

WYOMING RURAL DEVELOPMENT COUNCIL

Rural
Resource
Team Report
Torrington



**, Wyoming
Goshen County
March 2001**

WRDC Mission

*To create partnerships that result in effective, efficient and timely efforts to
enhance the viability of rural Wyoming*

THE WYOMING RURAL DEVELOPMENT COUNCIL

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

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

- Assist rural communities in visioning and strategic planning
- Serve as a resource for assisting communities in finding and obtaining grants for rural projects
- Serve and be recognized as a neutral forum for identification and resolution of multi-jurisdictional issues

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

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

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

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Torrington Resource Team

January 16-18, 2001

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

PROCESS FOR THE DEVELOPMENT OF THIS REPORT

The Wyoming Rural Development Council (WRDC) has provided a resource team to assist the City of Torrington, Wyoming in evaluating the community's assets and liabilities and in developing suggestions for improving the environment, social and economic future of Torrington. The City of Torrington requested a community assessment from the Wyoming Rural Development Council. Don Richards served as the community contact and took the lead in agenda development, logistics and publicity for the assessment. Resource team members were selected to visit, interview citizens, business and community leaders; and develop a plan of recommended action for the city. The team members were carefully selected based on their fields of expertise that Torrington officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the city and interviewed approximately 125 people over a three-day period from January 16-18. The team interviewed representatives from the following segments of the Torrington community: Agriculture; City, County Government and Law Enforcement; Churches; Education; Banking and Financial; Retail, Business and Utilities; Healthcare; Civic Clubs; Youth; Social Service Providers. Each participant was asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing the action plan. The three questions were:

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

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

A preliminary oral report and a summary of group recommendations was presented to the people of Torrington on January 18, 2001 and many of the citizens of Torrington who participated in the interviews were in attendance.

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

EXECUTIVE SUMMARY

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

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

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

On behalf of the Resource Team Members, I want to thank the community and our sponsors, the Goshen County Economic Development Corporation and the Goshen County Chamber of Commerce for the warm hospitality shown to us during our stay. We appreciated the accommodations and meals very much.

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

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

Steve Elledge, Team Leader
Mary E. Randolph, Executive Director, Wyoming Rural Development Council

RESOURCE TEAM MEMBERS

Steve Elledge, Team Leader

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Kim Porter, Recorder

Wyoming Department of Agriculture
2219 Carey Ave.,
Cheyenne, WY 82002
307-777-6575
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LOCAL CONTACTS/COORDINATORS

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Goshen County Economic Development Corporation
302 West 21st Avenue
Torrington, WY 82240
307-532-5162
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Dan Ringle

Executive Director
Goshen County Chamber of Commerce
350 West 21st
Torrington, WY 82240
307-532-3879

Torrington Community Assessment January 16-18, 2001 Agenda

TUESDAY, Jan. 16TH

11:30 a.m. to 12:30 p.m.
12:45 a.m. to 1:45 p.m.
2:00 p.m.
5:00 p.m. to 6:30 p.m.
7:00 p.m. – 8:15 p.m.

ACTIVITY

Orientation Meeting
Lunch
Community Tour
Dinner
Public Listening Session

WEDNESDAY, Jan 17th

6:30 A.M. TO 7:30 A.M.
8:00 a.m. to 9:05 a.m.
9:10 a.m. to 10:15 a.m.
10:20 a.m. to 11:25 a.m.
11:30 a.m. to 12:50 p.m.
1:00 p.m. to 1:30 p.m.
1:35 p.m. to 2:40 p.m.
2:45 to 3:50 p.m.
3:55 to 5:00 p.m.

Breakfast
Retail, Business & Utilities
City, County, & Law Enforcement
Churches
Lunch at Senior Friendship Center
Break
Education
Eastern Wyoming College
Banking and financial

THURSDAY, Jan 18th

8:00 a.m. to 9:05 a.m.
9:10 a.m. to 10:15 a.m.
10:15 a.m. to 11:00 a.m.
11:10 a.m. to 11:50 a.m.
Noon to 1:05 p.m.
1:05 to 4:30 p.m.
5:00 p.m. to 6:30 p.m.
7:00 p.m. to ??

Retail, business and utilities
Healthcare
Civic Clubs
Lunch/youth
Social service providers
Team Meeting
Team working dinner
Town Meeting

Recommendations Submitted by Resource Team Members

The Resource Team has given many suggestions. We have listed the individual recommendations, along with contact information for the respective team members. You are encouraged to communicate directly with any team member whose recommendations you decide to implement.

Steve Achter

Wyoming Business Council
214 W. 15th
Cheyenne, WY 82001
307-777-2811
sachte@state.wy.us

Water

Challenge: Water quality came up as a reoccurring issue more often than another issue during the listening sessions. This was of no surprise considering that topic was from page news prior to the arrival of the resources team. During the sessions the team heard many comments about the nature of the problem and possible solutions. It is obvious that this is a complex problem without agreement about the source of the problem or possible solutions. The options and solutions and possible funding sources are certainly well known to the city elected officials, however, the public at large does not seem to be well informed and knowledgeable about the situation. One fact remains; however, the city is under an EPA order to remedy the situation or face fines.

Solutions: Any funding scenario whether dependent on the ratepayers or the taxpayers at large, will require for passage, a fully informed public. It is recommended that a committee be formed and tasked with the responsibility of providing the public concise and accurate information about the water problem and possible solutions to the problem. This campaign should include how any new water project will be funded. The campaign should include ongoing articles in the local newspaper and spots on the local radio.

Railroad

Challenge: Next to the water problem, the railroad crossing was the most often mentioned concern. Considerable work has been done and a public hearing was held looking at alternatives to the current location of the crossing. Again, based on input and comments at the listening sessions, the public at large does not seem to be informed or certainly does not agree about what needs to be done to solve this problem. As a decision is delayed the town continues

to be at risk. Also, cooperation by the railroad will be essential to implementation of any solution.

Solution: It would appear that the next step is up to the city. Alternatives have been presented and discussed, albeit, an alternative that satisfies all parties has not been developed. The city needs come to agreement about the preferred alternative and present it to the Wyoming Department of Transportation. An additional facilitated town hall meeting may be needed to accomplish this task or the various alternatives could be put to a vote of the people at the next election in November. The ballot could include three choices:

An overpass to the east and abandon existing crossing
An overpass to the east and continue existing crossing
No change

A decision needs to be made.

Economic Development/Downtown/Retail/Service

Challenge: Downtown development and the need to expand retail, businesses recruitment, need for better paying jobs, the Holly Sugar bankruptcy, and economic diversification were topics mentioned by participants of the listening sessions.

Solutions: The Wyoming Business Council engaged a consulting firm with a national reputation to prepare a targeted industry study which identifies, given the attributes of Wyoming communities, the most appropriate industries to recruit to the state. The analysis is from an objective, external corporate site selector's perspective of Wyoming. Even though the study focuses on business attraction, it is useful for business expansion and retention because it identifies the current business climate under which existing businesses operate. With a better understanding of the existing business climate local economic development professionals will be in a position to implement strategies that will assist existing businesses. The report also contains a guide for communities to follow to prepare themselves to attract the identified industries, as well as understand the critical location factors for each targeted industry. It is recommended Torrington use the report as a starting point as it develops and refines both its recruitment and existing business and retention efforts. The Wyoming Association of Municipalities has distributed the report along with a questionnaire to all cities and town in the state.

A formal business expansion and retention program is an important component of any local economic development strategy. It is unlikely that the community will attract a company that will create a number of jobs in excess of one hundred. It is likely however, that ten existing companies will create ten new jobs each. An existing business expansion and retention program will help to make this happen. Gaye Stockman of the Wyoming Business Council is currently working with local economic development groups and businesses to focusing on business

expansion and retention. The attached existing business survey is a helpful tool that can be used to better understand the needs of existing businesses.

The National Main Street Program is a highly successful program that has proven useful to communities wanted to improve the viability of the downtown area. The Wyoming Association of Municipalities and the Wyoming Business Council are currently exploring ways to bring this program to Wyoming cities and towns.

Contact: An additional copy of the targeted industry report is attached. Information about the targeted industry report may be obtained by contacting either Steve Achter or Den Costantino at 307-777-2800. Gaye Stockman may be contacted at 307 777 2807 to discuss business expansion and retention. The National Main Street Program has a web site that describes the basics of that program. The address is www.mainst.org. Steve Achter may also be contacted to discuss the progress of establishing a Wyoming Main Street Program.

Housing

Challenge: The assessment team heard about the need for affordable housing as well as the need for housing for families of all income levels.

Solutions: Other communities have faced a similar problem and have used a variety of methods to solve the problem. The Wyoming Community Development Authority (WCDA), which is the housing finance agency for the state, manages the HOME Investment Partnership Program, or HOME for short, which helps pay for development costs if the subsidy is passed on to the homebuyer. A private builder along with WCDA will in the near future be constructing affordable housing as a demonstration project. This project will demonstrate the use of cost saving building and design techniques that can be adopted by builders throughout the state. Also, the city of Powell prepared a housing demand study and in turned used it to persuade homebuilders that there was a market for affordable housing. This resulted in new housing construction.

Contacts: Cheryl Gillum, housing programs director for the WCDA, may be reached at 307 265 0603. Dave Reetz, President of the Powell Valley Economic Development Alliance, should be contacted to learn how the city of Powell solved many of their affordable housing problems. Dave may be reached at 307 754 2201.

Youth

Challenge: Communities like Torrington continually contend with the problem of out migration of young people, that there is nothing in town for kids to do, and the lack of jobs for youth. Torrington is no different. The resource team heard these problems mentioned time and time again during the listening sessions.

Another concern heard by the team was heavy drug and alcohol use by the youth and adults.

Solutions: From the listening session conducted with the students from the high school it was apparent that there is considerable talent and energy among this group. They expressed a desire to discuss their concerns with the school administration as well as others such as the city council. They want to be taken seriously. This talent should be nurtured within the educational environment of the public schools. Development of business related skills in one way to involve students in productive activity. There exist many youth entrepreneurial education programs that can be made part of the public school curriculum. The Wyoming Department of Health, Substance Abuse Section has expertise that can assist communities with drug abuse problems.

Contact: The Center for Entrepreneurial Leadership has an excellent database devoted to entrepreneurship education. That database may be accessed over the Internet at www.celcee.edu. Diane Galloway of the Wyoming Health Department may be contacted at 307 777 6646 to discuss assistance available in the area of drug abuse prevention.

**Wyoming Rural Development Council
Torrington, Wyoming
Community Assessment**

Submitted by
Sharla Allen
Executive Director
Wyoming Health Resources Network, Inc.
1920 Evans Avenue
Cheyenne WY 82001
sallen@whrn.org
www.whrn.org

Introduction

As part of the Wyoming Rural Development Council community assessment team, I extend a warm thank you to all of the people who participated in the assessment and readily shared their thoughts and ideas. Thank you also for providing lodging and meals.

Torrington is a delightful community. For the most part, people seemed to agree on the strengths and weaknesses of the town, and share enthusiasm and creative ideas to improve Torrington and the surrounding area.

Water Quality

Clearly, water quality in and around Torrington is of great concern to many of the people that attended the focus groups. The Wyoming Department of Environmental Quality, Water Quality Division, has grant funds available for both assessment and implementation. Brian Lovett, with the Water Quality Division, explained to me that RFPs will go out in July for the next round of funding. Applications will be due in October and funding will be available in April 2002. Ground water is a priority of the grants, which come from two funding sources: 1) base funding for information, education, assessment, and best management practices; and 2) incremental funding, targeted at watershed restoration or waters that need to be repaired. Torrington should be eligible for one or the other, and Brian is available and willing to help Torrington put together a proposal.

Brian mentioned that the Division of Water Quality is already working with the Conservation District staff in Goshen County. He can be reached at:

Brian Lovett
Wyoming Department of Environmental Quality
Water Quality Planning and Assessment
Herschler Bldg., 4 W
112 W. 25th St.
Cheyenne WY 82002 phone 777-5622

Railroad

Another pressing concern is the railroad tracks that pass through town. Most of the people who mentioned the tracks brought them up as a safety hazard, since emergency vehicles are delayed when the trains pass through town. My understanding is that the railroad is adding another set of tracks, so that twice as many trains will pass through Torrington. The community members appeared split on the option of building an overpass or underpass for traffic that would deposit vehicles off of the main downtown street. Those opposed feel that downtown businesses would lose customers if traffic were diverted, and those in favor feel that people shop downtown intentionally and don't just happen to stop to shop on a whim. My suggestion for the community is to engage a consultant to determine the impact to downtown businesses if the railroad is diverted. BBC Research and Consulting has worked with many Wyoming businesses and governments, including the Wyoming Water Development Commission, Wyoming Education Association, Sweetwater County School District #1 and #2, town of Jackson, and many others.

BBC Research and Consulting
3773 Cherry Creek North Drive
Suite 850
Denver CO 80209-0448
www.bbcresearch.com

If the community is in agreement that an overpass or underpass needs to be developed, the Federal Railroad Administration, Department of Transportation Railroad Rehabilitation and Improvement Financing Program is a source for consideration. This program is authorized by the Secretary of Transportation to provide direct loans and loan guarantees to State and local governments, government sponsored authorities and corporations, railroads, and joint ventures that include at least one railroad. The Secretary's authority has been delegated to the Administrator of the Federal Railroad Administration, an agency of the Department of Transportation. Financial assistance under this part is available solely to: 1) acquire, improve, or rehabilitate intermodal or rail freight or passenger equipment or facilities, including track, components of track, bridges, yards, buildings, and shops; 2) refinance outstanding debt incurred; or 3) develop or establish new intermodal or railroad facilities. Priority areas include (but not necessarily in the following order) projects that: 1) enhance public safety; 2) enhance the environment; 3) promote economic development; 4) enable United States companies to be more competitive in international markets; 5) are endorsed by the plans prepared under section 135 of title 23, United States Code, by the State or States in which they are located; or 6) preserve or enhance rail or intermodal service to small communities or rural areas.

Prospective applicants should take advantage of the opportunity for a pre-application meeting by contacting Jo Anne McGowan at (202) 493-6379 or Joseph Pomponio at (202) 493-6065. The Federal Railroad Administration Address is 1120 Vermont Ave., N.W., Washington, D.C. 20590.

Economic Development

The day the WRDC assessment team arrived in Torrington was the day that Holly Sugar declared bankruptcy. Several ideas were generated about economic development, including diversifying the economy, both within and beyond agriculture: 1) recruit dairy farm (large

employer, large export), investigate and experiment with nontraditional vegetation, and expand beyond the agricultural realm. I believe that the local economic development office has a good handle on the dairy farm recruitment. If it is to happen, Scott Sutherland will be the one best able to move the project forward.

One attendee of the agriculture focus group said she has been experimenting with non-traditional crops, possibly looking at the organic market. Torrington likely has the best growing season in the state, which should lend some creativity in crop selection. Sources for information include:

Jim Freeburn, Acting Director
Torrington Research Extension Center
PO Box 374G
Torrington WY 82240
532-7126

Wayne Tatman, Director
UW Cooperative Extension
PO Box 373G
Torrington WY 82240
532-2436

Karen Panter, Horticulturist
Cooperative Extension
University of Wyoming
(307) 766-5117

John Hewlett
Farm Management Specialist
Cooperative Extension
PO Box 3354
University of Wyoming
Laramie WY 82071
(307) 766-2166

Youth issues

The teens we visited with have great ideas and a lot of enthusiasm. They also have doubts as to whether the adults listen to them, let alone take them seriously. Their comments fall into three categories: substance use and abuse lack of activities, and lack of involvement in community. The first issue, youth substance abuse, is a serious issue, as these high school students know. They acknowledge that the youth get into trouble because of drinking underage, drugs, and tobacco (chew more than cigarettes). Safe Drug-Free Schools and Communities grants, which are funded by the U.S. Department of Education, are available to school districts through the Wyoming Department of Education. Grants typically are \$100,000 with no matching requirement. Contact:

Dr. Paul O. Soumokol

Wyoming Department of Education
Hathaway Building, 2nd Floor
Cheyenne WY 82002
(307) 777-7168

The Park County Health Planning Coalition has chosen alcohol use by minors its priority and is working on a number of prevention tactics primarily through positive youth involvement in the community. For more information, contact:

Rhonda Shipp
Park County Extension
(307) 527-8561

The Wyoming Department of Health Division of Substance Abuse administers an underage drinking grant program, which distributes more than \$160,000 in community grants annually. Contact:

Sharon Guerney
Wyoming Department of Health
Division of Substance Abuse
(307) 777-6885

The Division of Substance Abuse is also making plans to address adolescent drug use. Contact:

Diane Galloway, Director
Wyoming Department of Health
Division of Substance Abuse
(307) 777-6494

The second issue, lack of activities, could contribute to youth substance abuse. Torrington youth are not alone in thinking there's nothing to do. Mentoring programs to link older youth with younger youth could provide positive experiences for all involved. Encourage volunteering in the school (i.e. tutoring), in the community (clean up trash, visit nursing home residents), and at home (any activity that enhances the quality of home life).

The Learn and Serve America school-based programs offer grants to develop high quality, service-learning programs for grades K - 12 that provide school-aged youth with classroom and community opportunities to develop their academic and civic skills by addressing real-life problems in their communities. Programs are expected to address and help meet local community needs in one or more of the following areas: education, public safety, environment or other human needs. Grants are competitive and range from \$5,000 to \$15,000. Local match of \$1.25 for over \$1 of grant money received is required, although the match can be either cash and/or in-kind. Contact:

Kathy Scheurman
Wyoming Department of Education
2300 Capitol Avenue
Hathaway Building 2nd Floor
Cheyenne WY 82002
(307) 777-7843
kscheu@educ.state.wy.us
or

Cathy Lyman
WCNCS
Herschler Building 1 W
Cheyenne WY 82002
(307) 777-5396
clyman@state.wy.us

Community Center

A community recreation center was high on the list for many of the town meeting participants, adults and youth alike. Youth want more activities, more variety in sports and a place to congregate. I understand that the people of Torrington looked into obtaining a YMCA and hit some barriers, including not obtaining buy-in from surrounding communities. I spoke with the YMCA national headquarters, and understand that in order for a YMCA to be established there must be at least 25,000 people in a 7 mile radius of the proposed site.

Short of something as structured as a YMCA, I believe there are opportunities for Torrington to develop some type of recreational facility. It is critical that the facility be marketed as a Goshen County project so that neighboring towns feel ownership and support the facility both through participation in programs and through donations. It is also critical that the youth be involved and listened to in both initial and ongoing planning. Could the old nursing home be converted into a recreation center? Federal Mineral Royalty Capitol Construction Account money set aside for incorporated cities and towns, counties, special districts and joint powers boards to plan, construct, acquire, improve or repair public facilities (the nursing home would have to become a public facility if it isn't already). Some matching funds are required. Contact:

Brad Miskimins
Grant and Loan Program Manager
Herschler Building, 3W
122 West 25th Street
Cheyenne WY 82002
(307) 777-7309

Arts in the Community

A comment was made that there is no public art in Torrington. Several people commented that there was not enough to do. An inexpensive project could be to host an art contest and have the

winner's submission be painted on an exposed building as a mural. There are grants available through the state to help fund bringing in performing arts as well as visual arts. Hosting performing artists would help alleviate the "not enough to do" problem.

The directory of Wyoming State Grants is available online at:
<http://cowgirl.state.wy.us/grantscat/> (notice there is no □www□)

To obtain a paper copy of the *Catalog of Wyoming State Grant Programs* contact
Linn Rounds
Wyoming State Library Publications Office
(307) 777-5915
email: lround@state.wy.us.

Additional Resources

NOWCAP in Torrington received pass-through funding from the Wyoming Department of Health (via Wyoming Health Resources Network) in 1998 to conduct a community assessment. The assessment includes information about substance use and abuse, housing, medical services, and community issues and included South Torrington. NOWCAP was also a leader in forming a health coalition in Goshen County and compiling the Goshen County Human Services Directory. For more information on the assessment, human services directory or the local community health planning coalition, contact:

Jane Iddings
NOWCAP
PO Box 149
Torrington, WY 82240
532-2600

Wyoming Health Resources Network (WHRN) provided technical assistance to the coalition, and is available to continue to work with Goshen County in that capacity. WHRN also manages community grant funding under contract with the Wyoming Department of Health that targets health coalition activities (Grants Clearinghouse). For more information on health planning coalition activity statewide, grant funding available, or services WHRN provides local planning groups, contact:

Wyoming Health Resources Network, Inc.
1920 Evans Ave.
Cheyenne WY 82001
800-456-9386
email: sallen@whrn.org
web site: www.whrn.org

Torrington Resource Team Assessment Report

LONNIE R. ALLRED
USDA Rural Development
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307-856-5383
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E-mail: lonnie.allred@usda.wy.gov

My responses will cover those areas, which I have some knowledge in, mainly capital projects.

I. Water:

The City of Torrington has available at this time a loan from RUS in the amount of \$1,800,000.00 for a project of \$4,500,000.00 for the drilling of 6 water wells, a pumping station and a transmission line to connect the wells to the city's present distribution system. I understand that the city may need to apply for further funding of approximately \$2.7 million for a treatment plant. They will probably apply to the same funding sources that have funded the water wells.

II. Recreation Center:

There are three ways to organize this project for funding

- a. Form a Joint Powers Board between the City of Torrington and Goshen County.
- b. Form a Non Profit Organization.
- c. The City of Torrington could apply for loans and grants.

Funding Sources:

1. Guaranteed loans may be available from your local banks through Rural Development.
2. You might want to organize a committee and then approach the railroad for a grant stressing public relations as the reason for funding.
3. When you get organized, you need to start a fund raising effort as most funding sources want to see that the community is willing to support a project such as this.

The Office of State Lands & Investments,
Stephen Reynolds, Director,
Herschler Building, 3rd floor West
Cheyenne, WY 82002
Phone 307-777-6629.

4. I contacted the Boys and Girls Club of America. Ashley Bright suggested that a meeting be set up with him. He would then contact his regional director and they would come explain the program.

Ashley Bright
Boys and Girls Club of Central Wyoming
Casper, WY 82602
Phone: 307-235-5694

III. Agriculture Diversity:

- a. With the close proximity of Cheyenne, Fort Collins and Denver local producers need to look into alternative agriculture such as tomatoes, raspberries, muskmelons, strawberries; crops that can be picked and sold fresh in those cities. Premium price would be paid for certified organic produce. This would be an excellent opportunity to set up a co-op of producers, who could deliver their produce to a central location and have it delivered overnight to one of the cities.
- b. Funding and help to set up a co-op may be obtained from:

Rural Development
Karlene Sjoden
1441 East "M" Street
Torrington, WY 82240-3521
Phone 307-532-4880 ext. 4

- c. The University of Wyoming may be of help in how to set up organic certification of farms, help locate markets and help with pricing of produce. Contact

David "Tex" Taylor
Department of Agricultural and Applied Economics
University of Wyoming
P.O. Box 3354
Laramie, Wyoming 82071
Phone 307-766-5982

IV. Housing Shortage:

The concern is that there is a shortage of housing in Torrington in all categories, low, moderate and upper income type housing. The apparent causes are lack of builders, lenders and subdivisions.

- a. Torrington has nine banks that can make real estate loans. The banks can then have these loans guaranteed by Rural Development, FHA or Fannie Mae. The housing borrower needs to meet the program eligibility requirements. These mortgages can then be sold to WCDA or another mortgage purchaser.
- b. Rural Development has both direct and guaranteed loans. These loans are for the purchase of existing homes or for the construction of a new home. The loan eligibility is for the very low to moderate incomes. Information may be obtained from Rural Development

Karlene Sjoden
1441 East "M" Street
Torrington, WY 82240-3521
Phone 307-532-4880 ext. 4

- c. WCDA has funds for development of housing sites with a program called Home Investment Partnership.
Contact:

Cheryl Gillium
155 N Beech
Casper WY 82601
Phone 307-265-0603

- V. Sewer, Water and Streets for South Torrington:
South Torrington Water and Sewer District is eligible for a water and sewer loan and/or grant from Rural Development at the above address or from the State Lands and Investments Board. They would be eligible for a street improvement loan from either agency. There would have to be a vote of the people who live there to authorize a bond issue to secure the loans they receive.

Another way to finance improvements to South Torrington would be to form a joint power's board between South Torrington and Goshen County or the City of Torrington or all three. This would allow funding without a vote of the people.

- VI. Recreational Opportunities:
The State of Wyoming through Wyoming Transportation Department has a program called Bicycle/ Pedestrian Program. This program assists communities with planning for non-motorized transportation facilities. They provide advice and input to community planners and consultants. Contact:
Wyoming Department of Transportation
Office of Local Government Coordination
P.O. Box 1708
Cheyenne, WY 82003-1708
Phone 307-777-4384

- VII. Beautification of Gateways:
The above department of transportation also has a Cooperative Landscape Program. The purpose is to encourage the planting and nurturing of native vegetation, wildflowers and xeriscape plantings within Wyoming highway system right-of-ways and rest areas. They have grants available not to exceed \$2,500.00 for materials only.

Torrington, Wyoming Resource Assessment January 16-18, 2001

Steve Elledge

East Central Region Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
(307) 577-6012 FAX (307)577-6032
selledge@wysbc.com

QUALITY OF LIFE:

Torrington offers a very acceptable mix of quality attributes that contribute to an attractive, healthy lifestyle. The moderate climate combined with the cleanliness of the community and the disposition of the citizens presents a rural, wholesome, and attractive environment for the residents of the area. The work ethic in the area seems strong and the citizen interest in continually improving the community was apparent.

RETAIL-PERSONAL SERVICE ISSUES:

It is readily apparent that retail and personal service business leakage is a large issue in the community. The proximity to Scottsbluff and Cheyenne present issues that will exist far into the future and should be capitalized upon as opposed to fretted or lamented over. Suggestions of a 4-lane highway between Scottsbluff and Torrington can be looked upon very positively by acknowledging that the Torrington market increases with the addition of the Scottsbluff population as much as it decreases with the Scottsbluff competition. Suggestions might include:

****** Co-op marketing efforts and multi-merchant packaging of products and services. Examples might be: a free meal while you buy tires or get your oil changed; multiple store evening events; value-pak type mailings into the Scottsbluff market; capitalization upon the theory that the best deals are always from out of town.

ECONOMIC DEVELOPMENT

Goshen County is in good shape in the professional economic development arena. The local development group has had a large and positive impact on the entire community and they show no signs of slowing down. Scott has done a great job with his grants acquisition skills and many of the community's assets can be attributed, at least in part, to his efforts. Several resources are available to, and through, Goshen County EDC and should be capitalized on at every opportunity. These include:

****** Wyoming Business Council
Tom Johnson, Regional Director
1400 East College
Cheyenne, WY 82001 (307)635-7735

Business leads, state incentive programs, financial packaging assistance, marketing and trade show assistance, demographic and statistical sources, access to all Wyoming Business Council Divisions and Programs.

**** Wyoming Small Business Development Center**

Arlene Soto, Regional Director

1400 East College Drive

Cheyenne, WY 82007 (307)632-6141

Training, small business counseling, business planning, publications, free small business assistance and referral services.

**** Mid American Manufacturing & Technology Center (MAMTC)**

Aarne Haas, Field Engineer

1400 East College drive

Cheyenne, WY 82007-3204 (307) 632-6061

Engineering/manufacturing consulting services.

**** GRO-Biz Wyoming**

LCCC

Cheyenne, WY 1-866-253-3300

Government procurement resources; opportunities with Federal and State government.

WORKFORCE ISSUES

Workforce availability, work ethic, and skills were discussed in the assessment in numerous areas. While workforce issues are a topic of concern on a national and statewide level as well as locally, there are specific concerns in specific regions. The perception of Torrington's work force "work ethic" give it a perceived advantage over many of the more populated areas of the country. The education system is strong and the family unit is considered of major importance in the community. The result is a work ethic that is noticeably superior too much of the nation. This ethic can be measured in productivity, absenteeism, commitment and loyalty, and recognition of responsibility. This ethic should be exploited and exposed in business promotion and marketing efforts.

Workforce skills are a concern as the community looks toward a diverse economic base. Any attempts at diversification will expose areas of need relative to workforce skills. Efforts have been made to address these issues through the formation of the technical training center at EWC and it is recommended that this effort is developed, supported, and utilized. Additional information, assistance, support, and suggestion may be obtained through the following:

****Workforce Development Training Program**

Jan Wilson

Wyoming Employment Resources

100 W. Midwest Ave.

Casper, WY 82601 (307) 235-3200

Workforce Development Training Fund grants for skill training and workforce development.

****Wyoming Business Council**

Tom Johnson, Regional Director
1400 East College Drive
Cheyenne, WY (307)635-7735

Access to WBC Human Resource Consulting assistance, Workforce Development Fund Grant Assistance, State program referrals.

****Wyoming Job Network-Torrington Employment Center**

Jil Stroud
1610 East "M" Street
Torrington, WY 82240-3508 (307) 532-4171

Employment resources, job fairs, screening services.

****Train West**

Sue Campbell McBride
P.O. Box 802
Douglas, WY 82633 (307) 358-5578

Customized workforce training programs, development & implementation, consulting services for workforce & youth training, grant procurement assistance.

AGRIBUSINESS ISSUES

The agriculture business in the Torrington area is one of the economic backbones of the region. Adding value to the area crops and livestock production is a desired and viable avenue toward economic stability. Several projects are in place or underway, the most oft mentioned being the dairy project. The community support for that project is admirable and a primary ingredient for success. Also, continued support and effort toward retaining a viable sugar processing facility must be pursued.

It appears that there is increasing opportunity for, and interest in, a variety of new ventures into the value added arena. One possible avenue might be the pursuit of an Agribusiness Incubator Project. Most incubator projects nationwide are operated as non-profits and many are affiliated with government entities and/or institutions of higher learning.

I would recommend an incubator committee be formed, possibly as an advisory group to Goshen County EDC or EWC, to investigate such a facility. A small working group would function best at the onset, perhaps composed of an EDC rep, an EWC rep, a Wyoming Business Council rep, and 2 or 3 interested members of the agricultural community. A city or county govt. rep (perhaps from planning) would also be valuable.

Resources, guidance, and information sources include:

**** Small Business Development Center**

Arlene Soto
1400 East College Drive
Cheyenne, WY 82007 (307) 632-6141

Training, research publications, business planning, etc.)

**** Wyoming Business Council, William Bunce, Director of AgriBusiness**

300 So. Wolcott, Suite 200
Casper, WY 82601 (307) 237-4692

Agribusiness information, contacts, consultants, tradeshow, exports assistance.

****Aha Connections**

William P. Edwards, Jr.
970 Dundee
Casper, WY 82609 (307) 234-7944
Consultant with incubator research experience.

****National Business Incubation Association**

20 East Circle Drive, Suite 190
Athens, OH 45701-3751
www.nbia.org

OTHER ASSESSMENT OBSERVATIONS

Rerouting the railroad to allow for thru traffic and emergency access to both sides of the railroad tracks is a primary concern. With dual tracking the issue becomes larger. Much research and many suggestions have surfaced and all appear relatively expensive and inconvenient to some. The obvious first step, which is in all likelihood being, or has been, pursued is a sit-down with representatives of the railroad, Wyoming Highway Department, and local officials, to discuss possibilities. All would appear to have a major stake in the issue.

A burning issue is the Nitrate content of the water in the Torrington area. Many far more knowledgeable on such subjects than I are addressing this situation. I defer all observations to them.

The Torrington senior population has much to contribute to the community and need to be leveraged and utilized. I was given a myriad of information and ideas by that group and detected considerable interest and concern. Events and or regular meetings could be scheduled on occasion at the Senior Center to gather their input and capitalize upon their experience and knowledge.

The High School population was a very stimulating source of input for this assessment. Observations from that group show a great future for the community as long as a percentage of them have the opportunity to remain there. The desire to do so, and their own pride in the community are evident. Among the ideas that surfaced included the need for a “cultural aura” in the community, including sculptures and historical indicators. There is also a perceived need for “non-athletic” and “outside of school” activity options. Several suggestions, from arcades, to bowling alleys, teen clubs, activity centers, were discussed. These are not to be confused with the movement within the community for a YMCA type of option.

The conclusion would be that there is entrepreneurial opportunity in the community for adult and youth alike to pursue non-athletic options for adult and youth alike. Some may be projects that one, or a group of youth could pursue, giving them the multiple benefit of small business experience, activity options, and a potential long-term tie to the community.

Junior Achievement type organizations or custom mentoring and apprentice programs appear to have solid potential in the community.

CONCLUSION

I totally enjoyed the opportunity to serve on the Torrington Assessment team and commit myself as a resource wherever I can contribute. I felt a personal affection for the community nurtured by my exposure to some of the residents through my son's previous residency in the community.

I consider Torrington a prideful and progressive community and am confident that the future for the community is bright. I hope to visit often.

Steve Elledge

Torrington Resource Team Assessment Report

Jennifer Goodman
Executive Director
Wyoming Community Network
P.O. Box 3354
University of Wyoming
Laramie, Wyoming, 82071
307-766-2107
Fax 307-766-5544
Mobil 970-222-1964
jgoodman@uwyo.edu
www.WyomingCommunityNetwork.com

1st

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

Decisions like:

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

Will need to be answered.

You must follow up with this process in order to get anything out of it. All of the members of the Resources Team have committed to follow up with your community to help complete this process. To facilitate follow up: Just call any of us!

In the short run you need some Quick Wins.

Quick Wins:

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

Suggestion 1: Hold a Youth Summit. Give the kids in Torrington this report and ask them to prepare some action plans for solving some of the solutions. Give each group of kids one of the Major Problems and Challenges and have them come up with a proposed solution. Make sure that this process includes presentations in front of City Council, County Commissioners, Local Business Leaders, and Religious Leaders. Remember to have an outside facilitator come in and guide the youth through this process. This will allow the kids to be creative with out wondering if they are gaining teachers or parents approval. I would be very happy to help with this project.

Suggestion 2: Hold a Listening Session for the Hispanic Members of your community.

While we were in Torrington we were unable to talk to a large group of your Hispanic community. My understanding is that Hispanics make up more than 10% of Torrington and the surrounding areas, so they are an important part of your community, and it is very important that they be included in this process. I would also be willing to help organize this meeting and provide a translator as well as all of the needed materials in Spanish.

2nd

Vision

Your community needs to develop a joint vision between: City Government, County Government, Chamber of Commerce, and all other interested parties. You could decide on a population size that is acceptable to most people? What kind of business that everyone wants to see?, What services would your community like to see improved? Come up with a list of questions that the leadership organizations need answered that they can get on the same page. This should be your first step in taking this process forward. I would also suggest that you use an outside facilitator to develop your vision.

Youth

Challenges the team heard:

- Out migration of youth
- Need for good jobs
- Nothing for Youth to do/supervised activities
- People do not listen to us

Possible Solutions: I am a true believer in *youth entrepreneurs*. These types of programs could be used to combat all of the problems listed above. Kids ages 5-20 have been involved in running successful lemonade stands to Web-Site Design Businesses. There are niche markets both inside Torrington and across the state of Wyoming that could be filled with youth run businesses. Your youth can learn to write business plans, find financing, and market their products and services as well as adults can.

It would be incredible if Torrington became known as the young entrepreneur capital of Wyoming.

Step One: Offer Training

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

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

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

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

Contact Leonard Holler your Small Business Development Center Representative out of Casper for other leads on training both for adults and children. 1-800-348-5207 or leonarh@trib.com

Step Two: Infrastructure and Continued Support

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

We often heard that the youth have nothing to do in Torrington. I have two thoughts on this topic: 1) Kids never have enough to do. 2) They need to be involved in solving their problems. Your youth need to learn how to solve problems both in their own life and in your community.

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

But you must listen to them! Your youth think that the community leadership does not listen to them. Why should they stay in Torrington? Especially if they do not feel like they can make a difference.

Job’s

We heard that Torrington experiences:

- Low wage jobs without benefits
- Lack of skilled workers
- Lack of job diversity

It does not take a PhD Economist to understand that “Good Job’s Make Great Economies”

Lack of skilled workers is a national crisis especially in technical jobs. There are new historic highs in college attendance and graduation, but college graduates often lack technical training. High school graduates are often offered college or low skill service jobs as their choice for post high school direction.

Both your school and your community need to offer technical training for both youth and adults needing retraining.

60% of Jobs Currently need some type of technology training...is 60% of the workforce in Torrington trained to use some type of Technology?

Step One

Train your workers One of the limited factors in the new economy is a trained workforce. The baby boomer generation will be retiring in the next 5-10 years in record numbers and with record wealth. They will be leaving behind jobs that will need to be filled. Companies when looking to relocate often sight presence of a skilled workforce as a major contributing factor in site selection. One objection to training a work force is: "If we train workers they will leave the community." This is true! In the short run trained workers will leave your community for jobs, but in the long run you will attract businesses and maintain a skilled workforce for them.

Resources:

Workforce Development Training Fund, Jan Wilson, P.O. Box 2760 Casper, WY 307-235-3294. Their purpose is to enhance employment opportunities for people in Wyoming.

Carl D. Perkins Vocational and Technical Education Act of 1998:

Heather Wagoner, Hathaway Bldg. 2nd Fl, 2300 Capital Ave., Cheyenne, WY 82002 307-777-5329, their purpose is to develop academic, vocational, and technical skills of vocational students.

Your local community college should be in integral part of any workforce development that happens in Torrington and the surrounding areas. What a great resource to have right in town.

Step Two

Diversify the economy by helping create new markets for current business Job diversity can be created within existing businesses. Your current business owners and managers have dreams of business expansion but there are always barriers to realizing those dreams. Local expansion means more jobs with existing businesses that will be much more committed to Torrington than incoming corporations. Begin an outreach effort to your business community that includes understanding all the plans of your local small business and their perceived barriers to expansion. You will begin to see patterns in barriers most local businesses are probably facing the same 2-3. The job becomes easier with everyone working on the same page.

Resources: *Small Business Development Center*, Leonard Holler Director-Casper Center 1-800-348-5207 or leonarh@trib.com

Mid-American Manufacturing Institute: Larry Stewart, P.O. Box 3362, Laramie, Wyoming 307-766-4811

Wyoming Business Council: Tom Johnson, Regional Director. Detailed information can be found on www.wyomingbusiness.org

Step Three

Concentrate more on internal business creation through entrepreneurship rather than business recruitment. Local grown entrepreneurs are more likely to show allegiance to your community by staying in your community after they begin to grow. I have focused on Youth Entrepreneurship but Adults can learn to start their own businesses as well. You can use the same suggestion that I gave about the youth and apply it with adults. I believe that people no longer think like entrepreneurs. I think the risk and effort involved to start a small business is not understood and frightens most people. Small businesses are the heart of your community.

Contact the Small Business Development Center to bring a midlevel Entrepreneurship training classes to Torrington. The State Office is in Laramie and their main number is (307) 766-3505.

Economic Health

We heard:

- Need Downtown Development
- Ag Sustainability and Diversification
- Need varied retail businesses
- Lack of Affordable Housing

Wow...this is a huge challenge for Torrington. I have no sure and hard answer for Torrington but some suggestions are:

- First, make sure you have a community vision about what type of economic development you want. You will never have a 100% buy in on anything you do. But develop a vision anyway. Or does your community vision differ from that?
- Second, Develop a strategic plan for community and economic development based on your community vision. Take the Major Problems and Challenges section and pick the top 2 or three topics to concentrate on during the next two or three years. Create a “Task Force” for each problem
- Third, Have each “Task Force” responsible for setting timelines, measurable goals, and organizations and people responsible for seeing things happen. This Task Force needs to have these issue plan’s in writing and someone needs to be responsible for making sure that things happen on the given timeline, find the resources needed to complete projects and reach the measurable goal.

Specific Economic Development Resources Include:

Wyoming Business Council: Tom Johnson, Regional Director. Detailed information can be found on www.wyomingbusiness.org

Wyoming Community Network: Jennifer Goodman, Executive Director, 307-766-2107, jgoodman@uwyo.edu, www.WyomingCommuntiyNetwork.com. My job is to help you find the resources to meet your development goals. I can also help during the planning and community visioning stages of this process. I am developing an online database filled with all the economic and community development resources. So check the website for more details in Early November 2000.

Downtown Development Resources:

Main Street Program
1785 Massachusetts Ave. N.W.
Washington, D.C. 20036
202-588-6219
www.nationaltrust.org or www.mainst.org

Powell, Wyoming has had great success with this program give Dave Reetz, with the economic development alliance, a call to find out more information. 307-754-2201 or powell@wir.net

Housing:

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

Resources:

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

Fannie Mae Foundation
www.fannienaefoundation.org

Wyoming Community Development Authority (WCDA)
George Axlund
P.O. Box 634
Casper, Wyoming 82602
307-265-0603

U.S. Department of Housing and Urban Development
Kelly Jorgensen
Senior Community Builder
Wyoming State Office
100 East B Street, Room 4229
Casper, WY 82601-1918
[Kelley L. Jorgensen@hud.gov](mailto:Kelley_L_Jorgensen@hud.gov)
www.hud.gov

Please feel free to contact me if you have any further questions or comments. Again let me reinforce the fact that my job is to help you community reach your locally conceived development strategies. Call me at any time for help. Thanks for your hospitality.
Jennifer...307-766-2107, jgoodman@uwyo.edu

Torrington Resource Team Report

Kim Porter

Wyoming Department of Agriculture
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-6575
FAX (307) 777-6593
Email: kporte@state.wy.us

Economic Development

One of the concerns that came up was economic development, which included Holly Sugar, agriculture, diversity, and the proposed dairy. The filing of Chapter 11 bankruptcy by Holly Sugar was a main concern throughout all of the meetings, as Holly is a major employer in Torrington. Also expressed were concerns of agricultural markets, marketing of products and diversity. The dairy farm proposal came up often, although I am not sure this is as much a concern as it is an upcoming event that is being worked on and solicited.

Suggestion: It has been brought to my attention that there has been contact with an attorney, named Brandon Wilson in regards to the Holly Sugar bankruptcy and unstable situation. I understand there are several options being explored. I believe that work through Mr. Wilson should be continued as these options are explored.

I would also suggest setting up a committee containing all affected parties, if that has not been done. This committee should elect a “president” or “leader” that can act as a contact for this group. A united force will be helpful in getting things done and actions moving forward. This may be a challenging position, as it sounds like there are different views on what options would be best in moving forward with this situation. If they the group cannot come to a consensus, you may want to consider mediation as a way to bring the group together with one united plan. For information on mediation, contact:

Grant Stumbough, Natural Resources Manager
Wyoming Department of Agriculture
2219 Carey Avenue, Cheyenne WY 82002
phone:(307) 777-6579 *** fax: (307) 777-6593
Email: gstumb@state.wy.us

To obtain more information about a co-op contact:

John Cochran, Director, Business & Cooperatives
Rural Business Cooperative Service
USDA/Rural Development office
PO Box 820, Casper WY 82602
phone: (307) 777-261-6319

For marketing assistance and developing value-added industries, contact the Wyoming Business Council:

Bill Bunce, Director
Agri-Business
Wyoming Business Council
300 S. Wolcott #200, Casper WY 82601
phone: (307) 237-4692 *** fax: (307) 237-4699
Email: bbunce@state.wy.us

To assist with enterprise analysis and market research contact:

Tex Taylor
University of Wyoming, Cooperative Extension Service
PO Box 3354, Laramie WY 82070
(307) 766-5682

To assist with natural resource and zoning issues, contact:

Bobby Frank
Wyoming Association for Conservation Districts
2304 East 13th Street
Cheyenne, WY 82001
(307) 777-632-5716

OR your local conservation district

Other agriculture resources:

Milton Green
UW, Small Farms Projects/Farm and Ranch Recreation/Agritourism
PO Box 248
Fort Washakie, WY 82514
(307) 332-2681

The above-mentioned contacts will be helpful in assisting with the Dairy, and diversity issues.

Workforce

Two items came up under this category - quality work force and availability of work force. In my opinion, you have one great asset in building a quality work force and that is Eastern Wyoming Community College. Another great resource for finding quality employees is in the High Schools. I would form a committee with a member base including local businesses, the high school, and the community college. This puts all the people at the table - the people needing a qualified work force (business) and the people who can train the work force (high school and community college). Brainstorm on what qualifications and training are needed, then

work on a plan to meet the training/education goals. Remember, that wages will need to be equitable for the trained staff person in order to retain the employee.

Douglas has opened a “Tech Center” that aims to train both youth and adults on workforce skills and new technology. I would suggest contacting Joe Coyne, Director of Converse Area Development Organization (CANDO) to either partner with them, or at least find out what they have done, so you do not have to do work that may have already been done.

Joe Coyne, Director, CANDO
phone: (307) 358-6520
Email: cando@netcommander.com

Sam Sturman, (Also a member of the Tech Center team)
Laramie County Community College
1400 East College Drive
Cheyenne, WY 82007
phone: (307) 778-1269
Email: struman@mail.lcc.wheou.edu

The following industries have teamed up with businesses to train a work force:

Wyoming Hospitality Alliance Mentoring Program
Monica Miller
PO Box 1003
Cheyenne, WY 82003
(307) 634-2279

Wyoming Training Compact
Bruce Snyder
1400 East College Drive
Cheyenne, WY 82007
(307) 778-5222

Recreational Opportunities

Trails

In this area, first I will address trails. **Careful planning is the key.** As I mentioned at the town meeting, I will be taking the trails information from the Saratoga assessment that was put together by Joel Strong, who has expertise in this area.

Joel Strong
Bighorn National Forest
2013 Eastside Second Street
Sheridan, WY 82801
(307) 674-2645
Email: jstrong@fs.fed.us

The following are excerpts from Joe's report: The town should consider a pathway project as part of a much larger "Community Development Plan". The best way to describe this is as a "pathway" project to allow the broadest interpretation for funding grants - it needs to be considered part of the community transportation system. It is imperative that proper planning, at an appropriate scale, be done early. A good "Pathway Plan" will make grant writing easy and should be used as a selling point when applying for funds. This plan should be structured to accomplish the following goals:

1. Solicit public input into the design process and appropriate trail routes;
2. Review potential environmental impacts and other factors that may affect implementation (e.g. railroad);
3. Determine the priority of development;
4. Provide a supporting document for funding;
5. Outline how developments will be maintain and operated.
- 6.

Sheridan developed a "Sheridan Pathways Project", which began with several interested citizens who eventually formed a non-profit organization called Transportation Alternatives Coalition (TRAC). Robert Forister, now in charge of this project, recommends the following:

7. Do the planning up front - It takes time to build confidence and support from the community;
8. Consider forming a non-profit organization to encourage grants and donations from organizations, individuals and civic groups;
9. Do not re-invent the wheel - others have done this - learn from them;
10. Get a trail segment build as soon as possible - this encourages community participation - it will not longer look like a dream.

Mr Forister estimates that the initial planning cost approximately \$10,000. A bidding process was used to secure the most appropriate design contractor (Aspect Consultant Group, LLC, 45 E. Loucks Street, Sheridan WY 82810 - Phone: (307) 672-2066.

For a copy of the above plan, contact Joe Strong or Robert Forister, (307) 674-5941.

Additional contacts for supporting information include:

Gary Lacy (former Greenway Coordinator for Boulder Colorado - (303) 545-5883).

Dave Young, Wyoming Department of Transportation, (307) 777-4275. Mr. Young administers the Transportation Enhancement Activities Local (T.E.A.L.) grant program. TEAL grants are due into Cheyenne on June 30 of each year, and awards are generally made by October. As with all grants, the competition is fierce. The project should be well planned to ensure consideration. Two types of funds are available; on-system (projects associated within road rights-of-ways) and off-system (projects outside of road right-of-ways).

There is also a "Rails to Trails" program available. This program converts old rail grades (right-of-ways) using a variety of funding sources. Background information can be found on the web at:

<http://www.bts.gov/smart/cat/irt.html>
<http://www.railtrails.org>

Joel Strong does have another document if you are interested, "Guide for the Development of Bicycle Facilities", which has many of the adopted standards for pathway construction. This is published by the American Association of State highway and Transportation officials (AASHTO).

You may want to incorporate a walking tour, with signs giving facts and history along the way. The City of Buffalo, Wyoming has done this. Contact the Buffalo Chamber of Commerce for more information:

Buffalo Chamber of Commerce
Nadine Gross, Executive Director
55 N. Main Street
Buffalo, WY 82834
Phone: 800-227-5122 or (307) 684-5544
<http://www.buffalowyo.org/index.html>

Another trails contact would be:

Kim Raap, State Trails Coordinator
Wyoming State Parks & Cultural Resources
Herschler Building, 1E
Cheyenne, WY 82002
(307) 777-6472
krrap@state.wy.us

Lack of Recreations Opportunities

In the town meeting, I made the recommendation that the town look into hiring a Recreation Planner/ Director, a point person to research, plan and schedule events. I was told after the meeting that the town did recently hire one. This is a great opportunity. You now have a point person who can schedule and negotiate costs for different activities, such as swimming lessons, exercise classes, different leagues - such as soccer, football, basketball, etc. I also heard a lady say she drives her daughter to Scottsbluff to take dance classes. Research and scouting within the town (or maybe bring an instructor in from out of town) could provide dance lessons in town.

The town of Pine Bluffs has a Recreation Director and program in place, contact:

Sonja Carlson-Fornstrom, Director
Recreation, Pine Bluffs
217 W. 3rd
Pine Bluffs, WY 82082
(307) 245-3301

There are opportunities for having fun, educational events, such as different science, math, writing events, etc. These could be anywhere from a couple of hours to a weekend. I would suggest getting together with the schools to see if they are interested or have someone available

to provide different classes. The Cheyenne City Parks & Recreation department currently offers some of these types of classes. Their website has information on their programs.

City of Cheyenne, Parks & Recreations
610 W. 7th
Cheyenne, WY 82007
(307) 637-6423
<http://www.cheyennecity.org>

The sky is the limit here. Resource needs would not be high, and could be off-set by a small fee. Using the local newspaper to advertise future events would be an effective way to get the word out, along with flyers mailed to residents. Once residence is aware of a program, they will start looking for this information, especially if these programs start at a certain time each year.

For school age children, there are many opportunities for clubs. Some examples would be 4-H, Future Farmers of America, Girl Scouts, Boy Scouts, and different clubs ranging from science to music to foreign language. Many clubs could be set up simply by recruiting an interested adult to chair the club and provide guidance.

Wyoming Association of Extension 4-H
Jill Kline
57 Antelope Gap Road
Wheatland, WY 82201-8959
(307) 322-3667

Wyoming FFA Association, Inc.
Ron Pulse, State Advisor
Laramie County Community College
1400 E. College Drive
Cheyenne, WY 82007
Email: rpulse@mail.lcc.wheecn.edu

Boy Scouts of America
PO Box 394
Cheyenne, WY 82003
(307-632-5115)

Girl Scouts of Wyoming
Jan Woodhouse
1900 E 18th Street
Cheyenne, WY 82001
(307) 632-1413

The above are just a few organizations that may be helpful.

I enjoyed the Torrington Assessment and meeting all the people I met. I believe the town can look within it's own people and find the resources to match many of their needs.

Torrington Resource Team Report

Greg Wyndham, Area Coordinator
Southeastern Wyoming Resource Conservation and Development Council
304A 16th Street
Wheatland, Wyoming 82201
(307) 322-2187, Fax 322-4109
greg.wyndham@wy.nrcs.usda.gov

Issues and Challenges

When discussing individual communities there are many factors influencing what the community really needs. I have had the opportunity to work in many different communities through out the United States and I find it amazing that each community has the same basic concerns. Jobs, affordable housing, recreational opportunities and something for youth (to do) seem to be common ground no matter where you live. These are concerns expressed during the listening sessions in Torrington. In addition, I have also found there always seem to be concern unique issues for each community. In Torrington, the Railroad and Water Problems stand out as the two issues that are of highest priority to the community.

There is so much information available no one individual can keep up with it all. We do not need to reinvent the wheel each time we try something new. If you know where to start looking and have the desire, there is no limit to the possibilities. I will attempt to give you a starting point for the opportunities (issues and challenges) I have dealt with since I started working in rural development here in Wyoming.

Before I address the first issue there are two sayings I want to use. The first one is; any road will get you there if you don't know where you going, and the second is; be careful what you ask for, you might just get it. I do not see these as negative statements. I use them because I think it is extremely important to have a good plan, and to ask all the questions that need to be asked when developing the plan.

Planning

This assessment is a very good planning tool. Approximately 200 people attended the listening sessions. This may represent a good cross section of the community but there may need to be additional meetings to insure input from a larger percentage of the population. You cannot satisfy each individual in the community but you want to be sure there is consensus before a project is started. Individuals representing the different organizations having expertise in this area are listed below:

Jennifer Goodman: 307-766-2386, Wyoming Community Network
www.WyomingCommunityNetwork.com

Mary Randolph: 307-777-6430, Wyoming Rural Development Council
mrando@missc.state.wy.us

Greg Wyndham: 307-322-2187, Southeastern Wyoming RC&D Council
greg.wyndham@wy.nrcs.usda.gov

Beautification

There were a number of comments concerning the esthetics of Torrington as you enter the city. I am not aware of Gardening clubs etc., but I feel sure there groups or clubs willing to work with City officials on potential projects. Listed below are a number of organizations willing to work on community improvement projects that involve conservation and beatification.

Wayne Tatman: 532-2436, Goshen County Extension Service.

Mark Hughes: 307-777-5478, Wyoming State Forestry Service,
Tree City USA program, potential grants etc.

Nancy Borton: 532-4880, Goshen Cty. Conservation Districts
Potential community projects for conservation.

Agriculture/land-use

There were a number of comments during the three-day session dealing with open spaces and maintaining the ability to stay on the land. In the field of agriculture, many times we deal with the traditional way of doing things and there is a certain mind set that must be changed. There are many success stories to draw

from. The biggest issue is to make the change while there is time, and to plan how to change. One of the first programs I was involved in when I first arrived in Wyoming was Land-use Diversification. You need to be able to look at the opportunities the land offers and what might attract non-traditional customers. You may be surprised how many people would actually pay to help with branding.

Greg Wyndham, 322-2187, Southeastern Wyoming RC&D Council, Wheatland,
Wyoming.

Boyd Byelich: 307-848-2240 Ext. (119), Natural Resources Conservation Service.

Leonard Holler, 1-800-348-5207, Small Business Development Center
Casper, Wyoming (leonarh@trib.com).

Recreation

When you look at recreational opportunities and needs, every one wants something a little different. If you are looking at YMCA's or Community centers the next section below may be helpful because you are looking at buildings etc., to meet the need (basketball courts, pool, weights etc.). However, if trails, walking paths, greenways, or bike paths are what you have in mind then the following people may provide the information you need.

Hugh Osborne/Kay Salazar, National Park Service (303) 969-2857.
Denver Colorado.

Steve Hollingsworth, City of Cody Parks and Public Facilities,
307-527-6532.

Cindy Schneider, Greenway Coordinator, 637-6282, Cheyenne Wyoming.

Housing/Capital Improvements/Youth

These were issues that came up several times during the listing sessions. When we toured the community, it was obvious that much is being done in certain area yet there are still many needs not being addressed. We heard the need for affordable housing, a pool, community center, YMCA, etc. When you try to address these needs planning and evaluation is extremely important (reference the first section above on planning). You do not want to build something and no one come!

****Housing/capital improvements can involve many areas but typically one of the Agencies or individuals listed below can provided assistance.**

USDA-Rural Development, 307-261-6300, Federal Building, Room 1005
Casper, Wyoming 82602, (www.rurdev.usda.gov/wy)

George Axlud, Wyoming Community development Authority, 307-265-0603, Casper
Wyoming

Kelly Jorgensen, U.S. Department of Housing and Urban Development, www.hud.gov 307-261-6254 (general information).

Kresge Foundation, www.kresge.org, typically they fund projects over one million dollars but look for significant involvement and commitment from the sponsor in fund raising effort.

Eva Burton, 307-735-4564, Eva directed efforts for a Senior Citizens home in Glendo. They developed their own (501 C 3) Non-Profit Organization, secured grants and constructed the home (individuals working together for their community).

One additional contact would be John Freeman, The Wyoming Foundation 307-721-8300. The Wyoming Foundation is involved in community improvements. John can work with community leaders on the feasibility of raising funds within the community and assessing the efforts needed to raise the funding required to carry out a successful project.

In conclusion, my impression is the Torrington Community has a lot to offer its residents. There is an overall good feeling about the community. However, there are concerns that need to be addressed. Community leaders need to make a better effort of informing the residents of what is being done. Things are happening in the community that people are not aware of. For example, new test wells were being drilled the last day we were in Torrington (for the listening sessions), but very few people were aware of this. Information and publicity are extremely important. If people are not aware of what you are doing they cannot support you. There appears to be a very good community development program in place with many positive results.

Torrington Resource Team
January 16-18, 2001

WHAT WE HEARD FROM WHAT WAS SAID

After listening to the citizens of Torrington, the Resource Team reviewed what was said and condensed the comments down to a few basic statements for presentation at the town meeting held on January 18th. **These are in no particular order:**

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MAJOR THEMES

WATER

Contaminated
Supply

RAILROAD

Blocking traffic
Safety issues

ECONOMIC DEVELOPMENT

Holly Sugar
Agriculture
Diversity
Dairy

WORKFORCE

Quality
Availability

COMMUNITY DIVISIONS

Racial Issues
Location
Torrington vs. smaller towns

RECREATIONAL OPPORTUNITIES

DOWNTOWN – RETAIL – SERVICE

Leakage

HOUSING

Affordable

Low- moderate-upper

YOUTH-ADULT – NOTHING TO DO

Drinking and drugs

No follow through from adults

HIGHWAY

4-lane

Beautification of gateways

APATHY

Resistance to change

MEDIA

Lack of communication

Does not keep up on current events

WHAT WAS SAID AT THE INTERVIEWS

The Resource Team spend 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?

We have listed below, without comment, what we heard from those who volunteered to be interviewed.

What are the major problems and challenges in your community?

- Coming together for the needy people in the county
- medication in the community
- lack of people at community meetings
- economics - increase wages and standard of living
- economics - increase wages and standard of living
- railroad double tracking - splits the town
- Low commodity prices for the agriculture community
- Lack of consistency of decisions from county commissioners - zoning out agriculture activities, agriculture lands to be rezoned for whatever
- Teen activities, place to go - lack of
- Teen activities, place to go - lack of
- Teen drugs and alcohol
- Teen drugs and alcohol
- Drinking water
- Drinking water
- Drinking water
- Drinking water
- Drinking water
- Drinking water
- Quantity and qua Problems with agriculture water uses - how it can be used
- Small business not able to survive downtown
- Trouble getting people back to downtown after downtown renovation
- Businesses closed o Small business not able to survive downtown
- Problems with agriculture water uses - how it can be used
- Consistency on decisions from county commissioners
- Electricity maximums
- Lack of consistent zoning in city and county
- Holly Sugar filing bankruptcy
- How to get the people to shop in Torrington instead of crossing state line
- Lack of business and shopping opportunities

- Lack of interesting recreational opportunities for adults
- Need non-competitive new businesses - different businesses
- Need more people to volunteer
- Low commodity prices
- Low commodity prices
- Enhance family farms, prosperity
- Increased regulations by government
- Keeping young farmers
- Preserve Holly Sugar - bankruptcy
- Agriculture industry going through rough times
- Water problems
- Transportations costs - railroad
- Proposed closing of UW research and extension - relocating
- NAFTA
- Lack of value added agriculture products
- Disappearance of small family farm
- Need more markets - for flexibility
- Isolation for markets
- Lack of industry for agriculture related items
- New proposed rules from EPA for confined feeding operations
- Endangered species act - expansion of
- Lack of work force
- Lack of work force
- Production cost and returns
- Food for people vs. food for animals
- Lack of innovation for new
- Packing consolidation for meat industry
- Lack of access to market
- Don't have sufficient support from UW and agriculture services
- Lack of technology business
- Long term affect of EPA on water for feedlots and waste product
- Lack of research for other crops
- Ever changing policy on state lands - leases
- Proper evaluation of farm and ranch land - for agriculture purposes
- Credit when commodity prices are low
- Loss of irrigation water because of endangered species
- Endangerment to agriculture because of potentially high energy costs
- Lack of stuff for teens to do
- Preservation and enhancement of family farm
- Lack of seasonal workforce (Oct-Dec/Jan)
- Losing workforce to railroad
- Water
- Water
- Industry retention and lack of
- Infrastructure

- Education - better teachers and funding
- Lack of youth activities
- Coordination of youth activities
- Retain rather than retrain - qualified employees
- Creation and retention of jobs
- Creation and retention of jobs - more than minimum wage jobs
- Customer service
- Retention of people in detention center
- Lack of shopping opportunities
- Lack of shopping opportunities
- Lack of shopping opportunities
- Funding for persons to get higher education
- Transportation - lack of four-lane highway
- Lack of promotion of this area
- Lack of promotion of this area
- Lack of help with business transition
- Location and shape of weed and pest building - vulnerable and dangerous
- Location and shape of weed and pest building – vulnerable and dangerous
- Lack of support to help business change with the times
- Lack of access over the railroad crossing
- Gasoline prices - higher than NE even though their state tax is higher
- Not capitalizing on tourist attractions
- Lack of advancement and wages in law enforcement
- Speeders, dogs, junk vehicles
- Lack opportunities for youth - education, stuff to do, education, jobs, and music
- Lack opportunities for youth - education, stuff to do, education, jobs, and music
- Lack opportunities for youth - education, stuff to do, education, jobs, and music
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- Lack opportunities for youth - education, stuff to do, education, jobs, and music
- Lack opportunities for youth - education, stuff to do, education, jobs, and music
- Lack opportunities for youth - education, stuff to do, education, jobs, and music
- Lack of non-sports activities
- Lack of non-sports activities
- Lack of non-sports activities
- Lack of non-sports activities
- Lack of non-sports activities
- Lack of non-sports activities
- Lack of non-sports activities
- Lack of non-sports activities
- Lack of non-sports activities
- Lack of non-sports activities
- Lack of non-sports activities
- Lack of non-sports activities
- Teen drug and drinking problem

- Teen drug and drinking problem
- Teen drug and drinking problem
- Teen drug and drinking problem
- Teen drug and drinking problem
- Teen drug and drinking problem
- Teen drug and drinking problem
- Teen drug and drinking problem
- Lack of stuff to do
- Lack of stuff to do
- Lack of stuff to do
- Lack of stuff to do
- Lack of stuff to do
- Lack of stuff to do
- Lack of a youth facility
- Lack of a youth facility
- Lack of a youth facility
- Lack of a youth facility
- Lack of a youth facility
- Lack of a youth facility
- Water problems
- Lack of a forum so the community can present their concerns and problems
- Elected officials need to listen and act pro-actively
- Lack of good paying jobs
- Lack of diversity for work force
- Lack of things to do after school - tutoring - after school programs
- Lack of things to do after school - tutoring - after school programs
- Lack of things to do after school - tutoring - after school programs
- Lack of things to do after school - tutoring - after school programs
- Lack of things to do after school - tutoring - after school programs
- Lack of things to do after school - tutoring - after school programs
- Holly Sugar filing bankruptcy
- Holly Sugar filing bankruptcy
- Holly Sugar filing bankruptcy
- Holly Sugar filing bankruptcy
- Limited vision in economic development for the town
- Limited vision in economic development for the town
- Lack of an adequate newspaper
- Lack of an adequate newspaper
- Lack of an adequate newspaper
- Lack of an adequate newspaper
- Unemployment - homelessness - hungry
- Lack of interest from the elected officials
- Lack of interest from the elected officials - especially with kids

- [illegible]

- Clean up the alleys
- Pure water
- Pure water
- Pure water
- Pure water
- Pure water
- Pure water
- Pure water
- Drinking water
- Low incomes
- No central place to go in a bad storm
- Not a log to do in town
- Lack of activities for the young generation
- Problems with water system
- More general stores like Wal-Mart
- More family restaurants, less fast food places
- Daily mail delivery to Lingle
- More volunteers for senior center
- Low-income housing
- Low-income housing
- Small business assistance
- Small business assistance
- In home health care programs
- Poor local government
- Both grocery stores are across the track
- Nothing for kids to do
- Nothing to bring people into community
- No reason for kids to come back after finishing college - town is going to die
- Alleys cleaner
- Clean up around the community - yards and houses too
- Lack of things for the kids to do
- Lack of job opportunities
- Lack of adequate funding for senior center
- Adequate, clean water supply
- Bad city sewer system and storm sewer
- Get big pickups off of Main Street
- Dumpster should not be set on sidewalk
- Judges are too easy on drunk drivers
- No pure water
- No smoking in restaurants
- The way people drive
- Need more cops out so they can see
- Put signs or put TV on every corner
- Need something for the kids
- Water quality

- Railroad dominance - not cooperative
- Adequate help for the poor, ie gas prices
- Agriculture economy - need to keep Holly Sugar
- More industry/jobs
- Protect our land from big hop facilities
- Too much fertilizer
- Lack of industrial diversity
- Water quality and quantity
- Railroad noise and congestion
- Rising energy prices
- Loss of prime agriculture land to development
- Livestock and lagoon odors
- Attracting and holding more seasonal tourists
- Improper use of fertilizer, chemicals and water in maintaining green areas
- Over emphasis on sports, i.e. cost/benefit is unrealistic
- Water system
- Grocery store on wrong side of tracks
- Business of City of Torrington and Goshen County need to be separated
- Hand out to new comers the schedule of water, garbage pick up
- Lack of a major recycling center for remodeling old buildings and a place to store usable materials
- Telegram does not always give current happenings in GS.
- Cannot depend on Telegram for current events
- Local listing of shrubs and trees that grow well here
- Give the town a telephone number to call when the railroad has a spill
- Lack of agricultural news - statewide
- Huge water problem
- Huge water problem
- Huge water problem
- Huge water problem
- Lack of quality, good paying jobs
- Lack of quality, good paying jobs
- Resistance to change
- Outward migration of young people
- Outward migration of young people
- Lack of higher Ed
- Lack of equipment in technical programs
- Preparing students for jobs
- Preparing students for jobs
- Outside of school, there is nothing for kids to do
- Outside of school, there is nothing for kids to do
- Outside of school, there is nothing for kids to do
- No place to congregate for kids
- Housing costs are high
- Decline in enrollment

- Economically isolated
- Need for more financial support for schools and municipalities
- Recreation center
- Non-participation of Wyoming in the economic boom
- Towns don't work together in county
- Holly Sugar bankruptcy
- Upkeep and replacement of facilities and equipment - technology - poor school district
- Infrastructure to support business (Internet connection)
- Lack of employment opportunities for people in late 20's to 30's
- People outside of public education to participate in public education
- Lack of interest in community employers to participate with schools
- Need for a comprehensive community college - funding-
- Problem keeping up with technology
- Data imaging for documents that go to State archives
- Problem adding new programs to college - new instructors, infrastructure, etc
- Lack of strong economic development
- People migrating out of Wyoming
- Lack of affordable housing in decent shape - rental market
- Lack of workforce
- Lack of things for young people to do
- Lack of overpass/underpass for railroad
- People not prepared to take the challenge of a job or community college - work ethic, remediation
- Train noise
- Price of housing for low income
- Lack of things for kids to do outside of school
- Lack of good jobs or industry
- Drinking problem with underage kids
- Getting everyone on same wave link
- Income diversification of county
- Income diversification of county
- Income diversification of county
- Income diversification of county
- Lack of good quality jobs, recruitment of industry
- Lack of recreational opportunities for both kids and adults
- Lack of recreational opportunities for both kids and adults
- Lack of recreational opportunities for both kids and adults
- More better paying jobs
- Keeping kids around after they graduation
- Lack of industry
- Holly Sugar bankruptcy and affects on entire community
- Holly Sugar bankruptcy and affects on entire community
- Bad tasting water
- Lack of professional type of jobs
- More recreation

- Railroad- increase of traffic
- Water
- Water
- Water
- Recreation for young
- Struggling farm economy
- Railroad noise, location
- Relocations of baseball fields
- Highway from the sale barn into a 4 lane
- Highway from the sale barn into a 4 lane
- Retail and service leakage to surrounding areas
- Water quality and supply
- Water quality and supply
- More support from State DOT and legislature for a bypass for state Highway 85
- Closing down of Holly Sugar
- Alternatives to support agriculture such as the Dairy
- State pick up EPA function, would get more results
- Lack of jobs
- Lack of skilled labor
- Drug and alcohol problem in high school
- State comes up with statewide standard for healthcare in schools
- More financial support from county and municipalities for economic development program
- More financial support from county and municipalities for economic development program
- Lack of electricity for new industry
- Lack of electricity for new industry
- Severe demographic setup - poverty, medium income is low, minority poverty, minority drop out
- Severe demographic setup - poverty, medium income is low, minority poverty, minority drop out
- Lack of support to enable financial support for education
- Lack of support to enable financial support for education
- County has lowest weekly wage rate in Wyoming
- County has lowest weekly wage rate in Wyoming
- County has lowest weekly wage rate in Wyoming
- Poverty level in county - children in poverty level - concerns dental and vision especially
- Poverty level in county - children in poverty level - concerns dental and vision especially
- Lack of programs for age's poverty 19-65 for healthcare
- Reimbursement issues for medical care
- Few employers that offer health insurance
- Housing in south Torrington along with water and sewer problems, infrastructure
- South Torrington issue are ignored by County Commissioners - feel disenfranchised
- Lack of employment for youth
- Housing for lower income
- Aging building at hospital - aging equipment

- New equipment for hospital - technology
- Water
- Lack of recreational opportunities for youth
- Separations and oppression between Anglo and other ethnic groups - under representation
- Lack of job opportunities
- Transportation issues
- Hard to recruit for nurses or CNA and have available training - skills available for technology
- Lack of training for advanced technology and medical training
- Lack of technical infrastructure for healthcare facilities - telemedicine/telehealth
- Lack diversification
- Need to have monies to hire teachers and equipment for training facilities
- Resources in every aspect -
- High single parent population
- Short on 3 bedrooms or above housing
- Lack ground level housing - townhouses
- Getting education and immunization information out
- Getting specialty physicians in town - orthopedic
- Recruiting people for college
- Lack of things for youth to do
- Lack of things for youth to do
- Lack of health type of clubs or expensive costs
- Problems with physician directing patients where they go for services and not giving choice
- Lack of services and good, customer service
- Lack of customer services in restaurants
- Overpass/underpass with railroad
- Overpass/underpass with railroad
- Town is not appealing - sale barn in town - trucks - smell - railroad tracks
- Lack of affordable housing
- Lack of things for youth to do outside of school
- Lack of things for youth to do outside of school
- Lack of places for kids to go
- Lack of places for kids to go
- Lack of shopping
- Lack of technological advances
- Kids get into trouble because nothing to do
- Kids get into trouble because nothing to do
- Kids get into trouble because nothing to do
- Kids get into trouble because nothing to do
- Kids get into trouble because nothing to do
- Underage drinking
- Community based on older people and senior citizens - projects
- Lack of communication between different age groups
- Drug and alcohol abuse
- Drug and alcohol abuse

- Lack of jobs - poor wages for teens
- People are resistance to change
- Underage tobacco use
- Kids are not respected – don't take their ideas - put their ideas down - won't let kids try their ideas
- School district needs to get voice of students - input on scheduling, classes, grading
- Kids look down upon, not given a chance
- Cannot hang out anywhere - even if businesses are closes
- Kids feel are not allowed downtown - discouraged from going downtown
- Students blamed for all problems
- Bad water
- Lack of employment opportunities
- Lack of employment opportunities
- Lack of employment opportunities
- Lack of employment opportunities
- Lack of employment opportunities
- Lack of employment opportunities
- Lack of skilled workforce
- Water
- Railroad
- Railroad
- Lack of funding and economic development
- Lack of funding and economic development
- Middle-income people are not eligible for anything - lose out
- Racial issues
- Something to keep kids busy - activities
- Programs for children but community apathy
- Follow through and commitment to kids activities
- Non-agricultural based business - need more diversity
- Elderly population on fixed income - infrastructure rising costs
- Lack of mentoring programs - school to careers
- Phone rates outrageous
- Phone rates outrageous
- Lack of telecommuting opportunities
- Limited number of volunteers
- Limited number of volunteers
- High heating cost, prescription costs, lower fixed incomes
- Senior center needs more funding - low budget, rising utilities
- More diversity - need to be open minded about industry
- Concerned about using jail as economic development
- Trained people to work the jail
- Need more industry -
- Lack of places to build in or around the town for industry
- Need to give thought and foresight to what industry is brought in
- Grocery store on north side of tracks

What are the major strengths/assets of the community?

- EWC excellent college
- EWC excellent college
- EWC excellent college
- Climate
- Climate
- Small town
- Small town
- Small town
- Small town
- Lot of involved parents
- Strong agriculture community - largest farm area in Wyoming
- Strong agriculture community - largest farm area in Wyoming
- Strong agriculture community - largest farm area in Wyoming
- Irrigations good
- Neighbors - people
- Lot of good government/community employees
- Good health care facilities
- Good shops
- Churches are coming together
- Downtown development
- Excellent economic development program and personnel
- Good place for retired community
- Good place for retired community
- New industrial park
- Good volunteers in community
- Fairground facilities
- Activities - goose hunting
- Revolving loan fund - low interest
- Churches
- Lot of knowledge in valley
- Community resources
- Willingness of a variety of people to solve problems
- Diversified base for services
- Strong community resources
- Dry climate and good irrigation supply
- Agriculture marketing through livestock farms and consignment
- Small community atmosphere
- Diversification
- Low tax base
- Climate

- Climate
- Climate
- Climate
- Climate
- Good work ethics and low cost labor
- People and people who run business
- People and people who run business
- Cattle market
- Good area for dairy operators
- Low crime rate
- Low crime rate
- Good law enforcement
- Diversity of crops
- Holly sugar
- Good schools small classrooms
- Good schools small classrooms
- Ethanol plant
- Baseball fields, fair grounds
- Infrastructure for activities
- Fair grounds complex
- Fair grounds complex
- State law that can use sales tax for infrastructure
- Lot to offer for senior citizens
- Lower cost of living
- Good health care and retirement facilities
- Well-balanced community
- Value added facilities
- Feed mill and feed lots
- Ft. Laramie state historical site
- Museum
- Small, safe community
- Private ownership of land
- Participation of community- downtown re-development
- Two major highways go through city
- Low utility cost
- Strong infrastructure base - low cost
- People
- People
- Work ethic
- Work ethic
- Schools
- Entrepreneurial spirit
- EWC
- Historical landmarks
- Historical landmarks

- Improvements In the county - fire stations
- Fairgrounds
- Chariot races
- Public buildings and infrastructure
- Group that worked with keeping KN prices down - locked in prices
- History and trails - tourist attractions
- History and trails – tourist attractions
- 130% of state average for phones bills
- People want to change - working on different things
- Retired people have talents
- Retired people have talents
- People
- Summertime activities
- Sports programs
- United network of churches - working together
- United network of churches - working together
- Rural setting, traffic
- Safe community
- Safe community
- Safe community
- Limited traffic
- Caring, sharing, hard working people
- Deep feeling for county -
- EWC
- EWC
- Being Americans - great American community
- Churches
- Youth alternative program and coordinator
- Senior services transport, housing, in home care
- Senior services transport, housing, in home care
- Senior services transport, housing, in home care
- Senior services transport, housing, in home care
- Low cost of living
- Medical services
- Medial ser ices
- Rendezvous center
- Downtown remodeling project
- Mental health facilities
- Youth
- Youth
- Core of great professional people to help youth
- Interest of people who want to see change
- Green thumb program
- Santa's helper program
- Preschool and elementary age - good resources

- Elementary school
- Churches
- Good jail
- Good agriculture
- Small community
- Short drive to anywhere
- Good friends know all the people
- Fairgrounds activity center
- Senior citizen center
- Good people
- The older people, seniors
- Farming and ranching
- Doctors, hospital, college
- Nice town, good stores and services
- Senior meals
- Fire department
- Ambulance service
- Wonderful community, needs are met
- College and schools
- Senior friendship center
- Rendezvous center
- Libraries
- Senior center in Lingle
- Long term and interim care facility is near
- Good neighbor attitude
- Volunteer fire and ambulance services are excellent
- Infrastructure improvements
- Services near
- Emergency services (volunteer fire and ambulance)
- Good people
- Workforce
- Strong moral base
- Good schools
- Strong community college
- Senior center
- Sale B arm
- Ethanol plant
- Senior center
- College
- Banks
- Home delivery of meals from senior center
- College
- Hospital and medical services
- Senior center
- City services

- Public transportation
 - Low cost of living
 - Moderate crime rate
 - Health care
 - Public services - fire department, electrical department, police, senior center
 - Friendly people
 - Senior center services
 - Senior center
 - College
 - EWC
 - Holly Sugar
-
- Wanted a district with good rep and can make a difference
 - Good place to raise a fa Senior services transport, housing, in home care
 - Good people
 - Stable economy Good place to raise a family
 - Weather
 - Education system
 - Education system
 - Community college
 - Rich heritage
 - Cost of living
 - Small schools
 - Nice location
 - Community training center
 - Key community people with tremendous commitment
 - Good parent involvement of schools
 - Great outdoor recreational activities
 - Number and attendance of churches
 - Low crime rate
 - Safe place to raise children
 - Good police - good DARE program
 - Way people work together - city helping college and vise versa
 - Four major employers-college, public schools, Holly Sugar, St Josephs
 - EWC economic development team
 - Nice, small town
 - Good place to raise children
 - Good place to raise children
 - EWC - plus the added cultural events, collegiate sports
 - Willingness for employers to reach out and be a part of the community
 - Number of financial institutions
 - Rural towns are vital to Torrington
 - Diversified agricultural economy
 - Low cost of living
 - Low cost of living

- Friendly people
- Friendly people
- Quiet safe town
- Quality of life
- Quality of people
- Quality of people
- Quality of people
- Quality of people
- Clean community
- Clean community
- Clean community
- Nice people
- Job base that could be here -
- Small town atmosphere
- Safe friendly community
- Favorable climate
- Strong desire to move Goshen County forward
- Location for agriculture base, large city close to
- Location for agriculture base, large city close to
- Location for agriculture base, large city close to
- Lot of volunteers
- Friendly city
- Teachers, principals geared towards better education
- Climate
- Capabilities of expanding without losing small town atmosphere
- Climate
- Active civic organizations
- Proximity to metropolitan areas
- Great golf course
- Medical and health care facilities
- Location of Torrington
- Wealthy area - not a lot of poverty
- Rural Base Community County wide - good work ethics, good quality people
- Good school system in county
- Overall environment-good place to raise family
- Accept new people in the community
- Diversity of major employers
- Rural living and quality of life
- Rural living and quality of life
- Lower taxes
- Lower taxes
- Lower taxes
- Downtown area looks fantastic
- Small community
- Climate

- College education and culturally
- Fairgrounds
- Openness of people
- Location of Torrington
- People listen to kids and try to have things for them to do
- Good infrastructure
- Low crime rate
- Good police and sheriff's department
- Good police and sheriff's department
- Healthcare - elderly care
- Healthcare - elderly care
- Hospital - emergency care is excellent
- St Josephs home expansion
- Schools
- Holly Sugar
- Size of community
- Attractive community
- Climate
- Hospital
- Community college
- Good base of services
- Willingness to work together - public and private
- Care and concern of people in area - dedication of people to help
- Community has the stamina to overcome barriers
- Strong based family practice and healthcare
- A lot of sports activities
- Community has been able to accomplish things
- Local business supportive of charities
- Size of community - know people
- Location - close to larger cities
- Size of community - know people
- Size of community - know people
- Friends close and in same area
- Friendly people
- Nice golf course with good prices
- Small town - walk most anywhere
- Safe community
- Nice parks
- Nice place for older people
- Nice pretty town
- Inexpensive living
- Safe community - feel safe
- Safe community - feel safe
- Safe community - feel safe
- Safe community - feel safe

- Safe community - feel safe
- Safe community - feel safe
- Know everyone
- Know everyone
- Know everyone
- Know everyone
- Know everyone
- Know everyone
- Know everyone
- Know everyone
- Small school community - one on one
- Small school community - one on one
- Small school community - one on one
- Small school community - one on one
- More opportunities i.e. athletics
- More opportunities i.e. athletics
- More opportunities i.e. athletics
- More opportunities i.e. athletics
- People more personable
- Close knit school
- Close knit school
- Friendly, open people
- Friendly, open people
- No gang violence
- Just home
- Kids have freedom - because of safeness
- Good service driven organizations work together and respect each other
- Small community
- Good service driven organizations work together and respect each other
- Good service driven organizations work together and respect each other
- Good service driven organizations work together and respect each other
- Good service driven organizations work together and respect each other
- Good service driven organizations work together and respect each other
- Small town, but have college, senior center, hospital - general services
- Caring, giving people
- Low tax base
- Electric rates low
- Climate

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

- County and city get back to working together
- County and city get back to working together
- County and city get back to working together
- County and city get back to working together
- Uniform zoning and planning for Entire County
- Uniform zoning and planning for Entire County
- Uniform zoning and planning for Entire County
- Uniform zoning and planning for Entire County
- City and county to take more of an interest in needy people
- City and county to take more of an interest in needy people
- Industry in the industrial park
- Good potable water system
- Good potable water system
- Good potable water system
- Good potable water system
- Be able to use water supply that is here (use water when we need it) no restriction
- Be able to use water supply that is here (use water when we need it) no restriction
- Be able to use water supply that is here (use water when we need it) no restriction
- Be able to use water supply that is here (use water when we need it) no restriction
- Thriving downtown area - no empty buildings
- Small novelty shops
- Completed infrastructure in the industrial park
- Be prepared for the future, capability of Internet connections and telecommunications
- Local provider for Internet hookups
- A good nice place to eat without going out of town
- Decent overpass over the railroad without affecting Main Street
- Homeless shelter and place to eat
- Decent overpass over the railroad without affecting Main Street
- Decent overpass over the railroad without affecting Main Street
- Know more about what the railroad has in mind plan
- Know more about the plans of the city
- Know more about the plans of the city
- Better communications systems, radios news - newspaper 2 times per week,
- Completing the dairy project
- South Torrington area - joined with Torrington - nicer homes - cleaned up - upgraded to meet Torrington standards
- Standard of living higher
- More community involvement
- Flowers in the downtown flower boxes
- Youth activities

- Ownership and operation of Holly Sugar - coop maybe
- Holly Sugar staying here
- Holly Sugar staying here
- More industry and jobs
- More industry and jobs
- More industry and jobs
- More industry and jobs
- More industry and jobs
- Four-lane highways - interstate structure - transportation
- Pinpoint where nitrate source is coming from
- Youth/recreation center
- Winery, vineyards, orchards
- Organic beef/vegetables
- Ethanol plant expanded
- Dairy farm
- Expand the youth program - hire a coordinator
- Year round swimming facility
- State of the art extension & research Center
- Multi crop coop
- Brokerage type to market
- Preservation and enhancement of family farm
- Higher level electives at high school
- Resources to be able to provide more of choice academic classes
- Online services
- Instituting financial grants - more readily available to help start business
- Technical assistance for marketing
- Friendlier environment for agriculture
- State visitor center
- Telephone service - lower costs - more choices
- Youth opportunities for jobs
- New business and jobs
- East f street underpass for emergency access
- Water project complete
- Regional treatment plant for water
- Railroad trenched
- More youth opportunities to stay here - employment
- Industry established
- Support from state to continue
- Planned business opportunities
- EWC growing - new public schools
- Move jail out of downtown area - out of populated area
- New dormitories at EWC
- Fix up and use abandoned buildings - nursing home and pioneer school

- Rebuild and repair north and south entrance of the old part of the Goshen County courthouse
- Water and sewer upgrade for South Torrington
- Walk path from state line to register cliff
- Walk path from state line to register cliff
- Black top roads in South Torrington
- Industrial park development
- Dairy project
- Light manufacturing project
- Updating 911 mapping and addressing project
- Updating 911 mapping and addressing project
- Recreation projects for school age children
- Weed and pest building - new site
- Provide the needed services to retain shopping/dollars
- Countywide ambulance service
- Hospital a viable resource - networking with other hospitals
- Paid fire departments
- Get Lucky Gates here
- Charter or private school
- Goshen faith concerns developed and addressed
- YMCA
- YMCA
- YMCA
- More involvement for younger youth - boy and girl scouts (8 - end of high school)
- More activities for youth
- Place for kids to go and not spend a lot of money - youth center
- Mentoring program for youth
- Expanded elementary school
- Interagency approach to solve people needs
- System approach to help people
- EWC - economic program - like LCCC (office, space, secretarial, grant writing)
- Start using school buildings, using existing facilities for other things - labs, computers
- Newspaper that is actively concerned - accurate, objective, good things too
- Newspaper that is actively concerned - accurate, objective, good things too
- Elected official that are responsive and have vision
- Elected official that are responsive and have vision
- Economic development - finding grants
- More room for homeless, hungry, donations
- High school of excellence
- 4-lane highway
- Office space for non-profit organizations
- Resolution of water solution
- Resolution of water solution

- Resolution of water solution
- Program for youth and seniors - mentoring program
- State becoming more involved in helping the poor counties - development
- New jobs developed
- 15-year anniversary for having all problems solved
- South Torrington to become an entity of Torrington - part of the town
- Shift from why to why not
- First drug free county in the State
- Covered swimming pool
- Deposit on beer bottles
- Resolution of water solution
- Resolution of water solution
- Public transportation to Scottsbluff & Cheyenne
- Public transportation to Scottsbluff & Cheyenne
- Something done with railroad and main
- Get some non-agriculture industry in the area
- Overpass over railroad tracks
- Overpass over railroad tracks
- Overpass over railroad tracks
- Grocery store north of railroad tracks
- Grocery store north of railroad tracks
- City bike trail
- Recreational center
- Private or religious college
- Water wells
- Better snow removal on the streets
- Drinking water situation
- Grocery store north of railroad
- Wal-Mart
- Parking spaces
- Handicap parking
- Higher income limit
- Senior housing
- Bus or taxi service over weekends
- Grocery store on north side of railroad
- Storm watchers
- Safe place to go when there is a tornado
- Grocery delivery of staple items
- Something done with old nursing home and GR 5& 6 old school
- Alleys cleaned up
- Fast food places on south side of town
- Shopping place on south side
- Place for singles to meet
- No drinking places

- Place for animals where they don't put them down, like the north shore animal league
- Water situation for yards and trees
- Heating and telephone expenses reduced
- Grocery store on north side of town
- Community building
- Small grocery outlet
- In home health care expansion
- Animal control
- Community building
- Small grocery outlet
- In home health expansion
- Grocery store delivery
- Pave the street on the west side of Paid
- Repair city parking lots
- Factory-manufacturing business creating at least new jobs
- YMCA or youth recreation center
- Indoors swimming pool
- YMCA or some activity for all ages
- Clean up program - maybe teens that got in trouble go around and help people clean up
- Soccer teams for boys and girls
- Adequate funding for senior center
- Expansion of the senior center programs
- Solve the water and city plumbing problems
- More funding for college, salaries and expansion for programs
- Student housing
- Overpass
- Grocery store north of railroad tracks
- Better access over or under railroad track
- Get some work in here for the people
- Senior companion program
- Increase funding for senior center and senior programs in anticipation of retiring baby boomers
- Recreation center
- East and west entrances on 26 are not very becoming - property owners clean up property
- More recycling, too much trash
- Funding for study to build and maintain a national walkway from NE state line to Casper
- Purchase easement and start construction of walkway.
- Underpass
- Recreations center - an outlet for kids to have somewhere to go
- Recreations center - an outlet for kids to have somewhere to go

- New high school with technology integrated
- New high school with technology integrated
- Indoors swimming pool
- Indoors swimming pool
- Economy so kids won't leave
- Economy so kids won't leave
- Front range of Colorado extend this far north
- Education that is well integrated to be well prepared
- Education that is well integrated to be well prepared
- Education that is well integrated to be well prepared
- More business and industry
- Training programs for high tech jobs
- Training programs for high tech jobs
- High tech industry move into town employs 2000 people and has good pay and supports education
- Quality jobs
- Future for kids
- Use state surplus to help communities
- Economic development
- Change in attitude towards education and an understanding of education
- More affordable education
- Community commitment and involved that is nurturing for all people kids through elderly
- Fix water problem
- Facilities - educational - high quality statewide - wealth of the state shared equally
- County be inclusive instead of exclusive towards new comers
- College builds a new dormitory
- College builds a new dormitory
- College builds a new dormitory
- College builds a new dormitory
- Recreations center with an indoor swimming pool
- Brand new information/technology center with a library at the college
- Recreations center with an indoor swimming pool
- Recreations center with an indoor swimming pool
- Recreations center with an indoor swimming pool
- Solution for water problems
- System of walking paths
- Moving the livestock auction out of town
- Clean up old buildings and use them or tear them down
- Salaries to be on the average
- State and Torrington salaries go up
- Complete refurbishing of schools with technology upgrades
- EWC to become a 4-year tech college
- More industry with higher paying jobs

- Clean up all the approaches to Torrington - junky and run down areas
- Attract business into area such as Wal-Mart
- Clean air and clean water
- Cannot receive Wyoming Public Television
- Infrastructure improvement - cell phone dead spaces, regular telephone, telecommunications
- Financing- bonds for higher education- through a central State agency
- Cost of training for employers to send employees - getting grants for this
- Equalization for mil levies across the state - same worth statewide
- New schools
- Recreation center - like YMCA
- Recreation center - like YMCA
- Recreation center - like YMCA
- Recreation center - like YMCA
- Recreation center - like YMCA
- More industry/business for more employment
- Kentucky Fried Chicken
- Another grocery store on east side of town
- Another grocery store on east side of town
- Another grocery store on east side of town
- Another grocery store on east side of town
- More family style restaurants that are open on weekends
- New Wal-Mart or Pamida upgraded
- Adequate train cross - overpass
- More industry/business
- Another grocery store on east side of town
- Another grocery store on east side of town
- 10,000 dairy cows
- Factory that would employ 300 people
- Diversification of down town shopping
- Five county commissioners instead of three
- Ability of outlying communities to work with Torrington instead of against
- Water system resolved
- Other job opportunities - high tech - communications
- Empty buildings being occupied or cleaned up
- Dress up downtown
- Recreation center
- Bike and walking path
- Dairy
- Dairy
- 4-lane highway from NE to I25
- 4-lane highway from NE to I25
- 4-lane highway from NE to I25
- 4-lane highway from NE to I25

- Entrances to town cleaned up east and west
- Two or three business that employ 50-75 employees
- Two or three business that employ 50-75 employees
- Visitor center
- More technology to keep kids
- More technical support for technology based business
- Expand airport
- More agricultural business - value added
- More diverse business downtown - retail
- Good restaurants downtown
- Infrastructure towards growing businesses - modern
- Four lanes to Cheyenne
- Applebee's - Lone Star restaurants - similar type of
- Fix water pollution (nitrate)
- Railroad in a trough - underground
- Development of comprehensive family resource center
- Community center
- Increased collaboration between civic groups
- Diversification of industry - value added jobs -
- Economic development
- Expansion of the hospital and its services
- Replace equipment and keep up with ethnology at the healthcare facilities
- More accountability and access for public institutions
- Increased businesses to keep people here
- YMCA program and facilities
- Transportation system updated to be able to get to larger metropolitan areas
- Community diversification stabilization
- Less babies born to young single moms
- Resources and facilities to provide public health and education
- Industry with higher wages
- Children have immunization up to date, wellness checks for everyone
- Assisted living, expanded facilities and reimburse for elderly
- More senior - youth interaction
- Water problems fixed
- Community more self sufficient - industry
- More affordable housing costs - both rental and purchase
- New or remodeled hospital
- Increase minority representation in retail and professional positions
- Facility, like YMCA
- More things for youth to
- More retail and shopping opportunities
- More cooperation's between Torrington and outlying areas
- Upgrade South Torrington, paved streets - police protection- don't get help from county

- Arrogance and uncooperative towards helping outside groups get information
- More acceptance and receptive to change
- Lot more visual things - parks, sculptures, and murals - inspiration
- More trees
- More advancements - more restaurants, shopping, variety
- Recreations center or YMCA
- Name brand restaurants
- Retail choices
- More recreations for kids outside of athletics
- Variety of athletics
- Variety of recreation
- Better facilities - library, swimming pool, track - more resources - more gyms
- School change - new classes - more computers - technology
- Money evened out for activities split more equally
- Resources and materials for new classes
- More community things on the weekend
- Need more culture - more diversity
- More jobs
- More jobs
- More jobs
- Water treatment plant
- Water treatment plant
- Buildings for St. Josephs - more dorms and modern facilities
- Buildings for St. Josephs - more dorms and modern facilities
- Buildings for St. Josephs - more dorms and modern facilities
- Community prosper - fill vacant buildings
- Community prosper - fill vacant buildings
- Community prosper - fill vacant buildings
- Diverse industry - not large
- Diverse industry - not large
- Diverse industry - not large
- Railroad moved or something done - safety issue
- Railroad moved or something done - safety issue
- Railroad moved or something done - safety issue
- More involvement with kids - mentoring - place to go for help with school subjects
- More involvement with kids - mentoring - place to go for help with school subjects
- Transportation - trolley system, taxi,
- Transportation - trolley system, taxi,
- Transportation - trolley system, taxi,
- Transportation - trolley system, taxi,
- Expanded public transportation and funding for public transportation
- More diversity in income levels - more options for poor

- Make services more available to Hispanic area
- Strong economic base to keep taxes down but pay for services
- Good youth and senior program
- Promote and develop the natural resources - trails, history, and tourist attractions
- Develop a draw in downtown - something people drive for
- Additional secure treatment area - Newell Center
- Wyoming Medicaid reimbursement maximum
- Affordable housing
- Another facility for seniors to live -
- Build a retirement community - with golf course, tennis, swimming etc
- Money for substance abuse programs
- Clean up outside area of downtown