

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:

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October 8 & 9, 2007

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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 Elk Mountain, Wyoming, in evaluating the community assets and liabilities, and in developing suggestions for improving the future for social, economic and environmental growth of Elk Mountain.

The Town of Elk Mountain requested a community assessment from the Wyoming Rural Development Council. The mayor's committee 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 Elk Mountain. The team members were carefully selected based on their fields of expertise that the Town of Elk Mountain officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the town and interviewed approximately 70 people in 10 listening sessions over a two day period on October 8 & 9, 2007. The team interviewed representatives from the following segments of the community: seniors, community leaders, fire protection, youth, grandparents, parents, and the general public.

Many of these people had reviewed the questions with others in the community 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 Elk Mountain?

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

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

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 Elk Mountain.

The oral report was presented to the people of Elk Mountain on October 9, 2007 and the many citizens who participated were in attendance.

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



EXECUTIVE SUMMARY

On behalf of the Elk Mountain Community Assessment Resource Team, I would like to thank the Town of Elk Mountain and the community members who worked so hard to coordinate the Elk Mountain Community Assessment. This report contains an abundance of information that will hopefully be used by the people of Elk Mountain to better the community and reach its goals.

While reading this report, you will find a variety of recommendations made by the team members on the issues that were identified during the listening sessions. We encourage the town to use these recommendations to build a plan for the future of Elk Mountain.

Anything is possible if everyone works together to achieve a common goal, as the community-minded citizens of Elk Mountain already know. Every step, no matter how small, is a movement in the right direction toward achieving Elk Mountain's goals. It can be done. What you do with the recommendations is your choice and will be accomplished by the dedicated citizens of Elk Mountain.

Members of our team will return to Elk Mountain to facilitate a follow-up meeting in the near future. The meeting will help determine the priorities and develop strategies for implementation in Elk Mountain. We encourage everyone from the town to attend this meeting, even if they were unable to attend the community assessment. This follow-up goal setting meeting will identify both short term and long term goals for Elk Mountain.

On behalf of the Town of Elk Mountain Resource Assessment Team, let me express our gratitude for the hospitality shown us during our time in your community. Good luck on your challenges and visions.

Sincerely,

Jo Ferguson
Team Leader



Source: <http://www.wyomingcarboncounty.com/townpages/elkmountain/gallery.htm>

ELK MOUNTAIN COMMUNITY PROFILE

Elk Mountain is located in Carbon County, 14 miles southeast of Hanna and 16 miles southwest of Medicine Bow. At an elevation of 7,264 feet, the town lies in the shadow of its 11,156-foot mountain. The community was named after a Sioux chieftain called Standing Elk.

The historical significance of the Elk Mountain area lies in the development of the transportation network linking the east and west coasts. The Medicine Bow River crossing was used by the John C. Fremont expedition of 1843. Fremont's party camped in the proximity of the "Medicine Butte", an early name for Elk Mountain. The river became a major crossing for emigrant and stage-coach travelers.

The Stansbury expedition in the 1850, led by famed mountain man Jim Bridger, crossed the Medicine Bow farther north seeking a route for wagon travel. Later, in 1856, Lt. F.T. Bryan, realized the potential of Stansbury's route and suggested it be used for the Overland Stage started by stagecoach king Ben Holladay. By 1862, the operation was imperiled by constant Indian attacks. Holladay chose to move the line southward, back to the Medicine Bow River Crossing, where he built a stage stop. In 1862, Fort Halleck was built on the Overland Stage route a few miles west of Elk Mountain to protect travelers passing through the region. The government maintained the fort from 1862 to 1866 when it was decommissioned because the Indian threat had diminished. During the years spanning 1862 to 1868, 20,000 emigrants a year moved west along the Overland Trail.

Elk Mountain's first mercantile store was constructed in 1902 and in 1905 the Elk Mountain Hotel was built on the property previously used by the Overland Stage Station. Adjacent to the Hotel stood the Garden Spot Pavilion, which was host to such famous entertainers as Louis Armstrong, Tommy Dorsey, Gene Krupa and Lawrence Welk. Both the Hotel and the Pavilion are listed on the National Register of Historic Places but the Garden Spot Pavilion was closed, deemed un-restorable and was demolished for safety reasons. The Hotel property served as an important component in the economic and social life of the Elk Mountain community, as the lodging, mining and livestock industries boomed. The property enjoyed a steady clientele and became a way-station for entrepreneurs and laborers who traveled there for the timber, mineral and ranching industries. Today, the settlement of Elk Mountain is a quiet community of cottonwood tree-lined streets, picturesque buildings and world class trout fishing.

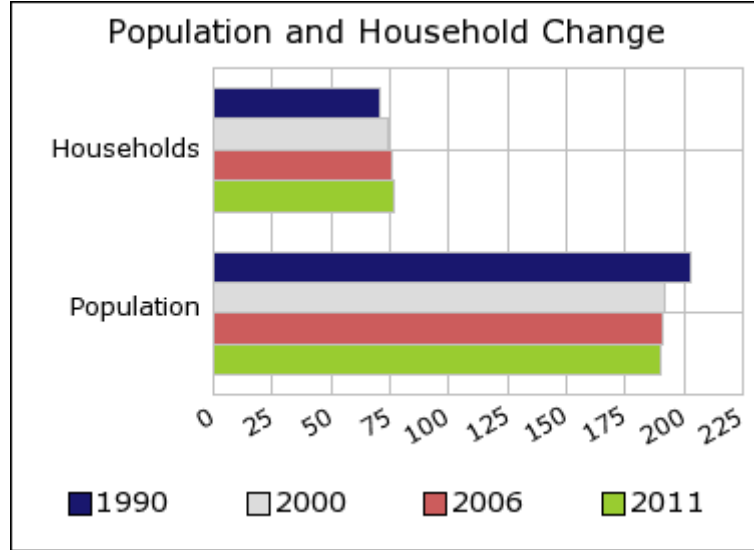
Sources: <http://www.over-land.com>
<http://www.wyomingtalesandtrails.com/stagelines.html>

Elk Mountain Executive Summary

Population Demographics:

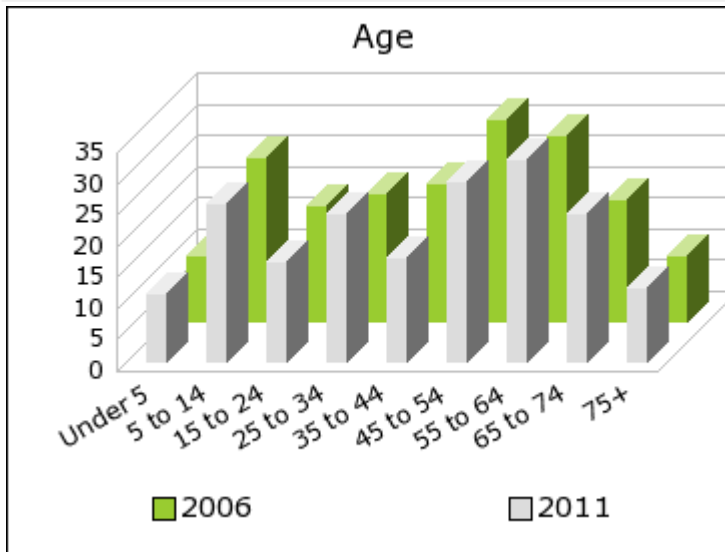
The number of households in Elk Mountain in 1990 was **71** and changed to **74** in 2000, representing a change of **4.2%**. The household count in 2006 was **76** and the household projection for 2011 is **77**, a change of **1.3%**.

The population in Elk Mountain in 1990 was **203** and in 2000 it was **192**, roughly a **-5.4%** change. The population in 2006 was **191** and the projection for 2011 is **190** representing a change of **-0.5%**.



	1990 Census	2000 Census	2006 Estimate	2011 Projection	Percent Change	
					1990 to 2000	2006 to 2011
Total Population	203	192	191	190	-5.2%	-0.4%
Total Households	71	74	76	77	4.7%	1.5%

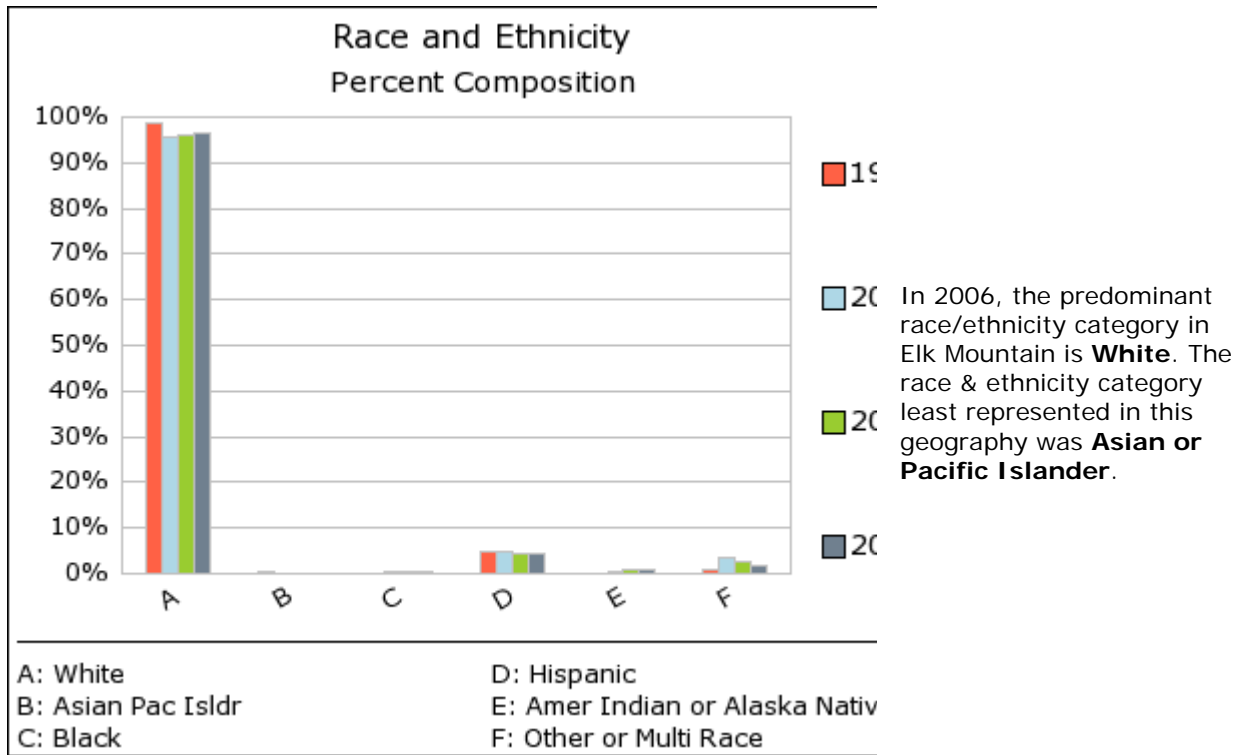
Population by Age



In 1990, the median age of the total population in Elk Mountain was **33.6**, and in 2000, it was **39.6**. The median age in 2006 is **43.9** and it is predicted to change in five years to **46.0** years. In 2006, females represented **45.5%** of the population with a median age of **45.0** and males represented **54.6%** of the population with a median age of **42.9** years. In 2006, the most prominent age group in this geography is **Age 45 to 54** years. The age group least represented is **18 to 24** years.

Age Groups	1990 Census		2000 Census		2006 Estimate		2011 Projection		Percent Change	
		%		%		%		%	1990 to 2000	2006 to 2011
0 to 4	17	8.3%	11	5.6%	11	5.5%	11	5.7%	-36.1%	2.2%
5 to 14	33	16.5%	32	16.8%	26	13.9%	26	13.4%	-3.5%	-3.5%
15 to 19	14	7.1%	14	7.1%	11	5.8%	9	4.8%	-4.9%	-17.0%
20 to 24	8	4.2%	6	3.3%	8	4.1%	7	3.6%	-25.0%	-12.1%
25 to 34	34	17.0%	21	11.1%	21	10.8%	24	12.6%	-38.1%	15.9%
35 to 44	34	17.0%	28	14.8%	22	11.5%	17	8.8%	-17.7%	-24.5%
45 to 54	24	11.9%	30	15.9%	32	17.0%	29	15.2%	26.2%	-10.9%
55 to 64	17	8.3%	22	11.3%	30	15.6%	33	17.1%	29.2%	9.4%
65 to 74	11	5.7%	18	9.1%	20	10.3%	24	12.6%	53.1%	21.4%
75 +	8	4.0%	10	5.0%	11	5.5%	12	6.3%	17.1%	13.3%

Population by Race/Ethnicity

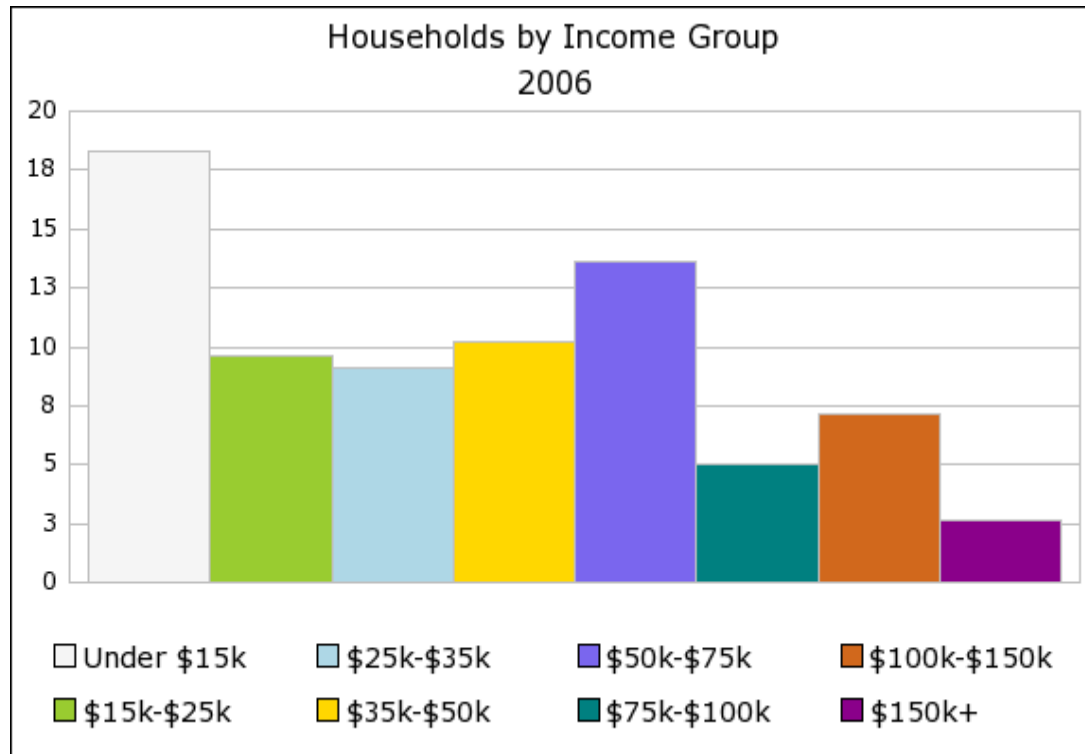


Race & Ethnicity	1990 Census		2000 Census		2006 Estimate		2011 Projection		Percent Change	
		%		%		%		%	1990 to 2000	2006 to 2011
White	200	98.8%	183	95.5%	183	96.0%	183	96.6%	-8.4%	0.3%
Black	0	0.0%	1	0.5%	1	0.5%	1	0.6%	N/A%	25.0%

American Indian or Alaska Native	0	0.0%	1	0.6%	1	0.7%	1	0.7%	N/A%	0.0%
Asian or Pacific Islander	1	0.4%	0	0.1%	0	0.1%	0	0.1%	-66.7%	0.0%
Other Race	2	0.8%	4	2.2%	4	1.8%	3	1.4%	157.1%	-26.7%
Two or More Races			2	1.1%	2	0.9%	1	0.6%		-28.6%
Hispanic Ethnicity	10	4.7%	9	4.9%	9	4.6%	8	4.3%	-2.4%	-5.4%
Not Hispanic or Latino	193	95.3%	183	95.1%	182	95.5%	182	95.7%	-5.3%	-0.1%

Households by Income

In 2006 the predominant household income category in Elk Mountain was **\$0 - \$15K**, and the income group that is least represented in this geography is **\$150K+**.



HH Income

Categories	1990 Census		2000 Census		2006 Estimate		2011 Projection		Percent Change	
		%		%		%		%	1990 to 2000	2006 to 2011
\$0 - \$15,000	17	24.6%	19	25.9%	18	24.1%	18	23.8%	10.3%	0.0%
\$15,000 - \$24,999	11	15.5%	11	15.4%	10	12.6%	8	10.7%	4.1%	-14.0%
\$25,000 - \$34,999	14	19.9%	7	9.6%	9	12.1%	10	13.3%	-49.2%	12.2%
\$35,000 - \$49,999	12	17.0%	14	19.0%	10	13.5%	8	10.7%	16.7%	-19.6%
\$50,000 - \$74,999	13	18.3%	11	14.8%	14	17.9%	15	19.4%	-15.5%	9.8%

\$75,000 - \$99,999	1	1.3%	4	4.8%	5	6.8%	6	7.8%	300.0%	17.4%
\$100,000 - \$149,999	1	1.3%	8	10.5%	7	9.4%	6	7.2%	775.0%	-21.9%
\$150,000 +	0	0.0%	0	0.0%	3	3.5%	5	7.0%	N/A%	100.0%

Average HH Income	\$30,839	\$41,003	\$41,213	\$45,476	33.0%	10.3%
Median HH Income	\$31,620	\$33,706	\$36,755	\$40,262	6.6%	9.5%
Per Capita Income	\$11,302	\$15,801	\$17,214	\$19,346	39.8%	12.4%

Employment and Business Percent Change

	1990 Census		2000 Census		2006 Estimate		2011 Projection	1990 to 2000	2006 to 2011	
Age 16 + Population	149		146		151		151	-2.2%	-0.3%	
In Labor Force	104	70.0%	90	61.8%	93	61.4%	92	60.8%	-13.7%	-1.3%
Employed	95	91.0%	89	98.2%	92	98.7%	90	98.7%	-6.9%	-1.3%
Unemployed	3	3.1%	2	1.8%	1	1.3%	1	1.3%	-50.0%	0.0%
In Armed Forces	0	0.0%	0	0.0%	0	0.0%	0	0.0%	N/A%	N/A%
Not In Labor Force	45	30.0%	56	38.2%	58	38.6%	59	39.2%	24.6%	1.2%
Employment in Blue Collar Occupations			44	50.3%						
Employment in White Collar Occupations			44	49.7%						

Housing Units Percent Change

	1990 Census		2000 Census		2006 Estimate		2011 Projection	1990 to 2000	2006 to 2011	
Total Housing Units	110		136		140		142	23.9%	1.8%	
Owner Occupied	51	46.0%	52	38.4%	54	38.5%	54	38.3%	3.5%	1.2%
Renter Occupied	20	18.2%	22	15.9%	22	15.8%	23	15.9%	7.8%	2.0%
Vacant	39	35.8%	62	45.8%	64	45.7%	65	45.8%	58.2%	2.1%

Vehicles Available Percent Change

	1990 Census		2000 Census		2006 Estimate		2011 Projection	1990 to 2000	2006 to 2011
Ave Vehicles Per HH	2.00		1.30		2.50		2.60	-37.2%	5.9%

0 Vehicles	2	3.2%	1	1.8%	1	1.2%	0	0.6%	-40.0%	-50.0%
1 Vehicle	20	28.3%	16	22.3%	15	20.0%	14	18.6%	-16.9%	-5.9%
2+ Vehicles	48	68.5%	56	75.9%	60	78.8%	62	80.9%	17.2%	4.1%

Marital Status Percent Change

	1990 Census		2000 Census		2006 Estimate		2011 Projection		1990 to 2000	2006 to 2011
Age 15+ Population	152		149		154		154		-2.2%	0.0%
Married:										
Spouse Present	110	72.2%	96	64.2%	99	64.3%	99	64.6%	-13.0%	0.5%
Spouse Absent	2	1.2%	3	1.7%	3	1.7%	3	1.7%	37.5%	0.0%
Divorced	8	5.5%	15	9.8%	15	9.8%	15	9.8%	72.2%	0.0%
Widowed	6	4.0%	8	5.7%	9	5.6%	9	5.6%	38.5%	0.0%
Never Married	26	17.1%	28	18.7%	29	18.6%	28	18.3%	7.2%	-1.6%

Educational Attainment Percent Change

	1990 Census		2000 Census		2006 Estimate		2011 Projection		1990 to 2000	2006 to 2011
Age 25+ Population	129		129		135		138		-0.4%	2.1%
Grade K - 8	6	4.5%	5	4.2%	4	3.1%	4	2.6%	-8.0%	-16.7%
Grade 9 - 12	10	7.4%	15	12.0%	11	8.0%	7	5.4%	61.0%	-30.4%
High School Grad	61	46.8%	48	37.0%	52	38.7%	54	39.5%	-21.2%	4.0%
Some College, No Degree	23	18.1%	30	23.1%	30	21.9%	29	20.8%	27.0%	-3.2%
Associates Degree	4	3.4%	4	3.5%	5	4.0%	6	4.3%	0.0%	8.7%
Bachelor's Degree	18	13.6%	20	15.3%	25	18.6%	29	21.3%	12.0%	16.8%
Graduate Degree	3	2.0%	7	5.1%	8	5.7%	9	6.3%	154.5%	12.1%

Current year data is for the year **2006**, 5 year projected data is for the year **2011**.

CARBON COUNTY PROFILE

POPULATION BY AGE:	2006	% of Total
Population under 5 years	951	6.2%
Population 5 to 14 years	1,819	11.9%
Population 15 to 19 years	933	6.1%
Population 20 to 24 years	1,042	6.8%
Population 25 to 34 years	1,786	11.7%
Population 35 to 44 years	2,050	13.4%
Population 45 to 54 years	2,685	17.5%
Population 55 to 64 years	2,115	13.8%
Population 65 to 74 years	1,095	7.1%
Population 75 years and over	849	5.5%
TOTAL	15,325	100.0%

Source: U.S. Census Bureau

RACE AND HISPANIC ORIGIN	2006 Estimate	% of Total
TOTAL	15,325	100.0%
White alone	14,685	95.8%
Black or African American alone	122	0.8%
American Indian and Alaska Native alone	222	1.4%
Asian alone	124	0.8%
Native Hawaiian/ Other Pacific Islander alone	9	0.1%
Two or More Races	163	1.1%
Race alone or in combination with one or more races:		
White	12,664	82.6%
Black or African American	114	0.7%
American Indian and Alaska Native	186	1.2%
Asian	115	0.8%
Native Hawaiian/ Other Pacific Islander	8	0.1%
Two or More Races	137	1.1%
Hispanic Origin:		
White alone	2,021	13.2%
Black or African American	8	0.1%
American Indian and Alaska Native	36	0.2%
Asian	9	0.1%
Native Hawaiian/ Other Pacific Islander	1	0.8%
Two or More Races	26	11.7%

Note: Hispanic is an ethnic origin not a race.

Source: U.S. Census Bureau

LANDOWNERS	Acres	Square Miles
United States Government		
National Park Service	0	0.0
Forest Service	632,981	989.0
Fish and Wildlife	760	1.2
Bureau of Land Management	2,027,081	3,167.3
Bureau of Reclamation	66,146	103.4
Wyoming		
State Lands Commission	317,708	496.4
Recreation Commission	165	0.3
Game and Fish	24,750	38.7
Local Government		
County	(a)	(a)
City	(a)	(a)
School District & Colleges	(a)	(a)
Other Lands	10,582	16.5
Surface Water	43,450	67.9
Total Public	3,080,172	4,812.8
Total Private	2,016,788	3,151.2
TOTAL LAND	5,096,960	7,964.0

(a) Data not available

Source: University of Wyoming, Department of Geography & Recreation

PERSONAL INCOME	2004
Total Personal Income (000s \$)	\$436,402
Per Capita Personal Income	\$28,438
Per Capita Current Transfer Receipts*	\$4,557
Per Capita Dividends, Interest, and Rent	\$7,271
Average Wage and Salary Disbursements	\$27,919
Average Non-farm Proprietors' Income	\$13,452

*Mainly include Social Security, Disability, Medicare/Medicaid, and other income maintenance payments.

Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System.

SALES TAX COLLECTIONS	FY 2006
INDUSTRY (NAICS)	Total Taxes (\$)
Agriculture, Forestry, Fishing, & Hunting	\$14,698
Mining	\$4,682,587
Utilities	\$858,652
Construction	\$745,508
Manufacturing	\$572,601
Wholesale Trade	\$1,426,449
Retail Trade	\$4,773,323
Transportation and Warehousing	\$25,248
Information	\$463,513
Financial Activities	\$898,666
Professional & Business Services	\$66,782
Educational & Health Services	\$3,756
Leisure & Hospitality	\$1,658,882
Other Services	\$517,461
Public Administration	\$1,216,766
TOTAL	\$17,924,892

Source: State of Wyoming, Department of Revenue

SELECTED STATISTICS: SCHOOL YEAR 2005- 2006	
Number of School Districts	2
Number of Schools	20
Fall Enrollment	2,389
High School Graduates	151
Average Daily Membership (ADM)	2,389
Average Daily Attendance (ADA)	2,202
Certified Teachers	219
Certified Staff	35
Administration	22
Classified Staff	182
Students Transported Daily	933
Bonded Indebtedness, June 30th	\$0
Total General Fund Revenues	\$28,082,791
Total General Fund Expenditures	\$29,596,093
Operating Cost Per ADM	\$13,784

Source: State of Wyoming, Dept. of Education, Statistical Report Series No. 3, annual

CRIME OFFENSES BY CONTRIBUTOR: 2006	
Murder	0
Rape	2
Robbery	4
Aggravated Assault	50
Burglary	62
Larceny	407
Motor Vehicle Theft	25
Violent Crimes	56
Property Crimes	494
TOTAL	550

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

COUNTY EMPLOYMENT STATISTICS	
Labor Force (May 2007) <i>p</i>	8,350
Employed (May 2007) <i>p</i>	8,071
Unemployed (May 2007) <i>p</i>	279
Unemployment Rate (May 2007) <i>p</i>	3.3%
Ave. Weekly Wage - Covered Emp. (Q4_06)	\$718

Source: State of Wyoming, Department of Employment
p = preliminary

COUNTY FINANCE	
Assessed Valuation (For 2005)	\$898,683,428
Total Property Taxes Levied (2005)	\$56,822,170
Sales and Use Tax Distribution (FY2005)	\$15,653,015
Bank Deposits (6/30/2005)	\$229,983,000
2005 Average County Levy (mills)	63.228

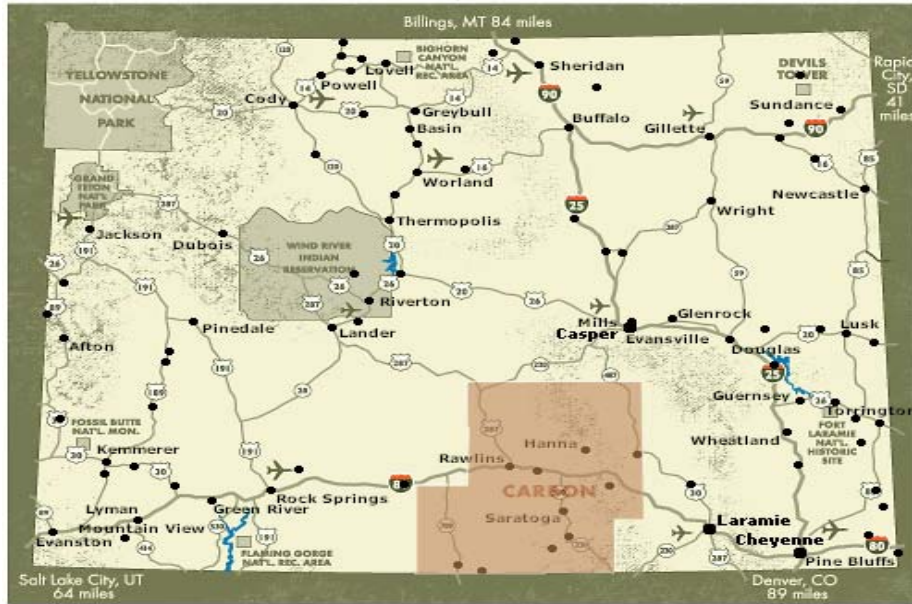
Source: State of Wyoming, Dept. of Revenue & Dept. of Audit

FULL AND PART TIME EMPLOYMENT	2004
Wage and Salary	7,020
Proprietors	2,718
Farm	539
Forestry, Fishing, Related Activities	140
Mining	261
Utilities	56
Construction	(D)
Manufacturing	(D)
Wholesale Trade	183
Retail Trade	1,095
Transportation and Warehousing	514
Information	100
Finance and Insurance	243
Real Estate, Rental, and Leasing	380
Professional and Technical Services	(D)
Management of Companies and Enterprises	(D)
Administrative and Waste Services	301
Educational Services	28
Health Care and Social Assistance	595
Arts, Entertainment, and Recreation	246
Accommodation and Food Services	1,037
Other Services, except Public Administration	512
Government and Government Enterprises	2,115
TOTAL	9,738

EARNINGS (000s of \$):	2004
Wage and Salary	\$195,989
Proprietors	\$35,741
Supplements to Wages and Salaries*	\$56,940
Farm	\$9,462
Forestry, Fishing, Related Activities	\$1,737
Mining	\$12,966
Utilities	\$3,606
Construction	(D)
Manufacturing	(D)
Wholesale Trade	\$7,908
Retail Trade	\$19,477
Transportation and Warehousing	\$27,729
Information	\$2,796
Finance and Insurance	\$5,969
Real Estate, Rental, and Leasing	\$4,833
Professional and Technical Services	(D)
Management of Companies and Enterprises	(D)
Administrative and Waste Services	\$3,326
Educational Services	\$80
Health Care and Social Assistance	\$15,098
Arts, Entertainment, and Recreation	\$3,897
Accommodation and Food Services	\$12,346
Other Services, except Public Administration	\$8,256
Government and Government Enterprises	\$86,264
TOTAL	\$288,670

*Supplements to Wages and Salaries include employer contributions for employee pension/insurance funds and for government social insurance
(D) - not shown to avoid disclosure of confidential information

Source: U.S. Department 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/wdftp.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. Carbon 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 (July 2007).
5. Unemployment Insurance - taxable base rate of \$18,100. Tax rates by industry grouping - WY Dept. of Employment. Source: <http://wydoe.state.wy.us/doi.asp?ID=456>.
6. Workers' Compensation - rates vary by occupation and can be found at: Source: <http://wydoe.state.wy.us/doi.asp?ID=812>.
7. Property taxes. Average tax rate in Carbon County is 6.4887%. 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 0.064887 = \$6,164.

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.

Cost of Living Index (Prices as of January 3, 4, and 5, 2007, Statewide Average = 100)

Food	Housing	Apparel	Transportation	Medical	Recreation & Personal Care
102	103	111	101	102	104

Source: State of Wyoming, Economic Analysis Division (<http://eadiv.state.wy.us/wcli/NewsRelease-4Q06.pdf>).

Average Price of Single-Family Home (2005)

\$96,200

Source: A Profile of Wyoming <www.wyomingcda.com>

Higher Education

Western Wyoming Community College: Campuses in Rock Springs and Green River
University of Wyoming Outreach Program

Transportation

1. **Airports:**
Laramie Regional (LAR)

3 miles west of Laramie
 Commercial Service: Great Lakes (United Express)
 Daily flights to: Denver
 Fixed Base Operators: Cowboy Aviation
 Runways: 7,700 x 150 ft., asphalt
 6,300 x 100 ft., asphalt

Rawlins Municipal (RWL)

1 miles northeast of Rawlins
 Fixed Base Operators: France Flying Service
 Runways: 7,008 x 100 ft., asphalt
 4,320 x 60 ft., asphalt

Dixon (9U4)

2 miles east of Dixon
 Runway: 5,500 x 75 ft., asphalt
 Fixed Base Operators: none

Shively Field (SAA)

0.5 miles southwest of Saratoga
 Runway: 8,800 x 75 ft., asphalt
 Fixed Base Operators: Saratoga Aviation, Inc.

2. **Highways:**

Interstate 80
 U.S. 30
 U.S. 287

3. **Railroads:**

Colorado and Wyoming
 Union Pacific

Carbon County Business Report (Estimate)

Daytime Population: Total Employees (2006) 5,749
Business Counts: Total Establishments (2006) 785

Employees By Occupation	2006	% of Total
"White Collar" Employees	3,115	54.2%
Administrative Support Workers	957	16.6%
Executive Managers & Administrators	534	9.3%
Professional Specialty Occupations	794	13.8%
Sales Professionals	142	2.5%
Sales Workers & Clerks	549	9.5%
Technical Sales & Administrative	16	0.3%
Technologies & Technicians	123	2.1%
"Blue Collar" Employees	2,583	44.9%
Construction, Repair & Mining	185	3.2%
Farming, Forestry & Fishing	146	2.5%
Handlers, Helpers & Laborers	225	3.9%

Machine Operators, Assemblers & Inspectors	93	1.6%
Other Services Field Based	36	0.6%
Other Services Site Based	1,066	18.5%
Precision Craft & Repair	570	9.9%
Private Household Service	0	0.0%
Protective Services	94	1.6%
Transportation & Materials Moving Workers	168	2.9%
<hr/>		
Establishments: Size	2006	% of Total
<hr/>		
1 - 4 Employees	529	67.4%
5 - 9 Employees	133	16.9%
10 - 19 Employees	65	8.3%
20 - 49 Employees	43	5.5%
50 - 99 Employees	9	1.1%
100 - 249 Employees	5	0.6%
250 - 499 Employees	0	0.0%
500 - 999 Employees	1	0.1%
1,000+ Employees	0	0.0%
<hr/>		
Major Industry: Employees	2006	% of Total
<hr/>		
Agricultural, Forestry, Fishing	60	1.0%
Construction	215	3.7%
Finance, Insurance & Real Estate	228	4.0%
Manufacturing	64	1.1%
Mining	28	0.5%
Public Administration	721	12.5%
Retail Trade	1,372	23.9%
Services	2,767	48.1%
Transportation & Communications	182	3.2%
Unclassified	51	0.9%
Wholesale Trade	61	1.1%
<hr/>		
Major Industry: Establishments	2006	% of Total
<hr/>		
Agricultural, Forestry, Fishing	10	1.3%
Construction	38	4.8%
Finance, Insurance & Real Estate	56	7.1%
Manufacturing	13	1.7%
Mining	8	1.0%
Public Administration	101	12.9%
Retail Trade	160	20.4%
Services	323	41.1%
Transportation & Communications	47	6.0%
Unclassified	7	0.9%
Wholesale Trade	22	2.8%
<hr/>		
Retail Trade: Employees	2006	% of Total
<hr/>		

Auto Dealers & Gas Stations	377	27.5%
Bars	50	3.6%
Building Materials Hardware & Garden	66	4.8%
Catalog and Direct Sales	4	0.3%
Clothing Stores	5	0.4%
Convenience Stores	47	3.4%
Drug Stores	16	1.2%
Electronics & Computer Stores	34	2.5%
Food Markets	101	7.4%
Furniture Stores	9	0.7%
General Merchandise Stores	64	4.7%
Home Furnishings	15	1.1%
Liquor Stores	57	4.2%
Music Stores	2	0.1%
Other Food Service	6	0.4%
Other Food Stores	5	0.4%
Restaurants	414	30.2%
Specialty Stores	100	7.3%
Total Retail Trade	1,372	100.0%
<hr/>		
Retail Trade: Establishments	2006	% of Total
<hr/>		
Auto Dealers & Gas Stations	23	14.4%
Bars	14	8.8%
Building Materials Hardware & Garden	9	5.6%
Catalog & Direct Sales	1	0.6%
Clothing Stores	2	1.3%
Convenience Stores	8	5.0%
Drug Stores	2	1.3%
Electronics & Computer Stores	5	3.1%
Food Markets	4	2.5%
Furniture Stores	3	1.9%
General Merchandise Stores	5	3.1%
Home Furnishings	6	3.8%
Liquor Stores	4	2.5%
Music Stores	2	1.3%
Other Food Service	1	0.6%
Other Food Stores	3	1.9%
Restaurants	32	20.0%
Specialty Stores	36	22.5%
Total Retail Trade	160	100.0%
<hr/>		
Service: Employees	2006	% of Total
<hr/>		
Advertising	3	0.1%
Auto Repair/Services	880	31.8%
Beauty and Barber Shops	24	0.9%
Child Care Services	71	2.6%
Colleges & Universities	6	0.2%

Computer Services	8	0.3%
Dry Cleaning & Laundry	9	0.3%
Entertainment & Recreation Services	99	3.6%
Health & Medical Services	169	6.1%
Hospitals	333	12.0%
Hotels & Lodging	339	12.3%
Legal Services	39	1.4%
Membership Organizations	66	2.4%
Miscellaneous Repair Services	33	1.2%
Motion Pictures	20	0.7%
Museums & Zoos	6	0.2%
Other Business Services	125	4.5%
Other Education & Library Services	18	0.7%
Other Personal Service	27	1.0%
Primary & Secondary Education	338	12.2%
Professional Services	51	1.8%
Social Services	103	3.7%
Total Services	2,767	100.0%

Service: Establishments	2006	% of Total
Advertising	1	0.3%
Auto Repair/Services	27	8.4%
Beauty and Barber Shops	15	4.6%
Child Care Services	8	2.5%
Colleges & Universities	1	0.3%
Computer Services	4	1.2%
Dry Cleaning & Laundry	5	1.5%
Entertainment & Recreation Services	15	4.6%
Health & Medical Services	47	14.6%
Hospitals	5	1.5%
Hotels & Lodging	39	12.1%
Legal Services	15	4.6%
Membership Organizations	36	11.1%
Miscellaneous Repair Services	13	4.0%
Motion Pictures	4	1.2%
Museums & Zoos	2	0.6%
Other Business Services	15	4.6%
Other Education & Library Services	6	1.9%
Other Personal Service	6	1.9%
Primary & Secondary Education	20	6.2%
Professional Services	18	5.6%
Social Services	21	6.5%
Total Services	323	100.0%

Carbon County Consumer Expenditure Report (Estimate)

	2006 Estimate	2011 Projection	% Change 2006 - 2011
Total Households	6,233	6,294	1.0%
Total Average Household Expenditure	\$43,445	\$46,099	6.1%
Total Average Retail Expenditure	\$19,227	\$20,375	6.0%

Consumer Expenditure Detail (Average Household Annual Expenditures)

	2006 Estimate	2011 Projection	% Change 2006 - 2011
Airline Fares	\$315.40	\$339.24	7.6%
Alcoholic Beverages	\$519.84	\$554.59	6.7%
Alimony & Child Support	\$221.92	\$239.03	7.7%
Apparel	\$628.39	\$666.09	6.0%
Apparel Services & Accessories	\$67.76	\$72.82	7.5%
Audio Equipment	\$77.15	\$81.45	5.6%
Babysitting & Elderly Care	\$342.40	\$366.48	7.0%
Books	\$53.88	\$57.37	6.5%
Books & Supplies	\$136.80	\$147.92	8.1%
Boys Apparel	\$37.09	\$38.88	4.8%
Cellular Phone Service	\$367.33	\$385.70	5.0%
Cigarettes	\$292.25	\$303.13	3.7%
Computer Hardware	\$299.30	\$320.88	7.2%
Computer Information Services	\$142.18	\$152.88	7.5%
Computer Software	\$23.28	\$24.98	7.3%
Contributions	\$1,554.77	\$1,675.97	7.8%
Coolant & Other Fluids	\$7.03	\$7.43	5.7%
Cosmetics & Perfume	\$92.56	\$98.11	6.0%
Deodorants & Other Personal Care	\$25.63	\$27.20	6.1%
Education	\$973.48	\$1,051.72	8.0%
Electricity	\$1,207.97	\$1,263.70	4.6%
Entertainment	\$2,483.44	\$2,643.51	6.4%
Fees & Admissions	\$597.52	\$646.38	8.2%
Finance Chgs Exc Mort & Veh	\$496.81	\$523.75	5.4%
Floor Coverings	\$60.73	\$66.48	9.5%
Food & Beverages	\$7,054.41	\$7,437.44	5.4%
Food At Home	\$3,764.42	\$3,936.92	4.6%
Food Away From Home	\$2,770.15	\$2,945.93	6.3%
Footwear	\$82.73	\$86.56	4.6%
Fuel Oil & Other Fuels	\$121.82	\$128.47	5.5%
Funeral & Cemetery	\$84.89	\$89.93	5.9%
Furniture	\$513.14	\$551.99	7.6%
Gasoline & Oil	\$2,087.56	\$2,196.50	5.2%
Gifts	\$1,125.84	\$1,210.34	7.5%
Girls Apparel	\$35.62	\$37.55	5.4%
Hair Care	\$50.83	\$53.91	6.1%
Hard Surface Flooring	\$22.45	\$24.09	7.3%

Health Care	\$2,889.24	\$3,037.85	5.1%
Health Care Insurance	\$1,396.81	\$1,468.68	5.1%
Health Care Services	\$691.72	\$725.99	5.0%
Health Care Supplies & Equip	\$800.71	\$843.18	5.3%
Household Services	\$276.03	\$296.90	7.6%
Household Supplies	\$667.02	\$716.40	7.4%
Household Textiles	\$138.08	\$147.63	6.9%
Housewares & Small App	\$958.80	\$1,028.64	7.3%
Indoor Plants & Fresh Flowers	\$60.30	\$64.88	7.6%
Infants Apparel	\$24.60	\$26.02	5.8%
Jewelry	\$27.23	\$29.29	7.6%
Legal & Accounting	\$93.14	\$98.36	5.6%
Magazines	\$30.15	\$32.10	6.5%
Major Appliances	\$226.42	\$241.08	6.5%
Mass Transit	\$84.60	\$90.88	7.4%
Men's Apparel	\$186.58	\$198.44	6.4%
Mortgage Interest	\$3,284.47	\$3,527.14	7.4%
Natural Gas	\$456.14	\$479.20	5.1%
New Car Purchased	\$1,022.41	\$1,099.63	7.6%
New Truck Purchased	\$1,210.02	\$1,301.41	7.6%
New Vehicle Purchase	\$2,232.43	\$2,401.04	7.6%
Newspapers	\$63.06	\$67.22	6.6%
Oral Hygiene Products	\$23.54	\$24.96	6.0%
Other Lodging	\$451.33	\$492.95	9.2%
Other Miscellaneous Expenses	\$95.65	\$100.86	5.4%
Other Repairs & Maintenance	\$128.74	\$137.92	7.1%
Other Tobacco Products	\$32.49	\$33.70	3.7%
Other Transportation Costs	\$495.85	\$530.24	6.9%
Other Utilities	\$374.45	\$393.81	5.2%
Paint & Wallpaper	\$57.28	\$61.29	7.0%
Personal Care Products	\$152.67	\$161.88	6.0%
Personal Care Services	\$437.50	\$463.62	6.0%
Personal Insurance	\$431.61	\$463.89	7.5%
Pet Supplies & Services	\$245.72	\$260.48	6.0%
Photographic Equip & Supplies	\$110.79	\$117.51	6.1%
Plumbing & Heating	\$51.46	\$55.13	7.1%
Property Taxes	\$1,469.11	\$1,581.03	7.6%
Public Transportation	\$489.74	\$526.74	7.6%
Records/Tapes/CD Purchases	\$123.07	\$130.00	5.6%
Recreational Equip & Supplies	\$1,000.02	\$1,061.24	6.1%
Rental Costs	\$2,268.38	\$2,336.55	3.0%
Roofing & Siding	\$70.27	\$75.19	7.0%
Satellite Dishes	\$9.66	\$10.22	5.8%
Shaving Needs	\$10.94	\$11.61	6.1%
Shelter	\$8,625.96	\$9,172.02	6.3%
Telephone Svc Excl Cell	\$725.14	\$761.49	5.0%
Televisions	\$112.47	\$118.83	5.7%
Transportation	\$9,101.41	\$9,649.34	6.0%

Tuition	\$836.68	\$903.80	8.0%
Used Car Purchase	\$828.00	\$865.61	4.5%
Used Truck Purchase	\$721.36	\$753.91	4.5%
Used Vehicle Purchase	\$1,549.36	\$1,619.52	4.5%
VCRs & Related Equipment	\$46.39	\$49.01	5.6%
Vehicle Insurance	\$1,045.40	\$1,103.25	5.5%
Vehicle Repair	\$702.49	\$742.87	5.7%
Vehicle Repair & Maintenance	\$709.52	\$750.30	5.7%
Video & Audio Equipment	\$885.90	\$935.89	5.6%
Video Game Hardware & Software	\$28.80	\$30.47	5.8%
Watches	\$5.02	\$5.39	7.4%
Women's Apparel	\$194.01	\$205.82	6.1%

Resource Team Members

Elk Mountain, Wyoming
October 8 & 9, 2007



Jo Ferguson, Sr. Rural Development Specialist
Wyoming Rural Development Council
214 W. 15th Street
Cheyenne, WY 82002
307-777-5812
Jo.ferguson@wybusiness.org

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ALIGN: Organizational Development and Training
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Nancy Weidel
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2301 Central Avenue
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Rock Springs, WY
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Community Contact

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Elk Mountain, Wyoming
COMMUNITY ASSESSMENT
Monday & Tuesday, October 8 & 9, 2007

AGENDA

<u>DATE</u>	<u>ACTIVITY</u>	<u>LOCATION</u>
<u>October 8</u>		
9 a.m.	Orientation and Organization Meeting (Team Members)	Senior Center
10 -11:45 a.m.	Tour of Elk Mountain	
Noon	Lunch	Senior Center
12:35 – 1:30 p.m.	Listening Session/Seniors	Senior Center
1:35 – 2:45 p.m.	Listening Session/General	Senior Center
2:45 – 3 p.m.	Break	
3 – 4 p.m.	Listening Session/General	Senior Center
4 – 5 p.m.	Listening Session/General	Senior Center
5:30 p.m.	Dinner	
6:30 – 7:30 p.m.	Listening Session/General	Senior Center
7:30 p.m.	Regularly Scheduled Town Council Meeting	
<u>October 9</u>		
7:30 - 8:30 a.m.	Breakfast	
8:45 - 9:45 a.m.	Listening Session/General	Senior Center
9:45 – 10:45 a.m.	Listening Session/General	Senior Center
10:45 a.m.	To Hanna	
11:19 – 11:46 a.m.	Middle School Lunch Time	
12:16 – 12:43 p.m.	High School Lunch Time	
12:45 p.m.	Return to Elk Mountain	
1:15 – 2:15 p.m.	Listening Session/General	Senior Center
2:15 - 6:00 p.m.	Resource Team Preparation for community feedback	
6:00 – 8:00 p.m.	Town Meeting & Dinner	Elk Mtn.Gym

TOWN OF ELK MOUNTAIN

COMMUNITY ASSESSMENT, OCTOBER 8 & 9, 2007

MAJOR THEMES:

Infrastructure

Water

Well & Distribution

Roads

Maintenance, County & Town

Sewer

Town Image & Beautification

Town Clean-up, yards, lots

Absentee homeowners

Run-down vacant properties

Signage

Code Enforcement

Growth

Housing

Property availability

Size of Housing Development

Planning

School

Community/Rec Center

Library

Museum

Services

Ambulance/EMT's

Retail

Law Enforcement

Ray Sarcletti

Southwest Regional Director
Wyoming Business Council
1400 Dewar Drive, Suite 208A
Rock Springs, WY 82901
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Introduction

I wish to say “THANK YOU” to the Mayor, Town Council, Elk Mountain Community Organization and the wonderful people of Elk Mountain for the hospitality and friendliness that you showed to me and the other members of the Resource Team. The accommodations and the meals were outstanding. The residents of Elk Mountain said many times over that the asset of the community is the people and the quality of life. This becomes very evident when one has the opportunity to stay in the community of Elk Mountain as our Resource Team members have. The beauty of the area reminded me why fall is my favorite season of the year,

INFRASTRUCTURE

Challenge: The possible construction of a coal/diesel processing plant near the Town of Elk Mountain raised concerns that the water well and distribution system will be inadequate to serve the community as a result of the potential growth.

Recommendations: The Town of Star Valley Ranches is the most recent incorporated town in the State of Wyoming. The water distribution system is inadequate for not only present use, but also future growth. The town applied to the Wyoming Water Development Commission for assistance. The WWDC program is a three year process; Phase One funds a study to determine the need, problems and solutions, Phase Two funds the engineering costs to develop the plans, and Phase Three is a grant and loan through the State of Wyoming to fund the construction.

The USDA Rural Development may be another source for water funding in small rural communities. They have indicated in the past that they maybe able to provide limited funding.

Resources:

Michael Purcell
Wyoming Water Development Office
6920 Yellowstone Road
Cheyenne, WY 82002
Phone: 307-777-7626
Email: <http://www.wwdc.state.wy.us>

USDA Rural Development, Southeast Area Office
Rural Development Manager
1441 East "M" Street, Suite A
Torrington, WY 82240
Phone: 307-532-4880

TOWN IMAGE & BEAUTIFICATION

Challenges: The abandoned properties, absentee property ownership and residential lots in the town requiring clean-up was a major concern that was expressed by the citizens in the listening sessions.

Recommendations: The Cities of Rock Springs and Green River recently adopted Urban Renewal Authority ordinances to address similar concerns in those communities. The URA ordinances provide the community with the authority to identify areas of slum and blight within the community as well as the authority to condemn if necessary.

Jim Davis, City of Evanston, made presentations in both of those communities as to the benefits that the City of Evanston has realized as a result of the adoption of the URA ordinances. Jim has been willing to make his presentation to the towns and cities in the Southwest Region as well as in other areas. I recommend that you contact Mr. Davis.

The Wyoming Business Council also administers the Community Development Block Grant Program. The grant program requires no match; however, one of the three national objectives required by the Federal Housing and Urban Development agency must be met. The elimination of slum and blight that cause safety issues in the community and urgent need are two of the three possible issues that might meet the required objective. As I said, you only need to meet one of the three.

Resources:

Jim Davis
City of Evanston
1200 Main Street
Evanston, WY 82930
Phone: 307-783-6309
Email: jdavis@mail.evanstonwy.org

Tom Johnson
Southwest Regional Director
Wyoming Business Council
1400 College Drive, Room 203
Cheyenne, WY 82002
Phone: 307-635-7735

Email: tom.johnson@wybusiness.org

GROWTH

Challenges: The possibility of the construction of a coal/diesel processing plant being built near the Town of Elk Mountain raises concerns about future housing development. Concerns were expressed about property availability, the size of the housing development and the need for planning.

Recommendations: I had the opportunity to take a tour of a potential housing development located on the ranch property owned by Bill and Peg Johnson. The property is in the county, but does lie within the one mile buffer zone that allows the town or city to collaborate with the county planning office to insure that the development will be acceptable to the town. I also had the opportunity to ride with the developer who has been selected by the Johnson's to pursue the possibility of developing the area. I was pleased to hear him tell me that it is crucial for him to work with the town in the development process. The property has a breath taking view of Elk Mountain encircled by the river and trees. It seems to me that this property would be very attractive for the permanent personnel who will be eventually conducting everyday plant operations at the coal/diesel processing plant should that become a reality. I also see it as a very attractive subdivision to attract the retiring baby boomers that are looking for retirement property in small rural communities that offer the quality of life afforded in Elk Mountain.

The Wyoming Community Development Authority (WCDA) is a good resource for housing infrastructure grants as well as providing information regarding future planning. Another resource is the Wyoming Housing Network, a non-profit corporation that does public/private housing development. They are currently doing a workforce housing project in conjunction with the Town of Mountain View in Southwest Wyoming. I would encourage you to contact both of these agencies for assistance.

Resources:

Cheryl Gillum
Housing Programs Manager
WCDA
155 North Beech Street
Casper, WY 82602
Phone: 307-265-0603

Forrest Neuerburg, Executive Director
Wyoming Housing Network
300 S. Wolcott, Suite 200
Casper, WY 82601
Phone: 307-472-5843

Challenge: A community/recreation center, a library and a museum have been identified as projects that desired and needed in the community.

Recommendations: The Town of Superior received a vacant elementary school building from Sweetwater School District #1. The building houses the town administration offices, the town council chamber, a museum, a senior citizen center, an exercise room and a library that the Sweetwater County Library Board provides at one end of the building. The gymnasium contained a stage, and that portion of the facility is used for indoor events. The Wyoming Business Council's Community Facility Grant program provided the funds to put a new roof on the building, upgrade electrical system, upgrade the plumbing, and install a new heating system for the building as well as providing funds to bring the building into ADA compliance. This project has been a win-win for the town and the school district. The CFG program will allow the town to purchase a vacated building and renovate it for this purpose as well.

The Town of Wamsutter is currently seeking funding possibilities to fund the Wamsutter Commons project that will include a small medical clinic, a library, a community/recreation facility and a new town hall. The University of Wyoming has provided the community with a community development staff person who works under the auspices of the UW Extension Service. Lisa Collson, the UW staff person, researches funding sources such as the Wyoming Business Council CBDG program, the Wyoming Business Council's Business Ready Communities Grant and Loan program, foundation and other private funding sources to fund the projects. Lisa may be able to tell you how you might obtain assistance through the UW Extension Service.

Other communities in the Southwest Region have formed 501(c)3 non-profit corporations that allows the towns and cities to accept foundation grants. I would suggest that the Town of Elk Mountain consider forming such a corporation to help fund your projects. The Elk Mountain Community Organization (EMCO) would be a prime group to incorporate. Tom Johnson is a great resource to assist.

Richard Hawley, Senator Mike Enzi's staff person located in Casper is a great resource for federal grants for rural communities. I suggest that you contact him. He has been very helpful to me as well as my rural communities.

Resources:

Tom Johnson
Southwest Regional Director
Wyoming Business Council
1400 College Drive, Room 203
Cheyenne, WY
Phone: 307-635-7735
Email: tom.johnson@wybausiness.org

Richard Hawley

Projects/Grants Coordinator
100 East B St., Room3201
Casper, WY 82602
Phone: 307-261-6575
Richard_Hawley@enzi.senate.gov

SERVICES

Challenge: A great deal of concern was expressed about the lack of local ambulance service and EMT's. Apparently it takes over an hour for an ambulance to respond from Rawlins.

Recommendation: I admit that this is an area that I have little to offer, however I do know that small communities in the Southwest Region have been able to acquire funds to purchase an ambulance through the State Loan and Investment Board (SLIB). As I understand it, the South Lincoln County Medical Center provides outreach EMT training for the small communities in that area, and it seems to me that Carbon County would provide similar offerings.

Resource:

Office of State Lands and Investments
Herschler Building, 3rd Floor West
Cheyenne, WY 82002
Phone: 307-777.7331

Challenge: The lack of law enforcement is also a major concern in the community. Although the Wyoming Highway Patrol has troopers who reside in the town, their mission is to patrol the highways and not deal with local law enforcement issues.

Recommendations: Small communities find it very difficult to fund local law enforcement. Local law enforcement requires a minimum of two officers. There is a tremendous burn-out when a community has only two officers on the force. Both officers must be available for any emergency that can occur; therefore, small communities experience a high turnover in personnel as a result. In some of my smaller communities, the county sheriff will provide a permanent deputy assigned to assist the local law enforcement officers. If the towns of Elk Mountain and Hanna can possibly find a way to share law enforcement personnel, and find a way to house a permanent deputy, it may go a long way in solving the problem. The Town of Cokeville has a police officer, Chief John Jackman. I recommend that you contact Chief Jackman for his advice and input.

Resources:

Police Chief John Jackman, Town of Cokeville
110 Pine Street, P.O. Box 99
Cokeville, WY 83114 Phone: 307-279-3227

Challenge: Many of the residents complained about a lack of retail; a gas station that operates in the evening hours, a small grocery outlet where one can purchase a loaf of bread or a gallon of milk, a small restaurant that is open year around, and some specialty shops for tourists.

Recommendation: Attracting retail to a small community is difficult at best. The close proximity to I-80 is an asset that the town may be able to capitalize on. The City of Rock Springs contracted with Roger Brooks, Destination Development, to conduct an assessment of the community. Mr. Brooks indicated that the very best lure to get the traveling public to stop or deviate from their routine travel is to advertise "CLEAN RESTROOMS." This will lure more travelers to the town or city than any other thing. Once the traveler is in the town to use the clean restrooms, signs can be used to encourage them to shop. Retail volume is essential to attracting retail businesses. The City of Rock Springs applied for a CDBG Planning Only grant to fund a portion of the Destination Development study and recommendations. Although it could be cost prohibitive to contract for a very comprehensive study, it may be worth looking into because I feel that a study done in small community could be cost effective. Mr. Brooks did a study for the Town of Kemmerer for half the cost of the Rock Springs study.

Your local economic development professionals are a great resource to assist you with your quest for more retail services.

Resources:

Mark Ducker, Executive Director
Carbon County Economic Development
215 W. Buffalo St., Suite 337
Carbon Building
Rawlins, WY 82301
Phone: 307-324-3836
mark@ccwyed.net

Tom Johnson
Southeast Regional Director
1400 College Drive, Room 203
Cheyenne, WY
Phone: 307-635-7735
Email: tom.johnson@wybusiness.org

ADDITIONAL INFORMATION

Challenge: Although this issue was not prevalent enough to rank in the top themes, a river walk was mentioned as a project that would be desirable for the town. Two communities in my region consider the river to be one of the main assets in their cities, and have developed tourist attractions around the rivers. The City of Evanston has been developing their river project on the Bear River. The project is called the B.E.A.R. (Bear Enhancement and River) project. The committee began with the river walk, and they have now completed 3 of 8 of the phases

identified in the master plan.

The City of Green River also began their river enhancement projects with a river walk. Both of the cities have created a beautiful enhancement to the river.

Recommendation: I took a few minutes to walk to the river from my cabin at the Elk Mountain Cabins, and had an opportunity to see the beauty of the river. I could visualize the river walk that was mentioned in the listening sessions. Although this is probably a project that is not now a priority, there may be a group of citizens who may want to start the process for the future. I mentioned in one of my recommendations that the town form a 501©3 non-profit corporation that will allow you to receive private donations as well as seek foundation grants for matching funds that many public grants require. Both of the cities I mentioned above have done that. They have used the non-profit corporation for fund raisers and to seek grants for their projects. The City of Evanston just received a check of \$55,000.00 from BP America to help fund phase four of the B.E.A.R project.

Both communities applied for and received T21 grants through the Wyoming Department of Transportation to construct the walks. They do require 20% matching funds.

Resources:

Paul Knopf
Community Development Director
City of Evanston
1200 Main Street
Evanston, WY 82930
307-783-6470

Walt Bratton
Parks and Recreation Director
City of Green River
50 East 2nd North
Green River, WY 82930
Phone: 307-872-0500

Nancy Weidel
State Historic Preservation Office
(307) 777-3418
nweide@state.wy.us

Thank you for extending a warm welcome to the assessment team during our all too brief visit to Elk Mountain. Spending two days in your wonderful town was a real treat; you are fortunate to live in such a beautiful place. Not only is the scenery striking, but the town itself is charming and the people so friendly and helpful. You treated us royally and I've been extolling the virtues of Elk Mountain ever since I returned!

I believe that the comments we heard represented a good cross-section of Elk Mountain residents. The team was pleased with the participation by the community and the honesty of the community members.

Challenge: The need for a community recreation center, a larger library, a museum, a daycare center, adult education facility, etc.

Theme: Growth

Solution: Elk Mountain already has a building that could be rehabilitated to accommodate these various needs and that building is the school. I realize that the classroom side of the building is slated for demolition but there may still be time to consider the option of saving the entire building. Many communities in Wyoming have found that the old school building can be used as a community center. An old school building is often sold to a town for a dollar. The money that will be needed for just demolition alone perhaps could be applied to rehabilitation costs or maybe even used as match for the Community Facilities and Loan Program (CFP) from the Wyoming Business Council.

The CFP requires a 10% match for amounts up to \$250,000 and 15% match for more than that amount. Match can be part in-kind and part cash. The value of the building can be used as match. The program has awarded as much as \$1,500,000 for a single project. Thirteen of the nineteen projects that have been funded with CFP funds involve old school buildings. Such communities as Evanston, Dayton, Glendo, La Grange and others have modified their schools for community centers.

The next grant period ends December 14, 2007, which is far too soon to apply this year, but the next grant cycle will end June 2008. It is reasonable to expect that the town could apply for the funds before that grant period closes.

To learn more about the Community Facilities and Loan Program (CFP), go to: <http://www.wyomingbusiness.org/community/facilities.aspx>. Contact person is: Shannon Stanfill at Shannon.stanfill@wybusiness.org or (307) 777-2841 administers the grant program.

You can also contact Tom Johnson, Southeast Regional Director for the Wyoming Business Council at (307) 635-7735.

The University of Wyoming's American Studies Program did a study on school buildings around the state and is very interested in preserving these buildings. An instructor, Mary Humstone, has met with Wyoming legislators and the School Facilities Commission about the importance of saving these valuable community buildings.

For more information on what you can do to help save the school building, contact Mary Humstone at humstone@uwyo.edu or (307) 766-4929.

Incidentally, it is not true that old school buildings cannot be retrofitted for state of the art computer systems. In fact, the computer system for Wyoming's entire state government operation is housed in an old school building in Cheyenne that was built in the 1920s. Similarly, issues such as asbestos are not the death knell for an old school building, as it can be abated and the building put back into use.

Challenge: Condition of the large trees in town.

Theme: Town Image and Beautification

Solution: A number of Elk Mountain residents expressed concern over the trees being attacked by insects and the need to spray them. The Wyoming Community Forestry Program can help. The program's mission is "To help communities build effective, self-sustaining community forestry and tree care programs with strong local interest". A professional arborist on staff can conduct a tree inventory of the town and help develop a plan for replacement of the trees. The division also administers a grant program (must be matched) with allocations from \$1000 to \$5000. In Wyoming, thirty-eight cities and towns have benefited from a comprehensive tree inventory

For further information about the Community Forestry Program, you can go to their website at: <http://slf-web.state.wy.us/forestry.aspx>. The contact person is Mark Hughes at (307) 777-7586.

Challenge: There was mention of Elk Mountain having no cultural events.

Theme: Town Image and Beautification. A community's image can be greatly enhanced with the addition of humanities and arts programs.

Solution: The Wyoming Humanities and the Wyoming Arts Council can provide cultural and artistic programs to your community. The Wyoming Humanities Council has a Humanities Forum that consists of a variety of public programs that you can bring to Elk Mountain. The Council pays the speaker's travel and honorarium and the town pays a \$50 application fee. The wide variety of programs is interesting and educational.

The Humanities Council also sponsors a book discussion group. They will supply the books free of charge and pay the leader of the discussion group. There is no charge to the community.

For more information on these and other programs and grant opportunities, go to <http://uwadmnweb.uwyo.edu/HUMANITIES/>. A contact at the Humanities Council is Jenny Ingram at jingram@uwyo.edu or (307) 721-9247.

Likewise, the Wyoming Arts Council is an organization with the mission to “enhance the quality of life for the people of Wyoming by providing resources to sustain, promote, and cultivate the arts.” The Arts Council has a number of different grant programs that can bring an artist or artistic program to Elk Mountain and to the school.

For information on the many programs the Arts Council offers, go to: <http://wyoarts.state.wy.us/>. You can also contact Marirose Morris at mmorri@state.wy.us or (307) 777-7723.

Challenge: Signage--lack of sign on I-80 that tells the traveler there are no services in Elk Mountain.

Theme: Town Image and Beautification

Solution: The Wyoming Department of Transportation (WYDOT) is responsible for traffic signs along Interstate 80. I spoke with Joe Perea about the problem Elk Mountain experiences with travelers stopping in town to look for gas. Mr. Perea said that WYDOT was aware of the problem and a sign will soon be erected at the Elk Mountain interstate exit to alert travelers that gas is available only at the nearby mini-mart. WYDOT cannot place a “No Services” sign at the exit since the Elk Mountain Hotel provides overnight accommodations and food service.

For further information, contact: Joe Perea at joe.perea@dot.state.wy.us or (307) 777-4366.

Challenge: Infrastructure

Theme: Roads

Solution: A major asset of the town but one that is undeveloped is the Medicine Bow River. Many communities around Wyoming, including Evanston, Green River and Douglas, have developed walking/bike trails along the rivers that run through their towns. This would be a huge asset to Elk Mountain and could also be a place where the history of the town is told since there is no public place to find it at the present time.

The Wyoming Department of Transportation manages federal TEAL funds (Travel Enhancement Activities Local) that can be used for a variety of activities including development of a pedestrian/bike trail along the river. Although a project can be funded up to \$500,000, they typically like to see grant requests for between \$200,000 and \$300,000. The next grant application period begins April 15, 2008 with a June 30, 2008 deadline. There is a 20% match

that is required but that match can be either cash or in-kind. Match can include the value of the land on which the trail will be built.

Contact C.J. Brown, manager of the TEAL program at WYDOT, for more information at c.j.brown@dot.state.wy.us or (307) 777-4179.

The TEAL website is: <http://www.fhwa.dot.gov/environment/te/index.htm>

Challenge: Resolve the ownership of the Elk Mountain Church.

Theme: Growth; Town Image and Beautification

Solution: It is unclear just who owns the church and that issue should be resolved by the town council and residents, with legal advice to interpret the provisions of the original deed.

We heard a lot of comments about the desire to have a museum in town in order to tell the story of the town's history. If the ownership of the church was determined, perhaps the town could use the building as a museum. Former church buildings have been used for a variety of functions around Wyoming including a coffee house, a bed and breakfast, and a residence. The building is one of the town gems and also should be listed in the National Register of Historic Places.

The research involved in nominating a building to the National Register also helps to unearth and preserve a chapter of Elk Mountain's history by getting that history down in writing and within the context of the historical development of the town. The church is clearly eligible for the National Register and deserves the special recognition and honorary designation that the National Register confers.

Misunderstandings about what listing on the National Register means are common. In Wyoming, the designation is honorary only. A building that is listed in the National Register does not have to be open to the public; can be painted any color the owner wishes; and is not subject to restrictions by the federal or state government. A National Register listing does not, however, protect a property from demolition or neglect. The owner of a National Register property listed in Wyoming can demolish the building if he or she so chooses.

Elk Mountain has only one property listed in the National Register, the Mountain View Hotel. At least two other buildings in town are eligible to the Register, the church and the mercantile. As the town's population ages, it becomes more important to gather the history from the old-timers. Perhaps a group interested in the history of Elk Mountain could arrange to record the memories of some of the senior citizens so their histories will be preserved.

National Register properties enhance a town's image and demonstrate that at least some people in the town care about the history of the place in which they live. Travelers will often get off the highway to visit a town with National Register properties.

The Wyoming State Historic Preservation Office (SHPO) administers the National Register program. For more information, contact Kara Hahn at khahn@state.wy.us or (307) 777-7828. You can also visit the SHPO website at <http://wyshpo.state.wy.us> for additional information about the National Register program in Wyoming.

Jody Shields

Align – A Division of Western States Learning Corporation
1401 Airport Parkway, Suite 300
Cheyenne, WY 82001
307-772-9148
jshields@wslc.com

Introduction: Elk Mountain is a beautiful community with warm and friendly residents. I enjoyed spending time in your community and sincerely appreciate your hospitality. As with many small rural communities, Elk Mountain is struggling to balance the need for growth and the desire to maintain the small-town qualities of the community. I applaud your proactive steps in planning for the future. The proposed DRKW coal-to-liquids facility could certainly have a major impact on your community. The consequences of this change can be both positive and negative. With community change comes many challenges, including new and significant demands for services. However, with appropriate planning, there can be positive outcomes including economic, social and cultural growth.

Theme: TOWN IMAGE AND BEAUTIFICATION

Challenge: Residents expressed dissatisfaction with overgrown lots, absentee owners, trash and run down structures.

Solution: Organize an annual clean-up day for both public space and privately owned property. The town could provide garbage bags and, as part of the effort, include a drop off site where residents could dispose of tires, appliances, trees, shrubs, and other similar waste. Organize volunteers to clean-up public spaces and assist elderly and others that that need help in cleaning up their properties. Encourage vacant owners to participate as well and hold it during the summer months when seasonal residents are most likely to be there. End the day with a community potluck.

According to the Wyoming Association of Municipalities, Cokeville, Glenrock, and Green River have successfully implemented clean-up days and related efforts.

Resources: (City Clerks are a good source of information on this subject)
Cokeville: 307-279-3227
Glenrock: 307-436-9294
Green River: 307-872-0500

Challenge: Many residents expressed a desire for a walking trail/path in town; perhaps with historical pedestals along the route.

Solution #1: The Wyoming Department of Transportation administers a federally funded grant program for pedestrian and bicycle infrastructure as well as landscaping and scenic beautification. The Transportation Enhancement Activities – Local (TEAL) money is intended to enhance the transportation experience for those traveling the nation’s highways. A scenic and nature and/or historical interpretation path would certainly fall into one of the funding categories. In addition, Elk Mountain’s close proximity to I-80 would provide a strong case for funding. Keep in mind that the application period is relatively short, April 15th to June 30th. Applications for 2008 will not be ready for distribution until April, but last year’s application and a “frequently asked questions” publication can be obtained from the Office of Local Governments at WYDOT.

Resource:

CJ Brown, Local Program Specialist
WYDOT – LGC Office
5300 Bishop Blvd
Cheyenne, WY 82009
307-777-4179
cj.brown@dot.state.wy.us

Solution #2: The TEAL program encourages use of service corps to perform enhancement activities. A potential resource for constructing walking paths and possible related structures is the AmeriCorps*NCCC (National Civilian Community Corps) program. Each year AmeriCorps*NCCC engages teams of members in meaningful projects in communities across the United States. The teams consist of 10 to 13 enthusiastic and dedicated young adults that work on short-term, intensive projects. Members are men and women age 18 to 24. The mission of AmeriCorps*NCCC is to strengthen communities and develop leaders through direct, team-based national and community service. In partnership with nonprofit organizations, state and local agencies, faith-based, and other community organizations, members complete service projects throughout the region they are assigned. Service projects, which typically last from six to eight weeks, address critical needs in education, public safety, the environment, and other unmet needs.

Though team service is performed at no cost to the sponsor, project sponsors are expected to cover the related costs of a service project which include housing and food accommodations, supplies, equipment, and materials relevant to team project work. Sponsoring organizations request the assistance of AmeriCorps*NCCC teams by submitting a project application to the regional campus that covers that organization’s state. The campuses provide assistance in completing the application, developing a work plan, and preparing the project sponsor for the arrival of the AmeriCorps*NCCC team. Applications are accepted on a rolling basis.

Resource: (For application and more information)

Anna Lawrence, Assistant Project Director
AmeriCorp*NCCC Western Region

3427 Laurel Street
Sacramento, CA 95652
916-640-0316
alawrence@cns.gov

Resource: (State contact for general information about AmeriCorps)
Rachel Chadderdon, Executive Director
ServeWyoming
PO Box 1271
Casper, WY 82602
866-737-8304
rachel@servewyoming.org

Theme: GROWTH – Community center, museum, and expanded library

Challenge: Many residents expressed a desire for a community center where residents could come together for events and meetings. In addition, several individuals mentioned that they would like to see a museum in Elk Mountain. During the interviews, the library was mentioned several times. There were many positive comments about the library, but several people expressed a need to add-on to the current building.

A community center, museum, and larger library are all worthwhile projects. It will take community resources, including financial commitment and volunteer time, to see any of them come to fruition. As the old proverb goes, “How do you eat the elephant?...one bite at a time.” The community should come together and decide which (if any) of these projects should be a priority based on available resources and likelihood of success. If the community decides to take on a project such as these, they will have to develop an extensive fundraising plan. Part of this plan should include an often overlooked source of donors, second homeowners. Concerted efforts should be made to engage these individuals in community building. The Wyoming Community Foundation has had success in engaging 2nd homeowners in philanthropy at a local level. They would be happy to discuss their experiences and offer suggestions for tapping into this resource.

In addition, it is worthwhile to visit the foundation’s website to obtain information about grants available. Capital expenses are not usually funded, but there are grants available that will fund such items as library material and collections.

Resource: (For information regarding second home owners)
Press Stephens, Development Director
Wyoming Community Foundation (Cody Office)
1501 Stampede Ave., Unit 9010
Cody, WY 82414
307-587-6342

Resource: (Grant information)
Wyoming Community Foundation
313 S. 2nd Street
Laramie, WY 82070
www.wycf.org
866-708-7878

Theme: SERVICES – Ambulance/EMS

Challenge: One of the most pressing issues that Elk Mountain residents voiced during the assessment was emergency medical services, including the lack of ambulance service and the fact that the volunteer fire department are first responders to a 40 mile stretch of I-80.

Solution: There are no easy solutions to this challenge that many rural communities and counties are grappling with. Considering the current situation, residents and leaders of Elk Mountain need to make sure their voice is being heard at the state and county level. There is currently an effort in Carbon County to address the issues in the delivery of healthcare. This project will include inventorying all the current resources and deciding how to best strategically allocate them. The Wyoming Healthcare Commission will be hiring a project manager in November to oversee this process. The provision of emergency medical services will be a component in this project.

Resource:
Susie Scott-Mullen, Executive Director
Wyoming Healthcare Commission
PO Box 2760
Casper, WY 82602
307-235-3227

Elk Mountain, Hanna, and Medicine should collaborate and maintain an ongoing dialogue with the county regarding emergency medical services. DRKW should also be included in these discussions if their project moves forward. It is important that these entities collaborate to address this very important issue.

Theme: SERVICES – Retail

Challenge: Numerous residents identified a need for a small grocery store, some place where you could purchase milk, bread, and other basic food and household items.

Solution: Community-owned retail stores can be found in rural towns in Wyoming and across the nation. They were formed in response to the closing of corporate and privately owned stores in rural America. In Wyoming, these community-owned retail stores closely resemble a department store, but there are cases in other states where a community has used this same model to establish community-owned small grocery stores. There are different business models for

structuring a community enterprise, including consumer cooperatives and the formation of a corporation with residents purchasing shares of stock. Sharon Earhart, who was active in the establishment of the very successful Powell Mercantile, has spoken to groups within the state of Wyoming and around the country about the formation of these community enterprises. She would be happy to speak to Elk Mountain residents about the logistics of such an endeavor.

Resource:

Sharon Earhart

307-272-6816 (cell)

307-754-3709 (home)

Jo Ferguson
Senior Rural Development Specialist
Wyoming Rural Development Council

The morning of October 8, 2007, was an autumn wonderland in Elk Mountain, Wyoming. The town opened its arms to the WRDC Community Assessment Team and welcomed us in a most positive way. Our days in Elk Mountain gave us an opportunity to view the past, present, and future dreams of this small Wyoming community. The glue is definitely its people, their values and concern for families. Growth is a major challenge as is bringing back young families. Goals can be accomplished by taking small steps and by approaching one problem at a time. Thank you for your generous hospitality to our team!

Issue: Infrastructure

Challenge: Water System

Solution: The Town of Star Valley Ranch has gone through water issues this past year. Good information is on their website in the “water” section at the website address listed below. There are also several programs available to communities the size of Elk Mountain to assist them in upgrading the town’s infrastructure. The Town of Elk Mountain should possibly take a big step by making application to the State Water Commission for a Master Plan Study for technical assistance in these areas. It is too late for this year’s process, but after that application is sent to the Wyoming Development Commission as recommended by the Director of the Wyoming Water Development Office and is then approved by the 2009 State Legislature, a study can begin in 2009. The contact person for this is:

Mike Purcell, Director
Wyoming Water Development Office
6920 Yellowtail Road
Cheyenne, WY 82002
307-777-7626 Fax: 307-777-6819
mpurce@state.wy.us

Town of Star Valley Ranch
Mayor Boyd Siddoway
307-883-8696
www.starvalleyranchwy.org

USEFUL WEB SITES AND GRANT INFORMATION

Federal Catalog of Domestic Assistance:
www.cfda.gov

Information about private foundation assistance:
www.fdncenter.org

USDA/Rural Development
www.rurdev.usda.gov/

Federal Funding Sources for Rural Areas
www.nal.usda.gov/ric/ricpubs/funding/federalfund/fed03.html

Challenge: Retail Business

Attracting and keeping viable businesses in a community is a long-time planning effort by members of the town council, real estate community, and residents. We heard many comments about the need for a grocery store, more restaurants, and requests for a gas station/convenience store with longer hours. The Business and Industry section of the Wyoming Business Council, along with your WBC Regional Director can point you in the right direction for study and action to this problem. The Business Council has access to many tools to jump start this effort: SBDC, Marketing Research, Wyoming Women's Business Center and others.

Resources:

Brandon Marshall
Business Retention & Entrepreneurship
Program Manager
Wyoming Business Council
307-777-2820
Brandon.marshall@wybusiness.org

Annie Wood, Sr. Mktg. & Attraction Specialist
Wyoming Business Council
307-777-2844
annie.wood@wybusiness.org

Challenge: Preserving History

Issue: Museum

Solution:

Perhaps Elk Mountain could apply for Community Facilities Grant money through the Wyoming Business Council. The purpose of the program is to assist communities with grant and loan funding to construct local enhancements to a school building or facility or preserve former school and government facilities that have existing or future community uses. All projects must be related to economic development or quality of life enhancement. Elk Mountain could use the renovated building to house a museum and library that would serve the entire community area.

Resource:

Shannon Stanfill, Community Facilities Program Manager
Wyoming Business Council
307.777.2841
Shannon.stanfill@wybusiness.org

Another program that can provide technical assistance in areas of historic preservation is the State Historic Preservation Office. It assists in preserving our state's most valuable historic assets, objects and culture.

Resource:

Wyoming Department of State Parks & Cultural Resources
State Historic Preservation Office
2301 Central Ave.
Cheyenne WY. 82002
Audrey York, 777-6347
Nancy Weidel, 777-3418
Wyoming Business Council
307-777-2812

Challenge: Beautification of town

Many comments were heard about vacant, unkempt houses, falling down structures, junk and garbage on vacant lots. A community cleanup program could definitely enhance the town. This would be organized by volunteers—challenges could be made among different organizations. This could be a one-time effort or a long-term continual effort. There may be some grants available to help this effort. TEAL program at Wyoming DOT for community beautification and paths. Saratoga and Frannie are among several towns in Wyoming that have formed clean-up committees. Cheyenne is considering charging on the water bill for private property clean-up done by the town.

Resource:

Wyoming Department of Transportation
Office of Local Government Coordinator
C.J. Brown
5300 Bishop Blvd. Cheyenne, WY 82002 307-777-4179
cj.brown@dot.state.wy.us

Town of Saratoga, Mayor John Zeiger, PO Box 486, Saratoga, WY 82331, 307-326-8335
Town of Frannie, PO Box 72, Frannie, WY 82423, 307-664-2323

Challenge: Miscellaneous

Issue: Enforcing ordinances

Solution to enforcing the cleanup ordinances: The first question is, "Do the people of Elk Mountain even know what the cleanup ordinances are?" Holding a town meeting to explain what the ordinances are and how the town plans to enforce them could be a first step. Make copies of the town ordinances available to anyone that wants them. Maybe even include them in the water bill so that you know everyone got a copy. Letting the community members of Elk Mountain know what the ordinances are and that the town plans on enforcing them is a vital part in cleaning up your town.

Challenges: Health and Safety, Law Enforcement, Medical, Fire, Emergency Management were all mentioned during the various sessions.

Solution/Contact: There are several funding sources available that can provide assistance with improvements to essential community facilities. For further information contact some of the above sources already mentioned, including RDCF and SLIB.

- Funding for a Health Care Facility/Ambulance is possible through RDCF.
- Funding for a Town Hall is possible through RDCF.

USDA Rural Development's Community Facility Programs (RDCF) has direct and guaranteed loans available for essential community facilities in rural areas. Funds may be used to construct, enlarge, or improve community facilities for health care, public safety and public services. The maximum term on all loans for municipalities is 30 years (due to statutory limitations) and the interest rates are set quarterly. The current interest rate is 4.5%. For further information and applications processing contact:

Alana Cannon, Business and Community Programs Specialist
USDA Rural Development - State Office
100 East B Street, Room 1005; P.O. Box 11005
Casper, WY 82602-5006
307-233-6719
alana.cannon@wy.usda.gov

Challenge: The road and street issues must be separated by the entities that own and maintain them.

Any improvements to county roads and should be directed primarily to the county. However, there are also a couple programs through WYDOT that may be possibilities. First, since much of the land in the area is federal, the Public Lands Highway Funds Program should be considered. The program could provide up to \$5 million for a road improvement. If the community is interested in these funds, the mayor should send a letter of interest to Robert Milburn, State Planning Engineer.

The WYDOT Office of Local Government Coordination also administers some programs that may be useful for county road improvements and should be contacted. The LGC Office provides an informational book on a variety of local funding programs. Some of the programs that might be helpful are the Commission Road Improvement Program, Road Construction Fund and Industrial Road Program.

The Town of Star Valley Ranch uses a dust inhibitor coating annually on their unpaved road system. Contact www.starvalleyranchwy.org

Elk Mountain Community Assessment Listening Session Responses

What are the major problems and challenges in your community?

**indicates an agreement to a response, one * for each person who agreed*

Problems and Challenges - Elk Mountain

Roads*****county and town
Managing the future growth
Lack of public bathrooms
Lack of housing,** can't attract young families
Too much gov't
Need gas station* (mini-mart)
Enforcing of law* (none in town)
No grocery store**
Ambulance** *** lack of any service
Water system*
Ditto to all **
Lack of \$\$/ tax base not enough for improvements, infrastructure*
No recycling of trash
No place to have a drink other than the hotel
Hotel restaurant not open Mon & Tues, no café*
Lack of kids for school so it may close**
Streambed maintenance
More shops
Construction of coal plant, where to put the people, man camp
No law enforcement
Lack of housing
Need young families
No bathroom facilities at park*
Housing*
Small store for milk*
Dogs not on leash
No volunteer service organization of people to help people
Isolation from other people in the state due to I-80 weather related problems
Better snow removal
No exercise place
Bad drinking water
School is at risk due to low enrollment
Limited housing
No retail

Lack of pre-school or child care options
Secondary an at risk school
Limited work opportunities for next generation
Aging population
Too few young people
No local communications
Reactive community need to be proactive
Higher age demographic; lack of younger people
Have to outsource for everything – services, retail,*
Lack of jobs for spouses
Lack of vision – energy boom will create struggle
Housing and real estate lacking
Lots not be utilized for housing
No place for youth to get a job
No reliable ambulance service or emergency medical service*
No healthcare services, esp. a problem for seniors i.e. home health
Terrible county road maintenance around town
Need better water quality for drinking
Older population with no services local
County never pays attention to us or our needs (roads, ambulance)
Trees being attacked by insects – could lose all the cottonwoods
Need to spray for aphids
No town law enforcement
We have the laws and codes but no enforcement
No room for the growth they are talking about *
Water*
Roads
Opposition to change*
Growth coming
No place for anyone to live*
Opportunities for young people*
If growth, lack of law enforcement***
Infrastructure, if there is growth
Medical care*
Garbage removal* (hauling, recycling)
If kids come, opportunities for activities after school
Negativity
Fear of change
Lack of public service
Road maintenance
Flood protection
Cash flow to address public services
Potable water is unsatisfactory
Lack of professional personnel to handle changes that are coming
Lack of services, convenience store, places to eat
Need a new well

No ambulance
Something to do with church, church and state issue
Landlocked
Town needs to be cleaned up, old houses, overgrown lots, absentee owners
Economy situation difficult to sustain—ag, distance
Growth by DKRW needs plan by town*
Looming growth with no law enforcement*
I-80 growth w/fire department involvement/coverage**
No emergency plan*
Infrastructure of town not set up for expected growth
Abandoned properties clean up ordinance
Minimal ordinance on cleanup
Grocery
Community Hall to include seniors
Water/sewer system
Clean up lots
Growth impact of KRBC
Problem with electric power*
Water
Stray cats
People's dogs being lose**
Run down structures*
Neighbors not minding their own business
No parking space by elementary – bussing
Roads**
Junk everywhere**
Lack of jobs
Overpopulation of animals – no spay or neuter
Difficult to get info out about meetings
Trees need to be cleared
Lot of empty, rundown houses
Park needs to be bigger
More activities at the park
Store of some sort (i.e. milk)**
Code enforcement officers with no authority*
Concerns on growth
Outlying roads
Dead firewood
Too many blind corners in town
Second black-top roads
Absence of youth and senior services
No snow removal
Lack of cultural events
Larger library
Need stores
Inadequate water well and distribution system

Better signage
No public restrooms
“No services” sign only lodging
New bridge
Lack of housing available for young families
Possible loss of school
Lack of small local businesses
Excessive speeding through town
Need emergency notification to all citizens
Need room for expansion of families into the community
New water system
After school programs
No health or emergency care
Maintenance of the town roads
Uncontrolled pets
Lack of law enforcement
Worry of growth
Growing too fast
Unleashed dogs and stray cats
Lack of balanced economic growth
Need to attract young families

What are the major strengths and assets in your community?

**indicates an agreement to a response, one * for each person who agreed*

Strengths and Assets - Elk Mountain

Small town safe

New fire station

No crime**

Small population*

Quiet peaceful place**

Senior center* (L & Br)**

Good education system*

Trooper headquarters

school

Insect control

Everyone watches their neighbors*

Not much traffic

Weather

Nice place to raise kids

Has a school

Nice hotel

No spring flooding

Café (alto

Friendliness

Since kids in school in Hanna, can't run around as much

Jennifer's hats

Pretty good town council – open minded

Lots of assets

Post office*

Industry that is here

Coal diesel plant proposed

Fire dept.

School

Safe community*

Good education

Location off interstate

Senior Center

Wy State Patrol

Fire department

Library*

Clean air

Small teacher/student ratio

Rancher population adds a lot socially, culturally, and economically to town

River

Church building open to events
Highway patrol officers living in town
Dentist
People
Views
Family value oriented
Wholesome environment
Elementary school
Little crime
Scenic
Access to forest
Quality lodging
Opportunity outside of house, medicine bow national forest, hunting fishing*
Nicest community
Proximity to river
Quality of people
Strong sense of community
Proximity to interstate together with natural resources we have
Aesthetically pleasing area, nice views, quiet
Nice place to raise a family*
Very good elementary school, helps keep the community involved
Supportive people at deaths
WHO located close to town
Fire department is wonderful
Close to Laramie
Senior meals
School
People*****
Volunteers*
Awesome place to have small children
History, still feel the west
Small town, everyone knows each other*
School – good teacher-child relationship
Self-reliance and resourcefulness
Senior Center**
Library
Local businesses and resources, they are an asset and strength
Fire department*
Camaraderie
Low crime rate
Secluded and hidden from I80
Location
Low crime rate*
Trooper headquarters
State highway maintenance
New fire station*

Good quality of life here
Small rural town values
Quality of people
No crime
Safe at night
Diversity of people
Natural beauty
Quiet, serenity
Excellent elementary school
Excellent fire department
Nature, etc.
The people*
Small community
Convenient to recreation
Loves that nobody here
Laid back community
Quiet, not too busy*
Everyone knows each other, help each other**
Safe
Little and quiet
Nice town
Everyone knows everyone, gets along
Relatively clean and not a lot of debris
Small town
Pretty
View
Peaceful
Good place to eat
Not too many people
Small enough, nice community*
Nice people**
Limited use of drugs and alcohol abuse
Not a lot of traffic*
Lovely park**
Wonderful library**
Senior Center meals**
Location
Quality of Life
Community rallies around one another
Safe
Community unit
Local elementary school
Fire Department
Library
Senior Center
Hotel

Closeness to natural resources

Local beauty

Senior Center

Being a small town

Beautiful town with friendly people

Safe and viable community that provides a nurturing environment for children

The people and their desire to work together for the betterment of Elk Mountain

Close knit community

Everybody is there for anyone who needs anything

Small, safe town

Small, open land

Trees, river

Small school

Knowing the people

Living in a small community is a hug privilege.

Community spirit

Solid family values

What projects would you like to see accomplished in your community in 2, 5, 10 and 20 years?

**indicates an agreement to a response, one * for each person who agreed*

Short & Long Term Goals - Elk Mountain

Medical services

A museum *

2nd access paved road

Bathrooms in the park

Natural gas installation

A community center for young and old

A store

A plan for the community

A corps of engineers flood control study

Property to build a home, not much property for sale*

Little shops to employ the wives

More competition – restaurant

Gas station

UW adult education project here

New subdivision

Recycling program to extend life of landfill & save energy

Recycle Bins

Museum

Growth plan

Flood plan

Community Center

Gas station

Grocery*

More housing

Steel stringers and deck on bridge

A solid, well-run volunteer organization like Platte Valley/Saratoga)

Well-built, maintained county roads

Better access to home health care and better public health office in the region

Groomed ski trails

Forest regulations against old polluting noisy snowmobiles on this end of the forest; only newer machines allowed, phased in approach for air quality protection

Walking trail along the river

More doctors

Paved county roads

Better water

Water situation

New school completed;

Lids on all dumpsters

Recruit small business endeavors

Grocery and gas

Town website
Community newsletter
Sub-division for more housing
Pre-school established; accredited day care
Beautification of cemetery and access
Short term – general promotion of town, increase in housing and population
Strong & well funded econ dev program along with people to grasp ideas
Economic program
Increase in number of businesses
Immediate plan for absorbing growth from new plant
More community events, picnics, social
Roundtable discussions, different industries
Revitalize and strengthen entire valley
Bring outlying ranches and town together culturally
Community sustain itself outside of the energy industry – diversification
Diversification will protecting natural resources
Long term – historical aspect remain intact but the rest of community growing
Revitalize cemetery
Community center with outreach adult education
Healthcare district – for ambulance
Water improvements/well addition
Proposed (Johnson) subdivision must be joined/connected to town
Reason for above: so outlying taxes are not impacted negatively
Better transportation or medical care for senior and young mothers
Exercise class in town
Educational opportunities for adults in town
Senior activities
County commissioner from this area
Museum
Grocery store
Gas station
Better senior center
Something for kids, arcade
Community gathering place
Water situation fixed**
Long-term – Community building for Sen Center, Library, Comm. Center*****
Keep a school
Replace cottonwoods
Street improvement
More general beautification of community, cleaning-up*
Welcome signs
Joint agreement w/troopers, DKRW to get ambulance and technician
Set-up plans after base maps & data collection pop., land use, soil, flood channels
Study by corps of engineers concerning flood control – current/future improvements
2nd access paved road to town in case of emergency
Install natural gas to reduce air pollution

Alternatives energy sources, hot water well, solar
Look at Medicine Bow River and high water table areas – i.e. northeast
Big subdivision should not take place before base maps & other data collected
Interim general plan before subdivision
Bottom land should be maintained as ranching until other needs arise
110 lots in town now, 50 additional lots would be over burden of services
A program to plant trees since cottonwoods are dying off fast
If we develop, more of a main street (buy milk, a gift)
Keep school
Larger library
A restaurant that is open
A gas station that is open at night
As we grow, a nice daycare and preschool
Tourism
Walk path with pedestals describing history
More culture
Grocery
Economic Activity
Ambulance service*
Streets paved
Increases in infrastructure, water, power
Population growth of families to keep elementary school
New water system
New library and new equipment*
New senior center for aging community
New community center
Architecture stay regional
Roads
Emergency management coordinator
Better water system
Seasonal people clean up their places
More street lights
Paved roads
More housing
New bridge for across the river
Recreation center**
New, bigger library**
New roads
Stores*
Nice parking lots*
More people
Better business*
Maintaining elementary school – updating, not removing
More places to live
Better roads, paved*
Better county roads*

Gas station*
Good café*
Natural gas in town
Maintenance for in town dirt roads
Enlarge community with young families
More motels
Joint Power Agreement with DOT, Town, new company for ambulance service
Create new growth for families
See new sub-division come to fruition
Maintain small town atmosphere
Rethink school problem with new growth on horizon**
Planting new trees*
Museum; walking tour**
Large building for adult education
River walk
Town employee for snow removal, tree removal
Higher education
After-school programs
Downtown open for new business
Cross country ski or bike trail
Historic equipment saved
Annex new sub-division
Concealed dumpsters with lids
Transportation for seniors
Reserve water supply
Convenience store with gas
Grocery store with gas station*
All streets in good repair
Water
Housing opportunities
Emergency notification
New well for our water
A market
Funds to add on to the library; maintenance around the library
Community market or general store
Serious animal control
Keep the growth slow
Keep the land as is
Never any subdivisions
Addition to the library
Rebuilding of bridge
Need to ensure east bank not cut off during rebuild

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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