



## UPTON COMMUNITY PROFILE

Upton traces its roots to the early 1880s when a small community known as Irontown, sprang up along the banks of Iron Creek. It later became known as Merino, for the sheep shearing sheds by the railroad. The community was subsequently changed to Upton, named for a railroad surveyor, George Upton.

Like all communities in Weston County, Upton had its beginning during the construction of the railroad. Railroad promoters were quick in promoting Upton as “The Best Town on Earth.” Incorporation of Upton was approved August 30, 1909 to cover 520 acres.

Upton is situated along the edge of the Black Hills, with ponderosa pines topping the ridge to the north and open-range country spreading to the south. Railroad tracks from the Chicago, Burlington, and Quincy Railroad form Upton’s southern border. Upton’s economy depends on local ranches, oil production and coal mining in nearby Campbell County.

“Old Town”, on the east end of Upton, has an interesting cluster of eight reconstructed pioneer cabins near the original townsite. One of the cabins is built from bales of straw. Red Onion museum contains pioneer items and local memorabilia.

## Upton Demographic Report (Estimate)

### Population

The estimated 2005 population for Upton is 875. The population in 1990 was 912 representing a -4.06% change. It is estimated that the population in Upton will be 879 in 2010, representing a change of 0.46% from 2005. The population is 49.27% male and 50.73% female. The median age of the population is 43.8, compared to the U.S. median age which is 36.3. The population density is 666.3 people per square mile.

### Households

There are 367 households in Upton. The Census revealed household counts of 331 in 1990, representing an increase of 10.88%. It is estimated that the number of households in Upton will be 376 in 2010, representing a change of 2.45% from 2005.

The median number of years in residence is 3.01. The average household size is 2.38 people and the average family size is 2.79 people. The average number of vehicles per household is 2.6.

### Income

The median household income for Upton is \$36,734, compared to the U.S. median which is \$46,338. The Census revealed a median household income of \$26,803 in 1990 representing a change of 37.05%. It is estimated that the median household income will be \$40,560 in 2010, which would represent an increase of 10.42% from 2005.

The per capita income is \$19,124, compared to the U.S. per capita, which is \$24,385. The 2005 average household income is \$46,680, compared to the U.S. average which is \$64,443.

### Race & Ethnicity

The racial makeup of Upton is as follows: 96.77% White; 0.00% Black; 0.69% Native American; 0.23% Asian/Pacific Islander; and 0.31% Other. Compare these to the U.S. racial makeup which is: 75.69% White, 12.15% Black, 0.83% Native American, 4.29% Asian/Pacific Islander and 4.59% Other.

People of Hispanic ethnicity are counted independently of race. People of Hispanic origin made up 1.92% of the current population, compared to the U.S. makeup of 14.45%.

### Housing

The median housing value for Upton was \$42,985 in 1990, compared to the U.S. median of \$78,382. The 2000 Census median housing value was \$68,073, which is a 58.4% change from 1990. In 1990, there were 271 owner occupied housing units in Upton versus 359 in 2000. Also in 1990, there were 60 renter occupied housing units versus 66 in 2000. The average rent in 1990 was \$219 versus \$243 in 2000.

### Employment

*There are 428 people over the age of 16 in the labor force in Upton. Of these 97.01% are employed, 2.99% are unemployed, 40.45% are not in the labor force and 0.00% are in the armed forces. In 1990, unemployment in this area was 7.77% and in 2000 it was 2.75%. There are 34 employees (daytime population) and there are 8 establishments.*

In 1990, 37.71% of employees were employed in white-collar occupations and 62.29% were employed in blue-collar occupations. In 2000, white-collar workers made up 46.38% of the population, and those employed in blue-collar occupations made up 53.62%. In 1990, the average time traveled to work was 11 minutes and in 2000 it was 17 minutes.

Upton Statistics	
County	Weston
Zip Code	82730
Elevation	4,234 feet above sea level
Latitude	44.10° north of the equator
Longitude	104.63° west of the prime meridian
Area	1.3 square miles
	Land Area: 1.3 square miles
	Water Area: 0.0 square miles
<b>Estimated City Distances:</b>	
Sundance, WY	25 miles
Newcastle, WY	29 miles
Hulett, WY	55 miles
Rapid City, SD	110 miles
Cheyenne, WY	249 miles
Denver, CO	368 miles

Climate	
Average Annual Temperature	47.0° F
Average Monthly Temperature	29° F in January, 72° F in July
Average Annual Precipitation	14 inches per year

Education (Estimate)	
<b>Public Primary/Middle Schools:</b>	
Upton Elementary	Students: 88; Grades: KG - 05
Upton Middle School	Students: 64; Grades: 06 - 08
<b>Public High School:</b>	
Upton High School	Students: 94; Grades: 09 -12

Medical (Hospitals/Medical Centers In/Near Upton) (Estimate)	
Crook County Hospital	25 miles; Sundance, WY
Weston County Health Services	29 miles; Newcastle, WY
Lookout Memorial Hospital	59 miles; Spearfish, SD

<b>Population by Age (2005 Estimate)</b>	
Population Estimate	875
Median Age	43.8
0 to 4 years	5.5%
5 to 14 years	11.0%
15 to 19 years	8.5%
20 to 24 years	5.8%
25 to 34 years	8.1%
35 to 44 years	13.5%
45 to 54 years	18.6%
55 to 64 years	11.7%
65 to 74 years	9.7%
75 to 84 years	6.2%
85+ years	1.5%

<b>Marital Status (2005 Estimate)</b>	
Age 15+ Population	731
Married, Spouse Present	64.7%
Married, Spouse Absent	0.9%
Divorced	7.6%
Widowed	6.4%
Never Married	20.5%

<b>Household Status (2005 Estimate)</b>	
Total Households:	367
1 Person	24.0%
2 Person	43.3%
3 Person	11.8%
4 Person	12.6%
5 Person	6.8%
6 Person	0.9%
7+ Person	0.6%

<b>Housing Units (2005 Estimate)</b>	
Total Housing Units:	467
Owner Occupied	66.2%
Renter Occupied	12.4%
Vacant	21.4%

<b>Households by Income (2005 Estimate)</b>	
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Total Households:	367
\$0 - \$14,999	20.8%
\$15,000 - \$24,999	13.5%
\$25,000 - \$34,999	13.7%
\$35,000 - \$49,999	16.5%
\$50,000 - \$74,999	19.3%
\$75,000 - \$99,999	8.1%
\$100,000 - \$149,999	5.6%
\$150,000+	2.4%

Income (2005 Estimate)	
Median Household Income	\$36,734
Per Capita Income	\$19,124

Vehicles Available (2005 Estimate)	
Average Vehicles Per Household:	2.6
0 Vehicles Available	0.9%
1 Vehicle Available	19.7%
2+ Vehicles Available	79.4%

Educational Attainment (2005 Estimate)	
Age 25+ Population	606
Grade KG - 08	2.4%
Grade 09 - 12	10.9%
High School Graduate	44.0%
Some College, No Degree	23.1%
Associates Degree	5.3%
Bachelor's Degree	10.1%
Graduate Degree	4.2%

Employment & Business (2005 Estimate)	
Age 16+ Population	719
In Labor Force	59.6%
Employed	97.0%
Unemployed	3.0%
In Armed Forces	0.0%
Not in Labor Force	40.5%

Additional Community Information	
<b>Air Service:</b>	

*Airports certified for carrier operations nearest to Upton:*

GILLETTE-CAMPBELL COUNTY (48 miles).

The airport features runways of asphalt surface that are lighted and equipped with daily control tower and instrument landing system. United Express provides daily departures with connections to Denver, CO. Charter flights and rental cars are available at the airport.

*Other public-use airports nearest to Upton:*

UPTON MUNI (about 2 miles) and MONDELL FIELD (about 27 miles).

Both airports are general aviation airport that features 5,300 and 3,700 feet of concrete and shale surfaces, respectfully, and lighted runways. Courtesy cars are available.

**Rail Service:** Burlington Northern Santa Fe (Cargo)

**Highway System:** U.S. 16 and Wyoming 116. The nearest interstate, I-90 is 20 miles away.

**Bus Service:** Powder River Transportation

**Truck Service:** Dixon Brothers, Patton Trucking and Stevenson Trucking

**Parcel/Express Service:** UPS, Federal Express, Air Borne Next Day and U.S. Post Office Priority are available.

**Utilities:** Black Hills Power & Light supplies electricity. Northern Gas of Wyoming supplies natural gas. Water is supplied by the city. The infrastructures have been well maintained and have capacity for population, commercial and industrial growth.

**Media:** Weston County Gazette and Casper Star Tribune.

**Communications:** Phone service: RT Communications.

**Housing**

Homes: The average price of an existing 3 bedroom home in 2000 was \$70,000.

Land: Average cost of land within city limits ranges from \$8,000 per lot, within county limits \$500 per acre within the county.

**Cultural Resources**

Library - has a total of 9,520 volumes.

Upton has built Old Town with the help of high school students. Several homestead buildings have been moved and restored.

**Museum & Cultural Attractions:**

Weston County is rich in history, scenic beauty and abundant wildlife. There are several "loop tours" that offer distinctive opportunities for sight-seeing.

**Parks and Recreation**

Walking Path - Swimming Pool - Golf Course - Baseball Diamonds - Rodeo Arena - Horse Shoe Pitching - Basketball - Volleyball - Motorcycle Trail - Motocross Track - Community Education Program - Senior Citizen Facilities - VFW - Cub Scouts - Girl Scouts - Boy Scouts - Masonic Lodge - Eastern Star - Investment Club - Sorority - AA - FOCUS - 4-H Club - Gun Club -

Archery Club - USA Wrestling - TOPS - Sunshine Circle - FCCLA - Sign Language Club

**Business Climate:** The economy of Upton is based on coal mining, ranching, oil and gas production, bentonite mining and production, retail and public education.

**Tax Benefits:**

Residents, businesses, and property owners enjoy a low property tax.

NO corporate income tax

NO state income tax

NO intangibles tax

NO inventory tax

5% retail sales tax

# Weston County Profile

PERSONAL INCOME	2000	2001
Total Personal Income (000s \$)	\$174,954	\$193,765
Per Capita Income	\$26,341	\$29,659
Per Capita Transfer Payment	\$3,737	\$4,027
Per Capita Dividend, Interest, and Rent	\$5,802	\$6,062

RACE AND HISPANIC ORIGIN	2002 Estimate	% of Total
TOTAL	6,694	100.0%
White alone	6,524	97.5%
Black or African American alone	8	0.1%
American Indian and Alaska Native alone	90	1.3%
Asian alone	15	0.2%
Native Hawaiian/ Other Pacific Islander alone	0	0.0%
Two or More Races	57	0.9%

Race alone or in combination with one or more races:		
White	6,581	98.3%
Black or African American	8	0.1%
American Indian and Alaska Native	145	2.2%
Asian	17	0.3%
Native Hawaiian/ Other Pacific Islander	0	0.0%

Ethnic Origin:		
Hispanic or Latino (of any race)	139	2.1%
Non-Hispanic or Latino	6,555	97.9%
White alone	6,386	95.4%

Source: U.S. Department of Commerce, Bureau of the Census

LANDOWNERS	Acres	Square Miles
United States Government		
National Park Service	0	0.0
Forest Service	232,914	363.9
Fish and Wildlife	0	0.0
Bureau of Land Management	74,777	116.8
Bureau of Reclamation	0	0.0
Wyoming		
State Lands Commission	212,095	177.6
Recreation Commission	0	0.0
Game and Fish	0	0.0
Local Government		
County	482	0.8
City	1,465	2.3
School District & Colleges	78	0.1
Other Lands	898	1.4
Total Public	424,266	662.9
Total Private	1,110,582	1,735.3
Surface Water	2,528	4.0
<b>TOTAL LAND</b>	<b>1,534,848</b>	<b>2,398.2</b>

Source: University of Wyoming, Department of Geography & Recreation

SALES TAX COLLECTIONS	FISCAL 02	FISCAL 03
Agriculture Sector	\$14,940	\$18,205
Mining Sector	\$185,338	\$226,948
Construction Sector	\$159,804	\$116,664
Manufacturing Sector	\$139,301	\$103,529
Transportation (TCPU) Sector	\$436,564	\$466,180
Wholesale Trade Sector	\$429,119	\$364,881
Retail Trade Sector	\$1,640,338	\$1,581,006
Finance (FIRE) Sector	\$844	\$1,815
Service Sector	\$386,080	\$336,015
Government Sector	\$347,647	\$327,598
<b>TOTAL</b>	<b>\$3,739,976</b>	<b>\$3,542,839</b>

Source: State of Wyoming, Department of Revenue

POPULATION BY AGE: 2002	
Population under 5 years	369
Population 5 to 17 years	1,101
Population 18 to 24 years	636
Population 25 to 34 years	603
Population 35 to 44 years	967
Population 45 to 64 years	1,927
Population 65 years and over	1,091
<b>TOTAL</b>	<b>6,694</b>

Source: U.S. Department of Commerce, Bureau of the Census

COUNTY EMPLOYMENT STATISTICS	
Labor Force (Oct 2005)p	3,306
Employed (Oct 2005)p	3,169
Unemployed (Oct 2005)p	129
Unemployment Rate (Oct 2005)p	3.9%
Ave Weekly Wage - Covered Emp (Q4_04)	\$503

Source: State of Wyoming, Department of Employment

p = preliminary

CRIME OFFENSES BY CONTRIBUTOR: 2004	
Murder	1
Forcible Rape	1
Robbery	0
Aggravated Assault	5
Burglary	40
Larceny-Theft	138
Motor Vehicle Theft	0
Violent Crimes	7
Property Crimes	178
<b>TOTAL</b>	<b>185</b>

Source: State of Wyoming, Attorney General's Office, DCI

SELECTED STATISTICS SCHOOL YEAR 2001 - 2002	
Number of School Districts	2
Number of Schools	8
Fall Enrollment, 2001	1,134
High School Graduates, 2002	99
Average Daily Membership (ADM)	1,135
Average Daily Attendance (ADA)	1,064
Certified Teachers	100
Certified Staff	16
Classified Staff	81
Administration	14
Students Transported Daily	372
Bonded Indebtedness, 6/30/2002	\$4,020,000
Total General Fund Revenues	\$10,682,360
Total General Fund Expenditures	\$10,974,213
Operating Cost Per ADM	\$11,631

Source: State of Wyoming, Department of Education

COUNTY FINANCE	
Assessed Valuation (FY2002)	\$78,044,313
Total Taxes Levied (FY2002)	\$5,542,980
Sales and Use Tax Distribution (FY2002)	\$1,884,204
Bank Deposits (12/31/2002)	\$95,525,000
FY2002 Average County Levy (mills)	71.023

Source: State of Wyoming, Department of Revenue,

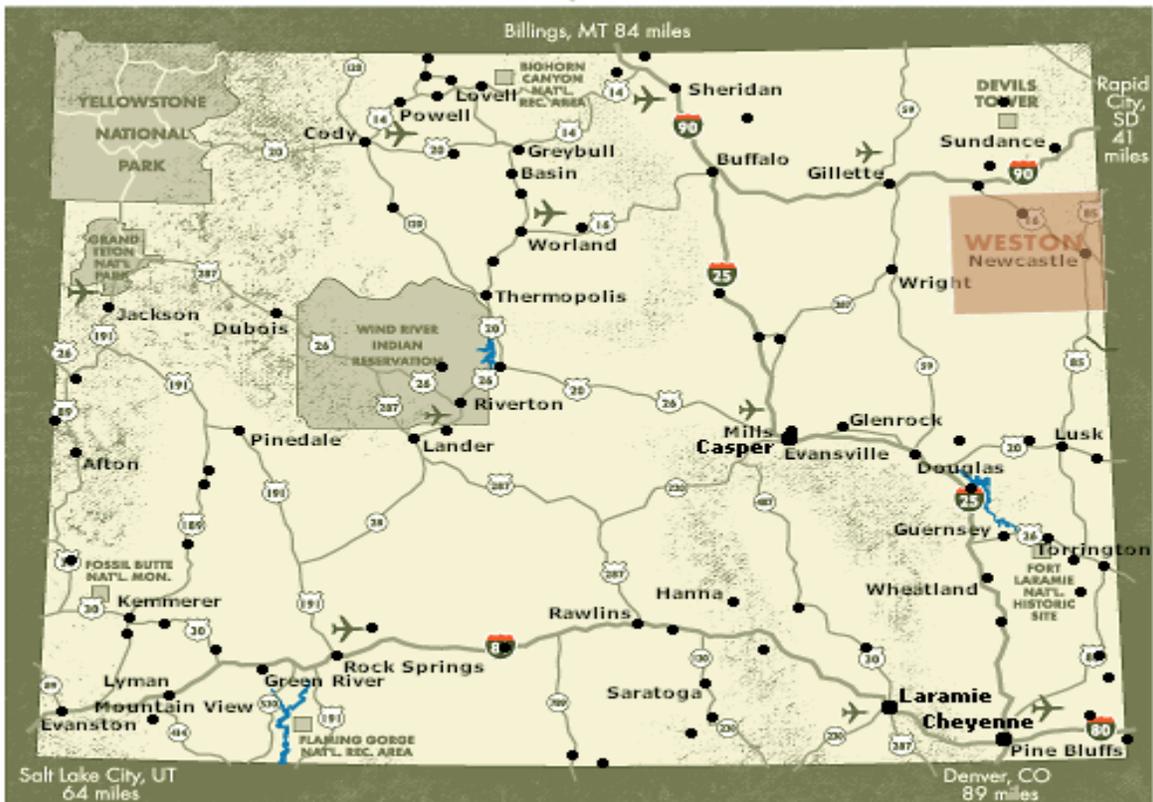
Audit Department/Banking Division

FULL AND PART TIME EMPLOYMENT	2001
Wage and Salary	2,559
Proprietors	2,292
Farm	304
Forestry, Fishing, Related Activities	80
Mining	654
Utilities	(D)
Construction	313
Manufacturing	176
Wholesale Trade	(D)
Retail Trade	546
Transportation and Warehousing	215
Information	39
Finance and Insurance	180
Real Estate and Rental and Leasing	217
Professional and Technical Services	245
Management of Companies and Enterprises	(D)
Administrative and Waste Services	(D)
Educational Services	10
Health Care and Social Assistance	234
Arts, Entertainment, and Recreation	(D)
Accommodation and Food Services	(D)
Other Services, except Public Administration	261
Government and Government Enterprises	765
<b>TOTAL</b>	<b>4,851</b>

EARNINGS (000s of \$):	2001
Wage and Salary	\$66,281
Proprietors	\$43,469
Other Labor Income	\$8,614
Farm	\$5,875
Forestry, Fishing, Related Activities	\$1,053
Mining	\$32,103
Utilities	(D)
Construction	\$9,537
Manufacturing	\$8,419
Wholesale Trade	(D)
Retail Trade	\$5,799
Transportation and Warehousing	\$7,503
Information	\$596
Finance and Insurance	\$2,465
Real Estate and Rental and Leasing	\$787
Professional and Technical Services	\$5,770
Management of Companies and Enterprises	(D)
Administrative and Waste Services	(D)
Educational Services	\$101
Health Care and Social Assistance	\$3,563
Arts, Entertainment, and Recreation	(D)
Accommodation and Food Services	(D)
Other Services, except Public Administration	\$2,940
Government and Government Enterprises	\$22,154
<b>TOTAL</b>	<b>\$118,364</b>

(D) - not shown to avoid disclosure of confidential information.

Source: U.S. Dept. of Commerce, Bureau of Economic Analysis (BEA), Regional Economic Information System



## Workforce Training

1. Wyoming Department of Workforce Services offers employers up to \$2,000 per employee for training. (<http://wyomingworkforce.org/how/wdtfp.aspx>).
2. Quick Start  
Wyoming is the first state approved to license the State of Georgia's Quick Start program. The Wyoming Business Council and the Wyoming Community Colleges are partnering to provide training in:
  - Customer Service
  - Manufacturing
  - Warehousing and Distribution(<http://www.wyomingbusiness.org/business/workforce.aspx>).

## State Incentives

1. No corporate state income tax.
2. No personal state income tax.
3. Community Development Block Grants administered by Wyoming Business Council.  
*Source:* <http://www.wyomingbusiness.org/community/cdbg.aspx>.
  - Provides grants to local governments for community and economic development projects.
  - Provides convertible loans to grants based on job creation.
4. Partnership Challenge Loan Program administered by Wyoming Business Council.  
*Source:* <http://www.wyomingbusiness.org/financial/loan.aspx>.
  - Provides low interest loans to community development organizations.
  - Provides gap financing for projects with the Wyoming Business Council participating with a commercial lender.
5. Industrial Development Revenue Bonds. Cities and counties may issue tax-exempt bonds to provide financing for manufacturing. *Source:* <http://www.wyomingbusiness.org/financial/idrb.aspx>.

## Taxes

1. No corporate state income tax.
2. No personal state income tax.
3. No inventory tax.
4. Weston County has a 5% sales and use tax (statewide base of 4% plus 1% optional county tax).  
*Source:* Wyoming Department of Revenue, Excise Tax Division (October 2005)
5. Unemployment Insurance - taxable base rate of \$17,100. Tax rates by industry grouping - WY Dept. of Employment. *Source:* <http://wydoe.state.wy.us/doe.asp?ID=831>.
6. Workers' Compensation - rates vary by occupation and can be found at:  
*Source:* <http://wydoe.state.wy.us/doe.asp?ID=803>.
7. Property taxes. Average tax rate in Weston County is 7.1491%.

Source: Wyoming Department of Revenue, Ad Valorem Division

**Tax computation:**  
 Fair Market Value of Property \* Level of Assessment (9.5% for Residential and Commercial Property) \* Tax Rate

**Example:** Tax on a commercial facility valued at \$1,000,000 is as follows: \$1,000,000 x 0.095 = \$95,000 x 0.071491 = \$6,791.

State assesses agricultural lands at 9.5% of agricultural value, residential and commercial at 9.5% and industrial at 11.5% of fair market value.

## Telecommunications

### Available Services:

**Allwest**  
 P.O. Box 588  
 Kamas, UT 84036

Phone: (435) 783-4361  
 Fax: (435) 783-4928  
 Website: [www.allwest.net](http://www.allwest.net)

*Services offered (Newcastle, Upton): Web Hosting*

**RT Communications**  
 130 South Ninth Street  
 Worland, WY 82401

Phone: (307) 347-7000  
 Fax: (307) 347-6366  
 Website: [www.rtcom.net](http://www.rtcom.net)

*Services offered (Newcastle, Upton)*

**Visionary**  
 P.O. Box 2799  
 Gillette, WY 82717

Phone: (888) 682-1884  
 Fax: (307) 682-2519  
 Website: [www.vcn.com](http://www.vcn.com)

*Services offered (Newcastle only): Dial Up, 256k Residential Wireless, 512k Business Wireless, Web Design, Web Hosting. (All other incorporated communities): Web Hosting.*

Source: Wyoming Business Council

## Power Cost

### Weighted Average Cost per kWh of Power 2001

Cents per kWh of industrial power	3.89
Cents per kWh of commercial power	5.18
Cents per kWh of residential power	6.86

	Industrial	Commercial	Residential
Black Hills Corporation (2001) P.O. Box 1400 Rapid City, SD 57709 (605) 721-1700	5.11	7.67	7.98

Niobrara Electric Association, Inc. (2000)  
 3947 U.S. Highway 20  
 Lusk, WY 82225  
 (307) 334-3221

6.33	7.40	8.57
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Powder River Energy Corporation (2001)  
 603 Old U.S. Highway 14  
 Moorcroft, WY 82721  
 (307) 756-3372

3.38	5.02	6.71
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Source: bizsitesDATA.com (U.S. Department of Energy, Energy Information Administration)

**Cost of Living Index (Prices as of July 6, 7, and 8, 2005, Statewide Average = 100)**

Food	Housing	Apparel	Transportation	Medical	Recreation & Personal Care
87	76	92	100	102	99

Source: State of Wyoming, Economic Analysis Division (<http://eadiv.state.wy.us/wcli/NewsRelease-2005.pdf>).

**Average Price of Single-Family Home (2004) [ \$64,784 ]**

Source: A Profile of Wyoming ([http://www.wyomingcda.com/PDFfiles/ProfileJune05\\_Link.pdf](http://www.wyomingcda.com/PDFfiles/ProfileJune05_Link.pdf)).

**Higher Education**

Eastern Wyoming College: Campus in Torrington  
 University of Wyoming Outreach Program

**Transportation**

- Airports:**
  - Gillette-Campbell County (GCC)  
 4 miles northwest of Gillette  
 Commercial Service: Great Lakes (United Express)  
 Daily flights to: Denver  
 Fixed Base Operators: Flightline Aviation  
 Runways: 7,500 x 150 ft., concrete  
 5,800 x 75 ft., concrete

Mondell Field (ECS)

5 miles northwest of Newcastle  
 Runway: 4,778 x 75 ft., concrete  
 Fixed Base Operators: Tuff Air

Upton Municipal (83V)

1 mile southwest of Upton  
 Runway: 3,710 x 80 ft., shale  
 Fixed Base Operators: None

2. **Highways:**

Distance from county centroid to nearest Interstate highway = 31.68 miles to I-90  
 U.S. 16  
 U.S. 85

3. **Railroad:**

Burlington Northern Santa Fe

**Weston County Business Report (Estimate)**

Daytime Population: Total Employees 1,846  
 Business Counts: Total Establishments 332

<b>Employees By Occupation</b>	<b>2005</b>	<b>% of Total</b>
<b>"White Collar" Employees</b>	1,066	57.7%
Administrative Support Workers	317	17.2%
Executive Managers & Administrators	174	9.4%
Professional Specialty Occupations	330	17.9%
Sales Professionals	31	1.7%
Sales Workers & Clerks	139	7.5%
Technical Sales & Administrative	1	0.1%
Technologies & Technicians	74	4.0%
<b>"Blue Collar" Employees</b>	770	41.7%
Construction, Repair & Mining	73	4.0%
Farming, Forestry & Fishing	56	3.0%
Handlers, Helpers & Laborers	45	2.4%
Machine Operators, Assemblers & Inspectors	26	1.4%
Other Services Field Based	12	0.7%
Other Services Site Based	330	17.9%
Precision Craft & Repair	148	8.0%
Private Household Service	0	0.0%
Protective Services	32	1.7%
Transportation & Materials Moving Workers	48	2.6%

<b>Establishments: Size</b>	<b>2005</b>	<b>% of Total</b>
1 - 4 Employees	242	72.9%
5 - 9 Employees	49	14.8%
10 - 19 Employees	18	5.4%
20 - 49 Employees	19	5.7%
50 - 99 Employees	2	0.6%
100 - 249 Employees	2	0.6%
250 - 499 Employees	0	0.0%
500 - 999 Employees	0	0.0%
1,000+ Employees	0	0.0%

<b>Major Industry: Employees</b>	<b>2005</b>	<b>% of Total</b>
Agricultural, Forestry, Fishing	58	3.1%
Construction	60	3.3%
Finance, Insurance & Real Estate	80	4.3%
Manufacturing	26	1.4%
Mining	79	4.3%
Public Administration	179	9.7%
Retail Trade	352	19.1%
Services	867	47.0%
Transportation & Communications	99	5.4%
Unclassified	10	0.5%
Wholesale Trade	36	2.0%

<b>Major Industry: Establishments</b>	<b>2005</b>	<b>% of Total</b>
Agricultural, Forestry, Fishing	10	3.0%
Construction	19	5.7%
Finance, Insurance & Real Estate	22	6.6%
Manufacturing	10	3.0%
Mining	13	3.9%
Public Administration	31	9.3%
Retail Trade	55	16.6%
Services	135	40.7%
Transportation & Communications	17	5.1%
Unclassified	9	2.7%
Wholesale Trade	11	3.3%

<b>Retail Trade: Employees</b>	<b>2005</b>	<b>% of Total</b>
Auto Dealers & Gas Stations	28	8.0%
Bars	10	2.8%
Building Materials Hardware & Garden	11	3.1%
Catalog and Direct Sales	0	0.0%

Clothing Stores	0	0.0%
Convenience Stores	24	6.8%
Drug Stores	1	0.3%
Electronics & Computer Stores	3	0.9%
Food Markets	60	17.0%
Furniture Stores	1	0.3%
General Merchandise Stores	40	11.4%
Home Furnishings	3	0.9%
Liquor Stores	4	1.1%
Music Stores	0	0.0%
Other Food Service	2	0.6%
Other Food Stores	5	1.4%
Restaurants	125	35.5%
Specialty Stores	35	9.9%
Total Retail Trade	352	100.0%

<b>Retail Trade: Establishments</b>	<b>2005</b>	<b>% of Total</b>
Auto Dealers & Gas Stations	8	14.5%
Bars	4	7.3%
Building Materials Hardware & Garden	3	5.5%
Catalog & Direct Sales	0	0.0%
Clothing Stores	0	0.0%
Convenience Stores	5	9.1%
Drug Stores	1	1.8%
Electronics & Computer Stores	2	3.6%
Food Markets	2	3.6%
Furniture Stores	1	1.8%
General Merchandise Stores	4	7.3%
Home Furnishings	1	1.8%
Liquor Stores	1	1.8%
Music Stores	0	0.0%
Other Food Service	1	1.8%
Other Food Stores	2	3.6%
Restaurants	10	18.2%
Specialty Stores	10	18.2%
Total Retail Trade	55	100.0%

<b>Service: Employees</b>	<b>2005</b>	<b>% of Total</b>
Advertising	0	0.0%
Auto Repair/Services	34	3.9%
Beauty and Barber Shops	18	2.1%
Child Care Services	0	0.0%

Colleges & Universities	0	0.0%
Computer Services	0	0.0%
Dry Cleaning & Laundry	2	0.2%
Entertainment & Recreation Services	5	0.6%
Health & Medical Services	69	8.0%
Hospitals	270	31.1%
Hotels & Lodging	69	8.0%
Legal Services	10	1.2%
Membership Organizations	35	4.0%
Miscellaneous Repair Services	1	0.1%
Motion Pictures	12	1.4%
Museums & Zoos	5	0.6%
Other Business Services	14	1.6%
Other Education & Library Services	7	0.8%
Other Personal Service	5	0.6%
Primary & Secondary Education	200	23.1%
Professional Services	79	9.1%
Social Services	32	3.7%
Total Services	867	100.0%

<b>Service: Establishments</b>	<b>2005</b>	<b>% of Total</b>
Advertising	0	0.0%
Auto Repair/Services	11	8.1%
Beauty and Barber Shops	10	7.4%
Child Care Services	0	0.0%
Colleges & Universities	0	0.0%
Computer Services	0	0.0%
Dry Cleaning & Laundry	2	1.5%
Entertainment & Recreation Services	5	3.7%
Health & Medical Services	12	8.9%
Hospitals	6	4.4%
Hotels & Lodging	16	11.9%
Legal Services	5	3.7%
Membership Organizations	22	16.3%
Miscellaneous Repair Services	1	0.7%
Motion Pictures	3	2.2%
Museums & Zoos	1	0.7%
Other Business Services	5	3.7%
Other Education & Library Services	1	0.7%
Other Personal Service	2	1.5%
Primary & Secondary Education	11	8.1%
Professional Services	13	9.6%
Social Services	9	6.7%

Total Services 135 100.0%

### Weston County Consumer Expenditure Report (Estimate)

	2005 Estimate	2010 Projection	% Change 2005 - 2010
Total Households	2,690	2,754	2.4%
Total Average Household Expenditure	\$40,088	\$42,437	5.9%
Total Average Retail Expenditure	\$17,524	\$18,511	5.6%

### Consumer Expenditure Detail (Average Household Annual Expenditures)

	2005 Estimate	2010 Projection	% Change 2005 - 2010
Airline Fares	\$256.17	\$277.16	8.2%
Alcoholic Beverages	\$411.07	\$439.70	7.0%
Alimony & Child Support	\$194.12	\$209.75	8.1%
Apparel	\$1,739.11	\$1,838.00	5.7%
Apparel Services & Accessories	\$264.47	\$286.60	8.4%
Audio Equipment	\$67.67	\$71.32	5.4%
Babysitting & Elderly Care	\$297.13	\$316.88	6.6%
Books	\$49.49	\$52.61	6.3%
Books & Supplies	\$107.86	\$117.81	9.2%
Boys Apparel	\$94.27	\$98.25	4.2%
Cellular Phone Service	\$207.01	\$215.72	4.2%
Cigarettes	\$285.76	\$292.24	2.3%
Computer Hardware	\$271.32	\$292.01	7.6%
Computer Information Services	\$26.65	\$28.72	7.8%
Computer Software	\$38.96	\$41.89	7.5%
Contributions	\$1,405.61	\$1,527.50	8.7%
Coolant & Other Fluids	\$6.55	\$6.89	5.2%
Cosmetics & Perfume	\$79.47	\$84.04	5.8%
Deodorants & Other Personal Care	\$21.99	\$23.23	5.6%
Education	\$763.51	\$833.32	9.1%
Electricity	\$1,108.72	\$1,150.01	3.7%
Entertainment	\$2,171.31	\$2,307.43	6.3%
Fees & Admissions	\$509.37	\$555.28	9.0%
Finance Chgs Exc Mort & Veh	\$409.36	\$430.57	5.2%
Floor Coverings	\$52.62	\$58.70	11.6%
Food & Beverages	\$6,112.29	\$6,410.41	4.9%
Food At Home	\$3,336.30	\$3,457.33	3.6%
Food Away From Home	\$2,364.92	\$2,513.38	6.3%
Footwear	\$315.08	\$327.47	3.9%

Fuel Oil & Other Fuels	\$112.29	\$117.56	4.7%
Funeral & Cemetery	\$70.87	\$74.67	5.4%
Furniture	\$425.67	\$460.53	8.2%
Gasoline & Oil	\$1,452.06	\$1,520.83	4.7%
Gifts	\$1,036.41	\$1,123.08	8.4%
Girls Apparel	\$114.06	\$119.10	4.4%
Hair Care	\$43.59	\$46.03	5.6%
Hard Surface Flooring	\$21.13	\$22.67	7.3%
Health Care	\$2,609.63	\$2,726.38	4.5%
Health Care Insurance	\$1,356.29	\$1,416.89	4.5%
Health Care Services	\$627.65	\$653.71	4.2%
Health Care Supplies & Equip	\$625.69	\$655.78	4.8%
Household Services	\$243.48	\$264.13	8.5%
Household Supplies	\$556.31	\$601.10	8.1%
Household Textiles	\$121.07	\$129.00	6.5%
Housewares & Small App	\$773.57	\$832.48	7.6%
Indoor Plants & Fresh Flowers	\$51.27	\$55.12	7.5%
Infants Apparel	\$87.55	\$91.55	4.6%
Jewelry	\$106.20	\$115.23	8.5%
Legal & Accounting	\$77.24	\$81.31	5.3%
Magazines	\$27.69	\$29.43	6.3%
Major Appliances	\$199.71	\$212.87	6.6%
Mass Transit	\$68.76	\$74.38	8.2%
Men's Apparel	\$298.65	\$317.34	6.3%
Mortgage Interest	\$3,009.50	\$3,247.55	7.9%
Natural Gas	\$418.07	\$436.50	4.4%
New Car Purchased	\$1,230.11	\$1,324.16	7.6%
New Truck Purchased	\$948.08	\$1,021.07	7.7%
New Vehicle Purchase	\$2,178.19	\$2,345.23	7.7%
Newspapers	\$57.99	\$61.63	6.3%
Oral Hygiene Products	\$20.19	\$21.33	5.6%
Other Lodging	\$403.97	\$446.73	10.6%
Other Miscellaneous Expenses	\$78.84	\$82.90	5.1%
Other Repairs & Maintenance	\$120.98	\$129.78	7.3%
Other Tobacco Products	\$31.75	\$32.45	2.2%
Other Transportation Costs	\$453.89	\$485.44	7.0%
Other Utilities	\$342.56	\$357.88	4.5%
Paint & Wallpaper	\$53.90	\$57.66	7.0%
Personal Care Products	\$131.03	\$138.52	5.7%
Personal Care Services	\$375.07	\$396.39	5.7%
Personal Insurance	\$409.87	\$442.97	8.1%
Pet Supplies & Services	\$216.42	\$228.13	5.4%
Photographic Equip & Supplies	\$97.77	\$103.16	5.5%

Plumbing & Heating	\$91.50	\$98.58	7.7%
Property Taxes	\$1,315.76	\$1,422.35	8.1%
Public Transportation	\$397.80	\$430.35	8.2%
Records/Tapes/CD Purchases	\$107.68	\$113.16	5.1%
Recreational Equip & Supplies	\$885.81	\$936.35	5.7%
Rental Costs	\$2,295.28	\$2,322.85	1.2%
Roofing & Siding	\$66.44	\$71.32	7.3%
Satellite Dishes	\$8.49	\$8.93	5.2%
Shaving Needs	\$9.38	\$9.92	5.8%
Shelter	\$8,015.46	\$8,501.79	6.1%
Telephone Svc Excl Cell	\$809.53	\$844.57	4.3%
Televisions	\$98.89	\$104.01	5.2%
Transportation	\$8,313.39	\$8,787.51	5.7%
Tuition	\$655.65	\$715.51	9.1%
Used Car Purchase	\$1,073.22	\$1,112.46	3.7%
Used Truck Purchase	\$654.25	\$678.49	3.7%
Used Vehicle Purchase	\$1,727.47	\$1,790.95	3.7%
VCRs & Related Equipment	\$40.64	\$42.71	5.1%
Vehicle Insurance	\$977.20	\$1,026.22	5.0%
Vehicle Repair	\$653.92	\$687.86	5.2%
Vehicle Repair & Maintenance	\$660.47	\$694.75	5.2%
Video & Audio Equipment	\$776.13	\$815.80	5.1%
Video Game Hardware & Software	\$25.25	\$26.51	5.0%
Watches	\$19.31	\$20.94	8.4%
Women's Apparel	\$565.03	\$597.69	5.8%

## Resource Team Members

Upton, Wyoming  
March 15-16, 2006

**Team Leader**

**Karen P. Fate**

Grant & Loan Senior Specialist  
Wyoming Business Council  
214 West 15th Street  
Cheyenne, WY 82002  
307-777-2827  
[kfate@state.wy.us](mailto:kfate@state.wy.us)

**Mary Randolph**

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

**Carrie Deselms, RN, MSN**

Assistant Lecturer  
Fay W. Whitney School of Nursing  
University of Wyoming  
Dept. 3065  
1000 E. University Avenue  
Laramie, WY 82071-3065  
307-766-6755 (o)

**Jim Wilson**

508 W. Works  
Sheridan, WY 82801  
307-672-0898  
[jwilson@actaccess.net](mailto:jwilson@actaccess.net)

**Community Contact:**

**Sam Haptonstall**

Town Council Member  
Town of Upton  
PO Box 51  
Upton, WY 82730  
307-468-2587



**Resource Team Agenda  
Upton, Wyoming  
March 14-16, 2006**

<b>Date</b>	<b>Activity</b>	<b>Location</b>
<b>Tuesday, March 14, 2006</b>		
6:00 pm	Orientation and Organization Meeting	
	Resource Team Only	
	Working Supper	Polly's Pub & Grub
<b>Wednesday, March 15, 2006</b>		
7:00 am to 8:30 am	Breakfast	Remy's Diner
8:30 am to 11:00am	Tour	Haptonstall
11:00 am to 12:00pm	Seniors	Remy's Diner
12:00 pinto 1:30pm	Business / Chamber	Polly's Pub & Grub
1:30 pm to 2:40 pm	Break:Review of Sessions	Community Center
2 :40 pm to 3:15 pm	High School Students	High School Gym
2:40pm to 3:15 pm	High School Staff/Administration	High School Commons
3:15 pm to 4:00 pm	Middle School Staff/Administration	Boal Auditorium
4:00 pm to 5:00 pm	Utilities	Community Center
5:00 pm to 6:00 pm	Economic Development	Community Center
6:00 pm to ?	Supper	Remy's Diner
<b>Thursday, March 16, 2006</b>		
6:30 am to 7:30 am	Breakfast	Polly's Pub & Grub
8:00 am to 9:00 am	City / County Government	City Flail
9:00 air to 11:00am	Open Public	Community Center
11:00 am to 12:00 pm	Emergency Services	Community Center
12:00 pm to 1:30pm	Business / Chamber	Polly's Pub & Grub
1:30pm to 5:00 pm	Break:Prepare for Town Meeting	Community Center
5:00 pm to 7:00 pm	Working Supper	Community Center
7:00 pm to?	Town Meeting	Boal Auditorium

## **MAJOR THEMES**

### Master Planning

- Goal setting (short and long term and measurable)
- Implementation of plan

### Housing

- Senior (assisted living)
- Mid-income
- Rental property

### Town Clean Up

- Legal work (review and enforce ordinances – equally)
- Gateways
- Main Street (downtown)
- Abandoned businesses and houses

### Infrastructure

- Aging
- Streets, water, sewer, curb and gutter
- GIS (Geographical information system)

### Community Connectivity

- Volunteerism
- Open lines of communication
- Youth and senior involvement

### Telecommunications as a health and safety issue

- Cell service
- Disaster planning

### Substance Abuse

## **Team Member Recommendations**

### **Team Leader**

#### **Karen P. Fate**

Grant & Loan Senior Specialist  
Wyoming Business Council  
214 West 15th Street  
Cheyenne, WY 82002  
307-777-2827  
[kfate@state.wy.us](mailto:kfate@state.wy.us)

### **INTRODUCTION:**

I would like to extend my appreciation to Sam Haptonstall for his wonderful sense of humor, hard work, and commitment in preparing for this assessment and in keeping the team “in line” and in the right direction from location to location. In addition, Mary Randolph, who entered all of the community responses, developed the Town Meeting Power Point Presentation, and provided the expertise for the whole community assessment process; Carrie Deselms, who provided a vast amount of knowledge from a rural community resident, emergency service provider, and genuine heart towards the community; and Jim Wilson, whose perspective and experience as a past Mayor in city and town administrative issues and processes, and procedures, and his unique past in High School Administration; (wow!) what a wonderful donation of skills we never expected! They all put in long hours and donated time away from their families and jobs to make sure this assessment ran smoothly. Due to everyone’s efforts, the team was able see much of the life in Upton and experience so many of its wonderful facilities, qualities, and people. In one of the Listening Sessions, a gentleman made a comment that really stood out to me: “You don’t have to live in Upton; you choose to live in Upton”. It described the real essence of the heart and soul of living in rural communities, and even the heart and soul in living in Wyoming as a whole.

The merchants who donated their services, time and hospitality in Upton were very kind and very much appreciated by the resource team, and we were pleasantly over-fed (a benefit we all look forward to when doing these assessments!). Our stay in the community was well-planned and very comfortable, and we are so gracious for the time and effort on everyone’s part to attend our sessions. Upton should be proud of their community, and especially proud of their youth who showed an overwhelming presence, and maturity in the listening session, as the responses received about the town were positive and surprisingly everyone was on the same page with issues, assets and goals. Upton is a community that has wonderful qualities, assets, strengths, and desires to grow that are shown through the people who live there.

### **CHALLENGE: Master Planning**

Master Planning was brought up over again as a primary challenge. Upton sits in a very unique situation that a lot of Wyoming communities do not have. You have the ability to grow with the land that is available. Most communities are land-locked by private & federal lands. The industrial site is a tool for growth as well. There are very few industrial sites in Wyoming that

have a rail spur and with the high costs in fuel, rail transportation and availability on-site is highly sought after for manufacturing, industrial, distribution and other businesses.

With the potentially rapid growth that is facing Upton on the very near horizon good planning needs to be put in place for short and long term development.

**SOLUTION:**

Where do we start? Some communities use tools from their assessment and develop volunteer committees for different issues; i.e. Telecommunications, Town Beautification, Housing, etc. and devise a master plan from their findings. Other communities apply for a planning grant and hire a professional planning consultant to lay the ground work. Either way is very useful but I think both is what Upton needs.

A professional planning consultant would be a good source to set up a GIS system for the electrical, water and sewer infrastructure. They can also help lay the groundwork for a Master Plan on future development.

Upton needs to utilize their primary resource to develop a Strategic Plan, and that is through the residents. Who else would know what the community needs than the community itself? This cannot be a hand-picked effort by city officials like past committees have been set up. Everyone needs to take part.

**RESOURCE:**

Planning Grant funds can be obtained through the Wyoming Business Council Community Development Block Grant Program

Contact Person:

Julie Kozlowski, Economic Development Program Manager

Wyoming Business Council

214 West 15<sup>th</sup> Street

Cheyenne, WY 82002

307-7772821

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

Planning Consultants:

Pedersen Planning Consultants

777 Baggott Road

PO Box 66

Encampment, WY 82325

307-327-5434

[ppc@carbonpower.net](mailto:ppc@carbonpower.net)

(They are Wyoming based and specialize in small community planning)

Communities who have successfully created active volunteer committees:

Town of Midwest      &      Town of Edgerton  
Mayor Guy Chapman      Mayor Sandy Schutte

PO Box 190  
Midwest, WY 82643  
307-437-6513

PO Box 407  
Edgerton, WY 82635  
307-437-6763

They have completed two successful community clean-ups in 2003, 2004 as a result of their Community Clean-up Committee.

Town of Saratoga  
Mayor John Zeiger  
PO Box 486  
Saratoga, WY 82331  
307-326-8335

Saratoga formed several committees on issues of quality of life, communication, telecommunications, business/economic development, housing, youth, etc., after their assessment. With that, they have accomplished many of the priorities that were set by the assessment.

Town of Frannie  
Mayor Gerald Dart  
PO Box 72  
Frannie, WY 82423  
307-664-2323

The Town of Frannie set up a Beautification Committee that has developed a town clean up plan. They now have a fully staffed Economic Development Committee and hired an economic developer. A Telephone Committee is in the start-up phase. Younger residents are coming forward and volunteering on various committees.

**CHALLENGE: Housing/Senior Housing**

Upton is not alone in Wyoming with housing issues but I do find the need for “upgrade” housing is more the case than just affordable housing. Senior housing is also a major concern with your aging population.

**SOLUTION:**

The Town of Upton first needs to devise a housing needs assessment for future development. Infrastructure needs as well as zoning needs to be addressed in this assessment.

After a goal is set in place, there are many housing programs that the Town of Upton can apply for through Wyoming USDA Rural Development, Wyoming Community Development and HUD for housing grants and senior housing/center grants.

One example is an employer provided housing programs that the potential new businesses from the industrial park can participate in that would greatly benefit the community by creating affordable housing and commitment of employment with the company and residence in the town.

**Resources:**

Housing Needs Assessment:

The Wyoming Community Development Authority has an outreach program available for communities to present information on WCDA programs, demographic, economic and housing data to community leaders, lenders, real estate agents, planning officials and other local representatives. At the request of the town, WCDA will travel to the community and give the presentation and provide a “snapshot” of the community’s current housing status, the trends that will affect housing in the next decade and viable methods for the community to plan for and develop affordable housing.

Contact: Gayle Brownlee, Director of Multi-Family Housing  
Wyoming Community Development Authority  
155 North Beech/ PO Box 634  
Casper, WY 82602  
307-265-0603  
[brownlee@wyomingcda.com](mailto:brownlee@wyomingcda.com)  
[www.wyomingcda.com](http://www.wyomingcda.com)

Employer Homeownership Assistance:

Offered through WCDA and Fannie Mae is the Wyoming Employer Homeownership Assistance Program (WEHAP). This program is an employer-provided benefit that helps employees and that provides value to the employer that can include a grant, loan or homebuyer education.

Employees receive housing benefits, communities benefit through increased homeownership rates and economic benefits and employers realize bottom line results with improved recruitment/retention, improved employee environment and enhanced company image. With this program, the employer lends a qualified employee a minimum of \$2,500, with a maximum amount determined by the employer, for a down payment and closing costs. At the employer’s discretion, this loan can either be paid back or forgiven over a five year period as long as the homeowner maintains employment with the employer.

Contact: Cheryl Gillum, Director of Housing Programs  
Wyoming Community Development Authority  
155 North Beech/ PO Box 634  
Casper, WY 82602  
307-265-0603  
[gillum@wyomingcda.com](mailto:gillum@wyomingcda.com)  
[www.wyomingcda.com](http://www.wyomingcda.com)

Fannie Mae offers The Fannie Mae American Communities Fund (ACF) that invests debt or equity in housing developments that supports neighborhoods and community revitalization efforts. They also provide loans through the Community Land Trust Mortgage Loans program to communities who form non-profit corporations known as “community land trusts” to own and lease land at affordable prices. The community land trust sells the house and leases the land under a long term ground lease to low and moderate income households at affordable prices. Fannie Mae then purchases the loan for the secondary market.

Contact: Randy Dancliff  
Fannie Mae Wyoming  
2424 Pioneer Ave., Ste 204  
Cheyenne, WY 82001  
307-432-5500  
[randall\\_l\\_dancliff@fanniema.com](mailto:randall_l_dancliff@fanniema.com)  
[www.fanniema.com](http://www.fanniema.com)

Wyoming USDA Rural Development Housing Programs:  
There are many grant and loan programs offered by the USDA Rural Development to individuals, senior citizens and communities.

Contact: Alan Brooks, Rural Housing Program Director  
Wyoming USDA Rural Development  
100 East B Street  
PO Box 11005  
Casper, WY 82602  
307-233-6715  
[alan.brooks@wy.usda.gov](mailto:alan.brooks@wy.usda.gov)  
[www.rurdev.usda.gov/wy](http://www.rurdev.usda.gov/wy)

Local Contact:  
Lola Lucero, Northeast Area Manager  
Wyoming USDA Rural Development  
1949 Sugarland Drive, Ste 118  
Sheridan, WY 82801  
307-672-0052  
[lola.lucero@wy.usda.gov](mailto:lola.lucero@wy.usda.gov)  
[www.rurdev.usda.gov/wy](http://www.rurdev.usda.gov/wy)

HUD Programs:  
The US Department of Housing & Urban Development provides grant and loan funding through the CDBG Revolving Loan Fund for Housing.

Contact: Chris Stearns  
US Dept. of Housing and Urban Development  
150 East B Street, Ste 1010  
Casper, WY 82601  
307-261-6250

**CHALLENGE: Community Connectivity/ Telecommunications**

Through out the listening sessions, lack of communication was brought up as a big problem in Upton. Communication gaps were characterized as lack of information between town officials and community as well as no cellular service, outdated website, lack of communication tools for police/fire/EMS personnel.

**SOLUTION:**

Upton needs to improve their communication skills first with bringing the community together. Maybe this can be incorporated with the annual town picnic at the park. That would be a good start to involve everyone and set up volunteer committees, devise plans, let everyone know what is happening with the industrial park, etc. The second communication skill improvement would be to get better telecommunications to the town by upgrading the communication services for emergency personnel as well as recruit a wireless service provider. The last communication skill is to update the town's website. It is surprising just how many people obtain information through the internet as a primary source.

The town could partner with the school for upgrading the town's website. A new service provider and a new domain name need be secured. The costs involved with building a website and securing a domain name average around \$400 and monthly maintenance costs average around \$40.00. I did check the current Upton site that was created by the high school a few years back. The site provider has changed and the website designer is no longer in business. There are many providers/website designers that are available around the state that are Wyoming based who provide very professional and reasonable web services.

**RESOURCES:**

There are many grant programs through Wyoming USDA Rural Development that would address Upton's telecommunication/internet needs. Use the contact information provided above.

There are programs available through the Wyoming Department of Education that would possibly fund a website partnership. Contact the school superintendent for information.

Union Telephone has been on a huge campaign with spreading their wireless and internet services across the state this past year. They have a new office in Gillette as well as new cell towers. This may be a good opportunity for Upton to acquire wireless and internet services to the area from this company.

Contact: Union Telephone  
Main Office  
850 North Highway 414  
PO Box 160  
Mountain View, WY 82939  
307-782-6913

**Jim Wilson**

508 West Works  
Sheridan, WY 82801  
307-672-0898  
[jwilson@actaccess.net](mailto:jwilson@actaccess.net)

**INTRODUCTION:**

Friends in Upton:

Thanks to all for providing a great visit. We hope we can offer some positive comments to help your community become even better for residents, potential residents, and visitors.

**CHALLENGE:**

Master Planning: Somewhere in Proverbs, in so many words it is stated that those who fail to plan shall perish.

**SOLUTION:**

Well, Upton is not going to perish but here is a thought. The town council needs to tackle the process of establishing both short and long term goals for the area, and notice we are not just limiting these state goals to the town.

**RESOURCES:**

You folks decide the months, days, and years, and then advertise for residents to serve and report to the council of progress made. This is a wonderful way to empower non elective officials into the ownership of the future of the community. And it won't cost a dime! Please post these goals on the wall in council chambers for all to see, including future elective officials. Oh, revisit these at least every month

**CHALLENGE:**

Town Clean-up: Oh man what a sensitive area! It can be done.

**SOLUTION:**

The legal work has to be almost foolproof, and every County Attorney has its own interpretation of what is enforceable. Remember what we said in the parting meeting; "Don't make a rule you can't enforce!"

**RESOURCES:**

Walk hand in hand with the legal people in establishing ordinances. May we suggest a few references to start with. The city of Sheridan has both an ordinance and landfill recycling for cars, steel, tires, and refrigerators. Mayor Cliff Clevenger of Ranchester established an ordinance for clean-up. And of course, The Wyoming Association of Municipalities can always be used for research. Why re-invent the wheel?

**CHALLENGE:**

Infrastructure: You guys think you are the only town with a problem of aging pipes, streets, sidewalks and whatever else? Think again! We even have a contest in Sheridan going on right now to determine the worst pot-hole street, and the winner gets their street moved up on the paving list.

**SOLUTION:**

It is absolutely essential that a vigorous GIS system be started immediately for inventory purposes, and then the growth that is going to happen. This is smart growth planning. Now, this will help the community start planning zoning, but again here is the chance to involve residents to help the council with advice and even provide a buy-in and when that happens, the community prospers.

**RESOURCES:**

There are zoning ordinances all over the place, and again WAM can help in this area.

**CHALLENGE:**

Community Connectivity: We talked to all types, ages, and wealth in the Upton community.

**SOLUTION:**

The resources are living right in the Upton area. We were impressed to say the least. Many do not want an elective office but do want to contribute in certain areas suited to their expertise. Go out and capture those folks! This is free, but they must be given a voice and must be listened to now matter how far off the wall it seems. This is where compromises are made and if we know our history, this is what this great country was founded upon.

**RESOURCES:**

Establish what areas you can use citizen input and then advertise, call, cajole, and offer to buy rolls and beverages to get people involved. They have to be made to feel wanted and they are!

Bike and Walking Paths: This is easy for us! My gosh, do you know how many communities would like to have the parks you have! AARP will provide you with what the Baby Boomers are looking for. Tops on its list are the paths that you folks have already started. And concrete! We are going to talk to the WYDOT people, with your permission, and see what can happen on that highway going to the golf course. Also, we will speak about downtown.

The Youth: What a valuable resource you have that wants to be involved. We could not believe that the school administration, teachers, and staff entrusted the whole high school to speak to us by themselves. We were a bit squeamish to say the least about this arrangement but what an event for us! They applauded their parents and school staff, for unlimited support. When asked what they liked about Upton, get this-- "We have the biggest backyard in Wyoming!" Now it is up to the residents to build upon this statement.

Thanks for permitting me to contribute a small input into the Upton community.

Jim Wilson

**Carrie Deselms, RN, MSN**

Assistant Lecturer  
Fay W. Whitney School of Nursing  
University of Wyoming  
Dept. 3065  
1000 E. University Avenue  
Laramie, WY 82071-3065  
307-766-6755 (o)

**Challenge: Master Planning**

It was mentioned several times that there was a general lack of direction/ communication. Although, it should be noted that communication is the responsibility of everyone.

**Solution:**

1. The Upton Community needs a master plan that incorporates all the needs of the residents, a plan to control and plan growth as well as to provide a communication strategy in the event of a natural, industrial or terrorist event. WY Rural Development does this type of planning.

The governing body of Upton should develop a master plan with input from all residents. This plan should

- delineate the lines of authority, responsibility, and accountability for both elected officials and community residents
- demonstrate equal enforcement of published ordinances
- encourage and welcome all community residents to be involved in public service either as elected or volunteer members
- set out guidelines for zoning to plan growth

**Resources:**

1. Mary Randolph, Ex. Director  
WY Rural Development Council  
2219 Carey Ave.  
Cheyenne, WY 82002  
307-777-6430  
[mrand@state.wy.us](mailto:mrand@state.wy.us)  
[www.wyomingrural.org](http://www.wyomingrural.org)
2. Rural communities can access funding opportunities at [www.grants.gov](http://www.grants.gov) and then type “rural” in the search section of the website.

**Challenge:**

Water and sewer infrastructure for the community of Upton was identified as a priority that impacts public health, public safety, tourism and future growth of private, business and community development.

**Solution:**

Completion of the newest water towers is another step in providing infrastructure for the town. If the governing body would consider creation of a board of public utilities (water and sewer district) this entity could provide arenas that allow the community to develop, plan and control the current and future needs of the Upton Community.

This district would have the legal authority to request from the County Commissioners a mil levy (from the entire county) to support the services provided; official capacity to apply for grants and loans for rural development; and a local responsible, accountable entity for the planning and development of water and sewer resources. See one page article at:

<http://www.epa.gov/safewater/arsenic/pdfs/funding/usdagranprogram.pdf>

Issues that can be addressed by this entity for grant purposes are:

- Public health can be seriously impacted for community residents in regard to water and sewer issues throughout the community.
- Public safety is an issue if fire departments do not have access to sufficient water supply.
- GIS development
- Drawing tourism will not assist the community if basic life needs of tourists are not met.
- Future growth and sustainability are not feasible if basic needs are not available.
- Storm drainage designs and systems.

**Resources:**

Creation of board of public utilities

1. USDA Rural Development  
<http://www.rurdev.usda.gov/> Rural Utilities Service  
<http://www.usda.gov/rus/>
2. Public Service Commission  
<http://psc.state.wy.us/>
3. Water and Environmental Programs (WEP) provides loans, grants and loan guarantees for drinking water, sanitary sewer, solid waste and storm drainage facilities in rural areas and cities and towns of 10,000 or less. More information at:  
<http://www.usda.gov/rus/water/index.htm>

**Wyoming Association of Rural Water Systems** Provides technical assistance to small communities and water districts (i.e., forming districts, water and sewer leak detections, training of operators, etc.). P.O. Box 1750, Glenrock, WY 82637; Phone: 307-436-8636, e-mail: [warws@wyoming.com](mailto:warws@wyoming.com).

**Challenge:**

The need for assisted living facilities (ALF) as well as affordable housing and rental properties was mentioned numerous times.

**Solution:**

A community needs assessment of the potential numbers of seniors in the Town of Upton that might be candidates for an ALF would provide potential private developers with the encouragement to build such a facility. An additional advantage of an ALF would be that by providing seniors with suitable living arrangements, more houses would be placed on the market and offer relief for the housing shortage. The USDA Rural Development's Community Facility program for the funding of ALF is a program of direct loans and guaranteed loans. An ALF could be expanded in the future to include a skilled care wing for residents who are less independent.

Consider a mobile home park (with covenants) to increase affordable housing while maintaining the beauty of the community in addition to an RV park for tourists.

**Resources:**

USDA Rural Development

- <http://www.rurdev.usda.gov/>
- <http://www.rurdev.usda.gov/wy/>
- FOIA Requester Service Center  
Linda McFall-Bailey  
307-233-6707  
linda.mcfall-bailey@wy.usda.gov
- FOIA Public Liaison  
Bill Butler  
307-233-6708  
bill.butler@wy.usda.gov

Rural Development Housing &  
Community Facilities Programs.  
See more info at:  
<http://www.rurdev.usda.gov/rhs/>

**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)

**Introduction:**

I must say that I thoroughly enjoyed my time in Upton, Wyoming as a member of the Community Assessment Resource Team. It gave me an opportunity to appreciate the assets of your community and why you choose to live in this great rural town.

You have many amenities in your community that other rural towns would envy. You also have room to grow and I'm please to see that the majority of people we met with are encouraging that growth. The growth is not to make your community "a Gillette", but to ensure you do have a vital and thriving community that will keep your schools and provide for the citizens that live there now.

I want to thank the members of the planning committee that put the agenda together and arranged our lodging and meals. I know that it takes a great deal of time to plan for this and then you worry if anyone will show up – well you did great! The turn out was very good and we received numerous written comments in addition. The tour was so helpful as we visited with community members and it gave us good insight to your problems, challenges and opportunities.

Thank you for your hospitality and I look forward to returning to Upton!

**Theme: MASTER PLANNING**

**Challenge:** There is an old saying that if you do not know where you are going; any road will get you there. Successful communities, like successful people and successful businesses, tend to succeed because they know where they want to go and pursue a plan or strategy to get them there. Whenever individuals in the listening sessions would discuss water, sewer, growth issues, they would also add a remark that it should be done "in an overall master plan". In addition, there seems to be a great deal to accomplish and it would help leadership (City Council) and members of the community to have short and long term goals for the community.

**Solution:** I offer several suggestions to begin moving in this direction. First, I urge the City Council to develop a strategic plan, which includes short and long term goals. This can be done in a retreat, or a couple of evening work sessions. By developing a plan, it will give direction for you to focus and also provide accountability to the citizens.

**Resources:** There are numerous consultants and agencies that can provide facilitators for such a planning session and consultants to do overall master planning. The Wyoming Rural Development Council can facilitate a vision/strategic planning session or I can send you a list of

other facilitators and I offer the names of consultants that can also provide such a service for a fee:

Wyoming Rural Development Council  
Contact: Mary Randolph  
307-777-6430  
[mrando@state.wy.us](mailto:mrando@state.wy.us)

Mickey Beaver  
Navigating Change  
307-673-4838

For Master Planning:  
Jim Pedersen  
Pedersen Planning Consultants  
P.O. Box 66  
Encampment, WY 82325  
307-327-5434  
[jpedersen@ppc@carbonpower.net](mailto:jpedersen@ppc@carbonpower.net)

**Theme: HOUSING**

**Challenge:** Upton is currently facing housing challenges and is facing future challenges. There is a lack of housing for senior citizens, mid-income families and rental property. With the potential business park and new business bringing new job, the issue will be housing and with your lack of housing opportunity, those people could be looking at living in other communities.

**Solution: (senior housing)** the need for senior housing was very apparent from all the groups we met with. You have completed an excellent market analysis for senior services and you certainly have land available, which is unique from other Wyoming communities. The Wyoming Housing Network and USDA Rural Development will be valuable resources to take you to the next steps of development.

I also suggest the Town of Upton contact the Wyoming Housing Network – a newly established non-profit organization, created to assist Wyoming Communities with housing issues such as lack of; affordable housing; and development opportunities.

Jim Fackrell, Executive Director  
307-472-5843  
[jfackrell@wyominghousingnetwork.org](mailto:jfackrell@wyominghousingnetwork.org)  
<http://www.wyominghousingnetwork.org/engine/>

The Wyoming Community Development Authority (WCDA) has funds available under the 2005-2006 Community Pride and Revitalization Program (CPR). The CPR program provides funding for material costs for rehabilitation of owner occupied housing. The program will

compliment the effort of organized volunteer labor programs. Communities are encouraged to include energy conservation rehabilitation items such as windows, weather stripping, furnaces, hot water heaters, and set back thermostats as eligible rehabilitation items. Approximately \$55,000 is available for which counties and incorporated cities and towns may apply.

WCDA

Jennifer Crawford or Cheryl Gillum  
307-265-0603

### **Theme: TOWN CLEAN UP**

**Challenge:** This challenge almost doesn't need to be explained or define. I don't think a group or citizen at a listening session did not mention some type of clean up of your community, emphasizing the need for clean up of main street.

**Solution:** Your main street is the front door and gateway to your community and the first impression visitors and potential businesses have of Upton. The image your community portrays is critical to economic vitality and quality of life. Clean up should be one of the top priorities of this community. Solutions I offer are: (1) continue supporting the efforts both through volunteering and funding of your beautification committee. (2) Host a downtown clean up day or days; (3) expend effort in contacting vacant landlords and get permission to do some minor "fixing" up of buildings including painting; (4) vacant lots – clean them up and create park areas; (5) murals on buildings – several communities have done an outstanding job of murals, which can depict the history of your community. I suggest contacting Rawlins who has created several murals and even has brochures for a mural walking tour. The town of Quincy, Washington put a black and white historical mural on a side of a building. They found a historical photo and one night had volunteers from the community come out and projecting the image on the wall with an overhead projector, they were able to outline and paint the photo! (6) Continue to enforce ordinances and clean up. You had a start – bite the bullet and continue! (7) Recruit art students in doing some creative painting in vacant windows downtown.

Upton has not expressed an interest in becoming a pilot in the Wyoming Main Street program; however the resources of the state program are available to you. The program has a \$300,000 revolving loan fund that is available to property owners for building facades – 4% loan with 15-year payback. The Main Street program also has numerous conferences and workshops in which you can attend and glean ideas for your community and your main street.

City of Rawlins (for information on murals)  
P.O. Box 953  
Rawlins, WY 82301

Wyoming Main Street program  
Randall Adams, Program Manager  
2219 Carey Ave.

Cheyenne, WY 82002  
307-777-5271  
[radams2@state.wy.us](mailto:radams2@state.wy.us)

## **Theme: COMMUNITY CONNECTIVITY**

**Challenge: Volunteerism:** Most of our rural Wyoming communities suffer from STP (Same Ten People) that volunteer and seem to do everything. So you are not alone in this challenge. There was also feelings expressed that volunteers are “picked” in the community instead of opening up opportunities for new volunteers.

**Solution:** One vehicle that will assist you in getting new volunteers will be this assessment process. When the team returns for your follow up priority setting meeting, we will help you find a new crop of people to help! The process we use is to develop the priority and then before anyone leaves the room, they sign up for a committee. IF YOU then get serious about forming committees and moving the priorities forward, you will have some new volunteers. The Wyoming Rural Development Council is more than willing to assist you in formulating committees or work groups and will volunteer to facilitate any meeting for you.

I also suggest you conduct an inventory of your “people assets” – what kind of talents and resources people in the community can bring. RC&D (Resource Conservation and Development) have a wonderful process to do this and can help facilitate you through the process.

Here are a few more “tips”

- Get all active volunteers involved in thinking up new methods for recruiting. Pool these ideas.
- Use every available source - radio, television, newspapers and personal contacts.
- Offer stimulating, in-depth orientation sessions.
- Have current volunteers tell their story at meetings or gatherings of membership.
- Try to think what would interest YOU in volunteering.
- The best volunteer recruiters are volunteers who are happy with your organization.
- People are attracted to programs that utilize positive, honest, enthusiastic appeals.
- Be interested in your members, not only as volunteers but also as individuals.
- Don't over-recruit. Volunteers will lose interest if they have signed up to help and there isn't a job for them.
- Involve volunteers in decision-making. Make certain they feel they are an important part of the organization.
- Recognize their efforts. Saying "thanks" goes a long way.

Aaron Waller  
760 W. Fetterman Ave.  
Buffalo, WY 82834  
(307) 684-2590

(307) 684-5972 (FAX)  
**aaron.waller@wy.usda.gov**

**Challenge: Youth involvement:** Lack of youth involvement in the community.

**Solution:** the attitudes and the leadership of local residents, especially young people, can shape a community's future. "Youth attending community development sessions how exceptional power because they have creative and inquisitive minds...and because parents, grandparents and neighbors really want to know their feelings and attitudes in planning for the future." According to Dr. Ed Nelson, president emeritus of Chadron, NE State College. It is a sound strategy to get local youth involved in shaping the future of the community.

You already have an outstanding example of youth involvement in the work the kids did on Old Town. Another way of getting youth involved in the community and hopeful building some future leadership, is to create a youth city council. Many communities have created these councils and have seen the benefits of doing this. One very successful youth council has been in Lovell and I suggest contacting them. In addition, there are usually some grant opportunities for projects these youth councils might want to take on. Put the youth on committees and continue to make them a part of your community.

Wyoming Association of Municipalities summer conference seems to be growing each year with youth representatives and there are several workshop and agenda items that pertain to youth. Maybe you can get someone to sponsor a couple of youth from Upton to attend.

Town of Lovell  
Doug Russell, Manager  
307-548-6551

**Theme: TELECOMMUNICATIONS AS A HEALTH AND SAFETY ISSUE**

**Challenge:** once again your challenge is obvious – very limited cell service.

**Solution:** I am not sure at this time that I can offer a solution, however entities within the State of Wyoming are currently exploring the possibility of enhancing rural telecommunication service throughout the state. We have the opportunity to participate in a pilot program that will create a national next generation private communications and information network for rural Wyoming, focusing on healthcare, education, food security and telecommunications. So stay tuned!

**Theme: INFRASTRUCTURE**

**Challenge:** The aspects of infrastructure that came up numerous times in the listening sessions were the aging infrastructure including streets, water, sewer, curb and gutter. In addition, a much needed GIS system for the community.

**Solution:** Your best opportunities for funding these challenges I am sure you are aware of – they include grants and loans from the Wyoming Business Council and loans from USDA Rural Development. I cannot stress enough that you contact and use these offices.

Wyoming Business Council  
Dave Spencer, Regional Director  
North East Regional Director  
Campbell, Sheridan, Johnson, Crook, Weston Counties  
201 West Lakeway, Suite 1004  
Gillette, WY 82718  
**dspencer@wysbc.com**  
307.685.0283

USDA Rural Development  
Northeast Area Office  
Lola Lucero, Rural Development Manager  
1949 Sugarland Drive, Suite 118  
Sheridan, WY 82801-5749;  
Phone: 307-672-5820 ext. 4;  
FAX: 307-672-0052;  
or E-mail to: [lola.lucero@wy.usda.gov](mailto:lola.lucero@wy.usda.gov)

Regarding GIS – the PlanIt Wyoming Partnership continues to find projects that can utilize GIS and Community Viz™ - CommunityViz provides GIS-based analysis and real-world 3D modeling that allow people to envision land use alternatives and understand their potential impacts, explore options and share possibilities, examine scenarios from all angles — environmental, economic, and social.

For more information on Community Viz and PlanIt Wyoming contact:

Scott Lieske  
Ruckelshaus Institute of Environment & Natural Resources  
Dept. 3971, 1000 E. University Ave.  
Laramie, WY 82071  
307-766-3709  
[lieske@uwyo.edu](mailto:lieske@uwyo.edu)

Also explore this web site for Community Viz:  
<http://www.communityviz.com/>

**Theme: SUBSTANCE ABUSE**

**Solution:** Unfortunately, I have no solution for this major issue facing our rural communities. I would suggest developing a plan for your community and the following web sites and contacts

can give you assistance. I will also be very interested to see how the Drug Dog works out for your community.

<http://wdh.state.wy.us/sad/Meth.asp>

Anna Maki, M.S.  
Meth Initiative Coordinator  
Substance Abuse Division  
6101 Yellowstone Road, Suite 220  
Cheyenne, WY 82002  
Phone: 307-777-8541  
Fax: 307-777-5849  
Email: [amaki@state.wy.us](mailto:amaki@state.wy.us)

<http://www.oregon.gov/CJC/docs/LinnMethPlan.pdf>

### **MISCELLANEOUS:**

There are several issues that I would like to make comment that were not included in the identified major themes:

1. **Old Town and Tourism** – what a treasure!! I would travel to Upton just to experience this piece of history. There are several funding opportunities for you to expand on this project. They include:

ISTEA grants  
America Treasure Grants

**Other tourism opportunities:** You have some great opportunities for loop tours in town and some other potential tourism opportunities. The Wyoming Tourism Division has some assistance and programs that may be of help to you. The person to contact is:

2. **Grant writing** – many of the projects mentioned in my report and in others will take funding and there are numerous grant opportunities available to the city and non-profit organizations. Many times, even though funds are available, communities have difficulty getting a grant written. The Wyoming Rural Development Council offers scholarships to grant writing school – we pay all expenses for a 40 hour grant writing course and in turn, the recipient must “pay back” 40 hours of grant writing to the Wyoming Rural Development Council. I in turn, give these hours and experience to a community or organization. So there are 2 opportunities here: someone from Upton can apply for the scholarship through Wyoming Rural Development Council or you may request grant writing expertise from Wyoming Rural Development Council.

Wyoming Rural Development Council

Tara Alexander  
307-777-7622  
[talex@state.wy.us](mailto:talex@state.wy.us)

3. **Bringing kids back into the community:** so many of our rural communities kids go off to college and then don't come home because they can't find employment that will pay wages to support a family. There are ways a community can focus on getting young people home. One idea might be to look at graduates and see if any of them are in businesses or are entrepreneurs that might bring their business home. Some communities make a goal of recruiting home 1 graduate a year. Usually with graduate come families!
4. **Funding the projects:** Numerous grants are available for many of the projects I have listed and other team members. For grant opportunities, the Wyoming Business Council, Resource Conservation and Development will do searches for you. Also for matching funds: the time the team volunteers for this assessment can be used as a match for grant funds. Once we have completed the priority setting, the Wyoming Rural Development Council will give a dollar figure that can be used for matches.
5. You have numerous projects that can qualify for USDA Rural Development grants and feasibility studies. As you decide priorities, I will be more than happy to help you figure out what would be the best grant opportunity.

**Focus Groups for issues:** I would suggest you utilize a focus group method to determine how to move forward with issues in your community. One issue that might be a good focus group topic is the senior center – new center vs utilizing the current center. A focus group is a way to reach out to potential users for feedback and comment. It is a powerful means to evaluate services or test new ideas. Focus groups are interviews, but of 6-12 people at the same time in the same group.

A focus group session concentrates on:

- Gathering opinions, beliefs and attitudes about issues of interest to your organization
- Testing your assumptions
- Encouraging discussion about a particular topic
- Building excitement from spontaneous combination of participants comments
- Providing an opportunity to learn more about a topic or issue

6. **Disaster planning:** here is a web site that can give your community information on planning for a disaster:

<http://www.tallytown.com/redcross/educate.html>

# **Upton Community Assessment Listening** **Session Responses**

## **WHAT ARE THE MAJOR PROBLEMS AND CHALLENGES IN YOUR COMMUNITY?**

- Resources for mental health, limited at this time
- Resources to aid people in making lifestyle choices (weight loss, tobacco cessation)
- Meth abuse
- Roads
- Water and sewer systems in poor condition
- Lack of housing
- Lack of housing
- Few businesses
- Lack of assisted living facility
- Can't afford housing
- Streets need to be fixed
- Lack of entertainment for kids and seniors
- Junk
- Need more young people
- Meth abuse
- Bad streets
- Our streets and sewers have problems
- Lack of cell service
- Lack of housing
- Lack of business, need high school track and lighted field
- Adequate housing
- Escalating drug problems
- Lack of community involvement
- Lack of enforcement for ordinances
- Sewer and water system
- Lack of storm drainage
- Drugs – I want my community to get rid of drug dealers and people that cook here in town
- Planning board not strong
- People are apathetic – people fill the gym for a boys high school basketball game, yet when it comes to cleaning up the town or an issue facing the town, no one comes to town hall meetings or for events such as meet the candidates
- Few people wear too many hats
- Many young people work out of town and long hours
- Lack of senior center

- Handicapping parking lacking in front of businesses
- Community involvement
- Lack of enforcement on current laws and ordinances on clean up
- Increase in drug problems
- Meth and challenge is law enforcement
- Drug problem in general
- Ditto
- Lack of housing for families
- Lack of things for youth to do more than just school activities
- Ditto
- Ditto
- Drug problems
- Streets are an issue, need cleaner streets (dirt roads)
- Drug problems - need law enforcement and court system
- Drinking – overall in the community
- Apathy problem – people don't want to do anything
- Lack of housing
- Lack of things for the kids to do – see them after school driving the streets and makes you wonder what they are doing in vehicles
- Can't keep small businesses in the town – can't stay afloat
- Lack of summer jobs for kids
- Lack of housing
- If you start a business, no workforce and no place for them to live
- No day care
- Promiscuity at a high level
- Ditto
- Lack of cellular service
- Ditto
- Ditto
- Ditto
- Facilities around town need upgrading
- People drive in to town and see the looks and keep on driving
- Finding quality labor
- Catch 22 – no housing, no place to shop, etc.
- Railroad coming through all the time
- Streets
- Drinking and drugs
- Law Enforcement not strong
- Lack of housing (land available)
- Topographically we are in a hole so cell and radio telecommunication are difficult
- Isolation
- Ditto
- Aging infrastructure (water, sewer) – need upgrades
- Streets need upgrading

- Cell phone - no service
- Ditto
- People moved from cable to dish because of attitude of telecom companies – we are a small community and they don't want to deal with us
- Telecommunications provider comes once a week told “there are not enough people to care about”
- No cell service
- Loss of services, restaurants and businesses
- We have become a bedroom community for the mines
- Don't have what we need here – so our costs of travel for services and supplies is great
- Lack of housing
- No “livable” houses for rent in town
- Trailers – either not renting or not livable
- Kids have to leave here because there is not employment
- Lack of industry and jobs for people
- Probably 80% of people work out of town
- Lack of labor and workforce – always been a problem
- Lack of emergency services
- Rural communities need to inventory infrastructure in order to plan for growth
- Lack of infrastructure – poor condition of streets, sewer and water
- Water, sewer, streets
- Cell phone service
- Insurance costs are keeping physicians from coming to Upton
- Loss American Coal (2002), lost about 80 jobs and we saw the opportunity to turn it into an industrial park
- Loss of industry
- Everyone commutes out of town, no jobs here for them
- Difficult knowing what infrastructure is in place here – lack of infrastructure inventory – needs to be a history, so community can grow
- FEMA flood plain is 1970
- Streets suck
- Never see a cop when you need one – they are either not enough or they are just somewhere else when you need one
- History of Upton infrastructure is lacking
- City of Upton has never had a city engineer and that has been a problem
- No zoning in Upton
- Lack of area for housing additions
- Housing assessment completed and result was moderate to upper housing is needed (2000)
- Lack of zoning and planning
- Lack of day care in Upton
- Lack of housing – when we want to hire someone the first question they ask is: is there housing and is there day care? If you don't have those, people won't come
- Streets are a problem

- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Too much junk around town
- Ditto
- Ditto
- Ditto
- Melting snow – the water stands and can't runoff
- Holes in the streets
- Everything is fine!
- Stray cats
- There are not enough maintenance people
- No cell service
- Too many junk cars
- Bad roads
- Ditto
- Ditto
- Lack of people involved in public service, whether is it council or committees or Mayors
- The junk problem is not ordinances, it is that we need to be fair in enforcement – everyone treated equal
- I've been here since before we had flush toilets and only outhouses, and we have made some changes. But we live in a community that is resistant to change.
- Lack of people involved in community and not enthusiastic
- Town needs to be cleaned up and it needs to start with business people
- When ordinances were enforced for clean up it did not include businesses
- People don't realize how lucky they really are to live here
- Lack of resources and manpower in the city government – city council and the few employees are it.
- People don't like the idea of change, but once it has changed they like it
- Split in the community, those that like and want change and those that don't – has been like that for years...
- Lack of use of empty town buildings
- Drug problems
- Rumors, everyone knows everything
- Roads need to be fixed
- Too many junk cars in people's yards
- Lack of housing, they are interviewing a new principal- where will this person live?
- Sidewalks, we need new sidewalks and old ones repaired
- Lack of opportunities for youth, activities and job opportunities
- Lack of police and enforcement of violations
- Math problem

- Old buildings- abandoned vacant, two of us went around town one day and counted at least 17 of them
- Local cultural opportunities for youth and adults
- Youth activities are very limited
- No recreation center for community
- Airport in very poor shape
- Dope, use and dealing
- Housing – all levels
- Lots for city-wide trailers
- Trailer lot with covenants (single and double)
- Gillette people want to move here, but there is no housing
- Drug issue
- Laws (leash law) does not get enforced till after noon
- We don't have 24 hour laws enforcement
- City has a problem being able to afford maintenance
- New sewer lines were never completed
- Kids leave as soon as they graduate
- Clichés in school system, school administration, city government, Chamber
- Lack of communication
- Small town mentality when it comes with growth
- No cell phone service
- Streets have major dips and pot holes
- Water lines are not in good shape (results in large water bills)
- Lack of housing
- Lack of recreation activities for kids
- Seniors – lack of assisted living facility – land is available
- This is a tornado area and we have a lot of trailers and we don't have shelters or an emergency plan
- People that own houses and trailers get calls everyday for housing, but there isn't enough
- Not enough services for senior citizens
- In terms of the size of community we need housing – hiring a new principal and housing has been an issue
- Without houses we can't stay on the positive side of growth
- Progress on housing efforts is moving slowly
- Lots of land for sale, but folks aren't sure how to go about developing
- Numerous abandoned houses are taking up potential land for houses
- Constantly hearing reports of student downtime and involvement in things they should not be involved in
- Serious issue with drugs, but we only hear about it because there have been no arrests
- Lack of funds to accomplish all the things the communities need
- Lack of state funds to rural communities
- Difficult to find reliable employees
- Concern that there is not enough employees for the industrial park when businesses come in

- Drugs are an issue
- Parenting skills are lacking
- Lack of communication – council vs school
- No cell service
- Old water lines
- Streets with potholes and dips
- Lack of a disaster plan
- Streets are in poor shape
- Not enough for the kids to do
- Lack of housing
- Drugs
- Lack of housing
- Lack of businesses
- Business owners are not willing to sell property cheap enough
- Children without parental involvement
- Families need help financially
- Sewer and water repairs need to be done now!
- Buildings in business area that have uncovered windows looks like junk
- Lack of housing, 2 bedroom
- Lack of senior housing
- Ditto
- Lack of jobs
- Lack of businesses – need to create more businesses in the area
- Water and sewer needs updates
- Lack of housing
- Poor streets
- Outdated water and sewer system
- Main Street – needs to be cleaned up
- Housing – lack of
- Cell service
- Drugs
- Budget
- Housing
- Street repair
- Drug control
- Lack of clean up in the community

## **WHAT ARE THE MAJOR STRENGTHS AND ASSETS OF YOUR COMMUNITY?**

- Good people
- Small town with caring neighbors
- Good location and scenic beauty
- Free ambulance service
- Small, friendly community
- Town has good grasp of what to do
- People get along
- Good schools
- People get along well
- Environment
- People
- Playgrounds for
- Lots of government land
- Golf course
- Senior meals
- Good schools
- Happy people
- Our family is here
- Low crime
- Good place to raise your kids
- New school
- Small town
- Caring community
- My kids live here
- I stayed because I didn't have enough money to get away
- People
- Community
- Low crime – the little we have is kids robbing places
- Quiet town
- Good weather – no hurricanes, we don't have that much water
- Quality of life
- Place for seniors to go – Senior Center and recreation area: right now there is no area for them to socialize
- Full time EMTs
- Good people and lots of jobs
- A good core group of individual citizens interested in seeing the community grow and prosper
- A good school system with adequate room to accommodate additional students
- 2 schools, 5 churches, friendly people, museum, beautiful park, lovely cemetery
- Good schools

- Coal miners bring in money
- Some of us are awake and we realize we need change
- Great schools
- Low crime rate
- Caring community members
- Great hunting and natural resources
- Great location
- Close to Black Hills and Devils Tower
- Wonderful history
- Low property taxes
- No state income tax, free ambulance services
- Wonderful climate (no humidity)
- Great paying jobs (coal mines)
- School
- Ditto – proud of our school
- Everybody looks out for everybody else – strong in community
- Ditto – good support for ideas
- Ditto
- EMT – they are there!
- Everybody looking out for each other
- Kids feel safe
- Ditto
- We are new to area (5 years); our kids were welcomed with open arms. Didn't take long to feel like you belonged
- There are some people in the community are interested in improving the community – not sure of progress, but know they are working on it
- Social part of the community is strong
- Strong church community
- Young people are involved in the church community
- Joe's grocery store (80% of kids in 1 class buy their groceries there)
- New schools (both schools are pretty nice)
- Ditto
- Ditto
- Raised 3 kids here and I think there is quite a bit for kids to do: ranch, swim, 4H, church groups, school activities. If they want to invest themselves in an activity, there is something to do
- City Park
- Community Center
- Senior housing
- Swimming pool (50/50 by school and city)
- Location, close to the Black Hills
- Rural community, yet not too far from larger communities
- Drug store – could be expanded
- After school program

- Gun Club
- Food bank
- Emergency fund for residents and travelers
- Strong church community
- Community Center (needs some work)
- City Park, but as town grows, need to make some changes in the park
- Bus service into the coal mines
- “VanHaulen” bus services
- Free bus service to the mail
- Good community to raise your family
- Good location – close to Gillette
- Bedroom community to the mines
- Bus service to the mines
- Wonderful place to raise children
- Safe place for kids to walk the streets without fear
- Good community support system
- Ditto
- Industrial park is a tremendous project
- Railroad spur
- Brand new schools – State of the art schools
- Industrial park – came about as a vision of people in the community
- People choose to live in Upton, they don’t have to live here
- Wonderful place to live
- Location is good – close to big town (Spearfish, Rapid)
- Pretty spot
- A lot of worse places to live than in Upton
- Good people
- Location
- School system
- Burlington Northern has been a good partner in the industrial park
- People and the area – I enjoy working with the people over here
- People have a good attitude
- People of Upton are independent and not dependent on government – do things for themselves
- Water supply, new well and new tank
- Land is available and can expand – city does not have much that is worth a damn – but state has land that would be good
- Airport on the hill that could be enhanced
- 1960s – there use to be a lot of traffic on the runway
- For the industrial park, we have good location, good transportation – many pluses for the success of the industrial park
- Gravel for streets
- Ditto
- Ditto

- Good neighbors
- Ditto
- Ditto
- Ditto
- Ditto
- Good school and churches
- Good council and Mayor
- Upton is much better than Newcastle!
- Judge is not from Upton, so she does live by the laws – she does her job and leaves
- 2 new schools
- Railroad
- Hub – circle of towns, close to the interstate
- Good recreation activities nearby; Devil’s Tower, Black Hills
- Excellent school system
- Great kids
- Ditto
- Ditto
- Small town and everybody knows everybody and looks out for each other
- Ditto
- Small town atmosphere and you can raise your family here
- Close enough to major places so we have areas to shop or recreate
- Lots of opportunities here if you really sit down and look at it
- “If you had ambition, there is about anything you can do in Upton”
- Good Chamber of Commerce that has enthusiasm and tries to do good for the community
- Sports – very sport oriented community, not just through school i.e. summer baseball program
- Baseball complex, swimming pool
- Geographical location
- Hunting, fishing
- Drug dog will be a good thing
- People that are on the resource team from the town that brought the assessment to town are an asset
- When people come in to city council we know them as councilmen and it is helpful
- Forward looking people in the community that are working hard to get things done – they challenge the town to look at growth
- Good people that work for the city
- People are working very hard to move this town forward
- Develop a long term plan for this community
- What drove us to pick community was the community (mostly the park) instead of the job
- The park and its many activities, i.e. car show
- Swimming pool – school and city put a lot money into it
- City Park
- Grocery story “Joe’s”

- People watch out for each other kids
- ‘Front porch community’
- A kid could ask anyone for help and they would help – you can go to anyone’s door and ask for help
- You can look at your paycheck, but you have to look at the other aspects of the community also
- Weston county does provide a bus to take seniors to doctors
- Senior meals served is great
- City helps financially support bus and meals
- Ideal place for small businesses
- New High school and Elementary/Middle School
- Closeness of community, watching out for one another
- Strong school spirit
- Growing community, new people moving here
- Smaller town atmosphere
- We can walk around our town with ease and feel safe
- Friendliness of all
- No guns or problems with violence like other places
- “great back yard” we have all the outdoor recreational amenities right outside our back door
- Activity involvement in high school- everyone participates
- Community involvement in school- community is a very strong supporter in our school
- Parent support- we can always count on our parents
- Admiration from outside communities- we feel respected by other communities
- Recognition from town- we are well respected in our community
- We have a great city park
- Snow removal is always taken seriously in our town
- Lots of jobs
- Good school and churches
- Good Council and Mayor
- Ditto
- Ditto
- Beautification projects are good
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Family Clubs
- If we didn’t like it, we would move
- Moved here 43 years ago and have stayed, so it must be good
- Small town atmosphere
- Camaraderie
- Small community and if you ever need anything, everybody is with you – food, help etc.

- People work together
- School system is good
- Small town – if your kids does something stupid, you know right away – you will get a call right away from someone – my son skipped school to go fishing and when I went into the bank I was told, so I knew when he came home from school
- Great kids
- Old Town
- Upton has a unique situation – we are sitting in a triangle, with energy in one direction, coal mines in another and coal bed methane in the other – gives us great opportunities
- Industrial park
- Born and raised here – my kids and grandchildren are here, so that is why we came back
- Good schools
- Safe community
- Friendly people
- Gun club
- Good medical care
- People are cooperative
- Potential for growth with the right planning
- Community is an asset, nothing negative, except we need a lot of work on clean up
- Building permits are cheap!
- Good place to live
- You don't have to live in Upton, you want to live in Upton
- Better potential for growth than Newcastle, but Newcastle is getting all the impact \$
- Park
- Good businesses are here in town
- High school students were great
- People are a strength
- Upton says the Best Town on Earth and that is true
- Safe community
- Good people
- Community spirit and we care about each others kids
- Fresh air
- Peace and quiet
- City Park
- Lost cost of living
- Good schools
- Several businesses, which are scary to do in a small town
- Bus to the coal mines
- Hunting
- No state income tax and property taxes are low
- Emergency personnel
- Beautification committee has done a great job
- Better zoning and enforcement of junk and weeds ordiances
- Controlled growth

- Enforced ordinances
- Some place for kids to go – social place other than cruising
- Senior housing
- Senior Center
- Rodeo ground
- City park
- Fall festival and car festival sponsored by the Chamber of Commerce (Fun Day in July and Car festival in September)
- Schools
- Good community
- Good schools
- Safe community
- Friendly people
- Gun club
- Good EMTs and medical help
- Potential for growth
- Some good employers
- Location
- Good schools
- Near the energy fields
- Potential for growth
- There are things for people to do
- Facilities that are free or inexpensive
- Good schools
- Grocery store and other nice businesses
- Friendly people
- Nice senior center
- Nice museum
- Excellent schools
- Good mayor and council
- Churches
- Street beautification project
- Family
- Schools
- Churches
- Friends and clubs
- People that care about living in a small community
- Great location
- School system has many things to offer students
- People are friendly and close knit
- Good Schools
- Lots of public land
- Location in the trees
- Beautiful park

- Churches
- Friendliness
- Good Schools and new
- Excellent place to raise a family
- Tennis courts
- Swimming pool
- Golf course
- Park
- Golf course
- Senior housing
- Good water system
- Close to the mines
- Good attitude of citizens
- Strong Chamber of Commerce
- Newspaper is excellent
- City park
- Near the mines

## **WHAT PROJECTS WOULD YOU LIKE TO SEE ACCOMPLISHED IN YOUR COMMUNITY IN THE NEXT 2,5,10 AND 20 YEARS?**

- Task force to emphasize danger of meth abuse – would like to see dramatic reduction in use in this area over the next 5 years
- More support to tourism to our area
- Street, water and sewer improvements
- Resources to purchase additional land for housing (low income)
- Property that can have affordable housing (low interest)
- Develop subdivisions (sewer, water, curbs and gutters)
- Clean up our own town
- Assisted living
- Street paved
- Community spirit
- Ditto
- Keep the cemetery clean
- More housing
- Permanent doctor
- Surviving
- Enclosed the pool for year long use
- Assisted living facility
- Pine Street fixed
- Indoor swimming pool
- Something for kids to do
- If there were more things for kids to do, they would stay in town and probably not get into trouble
- Need assisted living , closest is Gillette or Newcastle
- Senior bus
- A housing development that would secure enough lots to allow room for growth for the next 10-15 years at least
- Try to secure grants to update and improve our infrastructure (streets, sewer, water)
- Clean up areas in town (abandoned homes and businesses)
- Our main street needs a face lift
- More senior housing, with two bedrooms
- A police force that can work around the clock, which means we need more officers
- We need more businesses to come to town
- Sewer system and streets need to be updated
- I would like to see us to have enough pride for everyone in the community to want to get involved
- More housing
- Clean up the town, entrances especially

- Pine Street – lots of abandoned homes, if we could get owners to sell or demolish it would be better
- Need a strong planning board
- Need more housing, senior housing
- New senior center
- Businesses to come into town
- Parking for handicap
- Street lights
- Housing for people coming in living here
- We need all of this yesterday
- 2 years – serious clean up of the town
- 2 years – Industrial park growth
- 2 years – housing project underway (single family, moderate income homes)
- Cell tower
- Funding for new streets or sewers secured (possibly a tax increase to secure funds)
- More business development
- Clean up downtown area (abandoned buildings sold or torn down)
- 5 year – School enrollment up, population growth (over 1000)
- Chamber with larger town enhancement projects; with real benefits to members
- WYDOT Downtown project completed
- Abandoned houses (Pine Street) demolished
- A viable zoning/planning committee in place
- I would like to see as much enthusiasm for community projects and community appearance as there is for the High School sports programs
- 10-20 years – Growth, growth, growth...the rest comes with that!
- Need planning and zoning - are there any zoning laws
- Super Wal-Mart
- Deal with street and housing – solve the problems but it might take 20 years
- Ditto
- New businesses
- Movie theatre
- Car wash
- Ditto
- New football field and track by the school – kids have to drive to practice now
- Nursing home
- Land to develop housing subdivisions – land is available, but people won't sell – people like their space
- Needs to be development for housing
- Planned growth
- Old school lot is empty – need to put something there that is useful for our community
- New swimming pool (indoor)
- Incorporate indoor pool into academics
- Should the old school lot be housing for seniors or for families
- Do not want low income – good housing for a family of 4 or 5

- Post Office parking improved
- Light industry – transportation is here and that would be a positive step
- Laundromat
- Indoor swimming pool – could be a convertible pool, indoor/outdoor
- Clothing store cooperative (similar to Powell, Torrington, Rawlins)
- Cell tower
- Community center needs some repair work
- Paving the whole town
- Assisted living (at site of old school)
- Old school property is empty and it would be good to develop something there for the community
- Bring more businesses into the county
- More jobs into the community
- Hope growth comes and everyone goes to Dish!
- Infrastructure
- Industrial park grow and work – it should bring jobs
- Jobs will bring houses
- Many miners would work day jobs here if there were good jobs
- GIS system for water and sewer – for all utilities would be good
- Expansion of utilities
- Industrial park – grow and work
- Assisted living – handicap and mentally challenged facilities
- Industrial park will bring ripple effect
- Drainage – storm drainage has not been adequately assessed
- Further develop industrial park
- 2 years: Park become a reality
- 2 years: Adequate water distribution system out to industrial park
- 2 years: clean up the town
- 2 years: activity at the industrial site
- 2 years: adequate housing
- 5 years: industrial park is going to be full
- Within 5 years we need housing for the new businesses coming into the industrial park
- Clean up – property values are cheap – raise property values so property is worth more torn down than sitting there with junk on it
- 5 years: see industrial park full
- 5 years: airport and highway improved
- Truck stop out near industrial park
- 20 years: retirement!
- 20 years: Upton still here
- 20 years: I wouldn't recognize the place – it would be clean , we would have double the workforce and we would be more than a bedroom community
- 20 years: nice Main Street
- Tourism, recreation and retirement center

- Seen oil and coal cycle, Gillette went from 3,000 to 8,000 overnight; so I would like to see us diversified so if 1 or companies pull out, we still have a sustained economy.
- Diversified economy
- Gillette is paying for its lack of planning and zoning – so Upton should learn and plan for the future. Gillette has a lot of problems but has \$\$ to cover it up – Upton doesn't have that kind of funding so it needs to plan and plan well. Gillette is a model of knee jerk reaction.
- More senior housing (not low income)
- Senior Center
- Assisted living
- Roads needs to be fixed
- More trees
- Need to clean up town and it needs to start with businesses
- An ordinance for clean up of businesses
- More people need to get involved in cleaning up the town
- Rules are not played evenly – in a small town you know everybody and emotions are a problem. Council and town employees make decisions on emotions – not according to the law but emotions.
- It is not easy to follow the rule book here because it is a small town – but we need to stick to the laws.
- Handicap we have is lack of being able to back up anything (laws, ordinances) because we have a lack of enforcement facilities: small number of officers, no jail.
- No one gets arrested in Upton – jail costs are more than the fines costs, so town cannot afford arresting people.
- Need a bigger senior citizen center – people would participate more and there would be activities for them
- Have a contest to name the drug dog
- Have the junk cleaned up and organized
- We have a lot of seniors and I would like to see some things for them – they are an important aspect of this community
- 2 years: Senior citizen services expanded
- Town has the property that a senior center could be put on it – we did have a feasibility study done, but costs were too high
- Highway project and streets completed
- Infrastructure – all it takes is money to get it done
- Street projects completed (Pine Street)
- Expand and hold major events for the community – might help build community
- More businesses and jobs here in the community
- Industrial park completed and working
- Housing
- Infrastructure in streets
- More housing in 5-10 years and annex land so you have that possibility
- Clean up – and if you get more businesses downtown others will clean up
- City will get more funds this year from the State – and that will help

- City council develop regulations for zoning and planning
- If city can sell some of their lands, they could make more money for the city – sell it all!  
Would help get revenue for the city
- 20 years: Theatre
- 20 years: Shopping mall
- 20 years: Drive-in
- Would like to see our roads repaired
- Would like to see more jobs available for the youth
- Recreational center
- Ditto
- Would like to get a Bowling Alley
- We would like to see a housing complex developed on the old school lot
- We need a convenience store open later than 8 pm, better yet, open 24 hours
- Remove junk vehicles from businesses and personal properties
- We would like to see more people move to Upton
- Would like to see the vacant buildings on Main Street filled with new businesses
- A Coffee shop and entertainment (arcade) center would be nice
- Local venues such as music in the park, art displays, etc.
- More high culture activities available, i.e., arts, plays, music, etc.
- Better kept properties- home owner pride
- Goals for the next 2 yrs
  - ✚ New and improved streets
  - ✚ A cleaner town
  - ✚ Cell service is a must, most of us don't own a cell because we have no service
  - ✚ Would like to have more new students in school
  - ✚ We would like to see more choices in the school curriculum
  - ✚ An all weather track & stadium for the High School
  - ✚ Permanent on site Health care providers
  - ✚ Would like Lights installed on football field
  - ✚ More sport opportunities like soccer
- Goals in the next 5 years
  - ✚ Would like to see more new businesses
  - ✚ Industrial park full of businesses
  - ✚ More fine arts- theater, music & art
  - ✚ **Keep public lands public- important for future citizens to have**
  - ✚ Better care of golf course
  - ✚ Enclose pool for year round use
- Goals in 20 years
  - ✚ Good jobs paying jobs to keep us here
  - ✚ All the above
  - ✚ “Big town” better education in a small school setting
  - ✚ A Cabellas store would be nice!
  - ✚ Definitely a McDonalds
  - ✚ More shopping conveniences available in Upton
  - ✚ Make all restaurants non-smoking

-  Prevent Newcastle from stealing our stuff!
-  Bring back the movie theater
-  A Drive-in theater
- More trees in the downtown
- Nursing home
- More street improvements
- Senior housing
- Good jobs to keep graduate here
- Clean up the junk
- Better tax base
- Fix the holes in the street
- Clean up the town
- Need cell service
- Housing project
- Assisted living
- Clean up the town!
- Fix the holes in the street
- Slow traffic down through town
- Need more medical assistance
- Need businesses to have more people and keep the schools open
- Clothing store
- Nice dollar store
- Need a law enforcement team that can get along and work 24 hours a day. If you have a problem before noon, you have to wait till afternoon to get assistance.
- Leash law needs to get enforced
- New businesses
- More jobs
- Immediately: something for kids to do after school – pool hall, game room, arcade, etc.
- Jobs here to keep kids here
- Main Street is ugly and need a facelift right away
- Upton use to have pool hall, car dealer, 3 cafes, 2 drug stores, 3 grocery stores = be nice to have it all again
- More housing
- Land developed so if people want to move, there is land to buy
- Bigger museum
- Old Town developed more
- Red Onion Museum is an asset
- Do something with the land where the old school sat
- Need senior housing with 2 apartments
- Senior Center – facility to feed seniors, exercise room, pool table, meeting, little store
- Cemetery taken care of better (short term goal)
- Possibly charge a fee for maintenance at the cemetery
- Nice if honor farm could come more than 2 times a year to do maintenance on the cemetery

- School section, NE of town should be purchased and make lots available for housing with covenants
- With the right management, this community could double and housing will be greatly needed
- Community growth ensures that we keep school
- Housing needed
- Nothing is more crucial to the community than housing
- Community needs an emergency contingency plan (who to contact, resources we can use in case of an emergency)
- 2 years: cell phone
- 2 years: disaster plan in place
- 3 years: community indoor pool to provide recreation and income for people of all ages
- Housing is a much needed short time goal
- Short term goal: Park and rodeo grounds should be tied together
- Short term goal: senior housing
- Short term: need a place for seniors to eat and socialize
- Light industry would help to bring more businesses to town, which bring families, which bring kids, which mean more sustainability for schools
- Developers to potentially build housing or schools (example Vail valley)
- Long term goal: short distance out of town is the cut across that goes from Hwy 16 to Interstate and into Key Hole Reservoir: could eventually be paved
- State Parks – seems like the State of Wyoming does not put much money into our parks for upkeep and improvement - this should happen!
- Need a larger police force
- It would be nice to have people in town support the existing businesses
- Student enrollment increase
- Housing developments
- Industrial park bring businesses in and school enrollment increase to 300
- Nice housing subdivision with covenants to make our community look nice
- Fix up the downtown; sidewalks
- It would be nice to have a nice downtown, fixed up and looking great
- Long term project: outskirts of Upton cleaned up
- Landscaped yards
- Downtown Upton cleaned up
- More jobs
- Empty lots downtown have shops
- Need some kind of businesses and look on Main Street to make people stops
- Old Town: only sod house in this area of the State
- Potential teen night at Polly's for minimum charge (\$5.00) – pool, play CDs
- RV park for tourists with showers
- Golf team for school students
- We seem to be on the edge of things to happen, but we don't know the steps to make it all happen
- Get younger people involved in the community – how can we get them involved

- More activities for kids
- 2 years: streets paved, cell service, disaster plans
- 5 years: indoor pool added on to the high school
- 10 years: more industries and businesses
- Cell tower put up
- Streets fixed
- More recreation opportunities for kids
- 2 years: indoor pool and football field by the high school – the pool would be recreation for the kids, make money and provide jobs, and add another sport to the school. Aerobic classes for health and activity for elderly as well as kids
- New business development and job growth
- Things for the teenagers to do
- Drug problem addressed
- Grants to help Upton
- Clean up streets/yards
- Facilities that need repair are fixed: Upton pool, Community Center
- Parenting classes
- More family events
- Sewer and water repairs done
- Air condition the community hall
- Place for young people to hang out, play pool, games and have fun
- New and larger museum
- Repair some older buildings and make a use for them
- 2 bedroom living apartments for seniors and disabled
- Government to help with rent for elderly
- More street improvement
- Senior housing
- Good jobs to keep graduate here
- Street improvements
- Clean up junk
- The industrial park project – it will bring jobs to for people here
- A car wash, would be a good small business to have in Upton
- A family General Store that has basic clothing such as socks, shoes, shirts, etc.
- Would like to see an assisted living facility built. So when a person needs help as a senior they would be able to live among friends and family in their home town.
- New sewer and water system
- Repave streets
- Have a Mayor and Council who will participate when impact issues come so that we will receive the maximum allowed by the companies and also look out for the interest of the citizens
- Streets need to be fixed.
- Pave streets that are now gravel
- Senior Center and all purpose center and apartments on the old school lot
- Main Street beautification

- Private and abandoned property clean up
- Attracting more businesses
- Clean up the town – resident and businesses (when you drive in and drive out of town it looks bad)
- Welcome people – in other words, do not make the convents too harsh like for mobile homes – I have seen single-wide trailers look real nice also
- Continue the drive for industry and new business, which will produce jobs
- Housing – personal homes; duplexes; apartments; senior, new mobile homes
- Street repair
- Remove decaying business property on highway through town

## 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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