

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 Board of Directors representing the six partner groups. The Board as well as the Council membership have established the following goals for the WRDC:

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

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

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

Mary Randolph, Executive Director
Wyoming Rural Development Council
2219 Carey Avenue
Cheyenne, WY 82002
307-777-6430
307-777-6593 (fax)
mrand@state.wy.us
www.wyomingrural.org

Table of Contents
Sublette County Resource Team
May 6 – 8, 2002

Executive Summary 3

Process for the Development of the Team Study and Report..... 4

Resource Team Members and Community Contact 5

Interview Schedule 6

What We Heard from What Was Said..... 7

Recommendations Submitted 8

By Team Members

What Was Said In the Interviews 47

Any recommendations contained herein are not mandatory. The Wyoming Rural Development Council has not endorsed any recommendations and opinions contained herein. Neither the Wyoming Rural Development Council, nor any of its employees, contract labor, officers, committee chairs and/or members makes any warranty, expressed or implied, including warranties of merchantability and fitness for a particular purpose, or assumes any legal liability for the accuracy, completeness, or usefulness of this report or any information, recommendations or opinions contained herein.

Executive Summary

I want to thank Sublette County for their hospitality during the Assessment. It was very impressive to see a county that size with so many facilities, goods and services. Sublette County has many things most smaller places would like to have such as medical care, dentist, walking paths, movie theatres, accountants, banks, etc. Many of the elements are here for Sublette County to have a successful future. To become a growing, vibrant community takes only a few people willing to roll up their sleeves and go to work. Once this nucleus begins to exert effort, it will begin to show success. This core group needs to expand and include more of the county. Start with the smaller projects and work up to the larger progress as success is achieved.

The county needs to start with master planning to include plans from the towns. Growth is becoming a fact of life in Wyoming and it is crucial to plan what you want your county and towns to look like as you grow.

There are a number of short term, accomplishable recommendations the review team has provided. The most important thing is to get the entire county involved in finding ways to accomplish its goals. Each of you must decide what project you want to work on and get started. There is enough to do for everyone. Celebrate success, no matter how small as you choose which short term projects to get started on.

On behalf of the Resource Team, I want to thank the community for their hospitality. We hope you find value in this report. Each team member is available for you to call to clarify information or provide more information and assistance.

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

Sincerely,

Kim Porter, Resource Team Leader

Process for the Development of this Report

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

The Sublette County requested a community assessment from the Wyoming Rural Development Council. Funding for the assessment came from a grant from the Wyoming Community Foundation and the U.S. Forest Service. Marti Siepp, Pinedale Chamber of Commerce served as the community contact and worked with agenda development, logistics, and publicity in town for the assessment. Resource team members were selected to visit Sublette County; interview citizens, business and community leaders; and, develop a plan of recommended actions for the town.

The Resource Team visited Sublette County over a three-day period from May 6 – 8, 2003. Our visit began with a short listening session with the County Commissioners, then we took a tour of parts of the county. During 13 listening sessions, the resource team talked to approximately 50 people. Participants were asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing the action plan. The three questions were:

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

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

The preliminary findings were presented to the people of Sublette on May 8, 2003.

Following the preliminary findings meeting, this formal written report was prepared and presented to the town of Sublette County.

Resource Team Members

Pinedale, Wyoming Resource Team May 6-8, 2003

Kim Porter, Team Leader

Wyoming Dept. of Agriculture
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-6575
Email: kporte@state.wy.us



Linda Ziegler

USDA
208 Shiloh Rd.
Worland, WY 82401
(307) 347-2456
Email: linda.ziegler@wy.usda.gov

Edna Vajda

Dept of Workforce Services
122 W. 25th Street
Herschler Bldg., Room 2104
Cheyenne, WY 82002
(307) 777-8717
Email: evajda@state.wy.us

Kevin Lumsden

1532 Newton Drive
Cheyenne, WY 82001
(307) 771-6654
Email: lumwyo@aol.com

Coleen Collins

Dept of Workforce Services
122 W. 25th Street
Cheyenne, WY 82002
(307) 777-7375
ccolli1@state.wy.us

COMMUNITY CONTACT:

Marti Siepp

Pinedale Area Chamber of Commerce
PO Box 176, Pinedale, WY 82941
(307) 367-2242
Email: pinedalechamber@wyoming.com

Resource Team Agenda

Pinedale, Wyoming
May 6, 7, and 8, 2003

Tuesday, 5/6/2003	Activity/Listening Session	Location
7:30 a.m.	Breakfast and Team Meeting at Restaurant	Fremont Peak
9:00 a.m.	County Commissioners Meeting	Courthouse, Pinedale
9:30 a.m.	County Tour	
12:00 noon	Lunch	Big Piney
2:00 p.m.	Listening session Agriculture	Marbleton Town Hall
3:00 p.m.	Listening Session, Tourism	Marbleton Town Hall
4:00 p.m.	Listening Session, Business	Marbleton Town Hall
6:00 p.m.	Dinner Resource Team	McGregor's

Wednesday, 5/7/2003	Listening Session	Location
7:30 a.m.	Breakfast	Wrangler Café
9:00 a.m.	Communication	Sublette Co. Library
10:00 a.m.	Telecommunication	Sublette Co. Library
11:00 a.m.	Forest Service and BLM	Sublette Co. Library
12:00 noon	Lunch	Senior Center
12:45 p.m.	Senior and Health Care	Senior Center
1:30 p.m.	Students	High School
2:15 p.m.	Educators	High School
3:00 p.m.	Government & Law Enforcement	Sublette Co. Library
4:00 p.m.	Tourism	Sublette Co. Library
5:00 p.m.	Business, Economic & Energy Development	Sublette Co. Library
6:00 p.m.	Dinner	Café on Pine
7:00 p.m.	General Session	Sublette Co. Library

Wednesday, 5/8/2003	Activity/Listening Session	Location
8:00 a.m.	Breakfast and Team Meeting	Courthouse
11:30 a.m.	Team Lunch	Stockmen's
12:00 noon	Town Meeting	Stockmen's

What We Heard From What Was Said

Major Themes in Sublette County

After listening to the citizens of Sublette County, the resource team reviewed what was said and condensed the comments down to a few basic statements. These are in no particular order.

Quality of Life

Schools
People
Slow Pace
Agriculture/Open Spaces
Quiet
Healthcare
Substance Abuse
Mental Health Services
More Services to Marbleton/Big Piney, etc.
Adult Education

Natural Resources

Washington
Oil and Gas
Taxes
Population
Jobs
Environmental
Wildlife

Infrastructure

Zoning
Building Codes
Water and Sewer
Beautification
Streets (paving)
Sidewalks, curb, and gutter
Phone Service
Internet Service
Housing

Tourism and Recreation

Rec Center
Walking Path in flat areas/benches
Fine Arts Center/Fine Arts Council
Mountains
Lakes
Outdoor Opportunities

Communication (personal)

Teens ↔ Adults
City ↔ County
North County ↔ South County
Feds ↔ proactive approach with
More Communication

Economic Development

Job Opportunities
Signage
Visitor Center/Chamber
Business Park

Transportation

No Stoplight
Air Service
Tourist
Public

Recommendations Submitted by Resource Team Members

Many of the major themes included the great things you all like about your community. These include the schools, the slow pace, agriculture and open spaces, mountains, lakes, outdoor opportunities, the Fine Arts Council, the Mountain Man Museum, and the list goes on.

We did hear a very large variety of the way people want the town and county to look and grow. Things that stood out that people like are the smallness, no stoplights and a slower paced life. Even with this, I think people realize that growth of some kind is on the way. The most important things to do first is get a plan; a plan of what the county and the towns want to look like as the area grows. Plans must be made so the growth isn't haphazard. The plan must be a working document developed with citizen input and buy in. This plan needs to include government officials and the people who live there. The Wyoming Rural Development assists with this process and strategic planning and I would recommend this be your first step.

This is a beautiful area with a lot of services already available. The area has a good base and start to become successful.

Kim Porter

Wyoming Department of Agriculture
2219 Carey Avenue
Cheyenne, WY 82009
307-777-6575
FAX 307-777-6593
kporte@state.wy.us

INTRODUCTION

The County has many assets identified and very few weaknesses. This is a great start towards defining the community you will become with growth and planning. I want to thank everyone for their hospitality, the people are indeed an asset of the county. The County was indeed fortunate to have a team of professionals with many resources

QUALITY OF LIFE

Challenge: Many of the items identified in this area were assets: schools, people, slow pace, agriculture/open spaces, quiet and health care. While healthcare is listed as an asset, there were some people who identified the need for a hospital, more mental health services, more basic services to Marbleton and Big Piney, and more adult education opportunities.

Solutions/Contacts: It seems to me that gradually the county is obtaining more medical services and improving those services. As a part of the County Master Plan, or the medical community alone should develop a master plan., and include all those who provide medical services in the area; a combined effort will ensure success. To facilitate the planning contact the following.

Emily Quarterman
Rural Health
Wyoming Department of Health
Hathaway Building, 2300 Capitol Avenue
Cheyenne, WY 82002
307.777.8938
equart@state.wy.us

The Wyoming Business Council has a Community Development Block Grant program that can be used for planning.

Roger Bower, Regional Director
West Central Region
Wyoming Business Council
213 W. Main, Ste B
Riverton, WY 82501
rbower@state.wy.us
307.857.1155

Steve Achter, Director
Investment Ready Communities
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
sachte@state.wy.us

TOURISM AND RECREATION

Challenge: Another category with a bunch of positives. Sublette County has been blessed to be in such a beautiful area and surrounded by tourist attractions. The thing needed now is to promote your area.

Solution/Contacts: Each town should consider putting a Lodging Tax on the ballot and getting it through. This is a tax that visitors pay and the proceeds would help fund tourism marketing. It may be enough money to, over time, build a visitor center/Chamber. For now it could be used to put together and print brochures that could be placed at the visitor center in Cheyenne and Evanston, among others. Talking to the people at the Tourism Division of the Wyoming Business Council would bring other ideas on how to market your area. Put together a marketing campaign to get people to

spend their time and money in Pinedale; you know best what your assets are. If the county pools its assets and markets together you will get more bang for your buck.

Solution/Contacts: Market your area on your website; virtual tours are becoming very popular. Find out if you can link your page to the Wyoming State Page, the Jackson page, etc.

Solution/Contacts: Work on getting signage for your area and the attractions. The zoning problems are addressed later in infrastructure. However, you may want to get signs on I-80. Draw the tourist from I-80 who may be going to Jackson or Yellowstone via another route; entice them to come to Sublette County.

Mike Gostovich, State Traffic Engineer
Department of Transportation
5300 Bishop Boulevard
Cheyenne, WY 82009
307.777.4492
Mike.Gostovich@dot.state.wy.us

For development of marketing or advertising ideas:

Roger Bower, Regional Director
West Central Region
Wyoming Business Council
213 W. Main, Ste B
Riverton, WY 82501
rbower@state.wy.us
307.857.1155

Solution/Contacts: The Fine Arts Council has done work that is greatly appreciated and loved by everyone, even the kids. We did hear people would love to have more things come into the area. It may be worth while to see if people are interested in starting up a theatre group, where people in the community put on plays – the acting, directing, sets, etc. If this would be an interest, it would be a great asset. Below is the number of a theater that performs with people in the community.

Cheyenne Little Theatre
2706 E. Pershing Blvd.
Cheyenne, WY 82001
307.638.6543

Challenge: Walking paths on level ground with benches, and also benches downtown.

Solution/Contacts: The grant that comes to mind is the TEAL program available to fund walking/bike paths ranging between \$100,000 and \$200,000. A 20% match is required.

David Young
Wyoming Department of Transportation
5300 Bishop Boulevard
Cheyenne, WY 82009
307.777.4384
dyoung@state.wy.us

The community could also do an adopt a bench program, where the cost of a bench is borne by a donor. There are several ways to give credit or advertise depending on what the town wants, small metal plates, donor information on the back of the bench, advertising on the back of the bench, etc.

COMMUNIATION (PERSONAL)

Challenge: It came out in the listening sessions there was a general overall lack of communication. It should be noted thought that communication is the responsibility of everyone, not just leadership. Using the Post Office as a central place to post information is an excellent idea.

Solution/Contact: A first basic step would be a monthly breakfast or lunch for all elected officials in the county including city officials. Set up a certain day (i.e. the third Monday at 7:00am) and move the place around to different towns. Just the interaction alone would open up lines of communication and give everyone the opportunity to get to know each other and the issues at hand. An evening meeting could be an alternative.

Solution/Contact: The county and the towns need a master plan that incorporates all the needs, as the towns are in the county. Sublette County and the incorporated towns must have a plan to control and plan growth. A facilitator should be brought in who does this kind of planning and facilitation. Wyoming Rural Development does this type of planning or can give you other names if you chose.

Mary Randolph, Executive Director
Wyoming Rural Development Council
2219 Carey Avenue
Cheyenne, WY 82002
307-777-6430
307-777-6593 (fax)
mrando@state.wy.us
www.wyomingrural.org

If communication barriers exist you may want to first do general meeting to get together and discuss the issues with a facilitator or mediator. Everyone needs to work together to have progress.

Lucy Hansen
Mediation Program Coordinator

Wyoming Department of Agriculture
2219 Carey Avenue
Cheyenne, WY 82002
307.777.7324
lhase@state.wy.us

Solution/Contact: The youth are the energy of our State and Nation. They will be our leaders and they are the future. Setting up a Youth Council and/or Youth Commission would be a great benefit. This would not only open up communication, but would be a valuable learning experience for both parties. These kids have not been pushed into the box yet and are willing and eager to look outside the box. That generation is known as the “Volunteer Generation” having more volunteers than any other generation previous. The schools in Cheyenne have volunteering as part of the school in social studies- the kids must complete so much volunteer work as part of a project. The following people can get you information.

Joe Coyne (city of Douglas Youth Council)
CANDO
PO Box 593
Douglas, WY 82633
307.358.6520
CANDO@netcommander.com

Town of Dayton (youth council)
PO Box 100
Dayton, WY 82836
307.655.2217
beltower@fivepipe.net

Laramie County School District #1 (volunteer in schools)
2810 House Avenue
Cheyenne, WY 82001
307.771.2100

ECONOMIC DEVELOPMENT

Challenge: Needing job opportunities at higher wages, signage, Visitor Center/Chamber and need or want of a business park. Some of this I addressed in Tourism.

Solution/Contact: Below are entities that are charged with assisting with economic development.

Roger Bower, Regional Director
West Central Region
Wyoming Business Council

213 W. Main, Ste B
Riverton, WY 82501
rbower@state.wy.us
307.857.1155

Wyoming Economic Development Association (WEDA)
Paula McCormick
5319 Hwy. 287
Lander, WY 82520
307.332.5546
weda@rmisp.com
Web: <http://www.wyomingeda.org/>

INFRASTRUCTURE

While preparing the Master Plan, make sure it is comprehensive and address the following:

- Infrastructure – water, sewer, roads etc. for future demands
- Types of development – commercial, residential, industrial, agriculture and future locations
- Open space preservation and greenway
- Future annexation

Challenge: Phone charges in the county are all long distance. The other problem is the phone lines are older and updated lines are needed for consistent and faster internet connection.

Solution/Contact: I would recommend you set up a committee to address the issues and pursue communication solutions. Use the one voice method for the county. The committee should have representatives from each town.

Michael Stull, Director of Telecommunications
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002

Public Service Commission
2515 Warren Avenue
Cheyenne, WY 82001
307.777.7427

www.usda.gov/rus/telephone/telephon.htm

Challenge: The need for an upgraded and larger water system .

Solution/Contact: Several funding sources are available to provide assistance with improvement to a town water system. Projects often require partners or matching funds. Loan and grant funds may be used to construct, repair, improve, expand or modify rural water supply and distribution. Loans are up to 30 years and interest rates are quarterly and usually lower than bank rates. Grants are based on Town income in comparison to the state median household income.

USDA Rural Development
Rural Utilities Service
Linda Ziegler, Rural Development Manager
625 Washington Street
PO Box 190
Afton, WY 83110
307.886.9001 ext 4
Linda.Ziegler@usda.gov

Solution/Contact: The Wyoming Water Development Commission (WWDC) does feasibility studies for planning water systems. Grants for construction or rehabilitation usually rang from 50% to 75% of project cost. They are also involved in the Drinking Water State Revolving Funds program. The loans are 20 year terms at an interest rate set by the State Loan and Investment Board.

Mike Besson
122 W. 25th Street
Herschler Building, 4th Floor
Cheyenne, WY 82002
307.777.7626
lbesso@state.wy.us

Mike Hacett
307.777.7626
mhaccke@state.wy.us

Brian Mark
Department of Environmental Quality
307.777.6371
bmark@state.wy.us

Wyoming Association of Rural Water Systems
PO Box 1750
Glenrock, WY
307.436.8636

Challenge: There was interest expressed about paving streets, which comes with curb, gutter and sidewalks in the city and paving some county roads that are more traveled now.

Solution/Contact: Once the Master Plan is complete, you can contact the State of Wyoming who has funds that can be used for planning, construction, improvement and repair of facilities including streets and roads. Projects may require matching funds. Street improvements may be funded by forming a special improvement district, voted on by the property owners. Additional money could be applied for.

Brad Miskimins
Office of State Lands and Investments
Herschler Building, 3rd Floor West
122 W. 25th Street
Cheyenne, WY 82002
307.777.7331
bmiski@state.wy.us

A less expensive option may be to try to obtain recycled asphalt through the WYDOT District Engineer. The cities, the county and the state can form a partnership to deliver the material to the site.

Challenge: There was interest in doing beautification projects.

Solution/Contact: Many cities and towns are working on beautification projects. I would contact the Wyoming Association of Municipalities (WAM) to get ideas, resources and contacts. Some other towns I know of that have done beautification projects are below. Sheridan and Dayton have done a great amount of work on local neighborhood streets, while Torrington did a down town beautification.

WAM
PO Box 3110
Cheyenne, WY 82003
307.632.0398
wam@wyomuni.org
Website: www.wyomuni.org

Town of Dayton
PO Box 100
Dayton, WY 82836
307.655.2217
beltower@fiverpipe.net

Sheridan
PO Box 848
Sheridan, WY 82801
307.674.7289
mayor@city-sheridan-wy.com

Torrington
PO box 250
Torrington, WY 82240
307.532.5666
llm@prairieweb.com

Challenge: Lack of zoning and land planning use.

Solution/Contact: I would contact the Wyoming Association of Municipalities for direction on this topic. I would think a special zoning district would need to be set up, again with the approval of the voter.

WAM
PO Box 3110
Cheyenne, WY 82003
307.632.0398
wam@wyomuni.org
Website: www.wyomuni.org

TRANSPORTATION

Challenge: Lack of public transportation and tourist transportation.

Solution/Contact: Air service is not feasible at this time. As the State of Wyoming works towards and solves air service problems at the bigger airports, this may become feasible. For Tourist transportation, I would suggest working with the Wyoming Business Council to bring private companies into your area.

The Wyoming Public Transit Association (WYTRANS) is a private, non-profit organization consisting of forty plus, transit-only and social service agencies from every county in Wyoming that provide public transportation services for those who need transportation. Funding is local and state funds.

WYTRANS
200 Pronghorn
Casper, WY 82601
307.266.2524
info@wytrans.org

Linda Ziegler
USDA/Rural Development
625 So. Washington
P. O. Box 190
Afton, WY 83110
307-886-9001 – Ext. 4
FAX 307-886-3744
Email: linda.ziegler@wy.usda.gov

INTRODUCTION

I heard many positive things about the Town of Pinedale. Everyone at the listening sessions stated they were there because of the quality of life which includes the great schools available for the children; the people and how they help one another in time of need; the slow pace; the agricultural community and the open spaces; and the quiet and they do not want these to change.

QUALITY OF LIFE

Challenge: I heard about the need for quality healthcare and the need for a hospital; the problems with substance abuse that has increased with the upswing of the oil and gas production; more mental health services are needed; more adult education; and more services for the Town of Marbleton and Town of Big Piney.

Solution/Contact: It is recommended that separate committees be formed for each of these areas of concern and try to work together to set goals and reasonable timetables to achieve these important aspects of maintaining Pinedale's quality of life.

USDA/Rural Development has many community facility programs in which to help build hospital, mental health centers, telemedicine programs, and distance learning programs.

Contact: USDA/Rural Development
P. O. Box 190
Afton, WY 83110
(307) 886-9001 – Ext. 4

NATURAL RESOURCES

Challenge: We heard there is a need to develop resources for tourism, find a way to work with the oil and gas industry; how to handle the increase in population caused by the oil and gas industry, how to create sustainable jobs; and how to protect the environment and wildlife

Solution/Contact: The travel and tourism division of the Wyoming Business Council will assist communities with identifying and promoting attractions. Promotion of the community includes promotion of the retail service sector as well, particularly the downtown area. The National Main Street Center offers programs that take a long term perspective towards revitalizing down town areas this is an excellent resource.

The County and Town should work closely with the Wyoming Business Council for tourism development. Their phone number is (307) 777 -2800. The National Main Street Center may be contacted at 202 588 6219 or www.mainst.org.

Open and continued communication between the community and the oil and gas industry is the best way to maintain a good relationship for all concerned. Form an advisory board to include people from the community and people from the oil and gas companies in order to keep communication open.

Population increases cannot be helped in times of economic upturn. The quality of life in Pinedale as well as the oil and gas industry and the outflow of working people from Jackson are all things that are contributing to the increase in population. The key to being able to handle this influx is through good land use planning through coordinated efforts between the Town and County.

See below under Planning and Zoning.

Consult with Forest Service and BLM in helping to preserve the environment and wildlife. We as citizens of this country and the community have an obligation to not abuse the environment and wildlife. It is easy to blame the other person, the tourists, the gas and oil industry for the problems the environment has and the loss of wildlife, but the conservation begins with each one of us personally in the way we dispose of our trash, the way we keep our yards, the way we abuse the wildlife. Education is the best way to preserve our environment and wildlife.

COMMUNICATION

Challenge: We heard that there seems to be a lack of coordination between organizations, local government continuity and coordination between Government agencies, lack of communication between teens and adults, between the North and South portions of the County. This overlaps into every aspect of the community and our lives.

Solution/Contact: It is recommended that the Town of Pinedale hold a **Town Hall Meeting** as soon as possible, no more than a month after receiving the Resource Team Report, and invite and encourage everyone that participated in the Resource Team assessment process to attend. Also invite the county commissioners to attend. Use this meeting to develop some goals for Pinedale, short term as well as long term goals, and establish committees to implement the goals set at this meeting. Set specific time frames for completion of these goals, then celebrate the accomplishment of these goals. Establish a Youth Council or be sure to include the youth in the decision making process. Make sure committee chairs are given the ability to choose their team members. You may want to have Mary Randolph with the Wyoming Rural Development Council help facilitate this meeting. A facilitator will keep the meeting focused and encourage input from all participants. Have periodic meetings to keep one another informed on the progress of the committees. I see the big part of communication problems in this county is that the Leaders of the community hear what the residents want and think, but do not act on the resident's wishes.

ECONOMIC DEVELOPMENT

Challenge: We heard you tell us that you feel there are no supportable family wage jobs, the small population and size of Pinedale, limited retail shopping, lack of support for local businesses, and the aging population. These are common problems for most small towns in Wyoming.

Solution/Contact: Because of the recreational resources available to the area, these should be capitalized on. Put up signs advertising the community spirit, the natural resources, medical service, the climate, the open spaces, the friendly people and the stable economy. Include the kids, maybe have some of the high school students make up brochures to distribute to adjacent towns such as Jackson, Rock Springs, Green River and Evanston. Advertise and encourage hunting. Include the seniors in the planning and designing of the brochures. Work with Forest Service and Bureau of Land

Management. Ask these agencies to be on your committees. The Travelers Guide for Sublette County is an excellent start in letting the rest of the world know what you have.

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

One of the resources available may be for the local farmers and ranchers to consider forming one or more co-operatives. A cooperative is a user-owned business that processes and markets products, purchases production supplies or consumer goods, and provides other services needed by rural residents. By working together for their mutual benefit in cooperatives, rural residents are able to reduce costs, obtain services that might otherwise be unavailable, such as the grocery store, and achieve greater returns for their products. The Cooperative Services program of Rural Business Cooperative Service is administered in Wyoming out of the USDA/Rural Development Office in Casper located at 100 East B Street or write to P. O. Box 820, Casper, WY 82602 or call Janice Stroud, Area Supervisor (307) 261-6310.

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

INFRASTRUCTURE

Challenge: We heard that there are no consistent zoning regulations or building codes in the Town or County; there is very little to no affordable housing to rent or buy for young families or senior citizens; very poor internet service in the area; a need for street improvements along with needing sidewalks, curb and gutter; updated water and sewer system.

Solution/Contact: If a decision is made to consider zoning and building codes, the community leaders should consider hiring a facilitator trained and experienced in the consensus building process.

Andrea Brandenburg, a private consultant from Lander, was previously employed by the Montana Consensus Council, and has education and experience in rural community sociology. Her phone number is (307) 335-7485. She has recently attended a seminar where people use maps to express their ideas about land uses – this could be applicable in having citizens point out what types of areas and uses most need zoning. Other consensus building resources can be found through the University of Wyoming’s Institute

for Environmental and Natural Resources (IENR). Their website is <http://www.uwyo.edu/ENR/IENR.htm>, and their phone number is (307) 766-5099. Their website has a “community toolbox” that lists:

1. IENR faculty expertise available to communities;
2. Community Resources, organizations that provide assistance to communities, including grants;
3. Alternative Dispute Resolution Facilitators available to travel in Wyoming, contact Karen Larsen, at (307) 324-6774 for more information;
4. Selected References on Collaborative Decision Making.

Bruce Yates, Sheridan County Grantsman, (307) 674-2915, uses the following two websites for funding sources for conducting a consensus building process:

The Foundation Center website, <http://fdncenter.org/indez/html>, provides database of 10,000 of the largest US foundations to generate targeted prospect lists. There is a \$20 per month of \$195 fee to utilize this service.

At the website <http://aspe.os.dhhs.gov/> (a Department of Health and Human Services website) there is a Catalog of Federal Domestic Assistance Programs, a government-wide compendium of the Federal programs, projects, services and activities that provide assistance or benefits to American public. Once you are at that website, click on the Catalog of Federal Domestic Assistance, under the Frequently Used heading.

The cost of hiring a facilitator for a consensus building process might qualify for the Forest Service’s Rural Community Assistance Program.

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

Solution/Contact: Instead of individuals trying to construct rental units for families or for the senior citizens, the Town can form a Housing Authority to let them seek assistance for constructing apartments as well as assisted living centers. It is suggested that you contact Cheryl Gillum, Wyoming Community Development Authority (WCDA), P. O. Box 634, Casper, WY 82602 or call (307) 265-0603 to request assistance in completing a needs assessment to determine the need for a rental housing project. Contact USDA/Rural Development, at PO Box 190, Afton, WY, (307) 886-9001, Ext. 4. Most Real Estate Agents as well as local lenders are familiar with the WCDA loans as well as the HUD, USDA-Rural Development and VA loans.

There is a very good facility right in Pinedale, Sublette Center that provides a form of assisted living for the elderly as well as apartments. Contact USDA/Rural Development at PO Box 190, Afton, WY for information regarding their community facility loan and multifamily Housing programs. Rural Development also has programs for streets, water and sewer upgrades. On January 29 2003, Secretary of Agriculture Ann Veneman announced the new Rural Broadband Loan and Loan Guarantee Program for FY 2003, Rural Utilities Service (RUS) has made available \$1.4 billion in loans and loan guarantees to provide broadband services in rural communities. These loans will facilitate deployment of new and innovative technologies to provide two-way data transmission of 200 kbps or more, in communities with populations up to 20,000. The contact for this program is Kim Jacobs, General Field Representative, RUS, 1645 Regal Drive, Belgrade, MT 59714, his phone number is (406) 388-2498, Voicemail (800) 383-7353, Cellular Phone (406) 788-7413 and his email address is kjacobs@rus.usda.gov and the website to learn more about the program is <http://www.usda.gov/rus/telecom>.

Solution/Contact: Hold a Youth Summit -- Why try to guess what would keep Pinedale's kids occupied and off the street and out of trouble when you can ask them? Take 2 or 3 hours of a school day and invite the parents, church leaders, civic organizations, and school kids as well as invite the local law enforcement to participate in small groups to discuss the local youth related problems and possible solutions to those problems. To get the kids to open up they have to be convinced that you are listening.

The Hot Springs County School system has a program in the High School that allows high school students to work in the community for credits which also gives them the opportunity to find out if there are certain career they might be interested in. Contact the Hot Springs County High School Principal, Margaret Stansill, 307-864-5415.

Kevin Lumsden

Laramie County Conservation District
1532 Newton Drive
Cheyenne, WY 820 01
(307) 638-4873
Lumwyo@aol.com

INTRODUCTION

Thank you for giving our team the chance to visit Pinedale and parts of Sublette County. It was a good opportunity to examine the various aspects of the area through both observing the day-to-day life as well as visiting with its citizens. I also want to thank those who took the time to visit with us and express their concerns and needs for a better community. Such input is important to create an assessment that is meaningful and useful for its residents to apply toward future goals.

Pinedale is actually a town that has a lot going for them: A growing oil and gas industry, wonderful scenery and tourist activities, a strong school system, a downtown that reflects both vibrancy and hometown flavor, and an appealing quality of life for families. Yet, despite all of this, many of the residents at our listening sessions expressed a variety of concerns affecting Pinedale's future. Such ranged from the lack of affordable housing to attracting small industries to the area.

From both observations and citizen input, Pinedale actually needs to do some "fine tuning" in at least three areas. While we did learn about many areas that need improvement, the three selected are those crucial for the town to have a solid and successful future.

PLANNING AND MANAGED GROWTH

Challenge: One major problem Pinedale faces is a need to organize its infrastructure for the future. Throughout the listening sessions, many of the concerns focused on a broad variety of potential concerns and needs for the community. They include creating a business park to attract small firms to relocate, making the community more attractive to visitors and potential residents, and to especially work on managing the growth of both the town and the land in Sublette County. There are major concerns among residents that Pinedale is beginning to resemble Jackson when it comes to the lack of affordable housing, continued increase in land values and effects on wildlife. One resident commented some deer and antelope migrations are moving farther north, away from the ancient migration pattern. Another concern was that there is no building inspector to check on structures prior to businesses purchasing them. And, the concerns over the lack of a hospital were addressed as well, although this is an issue tossed about over the past decade.

The concern that lies for Pinedale is to find a way to manage the growth now before it

gets out of control. A way that can help balance needs for organization amongst all needs in the community.

Recommendation: In simple terms, Pinedale needs to consider improving its planning efforts. Hiring a city planner would be a good first step. But to meet such a goal, the community should first take a look at the type of city planner they want. Before considering this effort, I recommend two sources which can help assist in how the town can go about planning better for the future. The Orton Family Foundation, a non-profit organization specializing in meeting rural communities undergoing varieties of change. Another is the USDA's Economic Research Service dealing with rural America.

The Orton Family Foundation
128 Merchants Row
2nd Floor
Rutland, VT 05701
Phone: (802) 773-6336
Fax: (802) 773-6602
www.orton.org

USDA Economic Research Service website:
<http://www.ers.usda.gov/emphases/rural>

YOUTH, EDUCATION AND THE ARTS

Challenge: Young people in Pinedale, like those in other rural Wyoming communities, feel a sense that they don't belong there, despite the community's efforts to provide a good education and as many activities available to them as possible. Many of the high school students interviewed said that they "lived in a bubble", not being exposed to new cultural activities due to the town's geographic isolation. They also expressed a desire to be involved in Pinedale, especially in town government through creation of a youth council. This was evident as some voiced concern over residents not being responsible for not cleaning up their yard areas. But they say their voices seem ignored in Pinedale, resulting in more teens getting into trouble or involved in drugs or alcohol.

While many of the teens say they liked the new community center, which includes movie theaters, bowling alley and arcade, they want to also see more cultural programs like plays and orchestras. They also would like to see sports activities expanded.

Another reason for focusing on the youth has to do with Pinedale's future. Many of them are the town's future business and political leaders. They certainly cannot be ignored. Because of this, new educational opportunities beyond high school must be addressed. Usually after the high school years, many of them leave town, either for college, the military or for a job and never return. Yet, some will remain in Pinedale, but feel they don't have any opportunities there to succeed.

Recommendation: The key indicator to these concerns is isolation. Due to the long distance nature between towns, Pinedale struggles with meeting educational and cultural needs for citizens, particularly for the young. Yet, some solutions do exist. Increased use of the internet has helped create many distance education opportunities for potential students. Both the University of Wyoming and Wyoming's Community Colleges now provide courses online for those interested in obtaining degrees—whether it is an associate's, bachelor's or master's program. One need that could be considered is if Pinedale High School is equipped to handle compressed video systems for upper level courses. This can be obtained through the Wyoming Equality Network.

Wyoming Community College Commission
2020 Carey Ave., 8th Floor
Cheyenne, WY 820 02
Phone: (307) 777 -7763
www.commission.wcc.edu

University of Wyoming
Outreach Credit Programs
PO Box 3274
Wyo Hall, Room 329
Laramie, WY 8207 1
1-800-448-7801
www.outreach.uwyo.edu

The Wyoming Arts Council is an excellent resource to help find programs suited for the needs of rural communities such as Pinedale. One of which is the Arts Access program. Under this program, rural towns can apply for up to \$1,000 to support arts activities locally or to bring arts-based programs to the community.

Wyoming Arts Council
2320 Capitol Avenue
Cheyenne, Wyoming 82002
Phone: (307) 777-7742
www.wyoarts.state.wy.us

In regards to youth activities, Pinedale may want to strongly consider creating a Boys and Girls Club in the community. Many young people have found positive experiences through joining this well-respected organization. To get an idea on how strong the commitment these clubs are to Wyoming, the Casper organization of Boys and Girls Clubs have been conducting a "Buy a Brick" campaign to help fund a new facility.

Boys and Girls Clubs of America
National Headquarters
1230 W. Peachtree Street, NW
Atlanta, GA 30309

Phone: (404) 487-5700
e-mail: Info@bgca.org

Boys and Girls Clubs of Central Wyoming
820 Werner Court , Ste 242
Casper, WY 82601
Phone: 307-234-2456

TELECOMMUNICATIONS

Challenge; All three major communities in Sublette County-- Pinedale, Big Piney, and Marbleton-- face the same challenges in this area. During the listening sessions, many residents expressed discontent over the inadequate service provided through both phones and the internet . Cell phone services are sometimes hard due to the isolation found in the area. Intern et service can result in slow responses for the typical Sublette County customer (there are no Digital Subscriber Line--DSL--services available). And even a typical telephone call in the county--such as Pinedale to Big Piney--is considered long distance.

Yet, this problem is not being ignored. CenturyTel--the main telephone provider--is aware of the problem and a representative who was at the listening sessions stated they were doing their best to work on the concerns. Most telephone providers are trying to solve this. However, in light of the national economy and shrinking corporate budgets, such additional needs are not their first priority right now.

Recommendation: I recommend two state agencies that deal with consumer concerns in telecommunications. The Public Service Commission not only addresses concerns over rates and services, they have been showing concern over progress in telecommunications in recent years. Pinedale may benefit from their problems if they show one voice over the services they have received. The second group is the state Telecommunications Council. Their goal is to help provide telecommunications goals for Wyoming's residents.

Wyoming Telecommunications Council
Joe Ahern, Administrator
A & I Information Planning & Coordination Office
Emerson Building , Room 214
2001 Capitol Avenue
Cheyenne, Wyoming 82002-0060
Phone : (307) 777-5492
FAX : (307) 777-3696
<http://ipc.state.wy.us/telecom/>

Public Service Commission
Hansen Building

2515 Warren Ave. , Suite 300
Cheyenne, WY 820 01
Phone: (307) 777 -7427
<http://psc.state.wy.us/>

Edna V. Vajda, M.A., C.G.

Gerontologist
Wyoming Department of Workforce Services
122 West 25th Street
Herschler Building 2-E, Room 2104
Cheyenne, WY 82002
307-777-8717
307-777-5857
evajda@state.wy.us

INTRODUCTION

This is my first assessment as a team member and it was a wonderful experience. Sublette County is in a beautiful area of the state. I would like to thank the communities of Pinedale, Marbleton, and Big Piney for their hospitality, participation, and openness during the assessment process. Sublette County's greatest asset is its people and it was certainly a pleasure meeting so many of them.

AFFORDABLE HOUSING

Challenge: The need for affordable housing not only for families but also for seniors, especially assisted living facilities, was mentioned numerous times during the listening sessions. Also, the idea of developing a mobile home park was brought up at a listening session as a possible solution for affordable housing.

Solutions/Contacts: USDA – Rural Development's Business and Industry Loan Program provides guaranteed loans for the infrastructure needed in the development of a mobile home park. This loan program addresses sewer, water, electricity and streets needed in the development of a mobile home park. For information contact:

Jerry Tamlin
USDA Rural Development
100 E. "B" Street
Federal Building, Rm. 1005
Casper, WY 82601
307-261-6319

HUD Section 8 voucher housing program is another possible funding source available to assist low-income individuals in obtaining affordable housing. For information on

program requirements and conditions and information on the possible development of a local Housing Authority contact:

Mike Stanfield
Cheyenne Housing Authority
3304 Sheridan Avenue
Cheyenne, WY 82009
307-634-7947
cha_mstanfield@vcn.com

An assessment of the potential numbers of older adults in Sublette County and its neighboring counties who might be candidates for an Assisted Living facility would possibly provide private developers the encouragement needed to build such a facility. It was mentioned in a listening session that 11% of the population in Sublette County was over the age of 60. Once an ALF is operational, an added advantage would be that by providing these older residents with a more suitable living arrangement than more houses would be placed on the market which in turn would offer some relief for the community's affordable housing shortage. The Senior Centers could be a valuable partner in assessing the older adults in the county to ascertain the interest in an Assisted Living Facility. The USDA Rural Development's Community Facility program for the funding of Assisted Living Facilities is a program of direct loans and guaranteed loans. This loan program is similar to Section 538. For information contact:

Rod Hansen, Rural Development Manager
100 E. "B" Street
Federal Building – Rm. 1005
Casper, WY 82601
307-261-6326 ext. 6
rod.hansen@wy.usda.gov

The Wyoming Community Development Authority (WCDA), which is the housing finance agency for the state, manages the Low Income Tax Credits and HOME Investment Partnership Program, or HOME for short. These funds can be used for development costs if the subsidy is passed on to the renter or the homebuyer. Low interest loans are also available to first time homebuyers through Wyoming Community Development Authority (WCDA) as is the Multi-Family bond authority, but this generally only works with projects of 150 or more units. For information contact:

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

Powell, WY has prepared a housing demand study and in turn used it to persuade homebuilders that there was a market for affordable housing as well as other types of housing such as assisted living. This resulted in new housing construction. For information contact:

Dave Reetz
President of the Powell Valley Economic Development Alliance
P.O. Box 907
Powell, WY 82435
307-754-2201
Fax: 307-754-5217

The USDA-Rural Development 502 direct loan or guarantee program for single-family dwellings is administered for Sublette County from the Afton office. Low-to-very low-income applicants can apply for loans in order to purchase a home. The maximum loan amount for Sublette County is \$148,600. These loan funds can be used to purchase existing houses, construct new houses, or purchase new manufactured housing.

The USDA-Rural Development Multi-Family Section 515 Loan program usually has funding in December or January of the year. Money is usually appropriated to applicants within a 3 month time period for up to \$1,000,000 per request. Multi-Family refers to four or more apartments in a complex. The Section 538 is designed as a loan guaranteed program for the building of multi-family units that would be rented to low or very low-income tenants. Specific details can be obtained from:

Linda Ziegler, Rural Development Manager
625 Washington St., Room B
P.O. Box 190
Afton, WY 83110-0190
307-886-9001 Ext. 4az
Fax: 307-886-3744

Rod Hansen, Rural Development Manager
100 E. "B" Street
Federal Building – Mr. 1005
Casper, WY 82601
307-261-6326 ext. 6
rod.hansen@wy.usda.gov

A possible housing program that is within USDA Rural Development is called "Self-Help Housing". This program is designed to allow applicants, who will be the future homeowners, to build their homes by providing the labor under the supervision of a construction supervisor sponsored by a Housing Authority or other non-profit organization. During the past year Housing Partners in Riverton, Wyoming applied for a Self-Help Grant for technical assistance in the development of a Self-Help Project.

Several homes in the Riverton area were built through this program. A contact for more information on this program:

Sue Hoesel
307-857-1988

RECREATION

Challenge: During the listening sessions, citizens listed the need for a Bike/Walking path on more level ground, a nature trail to demonstrate to the visitor the beauty of the area, and also the need for a Recreation Center with a swimming pool, basketball courts, and other amenities.

Solutions/Contacts: If the community wishes to construct a walking path along the highway where the ground is more level the Wyoming Highway Department has a Bike Coordinator that may be able to assist Pinedale with highway funds for making walking paths along highways. The Department of Transportation has Transportation Enhancement Program for pathway planning and funding.

Jay Meyer, Planning Consultant
Bike Coordinator
Wyoming Department of Transportation
5300 Bishop Blvd.
Cheyenne, WY 82002
307-777-4717
FAX: 307-777-4759
Jay.Meyer@dot.state.wy.us

Another resource on information for bike paths is a bike advocacy group in Jackson, whose goal is to raise awareness in the community for these types of recreational enhancements. For information contact:

David Vandenberg, Director
The Nonprofit Friends of Pathways
PO Box 2062
Jackson, Wyoming 83001
307-733-4534
fop@wyoming.com

The Wyoming State Trails Program administers the Recreational Trails Grant Program. Funding is provided through the Federal Highway Administration. Each year a grant application process allows for the distribution of funding. This is a resource to assist with the construction of new trails when there is a need shown, maintenance and restoration of existing trails, trail-head and trail-side facilities development, provision of features which facilitate access by people with disabilities, and acquisition of easements and fee simple title to property for trails. Government may also use grants and not-for-profit agencies for

purchase and/or lease of trail construction and maintenance. There is a 20% match requirement for the grant. For information contact:

Joann Buster
Grants Program Specialist
State Parks and Historic Sites
307-777-3483
jbuste@state.wy.us

For the development of community projects such as a recreation center with a swimming pool and basketball courts, the community may have to look to fund a project such as this through a capital facilities tax, general funds, or private contributions or a combination of these ideas.

Grants through the Community Development Block Grant (CDBG) program are able to help with land acquisition and building costs related to projects that will serve and benefit low-moderate income people. This grant will require matching funds from the community. For information on eligibility, contact:

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

PUBLIC INFRASTRUCTURE AND GROWTH MANAGEMENT

Challenge: During the listening sessions the need for improvement in the public infrastructure was noted. There was an expressed need by the citizens for paved streets, paved sidewalks in residential areas, curbs and gutters, better street lighting, parking lots off the main street for tourist traffic and RV's. Also expressed is the need for improvements in water, sewer lines, storm drainage, and water supply, storage and conservation. It was expressed further in the listening sessions, that there is a need for tougher zoning laws and building codes and an interest in the hiring of a city planner so that growth is manageable.

Solutions/Contacts: The Community Development Block Grant has an infrastructure grant component. The purpose of economic development infrastructure is to provide public improvements, such as the extension of roads and water and sewer lines, to sites for the benefit of a specific business. Counties and incorporated cities and towns are eligible to apply for CDBG funds. For information on aspects of this grant program, contact:

Steve Achter, Director
Investment Ready Communities
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
307-777-2811
FAX 307-777-2838
sachte@state.wy.us

In the very near future, Business Ready Communities funding will become available for the advancement of businesses in Wyoming communities. The Wyoming Business Council is in the process of developing the rules for this new program. For information contact

Tucker Fagan
Chief Executive Officer
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
307-777-2800
FAX: 307-777-2837
TFAGANI@state.wy.us

During the listening session in the town of Marbleton, several citizens were concerned about the unrestricted use of water, especially watering lawns. No water supply is infinite and with drought a cause for concern for Wyoming, perhaps the placement of a metering system to monitor and assess water usage in the homes and businesses in Marbleton will deter water waste and encourage more conservation of this precious resource.

A building inspector position needs to be developed and building codes need to be established to ensure safe structures are built in the community. Building codes would also go a long way in influencing and controlling growth.

With a position such as a city planner, there would be the ability to implement good and enforceable land use plans and/or zoning options. There is an excellent book that could assist local officials. William Honachefsky's, "Ecologically Based Municipal Land Use Planning" can dramatically change the way municipalities plan their land use. Mr. Honachefsky provides easily understood nuts-and bolts strategies and solutions that restore the municipal master plan as the dominant planning document, incorporates scientific and ecological research studies from the last three decades, applies the Geographic Information System to problem solving and layout of the master plan, and designates the protection of the community's ecological infrastructure as the premier priority. His book makes a compelling case for sound land use policies and demonstrates that zoning should be one tool used in implementing a sound municipal master plan while emphasizing the integration of federal, state, and local land use plans. The book can be

purchased for less than \$80.00. The publishing date is January 1999; Publisher is CRC Press and the ISBN: 1566704065. The book can be purchased online from Barnes & Noble.

PUBLIC FACILITIES

Challenge: The need for improved public facilities was expressed numerous times during the listening sessions, particularly a mental health center to assist with the special needs of individuals.

Solutions/Contacts: Again the Community Development Block Grant can assist communities with eligible activities and projects such as senior centers, centers for developmentally disabled children and adults, medical and mental health clinics, and other facilities designed to assist special needs clientele. Contact Steve Achter at the Wyoming Business Council. His address and telephone number has been previously noted.

TOURISM/SIGNAGE

Challenge: During the listening sessions, tourism and how to keep the tourist in town for an extra day, instead of just being a town driven through to reach Jackson Hole was mentioned many times. Another concern was the need for a larger Chamber of Commerce building with more visibility to tourists.

Solutions/Contacts: Since the Chamber of Commerce is usually member funded and is a private-not-for-profit organization, the Board of Directors' may wish to pursue discussions with the County Commissioners to request a county grant for funding to enhance a visitor's bureau. A "Howdy Wagon" which looks like a covered wagon and is manned by volunteers during the summer months, especially the weekends, may be an appealing addition to the community. The "Howdy Wagon" needs to be strategically placed so tourists driving through Pinedale will notice it and decide to stop for information on the surrounding area attractions. Another suggestion would be an outside window at the Chamber of Commerce office that is manned by volunteers on the weekend to attract tourists and provided the needed information to keep these folks in your town. The goal would be to attempt to have people stop and want to see all of the sights and attractions and perhaps stay overnight. Perhaps the Lodging tax would be of some assistance with this project. For contacts that may be able to assist with volunteers:

Wyoming Commission for National and Community Service
Department of Workforce Services
122 W. 25th Street
Herschler Building, 2 -E
Cheyenne, WY 82002
307-777-5396

Senior Community Service Employment Program (SCSEP)
Department of Workforce Services
Edna Vajda, M.A., C.G.

122 W. 25th Street
Herschler Building, 2-E
Cheyenne, WY 82002
307-777-8717

Another goal would be to have employees in businesses in town know what the attractions are in the area. This goes to hospitality services or the “Good Host” programs for business owners and managers, store clerks, food-service workers, and the general public. Programs effectively provide valuable customer-service training to large numbers of people. Group training session would save local businesses the time and expense of developing and delivering their own programs. By having these individuals trained with vital information on the community it would encourage visitors to come back or stay a little longer. Maybe employees in the restaurants and stores on Main Street could wear buttons that read, “Ask Me!” This would encourage tourists to begin a conversation and allow the employees the opportunity to tell them what services and sights are available in the area, such as the hours of operation at the museum, what events are going on in town, and directions to beautiful Fremont Lake. For more information on these types of training programs contact:

Diane Scober
Director of Travel and Tourism
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-777-2808

During the listening sessions there was much discussion about the need for better signage in order to let people know where things are located. County or City government should utilize the opportunity to place informational signs on the roads.

Even though not having a traffic light on the extended main street was mentioned repeatedly by some residents of the Pinedale community as a plus, it could be looked at in a different light (pun) when you are discussing getting your share of the tourist business from Jackson. Since you are located just 77 miles south of Jackson, which is probably the destination of most of the northbound tourists, getting folks to stop and spend some time in the community appears to be a challenge. During the summer months when vacationers are travel through the area, perhaps installing a traffic light at one intersection would encourage the tourists to look around and observe the town more. This could be a marketing tool, especially if the town’s Welcome Wagon or Howdy Wagon was on the corner with information signs on what to do in Pinedale. During the listening session with the students, it was recommended that crosswalks be painted on the main street for safety consideration, especially for the tourists.

BUSINESS PARK/ECONOMIC DEVELOPMENT/IDENTIFYING RETAIL & SERVICE NICHES

Challenge: The need for an industrial or business park was mentioned numerous times during the listening sessions, as was the need for community economic development and enhanced retail items and services.

Solutions/Contacts: The development of an industrial or Business Park is critical to the successful development of any local economic development effort. Unfortunately, having one does not always ensure new businesses will take advantage of the opportunity to utilize the area and move to county. For information on the development of successful Business Parks contact:

Randy Bruns, President
Cheyenne LEADS
1720 Carey Ave. Suite 401
Cheyenne, WY 82003
307-638-6000
www.cheyenneleads.org

Economic development is a whole community undertaking. It needs leadership dedicated to economic development, community support, and usually some kind of organization and personnel that will work to bring new businesses to town or expand present businesses. Recruiting new businesses to the community is a challenge. The Wyoming Business Council contracted with Deloitte & Touché, Fantus in the fall of 1999 to assist in identifying target industries to more effectively focus marketing and sales efforts. The report is on the Wyoming Business Council website. It discusses the methodology, findings, and recommendations. To request a copy contact:

Linda Norman
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-777-2844
lnorma@state.wy.us

Or visit the Wyoming Business Council website: www.wyomingbusiness.org and click on Targeted Industries to view the report online.

The Chamber of Commerce could conduct an opinion survey, which would identify retail services, or items, which are in high demand by local people, but are not found in the stores in the county. A comment was made in a listening session that “it would be nice if we had retail stores that would sell clothes other than western wear”. The information gathered in the opinion surveys would be very valuable for Chamber members who could possibly look to expanding their businesses to fill the retail and service gaps. They could determine from the surveys what products are already provided in their stores, but might be something that the town people think is missing. It would also be a useful tool to for merchants and business people to become informed that they might need to advertise certain products or services better.

YOUTH/COMMUNICATIONS

Challenge: After meeting with the youth in the community, the listening session produced some major challenges: the youth felt there was a need for beautification and clean-up of property, after-school activities to prevent alcohol and drug abuse, need for a recreation center as a focal point for activities such as weekend dances, dance classes, plays, and musicals. It was also mentioned that better communications with town leaders and youth would improve the governing process.

Solutions/Contacts: To include youth in the governing process, it would benefit the community to help establish Youth Council. This is an idea mentioned by all of the youth that attended the listening session. These young people can have nonvoting positions on their city council, be representatives on a few community boards, such as the Chamber of Commerce or other community organizations. With some financial and adult support, like a mentoring teacher, these youth would be able to formulate ideas and visions about their community. They will be able to link school and community activities together. These young people could provide insight into jobs, housing, and quality of life issues for the community.

The establishment of a Boys and Girls Club in Pinedale for the county would certainly go a long way in providing the guidance and activities for after school for the youth in the area. There is a need for more activities than just sports. For more information contact:

Boys and Girls Clubs of America
National Headquarters
1230 W. Peachtree Street, NW
Atlanta, GA 30309
404-487-5700
E-mail: info@bgca.org

To help with developing mentoring programs for youth and after school activity programs, a point of great interest cited by the youth in the listening sessions, contact:

Wyoming Children's Trust Fund
Department of Family Services
Steve Vajda, Jr.
Social Service Consultant
Hathaway Building, 3rd Floor
Cheyenne, WY 82002
307-777-6081
svajda@state.wy.us

For information on Big Brothers and Big Sister organizations and functions, contact:

Special Friends of Cheyenne
Sally Meeker, Director

1328 Talbot Court
Cheyenne, WY 82001
307-637-6480

The youth felt that there was a great need to clean up yards, take old cars to the dump, and generally beautify the area. Perhaps a “Community Clean-Up Day” would be an activity that could be sponsored by the Chamber of Commerce, town service clubs, and student organizations. This particular event could be annual or semi-annual. During this time, service organizations, city governments, and the county government could provide free trash bags to people willing to clean up their yards and/or public areas. The Chamber of Commerce could give community service awards to those volunteers that have cleaned up the worst looking areas. Taking pictures to show the before/after changes would be a good way to promote a “Community Clean-Up Day”.

CITY AND COUNTY COOPERATION/COMMUNICATION IMPROVEMENT BETWEEN TOWNS

Challenge: During the listening sessions, comments were made about a lack of communication between local government entities, between the north end of the county and the south end of the county, and need for improved communications between the citizens and local officials.

Solutions/Contacts: City and County staff and officials should arrange informal but regular breakfast or lunch meetings to improve communication and cooperation between entities. These meals, which will serve as an opportunity to gather different perspectives and increase the knowledge of the various elected officials on what is occurring in the county, will go far in developing goodwill. If regular luncheon or breakfast meetings are held, then rotate the location to give the various restaurants in the county a chance to enhance their business.

Since there are two newspapers in Pinedale, work with the editors to have a section of the paper to print what is happening in each of the communities. Also, sending well-written press releases to the papers with newsworthy information will give everyone insight as to what is happening in the different communities. Just submitting minutes of the town council meetings will not spark much interest.

COMMUNITY INVOLVEMENT

Challenge: During the listening sessions comments were made numerous times that the same people always volunteer to do everything and more residents need to get involved with community activities.

Solutions/Contacts: There is a University of Wyoming Extension Program on leadership training. These very successful programs provide resources and building a sense of community for the participants. The program provides meetings regularly over the period of a year. Each meeting is held with a specific theme, such as learning to

identify the needs that should be strengthened in the community, learning about the private and public sector operations, learning to develop creative thinking skills, problem solving, or mediation skills, etc. These programs have helped in the creation of local networks of civic leaders and citizens that work together to achieve common community goals. For more information on forming a “Leadership Pinedale” or Leadership Sublette County” contact:

Mary Martin
UW Teton County Extension Office
255 W. Deloney
P.O. Box 1708
Jackson, WY 83001-1708
307-733-3087
FAX: 307-739-0749
mmartin@tetonwyo.org

Leadership Wyoming, a leadership training provided by the Wyoming Business Alliance in partnership with the University of Wyoming, is designed to provide leaders with the skills and knowledge to better understand the challenges facing the state and their community. The program selects individuals between the ages of thirty to fifty-five. This is an interactive nine-month educational program. For more information contact:

Leadership Wyoming
Wyoming Business Alliance
145 South Durbin, Suite 101
Casper, WY 82601

Grant Writing Resources

The Department of Workforce Services has a Grant Resource Guide that is available on its web page. For information on grant writing contact:

Department of Workforce Services
Edna Vajda
122 W. 25th Street
Herschler Building, 2-E
Cheyenne, WY 82002
307-777-8717
evajda@state.wy.us

Or, access the State of Wyoming homepage at: www.state.wy.us, click on Government, click on Department of Workforces, and click on Resource Guide. This is a 36 page resource guide on private or public grant opportunities, websites on information on grant makers, and technical information on how to write grants.

Coleen Collins

Department of Workforce Services
122 West 25th Street
Herschler Building, 2-E, Room 2103
Cheyenne, WY. 82002
307-777-7375
ccollil@state.wy.us

INTRODUCTION

I would like to thank the people of Sublette County for their warm hospitality. I personally enjoyed meeting all of the folks who participated in the assessment. I want to thank the people in the communities who organized the assessment, provided the team with meals, a place to stay and for the great tours of the area.

This report is organized around the major themes identified by the resource team. I have included contact information, websites and recommendations.

QUALITY OF LIFE

Challenge: In several of the listening sessions, the community identified a lack of after school activities for the youth.

Solution/Contact: There is the possibility of tapping into the Children’s Trust Fund and Family Preservation Program operated through the Wyoming Department of Family Services. The Wyoming Children’s Trust Fund will fund multi-year programs and projects, however, applications must be submitted annually. Matching funds are required. For more information contact:

Steve Vajda
Department of Family Services
Protective Service Division
Hathaway Building
2300 Capitol Avenue
Cheyenne, WY. 82002
307-777-6081
svajda@state.wy.us

Solution/Contact: The Corporation for National and Community Service may be able to assist in establishing and organizing after-school activities. For more information contact:

Patrick Gallizzi
Corporation for National and Community Service
308 W. 21st, Room 206

Cheyenne, WY. 82001
307-772-2385
pgallizz@cns.gov

Solution/Contact: Establish a Boys and Girls Club in the community. For information contact:

Boys and Girls Club of America
Southwest Service Center
2107 N. Collins Boulevard
Richardson, TX 75080
972-690-1393

Challenge: Substance abuse issues, particularly among the youth population, was identified as a problem in the county.

Solution/Contact: There are many resources available to help the community decide how they can approach substance abuse problems. I commend the individuals in the listening sessions for bringing this problem out as that is the first step in addressing this challenge. The community should look at counseling, prevention, in-treatment and out-treatment programs. For information contact:

Laura Dalles
Wyoming Department of Health
Substance Abuse Division
Youth Prevention
2424 Pioneer, Room 306
Cheyenne, WY. 82002
307-777-5808
ldalle@state.wy.us

Rick Clifton
Juvenile Electronic Management Services (JEMS)
117 W. 9th
Cheyenne, WY. 82007
307-432-0541
jems@quest.net

Ronn Jeffrey
Youth Alternatives
1378 Talbot Ct
Cheyenne, WY. 82001
637-6480

Southeast Mental Health
Substance Treatment & Prevention Services

1609 E. 19th St.
Cheyenne, WY. 82001
307-632-9362

Pathfinder
121 W. Carlson
Cheyenne, WY. 82009
307-635-0256

NATURAL RESOURCES

Sublette County has a lot to offer in the area of natural resources. The oil and gas industry assist the county with funds in the form of taxes. There are wide-open spaces and wildlife. Since the communities can offer hunting, fishing, skiing and snowmobiling, you could market this to increase visitation.

INFRASTRUCTURE

Challenge: The assessment team heard in some listening sessions that the communities need to work on beautification when entering and leaving the towns.

Contact/Solution: Beautification and economic development go hand-in-hand. The communities of Cheyenne and Evanston are committed to economic development and beautification of their city. Cheyenne is currently renovating the depot. Evanston holds a gala to raise funds for beautification. Cheyenne and Evanston have been successful in their efforts. I suggest contacting the mayor's office in Cheyenne and Evanston to get information on their beautification projects. For more information contact:

Mark Harris
Mayor
City of Evanston
1200 Main St.
Evanston, WY. 82930
307-444-3210
mayor@allwest.net

Jack Spiker
Mayor
City of Cheyenne
2101 O'Neil Ave., Room 310
307-637-6300
website: www.cheyennecity.org/mayor.htm

Recommendation: The youth in Pavillion painted garbage cans with artwork and placed them across the community as part of their beautification effort. I noticed when we toured the communities and were in the high school at Pinedale that the youth are very artistic. You may want to consider placing their artwork around the community.

Challenge: A number of the youth population said they would like to see the removal of old vehicles that are not operational.

Contact/Solution: The City of Cheyenne has been successful in their program in removing old vehicles from properties. If the property owner has old cars in the yard, the city will post a notice and give the property owner 5 working days to remove the vehicles. If the property owner does not remove the vehicles the city takes the landowner to court and has an independent contractor tow the vehicles. I am told this method has worked very well for the City of Cheyenne. For further information contact:

Jerry Hayes
Code Enforcement Officer
City of Cheyenne
2101 O'Neil Ave., Room 309
Cheyenne, WY. 82001
307-637-6477
jhayes@cheynnecity.org

Challenge: Residents state there is a lack of zoning and a lack of enforcement of building codes. Issues also came up in regard to water, sewer, roads, curbs and sidewalks.

Contact/Solution: The Office of State Lands & Investments may be able to provide some assistance in this area. For more information contact:

Brad Miskimmins
Office of State Lands & Investments
Herschler Bldg. 3rd Floor West
Cheyenne, WY. 82002
307-777-6646
bmisk@state.wy.us

Recommendation: Consider hiring a city planner.

TOURISM AND RECREATION

Challenge: The assessment team heard in a number of sessions the community would like to have a recreation center and a fine arts center. Individuals would like the recreation center to have basketball courts, racquetball courts, tennis courts and a place to hold dances. People enjoy what the Fine Arts Council is bringing into the community but they would just like to see more of it and would like to have a fine arts center built.

Solution/Contact: The Wyoming Business Council administers the Community Development Block Grant Program. This program funds eligible activities in economic development, community development and housing. For information contact:

Steve Achter
Wyoming Business Council
214 W. 15th
Cheyenne, WY. 82001
307-777-2811

Solution/Contact: The Office of State Lands & Investments may be able to provide some assistance in this area. For more information contact:

Brad Miskimmins
Office of State Lands & Investments
Herschler Bldg. 3rd Floor West
Cheyenne, WY 82002
307-777-6646
bmisk@state.wy.us

Challenge: In many of the listening sessions the assessment team heard that Sublette County would like to capitalize from the tourism in Jackson. They would like to see tourists stop and visit their communities, stay for a few days and take part in recreational activities provided in the area.

Solution/Contact: Contact the Wyoming Business Council to see if they can assist the community in the tourism area.

Chuck Coon
Wyoming Business Council
Travel and Tourism
214 West 15th Street
Cheyenne, WY. 82002
307-777-2842
ccoos@state.wy.us

Solution/Contact: The Wind River Visitors Council (WRVC) has had great success in marketing their recreational opportunities. Their website address is: www.wind-river.org/. For information contact:

Wind River Visitors Council
P.O. Box 1449
Riverton, WY. 82501
307-856-7566 or 800-645-6233

COMMUNICATION (PERSONAL)

Challenge: A number of individuals expressed the lack of youth representation on local government issues.

Solution/Contact: Consider establishing a local youth council and have them participate in meetings with the town council to address their concerns and ideas in regard to the community. If the youth are involved in decisions that affect them, they will take pride in their community. The Youth Empowerment Council out of Casper is a good resource. For information contact:

Barb Rea
1522 East A
Casper, Wyoming 82601
307-233-6000

Solution/Recommendation: Check into what the youth are currently doing in the community. Do the youth have anything established at school in terms of volunteer activities or community projects? If so, tap into this and foster the volunteer activities and community projects.

Challenge: Many people expressed that there is a split between North Sublette County towns and South Sublette County towns. The towns and the county also have a breakdown in communication. Good communication is essential in order to establish and meet goals.

Solution/Recommendation: I recommend the town councils of each community meet once a month to discuss issues. If the towns have goals in common, they can work together to meet their objectives. Information from these meetings must be shared with the people living in the communities. Communicate to the public in regard to when town meetings are held and encourage them to participate and provide their concerns and ideas.

Once the communities have bonded together and have addressed community plans, they should meet with the County Commissioners. I believe the communities need to have a unified front to address their goals with the County Commissioners in order to obtain funding for projects. When the communities and county work together they can collaboratively solve problems and implement projects.

Challenge: The people in the area are not unified in deciding the direction and vision for the communities and the county. Some people want change, others do not want any change and some individuals want the communities to go back the way they were years ago. There is a lack of vision and community consensus.

Solution/Contact: No matter what each community decides to do, there is a need for community planning. The community plan needs to address economic development, recreation, tourism, infrastructure, transportation, housing and community development. A first step could be to hold community meetings to discuss a vision with the citizens and then look at in-depth strategic planning for the community. I believe the meetings could be very effective if they are lead by a facilitator. I feel the facilitator should be a person

outside of the area in order to have someone who will remain neutral. For information contact:

Mickey Beaver
Navigating Change
1020 Bristol
Casper, WY. 82609
(307)235-5572
mickbeaver@attbi.com

The Wyoming Rural Development Council maintains a list of facilitators, which communities can utilize. For information contact:

Mary Randolph
Wyoming Rural Development Council
2219 Carey Ave.
Cheyenne, WY. 82009
307-777-6430
mrando@state.wy.us

ECONOMIC DEVELOPMENT

Challenge: Many individuals expressed in the listening sessions they would like to see the creation of new business.

Solution/Contact: The Wyoming Business Council is an excellent resource in the area of business and industry recruiting. Information about the Business Council can be obtained at their website which is www.wyomingbusiness.org/home/index.cfm. For more information contact:

Den Costantino, Director
214 West 15th Street
Cheyenne, WY. 82002
307-777-2842
dcosta@state.wy.us

Solution/Contact: The Wyoming Small Business Development Center is also a helpful resource. The Small Business Development Center services include: consulting, training programs, resource library and referral programs. They can also assist in providing information in regard to starting a business in the community. For more information contact:

Bill Ellis, Director, Region I
1400 Dewar Drive, Suite 205
Rock Springs, WY. 82902
307-352-6894 or 1-800-348-5205

bellis@uwyo.edu

Solution/Contact: The USDA Rural Development has a business and industry program, which provides loans for expansion and preservation of jobs in rural areas. They also administer the Rural Business Enterprise Grants to finance and facilitate development of small and emerging private business enterprises. For more information contact:

Jerry Tamlin
Business and Cooperatives Program Director
100 E. "B" Street
Room 1005
Casper, WY. 82601
307-261-6319
jerry.tamlin@wy.usda.gov

Challenge: The communities would like to see people find jobs, which will keep them in the area. The community would like to see better wages, retention and progression in employment and better training opportunities. The community, like many others across the State of Wyoming, is seeing youth leave the community after completion of high school or college to find good paying jobs.

Solution/Contact: The Workforce Development Training Fund administered by the Department of Workforce Services assists existing and new industries in the state in meeting the training needs of their newly-hired or current employees. For more information contact:

Jan Wilson
Program Manager
100 West Midwest
Casper, WY. 82602
307-235-3294
jwilso1@state.wy.us

Solution/Contact: The Workforce Investment Act (WIA) assists youth, unemployed adults, employed adults and dislocated workers. The Workforce Investment Act offers occupations skills training, on-the-job training, programs that combine workplace training with related instruction, training programs operated by the private sector, skills upgrading and retraining, entrepreneurial training, job readiness training, Adult Basic Education activities in conjunction with these activities and customized training with commitment to employ trainees. For more information contact:

Chris Corlis
Program Manager
100 West Midwest
Casper, WY. 82602
307-235-3242

ccorli@state.wy.us

Information about the Wyoming Department of Workforce Services can be obtained at their website which is <http://dwsweb.state.wy.us/index.asp>.

Challenge: Signage came up as an issue in several of the listening sessions. Improvements are needed in signage to let people know where hotels, lodges, tourist attractions, and recreational areas are located.

Solution/Contact: The Wyoming Department of Transportation may be able to assist the community in addressing sign requirements. For information contact:

Gene Legerski
Wyoming Department of Transportation
5300 Bishop Blvd.
Cheyenne, WY. 82003
307-777-4351
Gene.Legerski@dot.state.wy.us

TRANSPORTATION

Challenge: Lack of transportation for the tourists and the public was identified as a problem in several of the listening sessions.

Solution/Contact: The Wind River Transportation Authority may be a good contact to address the lack of transportation for the tourists and the public. For information contact:

Wind River Transportation Authority
307-856-7118 or 800-439-7118
website: www.wrtabuslines.com/index.php

WHAT WAS SAID AT THE INTERVIEWS

The Resource Team spent three days interviewing the local residents to hear what they had to say. Those being interviewed were directed to answer three questions:

- √ What are the major problems/challenges in the community?
- √ What are the major strengths/assets of the community?
- √ What projects would you like to see implemented in your community in the next two, five, ten or twenty years?

Listed below, without comment, is what was heard from those who volunteered to be interviewed.

Question #1: What are the major problems and challenges in your community?

- Philosophy of county has changed because the changing population has different opinions from the population who has been in the county for a long period of time.
- Changing landscape
- Lack of population to support business
- Cold weather/snow.
- Lack of workforce.
- Service Industry - hard to compete with higher pay and hard to get qualified people.
- Hard place to make a living.
- Bank - one bank and it is not a local bank.
- Telephone calls made outside of community is long distance.
- Slow Internet and only one service.
- Telephone calls made outside of community is long distance.
- Slow Internet and only one service.
- Need more communication between cities.
- Telephone - long distance
- Internet
- Cyclical style of the economy. Boom and bust.
- Hard to get employees to stick around.
- Communication is not strong between communities.
- Communication is not strong between communities.
- Water development is an issue and critical. Storage and the drought.
- One foot in two centuries ago and the other foot in the future. Need planned and controlled change to keep youth coming back to the community.
- Young people graduate and move.
- Need to attract other types of business to community. Lack of infrastructure.
- Smaller towns do not always have mechanisms to fund projects.

- Do not know if money obtained from minerals are being utilized properly and too dependent on the mineral industry.
- Southern Sublette County is a no mans land with no political representative in state legislature.
- Transportation particularly air service. Reliable, consistent and affordable air service does not exist.
- Need mechanism to send mineral money back for infrastructure. Needs to be a way of putting the money back and holding it.
- We have a hunting/outfitting industry struggling to survive. The state is doing nothing to help this industry. Lack of a good infrastructure program from the state on hunting/outfitting industry.
- Need more unified marketing for the county.
- Need to bring people to community and develop plans to keep people here a few nights.
- Ecotourism. Lack of exploitation. People go to Yellowstone.
- Ability to inform the federal government in a way that works on the county. The county does not get to communicate to the feds what works here. Lack of say on federal policies.
- Hard for out of state people to obtain hunting licenses.
- Need to get the word out that there is more than Devil's Tower or Yellowstone. Sublette County is a pass through area and we need to get the word out to inform people this is a place to stay, as this is a great recreation area. Need to concentrate on rest of the state.
- Agree with above statement. Would like to get people to museum too. Great area to get away from the city. Lack of marketing and advertising and it is not unified.
- Have a lot of mom and pop outfits and it is difficult for them to know what is going on in the rest of the community and know what resources are available.
- Have a lot of mom and pop outfits and it is difficult for them to know what is going on in the rest of the community and know what resources are available.
- People need to work hard to make a living.
- Low wages.
- Isolation.
- High cost of living.
- Distance to major points. (i.e. 100 miles from Rock Springs, Evanston and 70 miles to Jackson.) Do not have the services available.
- Internet access is expensive.
- Gas prices are extremely high compared to nation even though the gas is produced here.
- Because people want to live here they starve each other out. Instead of one strong school we have three and they are competing for bodies.
- People who move here want to change the community to reflect where they came from.
- Elevated real estate prices.
- Elevated real estate prices.
- Hard to keep kids.

- Low paying jobs.
- Big conglomerates are closing down mom and pop shops – creates migration to bigger cities.
- Wages going down – reflections of what is going on everyone.
- Lack of economic development.
- Lack of young people, families to help contribute to infrastructure.
- A Lot of homes in Pinedale are second homes.
- Transportation
- Lack of good airport access.
- Managing community water supply
- Keeping up with growth that is occurring, infrastructure.
- Balancing growth rate of growth with _____ and cultural resource values.
- Balancing growth rate of growth with _____ and cultural resource values.
- Meeting public needs while protecting resources they depend on (forest)
- Meeting public needs while protecting resources they depend on (forest)
- Upgrading county road systems for increase loads/controlling access
- More effective ways to communicate with agencies at the upper level of government.
- More effective communication with policy makers at higher levels of gov.
- More effective communication with policy makers at higher levels of gov.
- No saying in say the wolf issue – community input at higher levels.
- Safety of people from the wolf population.
- Local BLM/forest service be more willing to take the lead on key issues
- More development in conservation easements.
- Drug problem coming into town with oil and gas expansion.
- Lack of low income housing or affordable housing for workers
- Lack of health insurance.
- Youth recreation limited.
- Mental health and substance abuse issues toward seniors and southern end of county.
- Mental health and substance abuse issues toward seniors and southern end of county.
- Health problems for the elderly.
- Limited medical help.
- Boards that do not listen.
- More assisted living.
- More assisted living.
- Cost of living high, housing high.
- Youth do not stay after they finish school.
- No hospital.
- No hospital.
- Need a surgeon.
- Number of workers in county in limited and particularly in the health field.
- Cost of living high so it is hard to recruit and retain workers.

- Wages high so Medicaid and Medicare do not take the high cost of living in account.
- Wages high so Medicaid and Medicare do not take the high cost of living in account.
- Due to no hospital may have to jail mentally ill when unable to transfer to Rock Springs or Evanston.
- Hard to staff positions in medical facilities. Hard to meet people's needs with minimal staff with Cert. Nurses. **Note:** Would like senior companion program and adult day care programs. 11% of Sublette County is age 60 and older.
- Piling trash in areas, not picking up after self
- Small populations but a lot of people getting into trouble – drugs, alcohol, getting arrested.
- In a bubble, not exposed to cultural aspects.
- In a bubble, not exposed to cultural aspects.
- In a bubble, not exposed to cultural aspects.
- In a bubble, not exposed to cultural aspects.
- In a bubble, not exposed to cultural aspects.
- In a bubble, not exposed to cultural aspects.
- Not very many opportunities, not very much to do.
- In a bubble, not exposed to cultural aspects.
- Not very many opportunities, not very much to do.
- In a bubble, not exposed to cultural aspects.
- Not much to do, no activities for kids to do so they get in trouble.
- Not much to do, no activities for kids to do so they get in trouble.
- New oil field people coming in, overdeveloping, subdividing, overcrowding.
- Closed minded – don't realize what oil fields bring to town.
- Not used to change and have a hard time with it.
- Need to involve students in community.
- Don't ask for kids' involvement make all the decisions.
- Adults don't want change.
- Tourists need to use crosswalks.
- Getting funding to do things want to do.
- Getting funding to do things want to do.
- Lack of affordable housing.
- Changing social characteristics.
- Resistance to change and how people react.
- Lack of planning and zoning.
- Affordable living.
- To much law enforcement
- Degradation of mountains, haze in mountains.
- Jonah field expansion people leave once they are in (the wells).
- Groups that won't accept change, quite fighting it. It is inevitable.
- Lack of groups working together and co-existing.
- Worry about the quality of life.

- High cost of living.
- People looking away from problems hoping they will go away.
- Lack of affordable housing.
- Community does not want to admit they are dealing with some city problems such as a meth problem.
- Alcohol problems.
- Court system does not want to deal with alcohol.
- Need to communicate in different languages (motel and lodging industry).
- Borders are too small. Feels the community needs to annex divide roles in public office.
- Lack of direction or theme for Pinedale.
- Growth management.
- Do not have good signage for recreation locations.
- Lack of information kiosks.
- Seasonality.
- Lack of public transportation.
- Direction of marketing the community. Do we do quality or quantity?
- Lack of public transportation.
- Lack of air transportation.
- Lack of communication and understanding between tourism, ranching, govt. entities.
- Keeping area an agricultural area. Need to keep balance and allow people to keep their land and not subdivide.
- Lack of communications for Internet technology. Would like to see fiber optics.
- Lack of affordable housing.
- Lack of zoning.
- Lack of enforcement of building codes.
- Lack of respect for local people.
- Dust, sounds, and lights from oil industry.
- Lack of respect for the wildlife.
- Lack of affordable housing.
- Lack of hospital.
- People must pay to private irrigation company, canal needs work but there is a lack of tax money to maintain canal. The lack of maintenance means there is a lack of water in the south.
- South and north counties have to make long distance calls to each other.
- Concern that industry business (energy) will interfere with tourism.
- Power system. (Lights go on and off) (Power provided by Pacific Power)
- Further away from Pinedale the worse the modem communication.
- Internet slow.
- Streets, water and sewer.
- Cold weather.
- Lack of transportation, commercial air service.
- We are growing too fast. Oil/energy.

- Maintaining diverse and eclectic community is a problem.
- If we want the eclectic community to stay the way it is if growth occurs, maintaining the quality of life.
- Close proximity to Jackson so does not get the benefits of Jackson area.
- We need to determine where we want to go and how we want to get there.
- Two threats – decline and upswing of real estate values. If we cannot solve real estate issues, then we cannot maintain the type of community we currently have.
- Lack of funding. Money goes to schools or state schools. We do not have money in the towns. County has access to the funds. **Note: community does not have a capital facilities tax.**
- Few people.
- Long distances.
- Need legislative changes in terms of town funding.
- Infrastructure needs to be improved.
- Lack of activities for youth.
- Shortage of after school care
- Need a boys/girls school
- Lack of infant child care
- Not enough summer programs for kids or not enough hours in the day
- Exposure
- Recreational/development
- Jonah filed
- Smog
- High cost of living
- Cultural changes
- Second home community
- Find a balance between managing social/environmental costs of growth and respecting personal freedom
- Achieving wise use of financial windfall from oil and gas development
- Recognizing and acknowledging the primary values held by the community and making sure they are addressed while planning for change
- Balancing a traditionally small town community sense of governance with impending economic growth from both energy and gateway tourism development.
- Maintaining a sense of connection and pride with the community, while allowing for changes associated with population augmentation.
- Steering development in a direction consistent with our western small town feeling
- Fragmentation of ranching lands – soaring housing prices in Jackson
- Growth due to the gas development and assault on the environment
- Tourism and agriculture are being challenged by gas exploration
- Keeping up with infrastructure for this new growth

Question #2: What are the major strengths and assets in your community?

- Heritage (mountain men, cowboys).
- Open space.
- Blue sky.
- Raised here (60 years)
- Open spaces.
- Way of life, small town, low crime.
- Friendliness.
- People willing to help.
- Schools are good.
- Community people are helpful.
- Good for small business.
- Open spaces, low population, small town where people are friendly.
- Volunteers are great. A small minority of people does the volunteer work but is great.
- Minerals.
- People.
- Huge tax base and the money we have to spend.
- People.
- People.
- People.
- People.
- The money the county has and what is done with the money.
- Low population. Safe and beautiful place to live.
- People and small community. Like seeing the wildlife.
- School system is excellent and they are progressive. Emphasis on future and technology. Good teachers.
- Excellent medical services.
- Like the people.
- Like the summer.
- Wide open spaces.
- Natural resources - minerals, water, wildlife, clean-air.
- Natural resources - minerals, water, wildlife, clean-air.
- Tourism businesses and family owned business. Have used their own nickel to sell their services and to promote the State of Wyoming.
- There are a lot of opportunities here for people.
- Quality of life.
- Natural resources - minerals, water, wildlife, clean-air.
- Diversity of individualism.
- Schools. Facilities are excellent.
- Isolation.
- Wide open spaces.
- People. The people in the community help each other out.

- Museum.
- Lots of little attractions like the museum and library.
- Good services.
- Quality of life
- Scenery
- Don't have to worry about terrorism.
- White Pines ski area.
- Tourism
- Tourism
- Wonderful living where everyone else vacations
- Well kept secret
- Community is very entrepreneurial.
- Large number of 2nd businesses/businesses.
- People are good at finding a way to make a living.
- Left and found a way to come back and make a living.
- Good summer job opportunities for kids.
- Broad range of natural resource values, ag, tourism, oil
- If a need do a benefit – support community members.
- Rally around helping people.
- Rally around helping people.
- Good communications between different government agencies local, county, state, federal, etc.
- Economic diversity, tourism, oil and gas, agriculture
- Positioned well to be an overflow community to other communities “last place to buy reasonably priced goods”.
- Tremendous recreation opportunities. Like park – less formal structure will appeal to other people.
- People are great, fishing, hunting and lakes are good.
- People are great, fishing, hunting and lakes are good.
- Receive donations and have good community support.
- It's home.
- Large tax base from oil and gas.
- Fine arts.
- Close knit community
- Have a close bond, help each other, care about each other
- Power of community.
- Heritage is alive, keeping it alive.
- Books older people write to keep history.
- Small town, everything is personal and really gets to know teachers and counselors.
- Teachers really try to get kids involved in school and school activities.
- Small, one big happy family.
- Know each other.
- Community spirit

- No much problems with gangs
- Community comes together in a tragedy and helps each other.
- Location, beautiful. Wildlife, mountains.
- Living in a nicer place helps us become a nicer community.
- No so many clicks, but everyone is still friends even if cowboys or popular.
- Real down to earth
- Safe, not scared to walk down street by self
- No gangs.
- Entertainment center
- Loved the opportunity to help hire school board want to be more involved.
- People – independent, strong willed, well educated.
- School system.
- Businesses donating whenever asked and the amount the put into scholarship.
- Volunteerism.
- Entertainment center.
- People and community support.
- People and community support
- People and community support
- Pinedale fine arts council.
- Natural beauty.
- Well educated community – more so than most places.
- The little growth like the movie.
- Water value.
- People who are very caring.
- Community in constant flux. Tourism – very cosmopolitan in summer and back to ranch community in winter.
- Money available from the gas and oil industry.
- Lots of opportunities in this area.
- Quality of life.
- 80% of land is public land. 20% can be developed. We are lucky we will still be able to have a lot of open land.
- Lucky to live where we are.
- Balanced community.
- Wide variety of economic development, age groups, etc.
- Airport (this can be used and be an asset).
- Location.
- Solitude.
- Ski resort.
- Volunteerism far exceeds other places. Many people will give time to community.
- Strong can-do attitude.
- Strong volunteerism.
- Strong support for children.
- People take initiative.
- Peaceful.

- People are friendly.
- Wildlife.
- Pace of life slow.
- Scenery.
- Great mix of things our landscape is supporting.
- History tied to the land.
- Quality of life.
- Pace of life is slower.
- Hospitality of people.
- School system.
- Good solid conservative community.
- Mom and pop operations.
- Quality of life.
- Energy development.
- Great potential for tourist industry.
- Educational system is strong.
- Honorable people.
- Strong entrepreneur nature.
- A lot of active community organizations.
- Lots of recreational activities.
- Energy companies distributing a lot of money in community.
- Most diverse western communities in intermountain rural west.
- Retirement center.
- Schools.
- People.
- Oil field.
- Ditto.
- Ability to provide young people jobs.
- Children.
- The diversity of the people, cultures and economic status.
- Tremendous natural resource value.
- 80% public land.
- Everything is here: business, people, recreation, churches, etc.
- People
- School system
- Businesses
- PFAC
- Natural beauty
- The natural endowments of the land and their impact on the population
- There is no wrong side of the tracks
- Social status depends more on friendliness, commitment and decency than it does on wealth
- Being left alone is a respected option
- Independence

- Traditionalism
- Friendliness
- The small town, ranching community attitude where everyone takes care of each other.
- Beautiful surrounding environment
- No fast food or chain restaurants
- Small enough that you know who your neighbors are and that there is still access to many enjoyable outdoor activities
- Nearby mountains and vast gas reserves
- Clean environment and low population of Pinedale

Question #3: What projects would you like to see implemented in your community in the next two, five, ten, or twenty years?

- Want it to be like it was 50 years ago.
- Managed growth
- Face-lift for downtown Big Piney and Marbleton.
- Face-lift for downtown Big Piney and Marbleton.
- Face-lift for downtown Big Piney and Marbleton.
- Would like to diversify other than energy business. Planned long-term sustainable businesses.
- Value added businesses in county. Like a Green River Valley Beef COOP. Or something with processed beef.
- High speed Internet.
- Like to see senior citizens taken care of and at the forefront of projects.
- More shopping.
- Sustainable businesses. Generate electricity and sell it. Generate some long-term water storage and power. This will help infrastructure. Can have McDonalds, etc.
- Comfortable with the way things are today.
- Better south/north relations.
- Better south/north relations.
- Would like to see mental health center in this county.
- Better awareness of emergency numbers to access.
- Water.
- Wildlife migration. The community should go further and commit to preserving the wildlife. This will allow the preservation of the quality of life.
- Would like to see us be prepared to continue promotion of Sublette County. Voluntary assessment of lodging.
- Keep youth in county. Would like to see young people stay in community. Right now young people are just surviving and leaving.
- New chamber of commerce building.
- Guaranteed licenses for outfitters/hunters.
- (No one showed up to this session so the listening session was not held.)

- Tougher zoning laws.
- Tougher zoning laws. Key to influencing or controlling growth.
- Tax reform (inheritance tax). Make this more beneficial to the people.
- Improve infrastructure in the community in order to have the same services as the city. Community needs to define the services they want and then come up with a plan to implement the services.
- Lower cost of lines – phone and Internet. Get Fiber Optics.
- Lower cost of lines – phone and Internet. Get Fiber Optics.
- More history preserved – buildings preserved and not torn down.
- Get DSL here.
- Get better DSL and Internet service.
- Save money that is here now for when it is gone.
- Public RV dump station
- Updated watershed plan for Fremont Lake – protect public water system.
- OHV Education
- Plan/debate of community on where we (as a community) want tourism to go.
- Plan the desired size of community; what effects have on community; annexation plan; planned growth;
- In town pedestrian path.
- Do stuff for people who are already here.
- Extended care facility.
- Finding a way to combine facilities to get more services to population at lesser cost.
- Community health network.
- Growth to be planned and responsible to keep quality of life.
- Boys and girls club project or something like it. (high alcoholism rate among young).
- Substance abuse programs particularly for teens. Do some things like hiking, fishing, boat, (i.e. recreation programs) for the kids.
- Have jobs and programs, which will keep youth in community.
- Have programs for the overuse of drugs and alcohol. Need to address and correct these issues.
- Hospital.
- See projects get finished.
- See projects get finished.
- More options of things to do.
- See projects get finished.
- More options of things to do.
- More to do year around.
- More to do so don't have to go out drinking.
- Clean up yards, take old cars to dump – clean it up.
- A dance studio.
- More little clubs in school, outside of sports – after school activities.
- Recreational center.

- Recreational center.
- Recreational center.
- Dance club for teens – more to do on weekends.
- More arts type of stuff, plays, musicals, etc.
- Improved hiking, more and better paths for wildlife viewing.
- Broader school sports activities (snowboarding team, dancing team) also other clubs (speech team) etc.
- More stuff to do.
- More class options.
- Youth council.
- Youth council.
- Youth council.
- Youth council.
- Youth council.
- Youth council.
- Youth council.
- Youth council.
- Youth council.
- Youth council.
- Youth council.
- Place to hang out.
- Swimming pool, basketball courts, etc type of recreations center.
- More swim times.
- Improvement in signage letting people knows where things are.
- Improvement in signage letting people knows where things are.
- Community college or university level, master program without leaving.
- Concerted effort to plan growth and zoning.
- Affordable housing
- More rentals.
- More cultural things to do, especially on weekends.
- Planned zoning and planned growth.
- Hire a city planner.
- While city has money take care of the youth and seniors and get more programs.
- Interpretive center at trappers monument and migration route.
- High-speed rail system to Big Piney so can get there in 15 minutes.
- New chamber building.
- Parking lots for off street parking for traffic, RV's, etc.
- Dump station.
- Benches on Main Street particularly for senior citizens.
- Trashcans that are attractive.
- More clothing stores, which do not sell western, wear.
- Information kiosks, more signs to inform people of areas.
- Better street lighting.
- Would like to see post office deliver to homes in town. Currently most people must have a P.O. Box in own and go to post office.

- Pull health care services together.
- Outreach and mental health services are needed in the southern part of the county. It would be nice to have an outreach office in the south.
- Combine government services. Coordinate services.
- Better handicapped access in buildings.
- Would like sidewalks in residential areas.
- Hospital or medical clinic for overnight stays.
- Transportation for people with limitations.
- Expansion of town limits.
- Fine arts center that is not just kids. Cultural center building for adults (arts and classes).
- Chamber and visitor center.
- Chamber and visitor center.
- Centralized visitor information.
- Community center or cultural center.
- Airport hangars for commercial flights.
- More comprehensive and planned zoning.
- Car rental agency.
- Mobile home or trailer park. (both housing and RV)
- Beautification efforts to make town attractive.
- Hospital.
- New visitor center and chamber building.
- New visitor center and chamber building.
- Recreation center.
- Infrastructure for Pinedale and other outside areas.
- Commissioners need to put asphalt on roads.
- Investment in infrastructure.
- Get a plan on where we want to be as a community.
- Community needs to come up with ways to control real estate costs.
- Hotel.
- Convention facility.
- Keep landscape the way it is.
- Investment in infrastructure.
- Stables for horses in town.
- Investment in infrastructure.
- Meeting rooms at ski lodge.
- Affordable housing.
- Rework in health care delivery system in Sublette County. Make the delivery system more efficient.
- Hospital.
- Bring University classes to the area. Distance learning.
- Solve power problem.
- Phone Company to improve phone lines for better modem connections.
- Want DSL or fiber optics.

- Help people find jobs and have the jobs available, which will keep people in community.
- Rehabilitation of water and sewer.
- Advanced medical facilities.
- Aquatic observatory.
- Good infrastructure to attract business.
- New chamber building.
- Create new business.
- Consolidated resource where people can find out about available jobs in all sectors of employment. Would like a DWS office or outreach office.
- Planned extension of airport.
- Light industrial development.
- Build Power plants and sell power.
- See Pinedale develop sufficient capacity in sewer and water systems to incorporate surrounding rural subdivisions
- Heavily traveled roads would be paved
- People walking down a Pine Street lined with consumer businesses, perhaps walking to a Post Office no farther from the town center than the present one but with better ingress and egress for motorists.
- Children and elderly people would have a network of sidewalks for access to parks, stores, schools and churches.
- There wouldn't be a torrent of water to wade through at every intersection in March, or after summer storms.
- Sidewalks might be plowed in winter and kept free of ice as much as possible
- A friendly police officer would visit first and second graders every year and explain how to ride a bike safely and what to say or do if your little friend wants to show you Dads hunting rifle.
- There would be a dark sky amendment to the zoning resolution to protect residents from unwanted trespass of outdoor lighting and provide help directing light where it is needed.
- Older sections of towns would be beautified by converting overhead to underground power lines.
- Development of Recreation facility with basketball, volleyball, swimming, sauna, whirlpool, racquetball, aerobic, and anaerobic equipment and space.
- Improvement of road maintenance practices
- Community committee tasked with use of portions of sizeable County revenue towards city and county improvement projects
- Heavy truck traffic and thru traffic route other than Pine Street.
- Outdoor sand volleyball court in one of the parks
- Community recreation center
- A community well thought out that provides for all levels and ages of society and yet also respects its natural environment and its creatures
- Community recreation center with indoor sports, swimming, racket ball courts and exercise equipment so that everyone could benefit from the gas tax money.

- Downtown area of Pinedale developed into an old town western theme with shops and restaurants that would retain the western flavor
- See a town that has developed with some character, rather than just a bigger town/city
- I would not like to see mini malls spread all over, but would rather see planned development, with the center of the towns begin the “hubs”
- Curb side recycling pick up provided to residents
- Civic center that would allow all ages to participate in activities
- Small hospital
- Larger variety of shopping opportunities