

WYOMING RURAL DEVELOPMENT COUNCIL



RURAL RESOURCE TEAM REPORT FOR THERMOPLIS AND HOT SPRINGS COUNTY COMMUNITY ASSESSMENT HOT SPRINGS COUNTY, WYOMING SEPTEMBER 15-18, 2003

WRDC MISSION

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

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20 Clues to Rural Community Survival **Population and Aging Charts**

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THE WYOMING RURAL DEVELOPMENT COUNCIL

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

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

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

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

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

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PROCESS FOR THE DEVELOPMENT OF THIS REPORT

The Wyoming Rural Development Council (WRDC) has provided a Resource Team to assist the town of Thermopolis, Wyoming in evaluating the community's assets and liabilities and in developing suggestions for improving the environment, social and economic future of Thermopolis and Hot Springs County.

The town of Thermopolis requested a community assessment from the Wyoming Rural Development Council. Lorraine Quarberg served as the community contact and took the lead in agenda development, logistics and publicity in town 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 town. The team members were carefully selected based on their fields of expertise that Thermopolis officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the town and interviewed approximately 320 people over a three-day period from September 16-18, 2003. In addition over several hundred written comments were received. The team interviewed representatives from the following segments of Thermopolis and surrounding community: high and middle school students, churches, public works, elected officials, water users, tourism, recreation, agriculture, senior citizens, education, civic groups, business/industry, utilities, emergency services, law enforcement, financial, healthcare, retail, and the general public. 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 Thermopolis?
- What do you think are the major strengths and assets in Thermopolis?
- What projects would you like to see completed in two, five ten and twenty years in Thermopolis?

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 what was said, synthesize what they heard with their knowledge of programs and resources, prepare their notes and suggestions, and forward these items to be combined into WRDC's final report to Thermopolis.

An oral report was presented to the people of Thermopolis on September 18 and many of the citizens of Thermopolis who participated in the interviews were in attendance. Following the oral report, a formal written report is prepared and presented to the town of Thermopolis.

THERMOPOLIS RURAL RESOURCE TEAM ASSESSMENT REPORT

EXECUTIVE SUMMARY

The opportunity to participate in the Thermopolis Community/Hot Springs County Assessment during the week of September 15, 2003, gave our team a chance to see the past, present, and future of this vibrant Wyoming community. The thoroughness of planning and organization by Lorraine Quarberg, Executive Director of the Thermopolis Economic Development Company and her Community Assessment Committees gave our team a solid background for conducting the Assessment. Some of the highlights that added to our knowledge of the community and county were the tour and the wonderful historical overview provided on that tour. A variety of eating places in Thermopolis were made available to the team, as were many shopping opportunities and chances to visit with retailers and community members on a one-to-one basis. A big thank you goes out to all who helped with this project.

The cooperation of community leaders to make this Assessment successful was readily apparent by the numbers attending all the listening sessions. Over 320 people from 13 populations participated in 11 listening sessions. We heard and recorded problems & challenges, strengths & assets, and projects & issues. Our team then met and spelled out the Major Themes and Sub-themes that we heard throughout the week. This report will pull together that information along with viable resource contacts.

Many issues (large and small) came out in the listening sessions. Each community member is responsible for starting the trends to bring Thermopolis to the heights and visions that were expressed. On just one theme you identified, Tucker Fagan, CEO of the Wyoming Business Council, says: "Economic Development starts on Main Street!" And from others' experiences, we know that excellence can only be developed one step at a time. We, as a team, challenge each and every one of you to read this report, single out the one area where you can make a difference, rely on the resource information, and take action.

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

Jo Ferguson, Team Leader
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
307-777-2802
jfergu@state.wy.us

Thermopolis Regional Profile:

Thermopolis (population 3,321) is County Seat of Hot Springs County, Wyoming. The town is situated at the confluence of two large river basins -- the Big Horn to the North and the Wind River to the South. Hot Springs County's population is 4,701 (Wyoming has only 498,703 people). However, about 80,000 people live within a hundred mile radius of Thermopolis. This is the largest population in Wyoming within such a radius with the exception of the Cheyenne - Laramie area.

Thermopolis is a prime candidate for growth because of its fundamental endowments, including a high quality of life, its magnificent location, mild climate, healthy community attitude, and Wyoming's business-friendly political-economic culture.

The local economy has historically been based on agriculture, tourism, and oil and gas production, but it is rapidly diversifying. Thermopolis is actively recruiting light manufacturing firms, companies whose business is telecommunications intensive, and businesses, which can enhance our already outstanding amenities for destination tourism.

Schools are excellent, the work force is productive and the opportunity for low-cost business start-up and operation promising. There are no state or local income taxes – either personal or corporate – nor is there an inventory tax. Wyoming's state government is business-friendly, and Thermopolis is currently engaged in an aggressive economic development program, which has been instrumental in providing a high-speed, broad-bandwidth wireless telecommunications system. This system provides the means of overcoming an economic handicap -- the relative remoteness.

Thermopolis' colorful valley is blessed with a wonderful micro-climate. The wind seldom blows, little snow falls, and there is an average of 320 days of sunshine per year. The Big Horn Basin stretches roughly a hundred miles north and south, averaging forty or fifty miles in width. Its 11,000 square miles are divided into four counties (Hot Springs, Washakie, Big Horn and Park) with a total population of about 47,000. Directly south of Thermopolis, moreover, U.S. Highway 20 winds through the 12 miles of the spectacular Wind River Canyon and into the Wind River Basin. Most of the Wind River Basin is in Fremont County, which has a population of about 34,000.

The labor force within an hour's commute of Thermopolis, totals about 17,000. An important factor for would-be employers is the significant level of underemployment in the region, with many people working at jobs below their qualifications and capacity because they wish to live here. It must be understood that driving sixty miles in Wyoming, with its low traffic volume and good highways, is about like driving fifteen miles in a metropolitan area. Again, the heavily impacted Front Range area of Colorado can serve as a labor recruitment area.

Throughout Wyoming's history many of its brightest and best-educated young people have found it necessary to leave the state to use their training to highest advantage. Many of these well-trained, experienced people would like to return home. Because of the small population in the state it is relatively easy to identify and contact expatriate Wyomingites with sought after skills. This population constitutes a potential, highly qualified addition to the state's labor force. The development of Thermopolis' telecommunications infrastructure provides the region with unprecedented potential for economic development.

The town of Thermopolis nestles in a valley of green meadows and red buttes, prominently including a distinctive volcanic plug called "Roundtop." Circling around the base of Roundtop is a spectacularly situated golf course. Just south of town the Wind River emerges from a 2,000 foot-deep, sheer-walled canyon that is a geological textbook, exposing strata from more geologic periods than almost any other spot in North America.

At a romantic spot called "The Wedding of the Waters," the Wind River's name changes to the Big Horn River, and it flows more placidly north through Thermopolis on its way to Montana. The Big Horn offers world-class trout fishing -- people catch lunker rainbows right in town!

Looming on the eastern and western horizons are snow-crowned ranges of the Rocky Mountains -- the Owl Creeks, Absarokas, and Big Horns. Yellowstone and Teton National Parks are both within a few hours drive. Yellowstone is, for birds, about 90 miles north of Thermopolis, but even for earth-bound folks Yellowstone's East Gate is only a couple of hours away.

Thermopolis is home to Hot Springs State Park, named for one of the world's largest mineral hot springs. The park's amenities feature relaxing swimming and soaking in the warm mineral waters -- even in the wintertime! Other prime attractions in town are the Wyoming Dinosaur Museum and its associated Old West Wax Museum and Cultural Center and a world-class Teddy Bear display. The Hot Springs County Museum is one of the best small museums in the state.

Thermopolis' high (4,300 feet above sea level) sunny, dry climate is probably the best in Wyoming: the average temperature in July is about 72, in January about 19. The river, its numerous tributaries flowing down from the mountains, and Boysen Reservoir (20,000 acres about 20 miles south of town) offer white-water rafting, canoeing, boating, and fine fishing. Big game, waterfowl and upland game birds are plentiful, so hunting is superb. Cross-country skiing and snowmobiling are readily available in the nearby mountains.

A good bit of the nearly two million acre Wind River Indian Reservation, home of the Northern Arapahoe and Eastern Shoshone tribes lies in Hot Springs County, and Hot Springs State Park is Wyoming's by virtue of a treaty between the Shoshone Tribe and the Federal Government and a transfer from the Federal Government to Wyoming.

Quality of Life:

This is a truly unique place! Thermopolis enjoys a quality of life most places only dream of. The physical setting is spectacular, colorful, inspiring. The area remains unspoiled and relatively undiscovered, beckoning the visitor, the new resident, or the new business.

Thermopolis people cherish their lifestyle, and understand its rareness. Real ranchers, cowboys and Indians live here, and the Western mystique is alive and well. The lifestyle is laid-back, casual: when it's time to work people work, and when it's time to play they play. People know one another.

Outdoor recreational opportunities are vast -- world class hunting and fishing, boating, canoeing, white-water rafting, rockhounding, photography, rodeo, cross country skiing, snowmobiling.

There are a thousand square miles of public land in the county, thousands more in neighboring counties, and one can experience a nature that is relatively untouched but easily accessible. More than two million acres of wilderness are within easy reach.

In town, recreation facilities include baseball fields, basketball, racquetball and tennis courts, ice-skating rinks, a bowling alley, a beautifully sited nine-hole golf course, a BMX race track, soccer field, miniature golf course, and a picturesque rodeo arena. There are local clubs for tennis, soccer, Tai Chi, Karate, and many other activities. The Town, County, and Recreation Board jointly manage, under an agreement with the National Guard, the Armory, which provides an indoor venue for many activities.

Thermopolis is home to Hot Springs State Park, featuring one of the world's largest mineral hot springs and an easily viewed buffalo herd. There are two large swimming facilities taking advantage of the warm water (one can swim outdoors even in the winter) and a free, State-run bath house where one can soak away sore muscles in the relaxing mineral waters. In addition, the town maintains four parks.

The climate is probably the best in Wyoming. Typically, Thermopolis enjoys 320 days of sunshine per year. Winter or summer, low humidity makes temperatures more comfortable. Very hot days are rare, and very cold weather seldom lasts for more than a few days. And, the wind rarely blows!

HOT SPRINGS COUNTY CLIMATE (Annual Averages)

Precipitation (inches)	11"
Snowfall (inches)	21"
Temperature (degrees F)	46.30
Date of Last Freeze	May 22
Date of First Freeze	Sept. 17

Other essentials for a high quality of life are also present. Housing and acreages are inexpensive relative to any metropolitan area. The schools, like most Wyoming schools, are excellent. Public utilities are modern and well-run. Reasonable County and Town planning and zoning regulations keep property protected but official intrusion limited.

Wyoming is noted for its welcoming attitude toward business. There is no personal or corporate income tax, nor is there any inventory tax on businesses. The labor force is well-educated and productive. The potential for attracting and retaining young, well-educated workers is great, because most young natives of the area would like nothing better than to stay here, and many who have left the state would love to return. Thermopolis has three service-oriented banks and the Thermopolis Economic Development Council is eager to serve you.

Medical care is exceptional for a small town, with a couple of very well regarded special facilities -- Hot Springs County Hospital and the renowned Gottsche Rehabilitation Center cooperate to provide a wide range of services. Central Wyoming College (a two-year college) is only 56 miles to the south, offering transfer, occupational, community service, and adult education programs. The County library is well stocked, and most religious denominations are present.

Up-to-date telecommunications facilities are available, the highways, trucking and rail services are good, and the County Airport is right next to town. And, the Town of Thermopolis, through its Economic Development Council and Chamber of Commerce, is aggressively seeking to help new businesses locate in Thermopolis and existing ones to flourish.

All in all, Thermopolis and Hot Springs County are determined to grow, but to grow without sacrificing the quality of life that makes Thermopolis a great place to live!

Government:

Thermopolis has a Mayor Council Government.

Building Codes are U.B.C. There is a Planning Commission and there **are** Zoning Regulations.

INFRASTRUCTURE:

Thermopolis has excellent public utilities and schools, and property prices are, compared to most places, inexpensive.

The town water system can produce five million gallons per day, with a water quality far exceeding EPA standards.

The transportation facilities are good, with un-crowded highways.

High-speed, broad bandwidth Internet connections are available through a wireless system that serves the town and vicinity. Connect at T1 speeds! There are over 700 Internet customers in Thermopolis -- an unusually high proportion of the population.

Thermopolis schools are well equipped for computer education, which is emphasized in the curriculum. The high school is noted for its school-to-work program.

Housing and real estate are relatively inexpensive here, and town services are excellent. Well-located, 3-bedroom, 2-bath homes average around \$90,000. Lots are usually priced between \$10,000 and \$20,000. There are usually a number of excellent commercial opportunities available. The Town of Thermopolis is currently selecting industrial/commercial development sites, but land is readily available for such purposes.

Economic Data:

Industry	Number of Employees	Annual Payroll (\$1,000)
Agriculture, Forestry, Fishing	0 to 19 in each sub-category	Withheld (Confidentiality)
Mining	138	3,934
Construction	71	1,475
Manufacturing	20 to 29	Withheld
Transportation & Public Utilities	75	2,315
Wholesale Trade	66	2,719
Retail Trade	345	2,954
Finance, Insurance, Real Estate	52	967
Services	755	10,462

Hot Springs County's Annual Cost of Living is slightly below the average among Wyoming counties. The average 2 or 3 bedroom house rents for about \$400/month.

Hot Springs County Median Annual Household Income: \$27,977.

The Average Weekly Wage was \$470 (State Average was \$592) during the Fourth Quarter of 2002.

The Total Payroll for Hot Springs County during the Fourth Quarter of 2002 was \$11,897,290.

Average Wages by Industry

Industry	2000 Wages
Agriculture	\$12,072
Mining	\$37,779
Construction	\$21,948
Manufacturing	\$14,114
Transportation, Communication, Public Utilities	\$34,247
Wholesale Trade	\$28,470
Retail Trade	\$11,212
Finance, Insurance, Real Estate	\$20,741
Services	\$15,394
Local Government	\$22,397
State Government	\$25,712
Federal Government	\$37,743
TOTAL	\$20,199

Hot Springs County Major Employers

Employer	Product/Service	Employment
Hot Springs County Schools	Education	170
Hot Springs County Hospital	Health Care	97
Holiday Inn	Lodging	81
R. & S. Well Service	Oil Field Service	70
Big Horn Basin Children's Center	Special Education	41
Canyon Hills Manor	Health Care	65

Human Resources:

Wyoming has a superior system of public education and a strong work ethic. According to the US Census (2000), 87.9% of Wyoming residents aged 25 or more have a high school diploma.

Hot Springs County Education Data (2000 -- residents aged 25 and over)

High school graduates . . . 84.2%

College graduates 17.9%

Many of Wyoming's young people, particularly those highly educated, have been forced to move to the larger towns or to leave the state to find jobs. Many would like nothing better than to "come home." Living out of state they often miss the mountains and openness of Wyoming, and Thermopolis natives, even living in-state, miss Thermopolis' climate.

This offers entrepreneurial businesses a real opportunity to recruit qualified people who would like to return home. The opportunity is enhanced by the small size of the community and, indeed, of the state. It is not hard to find out which young people with which skills might like to come home. The Wyoming Business Council, in cooperation with local communities and the University of Wyoming, is working to establish a database of Wyoming expatriates and their skills.

Planning & Zoning:

Almost 70% of Hot Springs County's 2,000 square miles is public land. Only 31% (404,619 acres) of the County's 1,294,080 acres is taxable: 48,640 acres are National Forest, 519,000 acres are Bureau of Land Management, 242,320 acres are Wind River Indian Reservation and US in-trust lands, and 80,501 acres belong to the State of Wyoming.

The Big Horn River marks most of the eastern limit of the Town of Thermopolis, until it enters the ten square miles of Hot Springs State Park, on the northeastern quadrant of the town.

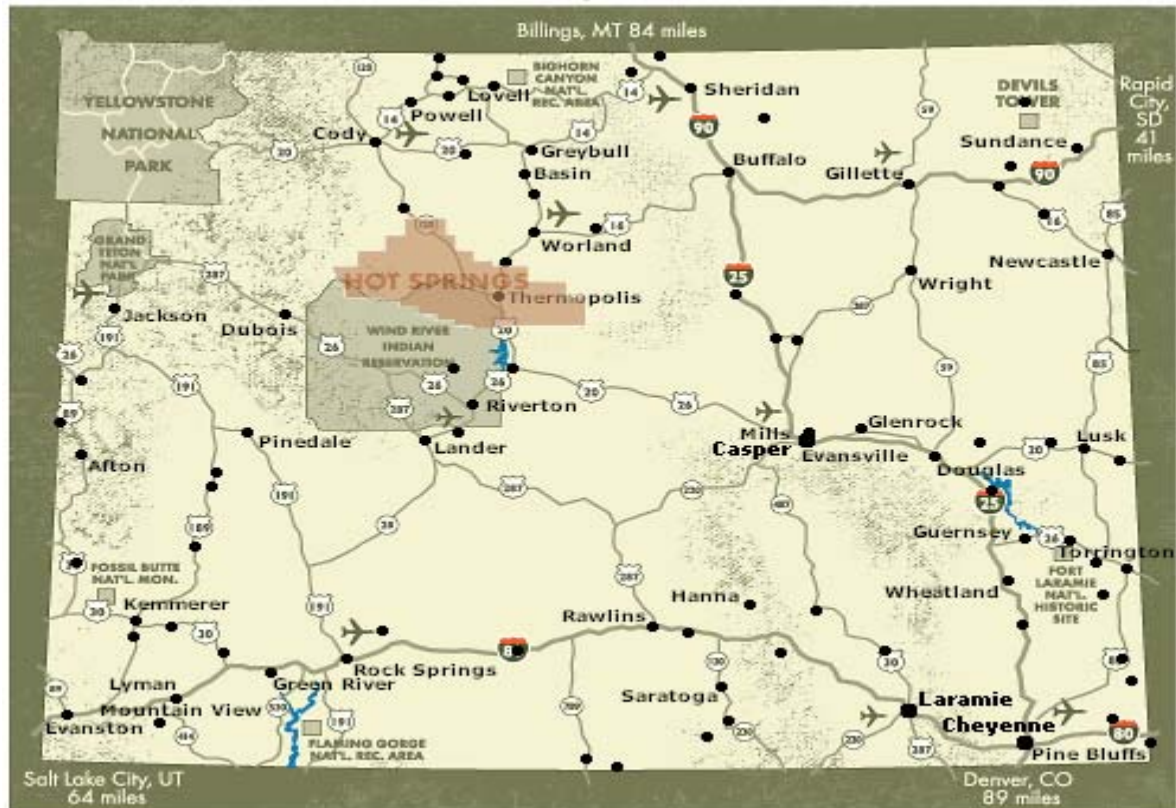
The Burlington Northern and Santa Fe Railroad angles through the eastern section of town.

Wyoming Community Assessment Team

THERMOPOLIS PROFILE

September 15 – 18, 2003

Map of Wyoming
(county highlighted)



HOT SPRINGS COUNTY

Demographics

	1990	2002	2007
Population	4,809	4,816	4,778
Age Distribution			
< 18	1,254	1,043	1,001
18 – 34	887	675	652
35 – 54	1,263	1,447	1,388
55 – 74	969	1,030	1,119
75 +	433	448	465
Median Age	38.60	44.90	46.50
Households	1,972	2,098	2,130
Household Income Distribution			
Under \$15,000	571	385	292
\$15,000 - \$24,999	440	296	288
\$25,000 - \$34,999	381	307	282
\$35,000 - \$49,999	326	409	414
\$50,000 - \$74,999	160	436	477
\$75,000 - \$99,999	54	151	185
\$100,000 - Above	40	114	192

Source: ACN (Applied Geographic Solutions, Inc.)

Average Cost of Single-Family Home (2001) \$ 86,840

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

Cost of Living Index: Prices as of January 8, 9, and 10, 2003 (Statewide Average =100)

<u>Food</u>	<u>Housing</u>	<u>Apparel</u>	<u>Transportation</u>	<u>Medical</u>	<u>Recreation & Personal Care</u>
98	83	102	102	104	103

Source: State of Wyoming, Economic Analysis Division <<http://eadiv.state.wy.us/wcli/NewsRelease-0202.pdf>>

Labor Force

Employment Distribution by Occupation	1990	2002	2007
Executive, administrative & managerial	274	292	293
Professional	263	295	295
Technicians & related support	54	56	56
Sales	190	205	206
Administrative support	273	284	284
Private household	19	21	21
Protective service	19	22	22
Service	368	399	401
Farming, forestry & fishing	180	204	205
Precision production	275	293	298
Machine operator	76	96	96
Transportation & material moving	173	194	193
Laborer	50	60	60
Total employment	2,214	2,421	2,430

Employment Distribution by Industry	1990	2002	2007
Agriculture, forestry & fishing	197	221	224
Mining	219	231	232
Construction	98	111	112
Manufacturing			
Non-durables	31	49	48
Durables	56	62	62
Total manufacturing	85	111	110
Transportation	81	88	89
Communications & other public utilities	27	31	31
Wholesale trade	45	55	56
Retail trade	378	403	404
Finance, insurance & real estate	104	108	108
Service			
Business/repair	40	42	42
Personal	127	133	133
Entertainment/recreation	33	38	37
Health	242	254	254
Education	268	312	315
Other	209	220	219
Total service	919	999	1,000
Public administration	61	63	64
Total employment	2,214	2,421	2,430

Source: ACN (Applied Geographic Solutions, Inc.)

Unemployment (2002)

Labor Force	Employed	Unemployed	Unemployment Rate
2,363	2,253	110	4.7 %

Source: Wyoming Labor Force Trends (Data as of December 2002), Department of Employment (February 2003). <<http://lmi.state.wy.us/>>

Workforce Education Distribution	1990	2002	2007
Less than 12 years			
Under grade 9	335	328	330
Grade 9 – 12, no diploma	452	456	457
Subtotal less than 12 years	787	784	787
12 to 15 year			
High school graduate	1,182	1,267	1,271
Some college, no degree	683	736	738
Associates degree	175	183	183
Subtotal 12 to 15 years	2,040	2,186	2,192
16 years or more			
Bachelors degree	312	340	339
Graduate or professional degree	159	176	176
Subtotal 16 or more years	471	516	515
Population age 25+	3,298	3,586	3,494

Source: ACN (Applied Geographic Solutions, Inc.)

SALARIES

Median

Unskilled (2001)

Crater/Packer II	\$15,939
Light Assembler II	\$16,889
Material Handler II	\$18,272
Packer/Packager, Hand	\$14,922

Semi-Skilled (2001)

Crushing, Grinding, and Mixing Machine Operator	\$17,093
Heavy Assembler II	\$19,173
Machine Tool Cutting Operator/Tender	\$18,368
Punch Press Operator	\$20,799

Skilled (2001)

Assembly Supervisor	\$35,719
Machinist II	\$26,768
Tool and Die Maker II	\$29,814
Welder II	\$24,944

Technical (2001)

Electric/Electronics Technician II	\$27,744
Electrician I	\$22,593
PC Maintenance Technician II	\$30,638
Telecommunications Technician II	\$33,609

Information Technology (2001)

Database Administrator	\$51,663
Mainframe Programmer II	\$40,846
Programmer I	\$31,836
Webmaster	\$40,586

Source: ACN (Salary.com)

Workforce Training

1. Wyoming Department of Employment offers employers up to \$2,000 per employee for training. (<http://wydoe.state.wy.us/doe.asp?ID=34>)
2. Quick Start
Wyoming is the first state approved to license the State of Georgia's Quick Start program. The Wyoming Business Council and the Wyoming Community Colleges are partnering to provide training in:
 - Customer Service
 - Manufacturing
 - Warehousing and Distribution(<http://www.wyomingbusiness.org>)

State Incentives

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

Taxes

1. No corporate state income tax.
2. No personal state income tax.
3. No inventory tax.
4. Hot Springs County has a 5% sales and use tax (statewide base of 4% plus 1% optional county tax). *Source: Wyoming Department of Revenue, Excise Division (January 2002)*
5. Unemployment Insurance – taxable base rate of \$14,700. Tax rates by industry grouping – WY Dept. of Employment (<http://wydoe.state.wy.us/doe.asp?ID=575>).
6. Workers' Compensation – rates vary by occupation and can be found at <http://wydoe.state.wy.us>.
7. Property taxes. Average tax rate in Hot Springs County is 7.2107%.
Source: Wyoming Department of Revenue, Ad Valorem Division (September 2001)

Tax computation:

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

Example: Tax on a commercial facility valued at \$1,000,000 is as follows: \$1,000,000 x 0.095 = \$95,000 x 0.072107 = \$6,850.

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

Higher Education

Central Wyoming College: Campus in Riverton
University of Wyoming Outreach Program

Telecommunications

Available Services:

All West Communications

P.O. Box 588
Kamas, UT 84036

Phone: (435) 783-4361

Fax: (435) 783-4928

Website: www.allwest.net

Services offered: (Kirby, Thermopolis) Web Hosting

Contact Communications

937 West Main Street
Riverton, WY 82501

Phone: (307) 856-0980

Fax: (307) 856-1499

Website: www.contactcom.net

Services offered: (Kirby, Thermopolis) 56 & 64 Data Connections, Frame Relay, ISP, Network Security, PBX, Web Hosting

RT Communications

130 South Ninth Street
Worland, WY 82401

Phone: (307) 347-7000

Fax: (307) 347-6366

Website: www.rtcom.net

Services offered: (Kirby, Thermopolis)

Visionary

P.O. Box 2799
Gillette, WY 82717

Phone: (888) 682-1884

Fax: (307) 682-2519

Website: www.vcn.com

Services offered: Web Hosting.

Source: Wyoming Interactive Business Center, Wyoming Business Council

Power Cost**Weighted Average Cost per kWh of Power**

2001

Cents per kWh of industrial power

3.24

Cents per kWh of commercial power

5.19

Cents per kWh of residential power

6.51

	Industrial	Commercial	Residential
High Plains Power, Inc. (2001) 504 Freemont Thermopolis, WY 82443 (307) 864-3157	3.54	6.19	7.21
PacifiCorp (2001) 825 NE Multnomah Portland, OR 97232 (888) 221-7070	3.24	5.14	6.44

Source: ACN (U.S. Department of Energy, Energy Information Administration)

Transportation

1. Airports:

Worland Municipal (WRL)

3 miles south of Worland

Commercial Service: Great Lakes (United Express)

Daily flights to: Denver, Riverton

Runway: 7,004 x 100 ft., asphalt

Fixed Base Operators: Sky Aviation

Hot Springs County (THP)

0.5 miles north of Thermopolis

Runway: 4,800 x 100 ft., asphalt

Fixed Base Operators: G & W Aviation

2. Highways:

Distance from county centroid to nearest Interstate highway = 89.60 miles to I-25

State 120

3. Railroad:

Burlington Northern Santa Fe

Resource Team Members

Thermopolis, Wyoming September 15-18



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Edna Vajda

Department of Workforce Services
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Mary Randolph

Executive Director
Wyoming Rural Development Council
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Community Contact:

Lorraine Quarberg

Executive Director,
Economic Development
420 Broadway
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Committees
Community Assessment
September 16 – 18, 2003

LISTENING SESSIONS

Agriculture	Dee Hillberry Dave Denton
Tourism & Retail	Martin Andreen JoAnn Gerber
Industry & Service	Brian Yarrington Gwenda Urbigkit
Healthcare, Social Service & Religious	Louis Walrath Mark Mortimore
Education	Carolyn Smith Ed Graham
Seniors	Katrina Anton
Youth	Ann Hardesty
Gov't, Emergency Services, & Non-Profit Groups	Jan Abstetar Delaine Hayes
Civic Groups 9306(hm)	Rotary – Marilyn Strausborger, 864-2700(wk), 864-
Public In General	Jim Joiner

OTHER COMMITTEES

Advertising/Publicity	Lorraine Quarberg Toddi Darlington Donna Pennoyer Peggy Shaffer Dick Howe Barbara Moeller
Community Tour	Lorraine Quarberg

Toddi Darlington
Dorothy Milek
Barbara Moeller Mark Berry

COMMUNITY ASSESSMENT

Thermopolis, Hot Springs County, WY

September 15 – 18, 2003

Agenda – Resource Team

Monday, Sept 15	Activity	Location
6:00pm – 7:00pm	Resource Team Supper	Las Fuentes
7:00pm – 8:00pm	Orientation & Organization Meeting	Holiday Inn, Hunt
Room	(Team Members Only)	

Tuesday, Sept 16	Activity	Location
6:45am – 7:45am	Breakfast with Community Resource	Holiday Inn,
Western Room	Team Planners	
7:45am – 11:45am	Resource Team Area Tour	
Noon – 1:00pm	Civic Groups	Holiday Inn,
Western Room		
1:15pm – 2:15pm	Lunch	Pumpernicks
2:30pm – 3:30pm	Gov't, Emergency Services &	Thermopolis
Town Hall	Non-Profit Organizations	
4:00pm – 5:00pm	Education	Board Room –
School Admin.		
5:15pm – 6:15pm	Review of Listening Sessions	Board Room –
School Admin.		
6:30pm –	Supper	Butch's Place,
Kirby		

Wednesday, Sept 17	Activity	Location
6:45am – 7:45am Cafe	Breakfast	Sideboard
8:00am – 9:00am Hall	Tourism & Retail	Thermopolis Town
9:15am – 10:15am Hall	Health Care, Social Services & Religious	Thermopolis Town
11:30am – 12:00pm	High School Youth	High School
12:15pm – 1:00pm	Middle School Youth	Middle School
1:00pm – 2:00pm Bucks/See List	Lunch	Chamber
2:00pm – 3:00pm Hall	Review of Listening Sessions	Thermopolis Town
3:00pm – 5:30pm	Free Time	
5:30pm – 6:45pm	Supper	Manhattan Cafe
7:00pm – 8:00pm Hall	Public In General	Thermopolis Town

THURSDAY, SEPT 18	ACTIVITY	
LOCATION		
7:00am – 8:00am	Breakfast	Lil Wrangler
8:15am – 9:15am BHF	Agriculture	Hospitality Room,
9:30am – 10:30am BHF	Industry & Service	Hospitality Room,
11:00am – noon Center	Seniors	Seniors Citizens
12:00am – 1:00pm	Lunch	One-Eyed Jack's
1:00pm – 4:30pm BHF	Team Preparation for Town Meeting	Hospitality Room,
5:00pm – 6:30pm BHF	Team Working Supper – catered	Hospitality Room,
7:00pm – 8:00pm Town Hall	Resource Team Town Meeting	Thermopolis

Hot Springs County
Community Assessment Tour
Tuesday, September 16, 2003
7:45am – 11:45am

Time	Location	Speaker	Notes
7:45	Holiday Inn/Pioneer Home	Lorraine	Agriculture, Crop signs, Wilson Ranches, Bridger Crossing, RR spur
8:00	Kirby	Dorothy	Jail, History, Club cab, Ore car, Post Office/T.H., Gebo(renewed intrst)
	Kirby to Lucerne	Dorothy	History of area.
8:10-8:15	Stop at Lucerne School	Lorraine	Bentonite plant-RR spur, Gas & Oil, D.H. Bldg., Stewart Wetland habit
	Drive to Thermopolis	Mark	County RV camp sites, Tourism, Year round landfill, Museums
	Session's	Toddi	Eye sore, Mineral water
8:25-8:35	Turnout on hill (get out)	Mark,Dorothy	Recreation, Handicap ramp, Bridge, Year round hot water, Paint hill
	WYDOT	Lorraine	
	Fairgrounds	Toddi,Dorothy	Cutting, New stalls, Ball fields, WeedPest/Co.Rd&Brdg, Rock wall/CCC
	Armory	Toddi	Multifacit ball fields, Skateboard park, Joint Powers Board-Lead-kids
8:45	State Park Entrance		Bad-Reconfigure, Riverwalk, Plaza, Holiday Inn
	Bath House	Dorothy	Park history
8:55-9:05	Big Spring (get out)	Mark, Dorothy	History of the water, Spring, etc.
	Hospital	Lorraine	Equipment-MRI-Riverton reads info.

Time	Location	Speaker	Notes
	Gottsche	Lorraine	Therapy/hot water baths, Wellness Center, Artif limbs
	Senior Apts.	Lorraine	Dr. Miller, Dental, Child. Ctr. housing, East Thermop. Town Hall,
	Children's Center	Lorraine	Kids from statewide-switched from physical handicap to behavior
9:15-9:30	Dino Center (get out)	Frank	Potty break, Gift shop, Museum, Dig sites, River walk, Kuipers
9:40-9:45	Empire Property	Lorraine	History, Ball fields, Kuipers
	Train Depot	Toddi, Lorraine	Marion trailer, Bad shape, Preserve, Historic money?, Fam.Pk, Ritz Thtr
	Senior Center	Dorothy	History, what's happening
9:55-10:00	HighSchool Props. Site	Lorraine, Toddi	All issues, KTHE,
	High School	Lorraine	
	Auditorium	Lorraine	Availability, DFS, Ralph Witters Elem.
10:05-10:10	Law Enforcement Ctr	Lorraine	Bond Issue for building
	Post Office		
	Court House		
	Library		
	Fire Hall		
	Town Hall		
	Bicentennial Park	Toddi	Event problem
	Flag Pole	Mark	
	Statue	Dorothy	
	Airport/Golf Course	Dorothy, Lorraine	King/Spiller Consvtry, Restaurant problems
10:15	War Mem./Museum	Dorothy	Church to residence, History, etc.
	Big Horn Enterprises		Current bldg., New residences & Gifts with Taste, Hill School, CircleC
	Candy Jk Pk/TnnisCts		Ice Skating, Fire drill field,
	Middle School		Bond issue tax ourselves
	Canyon Hills Manor		
10:20	Pebble Creek		Risk of losing low income housing

Time	Location	Speaker	Notes
	RV Parks	Mark	
	B&G Industries	Lorraine	
	Super 8 Motel	Lorraine	
	White Hrse Feed/Seed	Lorraine	
	Reda Pump Building	Lorraine	
10:25- 10:40	Wedding of the Waters (get out)	Toddi,Dorothy	
	Go over Buflo.Crk Rd.	Frank	
	WYDOT Site	Lorraine	
	Texaco Southside		
	Ballyhoo	Toddi	
	Lagoon Site	Lorraine	
	Chamber Office	Toddi	
	Wax/TedBearMuseum	Toddi	
11:00	Leave Town	Dorothy	
11:20- 11:30	Arrive Turnout	Mark, Lorraine	
11:45	Arrive Holiday Inn		

THERMOPOLIS/HOT SPRINGS COUNTY ASSESSMENT MAJOR THEMES

After listening to the citizens of Thermopolis and Hot Springs County, the Resource Team reviewed what was said and condensed the comments down to major themes. These are in no particular order or priority.

MAJOR THEME	SUB-THEMES
ECONOMIC DEVELOPMENT	Jobs Business Development Lack of Capital Agriculture Tourism Convention Capacity Retail Riverwalk Diversification Industrial Sites Medical
WORKFORCE	Wages Retention Training Career ladders

MAJOR THEME	SUB-THEMES
INFRASTRUCTURE	Water Structural problems Transportation Housing Stock & Senior housing
LAND USE	Junkyards Refinery Rural sprawl Planning

MAJOR THEME	SUB-THEMES
IDENTITY CRISIS	Gateway vs Destination Recreation vs Wellness Retirement Community vs Generation X
PROMOTION	Marketing (agriculture, business, health care) Signage (in town and out of town) Cultural Attractions

MAJOR THEME	SUB-THEMES
REGIONAL COOPERATION	Airport Water Reservation Medical
COMMUNICATION	Information and Referral to Resources Youth

MAJOR THEME	SUB-THEMES
BEAUTIFICATION	Clean up Entrances (Town and State Park) Curb appeal
STATE PARK	Entrances Facilities

TEAM MEMBERS RECOMMENDATIONS

Edna Vajda
Department of Workforce Services
122 W. 25th Street, Room 2103
Cheyenne, WY 82002
(307) 777-8717
evajda@state.wy.us

Edna Vajda

INTRODUCTION:

Thermopolis is certainly a beautiful area with tremendous natural beauty. I would like to thank everyone for their hospitality and especially to those in the community who organized the assessment. Your people are indeed your greatest asset.

Beautification

Challenge: Need to expand the walking/bike path along the river.

Solution: The TEAL grant program is available to fund walking/bike paths. There is an annual application process that will begin in April 2004 with submission of the grant by June 2004. There is a 20% match required in the grant, but grant funds could range from \$100,000 to \$200,000. It was recommended that a first year grant be a planning grant to estimate costs and to identify barriers, such as right-of-way issues.

Resources: David Young Wyoming Department of Transportation 5300 Bishop Boulevard Cheyenne, WY 82002 307-777-4384 dyoung@state.wy.us

Edna Vajda

Beautification

Challenge: River walking/bike path to include benches so walkers could rest and enjoy the surrounding beauty.

Solution: Presently, there is an "Adopt a Bench" in a Park program. I feel Thermopolis could redesign the program for themselves calling it "Adopt a River Walk Bench". A donor in the community could provide the cost of a black wrought iron renaissance bench. Credit could be given to the donor with a small gold plate inscription mounted on the bench. Advertisement could also be utilized to offset the cost of the benches. Another aspect would be to allow people to donate funds to purchase a bench as a memorial for a loved one.

Resources: This program would have to be developed within the local community resources; perhaps the organization or government body overseeing the expansion of the river walk.

Edna Vajda

Infrastructure

Challenge: Residents expressed need for expansion of the airport to meet Federal Guideline. Improved sewage, streets, water, and telecommunications. The development of amenities within a Business Park to attract new businesses into town. Resident want better jobs and businesses.

Solution: Business Ready Communities Grant and Loan Program provides funds for infrastructure development and improvements in all of the areas previously mentioned. State and local community development organizations could assist

and provide project development under contract to the primary applicant. Infrastructure grants have a maximum of \$1,500,000 and Infrastructure loans have a maximum of \$1,500,000. There matching requirements for grants.

Resources: Contact: Wyoming Business Council

Edna Vajda

Infrastructure

Challenge: Residents expressed a need for improvements in water, sewage, streets, the airport, and to improve amenities within a business park or industrial park. With these improvements, the community could recruit more businesses, which in turn would produce more jobs.

Solution: Business Ready Community Grant and Loan Program provides cities, towns, and counties with infrastructure grants and loans. The Community Readiness Projects are for "build it and they will come". No specific company is committed to expand or locate in the community. Infrastructure such as water, sewer, streets, telecommunications, airports, land, spec buildings, or amenities with a business park, business site or industrial park are all appropriate projects in support of economic development. Grants and loans have a maximum of \$1,500,000. There will match requirements for the grants.

Resources: Steve Achter Wyoming Business Council 214 W 15th Street
Cheyenne, WY 82002 307-777-2811

Edna Vajda

Infrastructure/Downtown Development

Challenge: Residents felt that street improvements made by WDOT, even though it was for an extended period of time, were a very good addition to the town, especially downtown. Most residents felt that downtown needed additional development with new businesses and the retaining of the present businesses, along with the upgrading of the area.

Solution: Towns can make application for Community Development Block Grant Program (CBGD) through the Wyoming Business Council. Applications can be for Economic Development planning only, technical assistance, downtown development, and economic development infrastructure projects.

Resources: Steve Achter Wyoming Business Council 214 W. 15th Street
Cheyenne, WY 82002 307-777-2811

Edna Vajda

Tourism

Challenge: In several of the listening sessions there was discussion on tourism and how to keep the tourists in town for an extra day, instead of just being a town driven through to reach Yellowstone Park. Another issued raised was the need for a Visitors' Center or something that would inform tourists of what is available in the community.

Solution: A "Howdy Wagon" which looks like a covered wagon and is manned by volunteers during the summer months, especially the weekends, may be an appealing addition to the community. The "Howdy Wagon" needs to be strategically placed so tourists driving through Thermopolis will notice it and decide to stop for information on the surrounding area attractions. The western theme of a covered wagon really appeals to tourists. As for the building of a Visitors' Center, perhaps the Lodging Tax would be of some assistance with this project. Another suggestion to assist in keeping tourists in town longer would the expansion of summer business hours. If stores could stay open for business until 8:00 p.m. and restaurants could remain open until 10:00 p.m., tourists would have more time to expend new money in the downtown area. Many towns that rely on tourist's dollars accommodate the tourists by having stores in the downtown area remain open in the summer until 8:00 p.m.

Resources: For contact that may be able to assist with volunteers for a "Howdy Wagon": Senior Community Service Employment Program (SCSEP) Department of Workforce Services Edna Vajda, M.A., MCG Gerontologist 122 W. 25th Street Herschler Building, 2-E Cheyenne, WY. 82002 307-777-8717 Wyoming Commission for National and Community Service Department of Workforce Services Debbie McFerrin 122 W 25th Street Herschler Building 2-E Cheyenne, WY 82002 307-777-5940

Edna Vajda

Tourism

Challenge: Listening sessions indicated the frustration of some residents that workers in local businesses were unable to communicate information to tourists about the various attractions in Thermopolis. It was felt that tourists were not given the opportunity to spend additional dollars in the community because of lack of information.

Solution: There is a "Good Host" program for business owners, managers, store clerks, food service workers, and the general public. The program effectively provides valuable customer-service training to large numbers of people. Group training session would save local businesses the time and expense of developing and delivering their own programs. By having these individuals trained with vital information on the community, it would encourage visitors to come back or stay a little longer. A neat hospitality service would be to have employees in restaurants and stores wear buttons that read, "Ask Me!" This would encourage tourists to begin a conversation and allow the employees the opportunity to tell them what services and sights are available in the area, such as the hours of operation for the dinosaur museum and the local museum, what events are going on in town and directions to Hot Springs State Park.

Resources: For more information on training programs contact: Diane Scober
Director of Travel and Tourism 214 W 15h Street Cheyenne, WY 82002 307-777-2808

Edna Vajda

Land Use ---Housing

Challenge: During the listening sessions, residents expressed the need for more low-income housing.

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

Resources: Contact: Cheryl Gillum Housing Program Director WCDA 155 North Beech Street Casper, WY 82602 307-265-0603

Edna Vajda

Communication

Challenge: Listening session with youth indicated the need for beatification and clean up of property, after-school activities to prevent alcohol and drug abuse need for a recreation center and swimming pool. It was also mentioned that better communications with Thermopolis leaders and youth would improve areas of concern for youth.

Solution: To include youth in the governing process would benefit the community. To do this the town would need to establish a Youth Council These young people would have nonvoting positions on city or county councils. The youth could be representatives on several community boards, such as the Chamber of Commerce or Retail Merchants Association. With an adult mentor, either a teacher or business leader, the youth would be able to formulate ideas and visions about their community. They will be the link between school and community activities. The youth can provide insight into jobs, housing, and quality of life issues for the community. Establishment of a Boys and Girls Club in Thermopolis would further activities for after-school activities besides sports and provide guidance.

Resources: Boys and Girls Clubs of America National Headquarters 1230 W Peachtree Street, NW Atlanta, GA 30309 404-487-5700 e-mail: info@bgca.org
For information on Big Brother and Big Sister organizations and functions, contact: BBBS of South Big Horn Basin, Inc. P.O. Box 1757 Worland, WY 82401 307-347-8875

Edna Vajda

Economic Development

Challenge: Listening session participants felt there was a lack of retail selection in Thermopolis. There needs to be more retail competition with greater choices and at lower costs. The inconvenient store hours was viewed as a problem in the sessions. There needs to be longer store hours in order to attract residents that work and tourists bring new dollars into the community. Customer service was also voiced as a concern.

Solution: During the 1990, the Casper Chamber of Commerce launched a "Shop Casper First"! campaign. Its aim was to generate support for local merchants rather than using the internet or going to neighboring larger cities to shop. By supporting local merchants, goodwill results and merchants will be more inclined to stock specialty items, provided lower prices and better service. When residents shop at home and insist on working with merchants to get what they need at a reasonable price, businesses will flourish. Money spent in the community is recycled in the community.

Resources: Contact Casper Area Chamber of Commerce: (307) 234-5311

Edna Vajda

Beautification

Challenge: Listening sessions revealed the need for cleaning up yards, removal of junk, and the enforcement of two ordinances against excessive weeds and trash on properties.

Solution: A "Community Clean-Up Day" would be an activity that could be sponsored by the Chamber of Commerce, any of the town's service clubs along

with student organizations. This type of clean-up event could be annual or semi-annual. Free trash bags could be provided by city or county governments or service organizations. The Chamber of Commerce could give community service awards to those volunteers that have cleaned up the worst looking area. Before and after pictures could be taken of areas and utilized for publicity for the following year. Sheridan has had two volunteer days at which more than 600 people worked on a variety of projects.

Resources: For information contact: Sheridan County YMCA (307) 674-7488

Edna Vajda

Promotion

Challenge: During the listening sessions, comments were made that better signage was needed at the entrances of town and the State Park.

Solution: Students can have a design contest that focuses on promoting the downtown area. The Chamber of Commerce or service organizations might offer a cash prize or scholarship to the winner with the best design. The Greater Cheyenne Chamber of Commerce worker to get the welcome sign located at the entrance of Cheyenne on I-25 and will answer any questions. All signs should meet MUTCD (Manual of Uniform Traffic Control Devices) standards for size and color.

Resources: Contact Larry Atwell Cheyenne Chamber of Commerce (307)-778-1406 or Wyoming Department of Transportation for information on contacting a quality manufacturer of signs. (307)-777-4437 For more information on signing review this website: <http://members.aol.com/rcmoeur/signman.html>.

Edna Vajda

Communication

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

Solution: There is a University of Wyoming Extension Program on leadership training. These very successful programs provide resources and building a sense of community for the participants. The program provides meetings regularly over the period of a year. Each meeting is held with a specific theme, such as learning to identify the needs that should be strengthened in the community, learning about the private and public sector operations, learning to develop creative thinking skills, problem solving, or mediation skills. These programs have helped in the creation of local networks of civic leaders and citizens that work together to achieve common community goals.

Resources: For information on a Leadership Institute contact: Ronda Shipp Park County Extension Office P.O. Box 3099 Cody, WY 82414 or Milt Green P.O. Box 248 Ft. Washakie, WY 82514

Edna Vajda

Economic Development

Challenge: Jobs! Jobs! A reoccurring theme during the listening sessions. The community would like to see better wages, retention, better training opportunities, and career employment opportunities. Thermopolis, like so many other communities across the state is watching its youth leave after completion of high school or college to find better employment opportunities.

Solution: The Workforce Development Training Funds administered by the Department of Workforce Services assists existing and new industries in the state in meeting the training needs of their newly-hired or current employees. The Workforce Investment Act (WIA) administered by the Department of Workforce Services, assists youth, unemployed adults, employed adults and dislocated workers. The Workforce Investment Act can offer occupations skills training, on-the-job training, programs that combine workplace training with related instructions, training programs operated by the private sector, skills upgrading and retraining, entrepreneurial training, job readiness training, Adult Basic Education activities in conjunction with these activities and customized training with commitment to employ trainees.

Resources: For information on the Workforce Development Training Fund: David Teubner Administrator 122 West 25th Street Herschler Building 2-E Cheyenne, WY 82002 307-777-7185 For information on the Workforce Investment Act: David Griffin Administrator 122 W. 25th Street Herschler Building 2-E Cheyenne, WY 82002 307-777-8716 More information concerning the programs offered by the Wyoming Department of Workforce Services can be obtained at DWS' website: <http://dwsweb.state.wy.us/index.asp>

Edna Vajda

Cultural Attractions

Challenge: During the listen sessions, residents expressed an interest in enhancing music, arts and other cultural activities, perhaps even utilizing the auditorium in the school building for special musical events.

Solution: There are some Foundations that provide funding for arts, music, and cultural programs in Wyoming communities. Contact could be made with these foundations and a nonprofit organization in the community aligned with cultural activities might be able to procure funding from these foundations to promote art, music or other cultural events.

Resources: Kroger Company Foundation 1014 Vine Street Cincinnati, OH 45202-1100 (513) 762-4939 Contact person: Ms. Janet Ausdenmoore, Foundation Administrator Wells Fargo Charitable Contribution Program 550 California Street 7th floor San Francisco, CA 94104 415) 396-3567 The Lightner Sams Foundation of Wyoming P.O. Box 429 Teton Village, WY 83025 (307) 733-9619 Contact person: Robin H. Lightner, Grants Administrator

Ann Stoeger
USDA Rural Development
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Worland, WY 82041
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ann.stoeger@wy.usda.gov

INTRODUCTION:

Thank you, Town of Thermopolis and Hot Spring County residents, for your wonderful hospitality and the opportunity to visit your community. It was very evident that Lorraine Quarberg, the Chamber of Commerce and other committee members took extra steps to make this assessment a success prior to our arrival. I was impressed by the number of participants attending the listening sessions and your honest comments. I enjoyed the opportunity to meet new people and see some familiar faces. You are all very fortunate to live in Thermopolis and its outlying areas. You are surrounded by nature's beauty; you have wonderful water, a nice climate and outstanding recreation opportunities.

Economic Development/Business Development

Challenge: In many of the listening sessions expressed the need to bring in light industry and new businesses.

Solution: USDA Rural Development has two federal grant programs that could assist Thermopolis with funding for emerging businesses or for business development in general.

Resources: The Rural Business Service (RBS) makes grants to finance and facilitate development of small and emerging private business enterprises in rural areas of cities up to 50,000 population with priority to applications for projects in open country, rural communities and towns of 25,000 and smaller. Rural Business Enterprise Grants (RBEG) includes grants made to third party lenders to establish revolving loan programs or provide technical assistance. RBEG's may be made to public bodies and private nonprofit corporations serving rural areas, Public bodies include States, Counties, Townships, and Incorporated Town and Villages, Boroughs, Authorities, Districts, and Indian Tribes on Federal and State Reservations and other Federally recognized Indian Tribal groups in rural areas. RBEG grant funds may be used to finance and/or develop small and emerging private business enterprises in rural areas including, but not limited to, the following: 1) Acquisition and development of land, easements, and rights-of-way; 2) Construction, conversion, enlargement, repairs or modernization of buildings, plants, machinery, equipment, access streets and roads, parking areas, utilities, and pollution control and abatement facilities; 3) Loans for startup operating costs and working capital; 4) Technical assistance for private business enterprises; 5) Providing financial assistance to third parties through a loan; 6) Training, when necessary, in connection with technical assistance; 7) Create, expand, and operate rural distance learning networks or rural learning programs that provide educational instruction or job training instruction related to potential employment or job advancement for adult students. Another funding source

through Rural Development is the Rural Business Opportunity Grant (RBOG). RBOG funds provide technical assistance for business development and conduct economic development planning in rural areas to promote sustainable economic development in rural communities with exceptional needs. Projects must assist economic development in areas with a population not to exceed 10,000 inhabitants. Grants may be made to public bodies, nonprofit corporations, Indian tribes on Federal or state reservations and other federally recognized tribal groups, and cooperatives with members who are primarily rural residents and that conduct activities of the mutual benefit of the members. Grant funds may be used to pay costs of providing economic planning for rural communities, technical assistance for rural businesses or training for rural entrepreneurs or economic development officials. You must be able to show that the funding will result in economic development of a rural area. Key Contact Information: Jerry Tamlin, RBS Program Director USDA Rural Development PO Box 820 Casper, WY 82602-0820 Phone: 307-261-6322 email: jerry.tamlin@wy.usda.gov

Ann Stoeger

Economic Development/Riverwalk

Challenge: There was discussion in the listening sessions regarding expansion of the riverwalk.

Solution: Rural Development's Community Facility program provides loans (direct and guaranteed) and grants to associations, nonprofit corporations, public bodies and federally recognized Indian Tribes serving rural areas. For direct loans and grants, applicants must be unable to obtain the necessary funding from commercial sources at reasonable rates and terms; have the legal authority to construct, operate and maintain the proposed project; the project must be necessary for orderly community development; be located in a rural community

which has a population of 20,000 or less and serve rural areas with populations of 20,000 or less and serve areas where the median household income is below the higher of the poverty line or 80 percent of the State nonmetropolitan median household income. Rural Development can guarantee loans made by private lenders to improve, develop, and construct essential community facilities in rural areas. The guarantee does not normally exceed 80%. The TEAL (Transportation Enhancement Activities Local) program provided grants to fund non-highway related projects such as biking paths, walking paths, etc. These grants normally range from \$100,000 to \$200,000 and require a 20% community match.

Resources: Key Contact Information: Jack Hyde, Rural Housing Director USDA Rural Development PO Box 820 Casper, WY 82601-0820 Phone: 307-261-6315 Email: jack.hyde@wy.usda.gov For TEAL Grants: Rich Douglass 5300 Bishop Blvd. Cheyenne, WY 82009-3340 Phone: 307-777-4384 Email: rdouglass@state.wy.us

Ann Stoeger

Beautification/Cleanup

Challenge: Several participants in the listening sessions voiced their concern over the need to clean up the weeds, vacant lots, give the town "eye appeal".

Solution: A suggestion would be for the community to form a beautification committee which would be responsible for vacant lot clean ups, planting flowers, shrubs, etc. along main street and at the towns entrances. The committee could conduct contests for town beautification; get local students, student organizations, churches, local organizations around town involved in the clean up. The Community Tree Planting and Education Grant is to encourage tree planting, volunteer involvement and community forestry education in communities. This grant ranges from \$500 to \$3,000 and is a 50/50 cash match.

Applicant eligibility is cities and towns, civic groups and organizations. Volunteers must be involved in the projects and all tree projects using these funds must be on public property.

Resources: Mark Hughes State Forestry Division 1100 W. 22nd Street
Cheyenne, WY 82002 Phone: 307-777-7586

Ann Stoeger

Infrastructure/Housing Stock and Senior Housing

Challenge: The shortage of affordable housing for senior citizens and families, the need for assisted living for the elderly and the need to make improvements to existing housing stock was heard numerous times during the various listening sessions.

Solution: The Wyoming Community Development Authority (WCDA) is the housing finance agency for Wyoming. This agency has a program, HOME Investment Partnership (HOME), which helps to pay for development costs if the subsidy is passed onto the homebuyer. In Powell, a housing demand study was conducted which was shared with the homebuilders in the area. This study showed there was a market for affordable housing as well as assisted living, which resulted in new housing construction in that area. USDA Rural Development has the Self Help Housing program, which allows homeowners to provide sweat equity for construction of homes under supervision by a construction supervisor sponsored by a housing authority or other non-profit organization.

Resources: Cheryl Gillum Housing Programs Director WCDA 155 North Beech Street Casper, WY 82602 Phone: 307-265-0603 Dave Reetz Powell Economic Development Alliance PO Box 907 Powell, WY 82435 Phone: 307-754-2201 Jack Hyde, Rural Housing Program Director USDA Rural Development PO Box 820 Casper, WY 82602-0820 Phone: 307-261-6315 Email: jack.hyde@wy.usda.gov

Linda Harp
Box 891
Basin, WY 82410
307) 272-0998

harpo@tctwest.net

INTRODUCTION:

Thank you for inviting me to your community. You are fortunate to live in such a beautiful caring community. Thermopolis is very lucky to have such a dedicated group of community minded individuals willing to go that extra mile to promote yet protect the quality of life enjoyed by both people living in this community and people visiting or passing through to other destinations. There are numerous positive aspects in this community, not the least of which is location, location, location. I truly enjoyed my stay in your community. The warm friendly atmosphere in this community was appropriately summed up by the gentlemen who said "people wave at you with all five fingers," You have much to be proud of in this community.

Economic Deveopment

Challenge: A concern that was mentioned repeatedly during listening sessions was economic development. Specifically small and medium sized business growth that won't destroy the natural beauty of the area.

Solution: State agencies are available to help and assist in economic and community development. Thermopolis is extremely fortunate to have the Hot Springs County Economic Development Company and Lorraine Quarberg working on behalf of the community. Here are some additional resources and contacts that might be beneficial

Resources: Leah Bruscino, Director Wyoming Business Council Northwest Regional Office 143 S. Bent, Suite B Powell, WY. lbruscino@state.wy.us 307-754-5785

Linda Harp

Economic Development

Challenge: Lack of Capitol

Solution: Often times the best place to begin the search for capitol is within your community. There maybe resources within the community that could be utilized for community improvements. To develop a local community foundation I would recommend contacting The Wyoming Community Foundation. There are also federal and state programs established to help rural community development.

Resources: Wyoming Community Foundation George Gault, President 1-307-721-8300 wcf@wycf.org Bill Bunce Director, Agribusiness Division Wyoming Business Council 300 S. Wolcott Casper, Wy. 82601 1-307-237-4692 Rural Development Heidi Stonehocker 208 Shilo Road Worland Wyoming 82401 1-307-347-2456 State Land and Investment Board Brad Miskimmons 307-777-6646 Wyoming Community Network GrantStation Insider WyomingCommunityNetwork/GSInsider@emailfactory.net Wyoming Community Development Block Grant Program 214 West 15th St Cheyenne, Wy. 82002 307-777-2800 The Foundation Center 79 Fifth Av. New York, New York 212-620-4230

Linda Harp

Promotion

Challenge: It became apparent during our listening sessions that Thermopolis is struggling to come to some kind of general consensus on the direction the community would like to take in promoting Thermopolis. Marketing the tourism aspect, or emphasizing the general appeal of the community as a retirement haven.

Solution: Thermopolis has an opportunity to realize the benefits of capitalizing on both tourism and attracting potential retirement income to support diversification of the economy. The Convention Center idea continually surfaced during the listening sessions. Some resources that are worth exploring would be:

Resources: Diane Shober, Director Travel and Tourism Wyoming Business Council 307-777-2800 214 W. 15th St Cheyenne, Wyoming 82002 Community Development Venture Capitol Alliance 330 Seventh Avenue, 19th Floor, New York, NY 10001 Telephone (212) 594-6747, Fax (212) 594-6717 The Community Renewal Initiative The Community Renewal Initiative provides Federal performance grants and tax incentives to create jobs and expand business opportunities in distressed urban and rural areas. Should the community be interested in bonding any of the Bond Councils in the state can help set up bond elections and give advice as to the best bonding route to pursue. These are just three contacts Borthwick Law Firm 1312 Capitol Ave. Suite 506 Cheyenne, Wy 82002 307-635-2433 Herschler, Freudenthal, Salzburg & Bonds, 314 21 St Cheyenne, Wyoming 307-635-2433 Weiderspahn, Lummis & Liepas, PC, 2020 Carey Av. Suite 700 Cheyenne, Wyoming 82002 307-638-6417 ..

Jo Ferguson, Team Leader
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
307-777-2802
jfergu@state.wy.us

Economic Development/Business Development

Challenge: Several listening sessions mentioned more retail and light manufacturing development.

Solution: Recruitment and retention are important factors in gaining and keeping businesses in our communities. Market research that includes demographic studies and consumer needs can be obtained through the Wyoming Business Council. Small Business Development Center can also help entrepreneurs with business plans, find capital and brainstorm strategies. Mid-America Manufacturing Technology Centers provides low cost hands-on consulting to improve profitability and business performances.

Resources: Den Costantino, Director of Business & Industry Wyoming Business Council 214 W. 15th Street Cheyenne, WY 82002 307-777-2842 dcosta@state.wy.us Tom Fuller, Business Retention & Expansion Program Manager Wyoming Business Council 214 W. 15th Street Cheyenne, WY 82002 307-777-2807 tfulle@state.wy.us Small Business Development Center Dwane Heintz, Regional Director 307-754-2139 MAMTC Andy Rose, Field Engineer 307-754-4832 UW/WBC Market Research Center Mike Lambert 307-766-2688

Jo Ferguson

Economic Development

Challenge: Community lacks capital to invest in new and/or existing business.

Solution: New businesses showing significant business potential are often in need of liquid assets to get the operation up and running. Contact with venture capitalists and networking opportunities are an important piece of establishing good entrepreneurial strength.

Resources: Venture West Network, Inc P.O. Box 3561 Laramie, WY 82071 307-766-2509 www.venturewest.org

Jo Ferguson

Workforce

Challenge: Recruiting and maintaining qualified workforce in the community.

Solution: One of the best tools regarding workforce for new and existing businesses is the Wyoming Department of Workforce Services program: Workforce Development Training Fund Program. This program allows existing employees to advance their skills, and help new employees gain skills necessary to the operation of the business. Each applicant can receive up to \$2000 per training experience if approved by DWS.

Resources: State of Wyoming Department of Workforce Services Dave Teubner, Division Administrator--Business Outreach and Training 122 West 25th Street, Herschler Building, 2E Cheyenne, WY 82002 307-777-7185
<http://dwsweb.state.wy.us>

Jo Ferguson

Workforce

Challenge: Keeping young people in Thermopolis is a challenge because of lack of proper wages and availability of positions. Since the medical community is such an important part of this town's workforce, perhaps it may help to stress to our young people the new nursing career legislation that was just enacted last July.

Solution: This initiative was passed last March to help ease the nursing shortage in Wyoming. Young men and women can apply for a loan without cash repayment by working in Wyoming as a nurse or nurse educator after the student has completed the academic program. High School counselors can help our students determine career paths.

Resources: <http://legisweb.state.wy.us> Click on General Session Bill Information; click on Senate Files; scroll to SF22--Nursing Education; click on Enrolled Act 90. That will give the information that will be contained in Wyoming Statutes.

Jo Ferguson

Workforce

Challenge: Training of workforce seems to be of prime importance to members of the community.

Solution: One of the best new training efforts in the State of Wyoming is the Quickstart Training Program. This has several modules--customer service, manufacturing, and leadership. As new businesses come into the area, these training classes can be designed to meet the needs of the employer and employee.

Resources: Wyoming Workforce Alliance Kelly Schramm 2121 Carey Avenue Cheyenne, WY 82002 307-777-8903

Jo Ferguson

Workforce

Challenge: Day care and early childhood concerns came up in the listen sessions.

Solution: Day care is an important part of a vibrant workforce. Mothers and fathers make better employees if they know their young ones are in a safe, caring, learning environment. Help for single parents of young children is necessary to complete the balance in the community population.

Resources: State of Wyoming Early Childhood Development Council Karen Mercklin, Coordinator Department of Family Services Hathaway Building 2300 Capitol Avenue, 3rd Floor Cheyenne, WY 82002 307-777-5878

Jo Ferguson

Workforce

Challenge: To keep young people in the community as contributing members.

Solution: Training our high school students in vocational ladders is an important part of retaining our youth. Several programs are available for students in job-to-work programs in many different areas--agriculture, business, healthcare, tourism, culinary, and hospitality.

Resources: State of Wyoming School to Careers Program Cindy Rue, Coordinator Department of Workforce Services 122 West 25th Street, Herschler Building Cheyenne, WY 82002 307-777-8955 Monica Miller, WRLA Education

and Training Director Wyoming Hospitality Alliance Mentoring Program (WHAM)
307-634-2279

Jo Ferguson

Communication

Challenge: Residents and retailers alike feel they do not know enough of what's going on in the community or what products or services are available in the community. This lack of dialogue creates a gap in informing locals and visitors of the many things Thermopolis has to offer.

Solution: Prepare a variety of resource guides that spell out the availability of events, products, services in Thermopolis. The guides could include all the medical and healthcare options that Thermopolis has to offer. Another could include the niche markets around the area. As these guides are completed, make sure they get into the hands of every citizen so that when a question comes up, the answer is in the little booklet. WBC will guide community on proper ways to prepare and publish this type of tool.

Resources: Rachel Girt, Manager of Marketing and Public Relations Wyoming Business Council 214 W. 15th Street Cheyenne, Wy 82002 307-777-2851
rgirt@state.wy.us

Jo Ferguson

Promotion

Challenge: Lack of cultural attractions in the Thermopolis area.

Solution: The beautiful school auditorium with its excellent seating and acoustics could house touring concerts and theater events. Performing arts of many types could pull visitors into the Thermopolis area, which in turn could create an economic upturn in lodging and restaurant establishments

Resources: Rita Basom, Acting Director Wyoming Arts Council 2320 Capitol Avenue, Kendrick Building Cheyenne, WY 82002 <http://wyoarts@state.wy.us>

Cheyenne Frontier Days John Tabor, Contract Acts Chairman P.O. Box 2477 Cheyenne, WY 82003 307-778-7200 jtabor@cfdrodeo.com

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

INTRODUCTION:

I would like to thank the Town of Thermopolis, Thermopolis-Hot Springs County Economic Development Company and the Chamber of Commerce for hosting one of the most successful assessments to date. You did an outstanding job of organizing volunteers to facilitate this assessment. Your marketing efforts paid off as was evident in the number of people that attended your listening sessions. When a community puts this much effort into an assessment of themselves, you are sure they are headed in the right direction. Your efforts show a passion and

commitment to making your community the best that it can be. Thank you for your hospitality. The accommodations, food, tour, facilities, etc. were great. You truly made us feel a part of your community for the few days we were there. Believe me, you now have 6 best new friends in the State of Wyoming!

Economic Development

Challenge: One of the observations regarding current merchants is that many people feel merchants are not providing a service to local citizens as well as visitors. This is evident through hours of operation, customer service, and communication.

Solution: I would highly recommend that Thermopolis business owners formulate a strong and effective merchant association.

Resources: For more information on the qualities and principles behind an association: <http://www.emich.edu/public/geo/557book/d137.busiassn.html>

Mary Randolph

Economic Development

Challenge: Customer Service in some areas of the business community seems to be lacking. Residents voiced concern over lack of customer service to them and visitors.

Solution: I would suggest instituting a recognition program similar to the "Peach of the Day" program Casper, Wyoming or a recognition program similar to the one Holiday Inn uses in which you give a ribbon to an outstanding employee. You could have some kind of recognition for an employer that does an outstanding job and is recommended by fellow employees or customers.

Resources: I would recommend the Chamber of Commerce be creative on this idea!

Mary Randolph

Identity Crisis

Challenge: This theme is a difficult one to give a solution or recommendation, but I feel that it is one the community needs to cuss and discuss in order to move forward. Your opportunities are tremendous and your community can go either way - marketing as a tourist attraction; marketing as a "health" spot; marketing as a retirement community; marketing as a generation X community. Interesting decision!

Solution: I would suggest contacting a marketing firm to help you begin this decision process.

Resources: A good place to start is the Institute for Decision Making. They can be found at: <http://www.esd.uni.edu/idm/community.htm>

Mary Randolph

Economic Development

Challenge: Numerous projects and dreams were given to us in the listening sessions and the challenge truly is funding the many ideas people have.

Solution: Many grants and loans are available to communities. The Wyoming Rural Development Council and the Wyoming Business Council subscribe to GrantStation - a grant search engine that was developed for rural communities in Alaska. Either of these agencies is willing and able to do searches for you.

Resources: Wyoming Rural Development Council 307-777-6430
mrand@state.wy.us Wyoming Business Council 307-777-2811
sachet@state.wy.us

Mary Randolph

Regional Cooperation

Challenge: As we all know, no one community can be successful on its own. You have much to offer the many communities surrounding Thermopolis as they do you. It is imperative that lines of communication are opened and opportunities shared.

Solution: Your Health Organizational Council seems to be working well. This concept could be expanded to a government council - a council in which government agencies (federal, state and local) come together to share ideas and opportunities. Several of these councils are operating around the state.

Resources: To find out which communities have operating councils, contact:
Wyoming Association of Municipalities 307-632-0398

Mary Randolph

Economic Development

Challenge: Thermopolis has many buildings that could be utilized for business development and possibly some diversification. The challenge is that many of the facilities sit on State Park land, but it seems that may not be a problem.

Solution: One recommendation I might make, is to utilize the Armory building as a kitchen incubator. I am sure there are many people that have wonderful

culinary skills that could create, package and market products if there was a location to create their product. A kitchen incubator is a great way to develop entrepreneurial skills.

Resources: Wisconsin has had great success in development these incubators. Check their web site for more information: Wisconsin Kitchen Incubator Network: <http://www.uwex.edu/ces/agmarkets/kitchdir.html>

Mary Randolph

Economic Development

Challenge: Many of the projects and ideas people have for the community can be funded through grants. Grant writing can be time consuming and many times grants are written by volunteers that have little or no experience.

Solution: The Wyoming Rural Development Council (WRDC) sponsors individuals to attend a 40-hour grant writing workshop sponsored by the Western Resource Conservation and Development. This course takes place 1 time a year and is an outstanding grant writing training. WRDC will pay for the tuition and travel for an individual from a community to attend. They in-turn have grant writing skills for their community and they must "payback" to the WRDC, 40 hours of grant writing - which WRDC then gives to another community. The intent is to not only get grant writing skills to communities, but also create a database of assistance to communities who do not have that kind of skill. The next training is May 2004 in Casper, Wyoming.

Resources: Contact: Mary Randolph WRDC 307-777-6430 mrando@state.wy.us

Rod Proffitt
Washakie Co. Planning Office
1001 Big Horn Ave, Suite 104
Worland, WY 82401
(307) 347-2741
rodbp@trib.com

INTRODUCTION:

It was a pleasure to visit your community as a member of the assessment team. My wife and I often visit Thermopolis, and I have been in your community many times for business and pleasure over the last few years. Its one thing to know a place by the services it provides, and quite another to get to know the people of that community. Thermopolis has an involved, devoted group of boosters, and it was wonderful to meet each and every one. I have often thought Washakie County and Hot Springs County share a common history; a common economic base; and ultimately, a great deal of commonality in their futures. Therefore, I felt it important to be on this team and gain a perspective on your community's insights on its past, present and future. Before I began preparation of this report, I reviewed the community's comments, researched as much statistical information as I could digest, and revisited the community assessment done in 1991 ("the 1991 Report"). The 1991 Report provided a context to assess what's been troubling the community for an extended period, what's been tried and what might be new recommendations you might consider. I have endeavored not to duplicate anyone else's work. Briefly, the issues I want to offer insights on are as follows: v Infrastructure / Land Use v Regional Cooperation / Communication v Beautification / State Park It is my intent to bring some new and different resources to the attention of the community. You already have intelligent, capable people knowledgeable about State and federal agencies. I tried to think "out-of-the-box" to bring alternatives to your attention that might not have been tried before. The other thing I believe this program offers, is the opportunity for people to bring a unique perspective to an intractable problem. It may not be the

solution, but it may contribute to looking at the problem differently so that it can be solved.

Infrastructure

Challenge: Infrastructure and Land Use are complimentary and often overlap; that is, if one is a challenge it is likely the other is also. The solutions often compliment one another too. Water: Thermopolis is facing a basic problem every community in the Big Horn Basin, if not all desert communities face – a lack of water. Hot Springs County needs water for agriculture, for domestic use and to sustain its tourism industry.

Solution: Water: Thermopolis is already active in the South Big Horn Basin Joint Powers Board (“the Regional Board”) working on a regional water system to serve the community. My recommendation is that you continue focusing primarily on this strategy in assuring that local ground water resources do not continue to be developed to the detriment of your most unique attribute and resource – the hot springs. The regional system has already received significant commitments from the State for funding, but the project needs direction and leadership at the local level. I was too late and unable to influence how the regional water system was developed in Washakie County, but I hope Thermopolis and Hot Springs County will learn from our mistakes and plan for these water lines to maximize its value to the community. In this instance the same sources you are going to now for water are important resources to contact in off-setting policy and leadership shortcomings. First, development will follow those water lines. Existing homeowners and property owners are subsidizing future users since the tap fees are not structured to adequately off-set the costs associated with new users on the system. I urge this community to tier its tap fee rates in such a way that development pays its own way. Second, the Regional Board prohibits installation of fire hydrants on the water system. Although the lines will support hydrants, and the need for better fire protection is a given, no incentives for installation of fire

protection has been provided. Fire hydrants would reduce insurance expenses for property owners, enhance fire protection response times and increase property values in rural areas – not to mention save lives. If anything, this drought has taught the agriculture community just how inadequate Boysen is in providing irrigation water. Obviously, it is in everyone's best interest to better utilize what water we have. Irrigated lands are converting from flood irrigation to pivot systems, which is a step in the right direction but even more needs to be done. One thought comes to mind, which I know has not been tried, but which may have some merit now. I urge more cooperation with the tribes on the Wind River Reservation. Ivan Posey was recently appointed as the first liaison the State has had with the tribes, and this new contact and resource may enhance communication to not just end the litigation over water in Boysen, but to work on water development project mutually advantageous to mitigate the effects of future droughts.

Resources: Wyoming Association of Rural Water Systems Attn: Pepper D. Herman, AICP 715 West Birch Street P.O. Box 1750 Glenrock, WY 82637 (307) 435-8635, wyogw@yahoo.com

Wyoming Water Development Com. Attn: Mike Besson 6920 Yellowtail Road Cheyenne, WY 82002 (307) 777-7626 lbesso@state.wy.us

Wyoming Department of Environmental Quality Kim Parker, Senior Analyst Source Water & Wellhead Protection Program 122 West 25th Cheyenne, WY 82002 (307) 777-7343 kparke@state.wy.us

Rocky Mountain Institute Attn: 1739 Snowmass Creek Road Snowmass, CO 81654-9199 (970) 927-3851 www.rmi.org dreed@rmi.org

Rod Proffitt

Infrastructure

Challenge: Structural problems: The 1991 Report made note of the community's desire to preserve its exceptional historic buildings that make up the fabric of the community, but especially the irreplaceable downtown commercial buildings. In addition, basic service infrastructure like the sewer system needs repair.

Solution: Structural problems: Last year, a valiant effort was made to bring the National Trust for Historic Preservation program – Main Street, to Wyoming. Why wait, this is one great program, and offers insights on much more than just historic preservation options, including marketing, job training, etc.

Resources: Wyoming has a very liberal improvement district law, which allows for bonding to finance infrastructure repairs. An improvement district for the downtown area might be feasible. I was also just made aware of a new financing mechanism based on an Internal Revenue Service Opinion letter known as 63-20. This Opinion letter allows a non-profit corporation to issue bonds under certain circumstances. The district might be able to avoid taxing itself through a bond issue. Other considerations for the district would be “tax increment financing” (“TIF”); these are coming back, and although Wyoming has a poor law to base a TIF on, it is a possibility.

Rod Proffitt

Infrastructure

Challenge: Transportation: Although we expected a great deal of grouching about the highway improvements from all the publicity that issue had received, there was little of that. Rather, most of the comments merely reflected relief that the experience was over. Some continuing issues remain unresolved, but we even got some compliments on the project. The challenge seems to be how the

community will adapt to the changes resulting from the project, and what remains to be done. The greatest transportation challenge voiced by the community concerns access to the Hot Springs State Park facilities.

Solution: Transportation: Thermopolis has a significant local resource for getting a better transportation plan in Carl Leyba, who sits on the Wyoming Transportation Commission. In cities of 5,000 populations or more, the Wyoming Department of Transportation (“WyDOT”) designates an “Urban Systems Group” to plan for that community. Even though Thermopolis does not have a population of 5,000, there are ways to get in this program if your local governments petition WyDOT for it. This needs to be done so city, county and Hot Springs State Park (“State Park”) transportation needs are coordinated and planned for mutual advantage. In that regard, clearly community concerns regarding access to State Park facilities is of significant importance. My recommendation is for the community to seek closure of the existing main access (Park Street) entirely, and create a new entrance to the State Park using Broadway. This ties the State Park and the downtown commercial center together. The bridge is already there and the tracks are high enough for a “state-of-the-art” underpass to be constructed. Obviously roadways and access to reach the motels would have to be revised, but it is my observation that closure of the existing access will only enhance the ambiance of the hotels. Although this should also enhance access to the Dinosaur Museum, I suggest, the community provide incentives to the Dinosaur Museum to relocate into the downtown and within walking distance of the other two museums. A secondary entrance could be developed on Amoretti Street with the construction of a new bridge. Again, the tracks are raised already so a cut for an underpass is feasible and practical. I offer a secondary crossing to the south rather than the north for two basic reasons. First, a redundant south access offers incentives to develop private land already available, but under-utilized. It moves traffic and development patterns away for tourism traffic and development, which is better planning. Second, it offers an incentive to move some commercial (the radio station) off the State Park and onto taxable private

property where it belongs. As an observer who has often driven in and through Thermopolis when school is in session, it is my recommendation to think hard about traffic patterns for a new school and how school “rush hours” affect other traffic. It seems important to provide incentives to enhance the quality of the State Park experience in support of the hot springs, motels and other tourism opportunities, while still providing appropriate facilities for the local community. Right now, local facilities are in conflict with and compete with tourism. To provide incentives to develop in-fill projects in the downtown and add value to the downtown, Thermopolis could narrow 6th Street north of Broadway; and downgrade Park Street, and build a new right-of-way for U.S. Highway 20 that goes straight north of Park on 6th Street, either extending Ryan Street or following the foot of the hillside on the North side of town until it re-connects with the existing highway right-of-way above the State Park. Transportation comes in many forms, and some of those forms can be of benefit to the community as well as your tourist economy. The Wyoming Department of Transportation designates State scenic byways, and federal agencies often designate scenic byways. These are attractive to tourists who often route their travel to take advantage of these designated byways – not only because of their beauty, historical, cultural or geologic importance, but because adequate roadside signage and facilities are mandated for these byways. There are other programs available through the WyDOT, that will enhance the tourism experience for your visitors I discuss elsewhere. One other program that might be looked at by this community since you have some abandoned rail lines, some irrigation canal banks, and some riverbeds that could incorporate a trails system. Washakie County just completed the Worland Area Trails Project through a planning grant from WyDOT. This plan will allow us to develop a system of hiking/biking and equestrian trails. In the case of this community, you might consult with an organization devoted specifically to creating trails from abandoned railroad right-of-ways. Although I understand the concern for a good local airport offered by the community, I cannot agree with the proposal for a new airport west of Thermopolis. It recently

came to my attention the Burlington Northern Santa Fe Railroad ("BNSF") is trying to sell the track between Casper and Billings, MT. There is also a grassroots effort underway to bring AMTRAK service to Wyoming. Rather than compete for the money and the flights with Worland and Cody, it seems to this observer that the community's resources are better spent pursuing opportunities in rail service; a niche in the Big Horn Basin not taken. It may be possible to emulate the enviable position Chico Hot Springs and Paradise Valley had a century ago. My recommendation is to consider developing a new rail corridor from Thermopolis to the Cody. With more and more security on airplanes and the interest aging "baby boomers" have in historical tourism, good rail service through Thermopolis to Yellowstone appears to be a viable opportunity.

Resources: U.S. Department of Transportation Wyoming Federal Highway Administration National Scenic Byways Program HEPN-50, Room 3232 . 400 Seventh Street, SW Washington, DC 20590 (800) 429-9297 nsb-director@byways.org

Department of Transportation Attn: Dave Young, Planning Specialist Office of Local Government Coordination 5300 Bishop Blvd Cheyenne, WY 82009-3340 (307) 777-4275, Dave.Young@dot.state.wy.us

Martin Kidner, District Engineer WyDOT P.O. Box 461 Basin, WY 82410 (307) 568-3400 martin.kinder@dot.state.wy.us

Carl Leyba, Member Wyoming Transportation Commission P.O. Box 569 Thermopolis, WY 82443-0569 (307) 864-5515 ckleyba@wyodino.org

Rod Proffitt

Infrastructure

Challenge: Housing: The Wyoming Housing Database Partnership reports in its latest issue that Hot Springs County is losing population so it's not the quantity of housing that is the challenge. The community intuitively told us what I later found to be reflected in the statistics. With a population that is aging and below average in earning power, the housing stock is not meeting immediate needs, and is experiencing significant deterioration from deferred maintenance.

Solution: Housing: Walter Paepke, a retired industrialist, came to Aspen just after WWII, with the idea of recreating the Athenian ethic of the scholar/athlete. He started the Aspen Institute and helped re-open the ski-runs on Ajax Mountain used by vacationing troops from Camp Hale. But it was his program of offering free cans of paint to any resident who would paint his house in Aspen that not only won over the locals, but inspired them to make repairs. It's not that Mr. Paepke was a "sugar daddy" to the community; rather the lesson is that one person can have far-reaching positive influences at nominal cost. The informality with which the program was carried out actually contributed to its success, and gained him credibility in the community. Thermopolis has a housing stock, which is under-utilized because it no longer meets the needs of the community. It's not that new housing needs to be built, but rather that existing housing needs to be adapted to the needs of the community. There are several ways this might be done informally and at nominal cost. Several initiatives are being taken at the State level in recognition of the changing needs for housing, and these too could represent an opportunity for this community.

Resources: Wyoming Community Development Authority Spruce Up Wyoming
George D. Axlund, 155 North Beech Casper, WY 82602
axlund@wyomingcda.com

Wyoming Community Foundation Community Housing Project Attn: George Gault, 221 Ivinson Avenue Suite 202 Laramie, WY 82070(307) 721-8300 george@wycf.org

Housing and Urban Development Attn: Tom Friesen, Community Builder633 17th Street, 8 AS Denver, CO 80202(303) 672-5440 tom_friesen@hud.gov

Neighborhood Reinvestment Corp Attn: Fred Jaben 1776 S. Jackson St., Suite 810 Denver, CO 80210 (303) 782-0532 fjaben@nw.org

Rod Proffitt

Infrastructure

Challenge: Refinery Site: The location of a former refinery close to the downtown and adjacent to the Big Horn River is too contaminated to develop. It at once poses a threat to ground water, air quality, and property values. It's also a prime location and potentially strategic to expanded business and light industry.

Solution: Refinery Site: Washakie County is dealing with a number of contaminated sites, and I have learned that our communities are not unique in that regard. Years ago, Congress designated many "superfund" sites around the country for clean-up, but its doubtful the level of contamination at this former refinery site rises to the level of sites like the old AMOCO site in Casper. My recommendation is to contact the Wyoming Department of Environmental Quality ("WDEQ") to have the site tested to determine just how contaminated it is. Likely, the contamination qualifies the site for clean-up funding under the federal "Brownfields" program. Wyoming is just now getting into this program so it's a good time to pursue this issue. The location of the refinery site is strategic. It has access to the railroad for development of a light industrial park; or it may represent an opportunity to add a resort facility to upgrade tourism; or it may

even be conducive to development of another golf course and athletic facilities. There are a number of possibilities that would fit in and be appropriate.

Resources: Brownfields Center Environmental Law Institute 1616 P St. NW, Suite 200 Washington, DC 20036 (202) 939-3800

Wyoming Dept. of Environmental Quality Hazardous Waste Division 250 Lincoln Street Lander, WY 82520 (307) 332-6924 breggin@eli.org

Rod Proffitt

Infrastructure

Challenge: Rural Sprawl: A recent study done by the University of Wyoming found that Hot Springs County has a very high cost of services (\$1.44 for each \$1.00 in tax revenue), a high and growing proportion of second homes, and a number of other statistical markers indicate rural sprawl is having an adverse impact on the quality of life in Hot Springs County. It is highly unlikely this trend will reverse itself, but will only compound itself once a potable water supply is secured.

Solution: Since most of the west is dealing with issue without many tangible results, it is doubtful any solutions I offer here will be easy ones. Generally, those communities dealing with it best are also the fastest growing so they have the money and resources to facilitate their efforts. A community really has to make some difficult and often controversial decisions about its future if it wants to even channel rural sprawl in positive ways.

Resources: American Farmland Trust, Attn: Jill Schwartz, 1200 18th Street NW. Washington DC 20036, 202 331-7300, info@farmland.org,

Sonoran Institute Attn: John Shepard, 201 South Wallace, Box 12, Bozeman,
MT 59715 406-587-7331 john@sonoran.org

Wyo Stockgrowers Attn: Glenn H. Pauley, P.O. Box 206, Cheyenne, WY 82003 (
(307) 772-8751 wsgaltglenn@quest.net

Rod Proffitt

Infrastructure

Challenge: Planning: Hot Springs County and the Town of Thermopolis are without fulltime planners, and those that serve on a part-time basis did not attend the listening sessions or to participate in the community assessment to the best of my knowledge. The saying goes that those who fail to plan – plan to fail. Some communities do not really want to grow, which is generally what planners are asked to address, but few communities want to waste away. The community decides.

Solution: Use the following resources.

Resources: The National Trust Main Street Center 1785 Massachusetts Avenue,
N.W Washington, DC 20036 (202) 588-6219

National Rural Economic Developers Assoc. Attn: Molly Lopez,
director@nreda.org 431 East Locust Street, Suite 300 - Des Moines, IA 50309
mainst@nthp.org (515) 284-1421

Rod Proffitt

Regional Cooperation

Challenge: Medical: Thermopolis has an under-utilized State operated assisted living facility, a private world-class medical facility in Gottsche, and a healthy County medical center. Although there was a great deal of speculation about how the community might better utilize these facilities to expand the local economy, there were few concrete solutions presented. How and if these varied medical facilities might coordinate their efforts with community support is a real challenge, and that assumes any or all of these facilities would cooperate in that collaboration

Solution: Medical: Thermopolis is centrally located within the State to take advantage of facilities already in place. Rochester, Minnesota was no larger than Thermopolis when two brothers came to town and started the Mayo Clinic; now recognized worldwide.

Resources: Fran Cadez Department of Health Office of Telehealth 2002 Carey Avenue Cheyenne, WY 82002 (307) 777-5511 fcadez@state.wy.us

Colorado Community Revitalization Association Attn: Barbara Silverman,
Executive Director 240 South Broadway, Suite 102, 8th Floor Denver, CO 80209
(303) 282-0625 www.ccraonline.org info@ccraonline.org

Rod Proffitt

Regional Cooperation

Challenge: Youth: I have participated in six (6) community assessments including Thermopolis, and in each one of those, adults have invariably voiced concern over the loss of their youth to larger, distant, metropolitan areas.

Solution: Youth: I have participated in six (6) community assessments including Thermopolis, and in each one of those, adults have invariably voiced concern over the loss of their youth to larger, distant, metropolitan areas

Resources: ETCetera Attn Sue Weig P.O. Box 15 Chamberlain, SD 57325 (605) 734-5815 etcetera@sd.value.net

Rod Proffitt

Beautification

Challenge: Federal Lands & Minerals. Like Washakie County, Hot Springs County is more than seventy percent (70%) public land. Mineral ownership is even more in the public domain than is the surface, which means the economic vitality of the community is closely tied to the land management of public land. The National Environmental Protection Act (“NEPA”) allows local communities to act as “cooperating agencies” in federal actions. (There is no State counterpart to that process.) In the very near future, the Shoshone National Forest and the Bureau of Land Management will both be engaging in land management revision processes on lands within the jurisdiction of Hot Springs County. This is an important opportunity for the local community to collaborate on some very important issues; Thermopolis and Hot Springs County alike.

Solution: Federal Lands & Minerals. It is my recommendation you join with other counties with jurisdiction on the respective federal land dealing with revisions to their management plans to coordinate and maximize your efforts to monitor these processes. The Wyoming Business Alliance will be featuring issues regarding

NEPA and the public land management revision process in Wyoming at its upcoming meeting in November of this year.

Resources: U.S. Department of the Interior Bureau of Land Management
Worland Field Office P.O. Box 119 Worland, WY 82401-0119 (307) 347-5100
Bob_Ross@blm.gov

U.S. Forest Service Shoshone National Department of Agriculture Forest 808
Meadow Lane Cody, WY 82414-4516 (307) 527-6241 iwright@fs.fed.us

Rod Proffitt

Beautification

Challenge: Clean-up: Although the community may be struggling with whether it wants to be a destination resort or a stop-over for visitors to Yellowstone, this community is adamant that it wants to clean up. There may some discussion over just what needs to be cleaned up, and to what extent things need to be cleaned up, but the community is of a single mind that a clean-up is needed.

Solution: Clean-up: Wyoming law still requires junkyards be screened if they are within 1,000 feet of a State or federal highway. The word “junkyard” is liberally defined even if the law dates back to the LBJ era when “Lady Bird” decided the nation needed to be cleaned up. Wyoming law also has laws in effect to license roadside signage. I found that there was rampant non-compliance with both laws in Washakie County, but only got cooperation from WyDOT on the junkyards issue. WyDOT is the agency designated to control both roadside signage and junkyards across the State

Resources: Wyoming Department of Transportation Attn: Peter J. Brennan, Jr.
5300 Bishop Blvd.; P.O. Box 1708 Cheyenne, WY 82003-1708 (307) 777-4115
pbrenn@missc.state.wy.us

Rod Proffitt

Beautification

Challenge: The State Park Facilities: To this observer, the State Park facilities and various buildings on the property have accumulated incrementally over a number of years. There seems to be no overall plan or objective in mind in placement, sizing, compatibility or contribution to the park's mission considered as to any one building or the scheme of things as a whole. It's time the State, the Eastern Shoshone Nation, and the community collaborate on just what the mission of the State Park is, and how the State Park is to function, contribute and otherwise work in concert with the community toward common objectives and mutual goals.

Solution: The Wyoming Business Council keeps the National Development Council on retainer for complex issues such as this. In addition, the Wyoming Department of Parks and Cultural Resources has a number of programs that would compliment an effort to formulate a mission for this particular State Park, its facilities and the adjacent community. Finally, the State has just resurrected its Planning Department, and this sounds like planning.

Resources: Chuck DePew National Development Council State Planning Office
1932 1st Avenue, Suite 800 Seattle, WA 98101 (206) 448-5244
chuckdepew@aol.com

Kyndra Miller, State Planning Coordinator 122 West 25th Street, Herschler Bldg.
– 1st fl. Cheyenne, WY 82002 (307) 777-5513 kmille2@state.wy.us

Regional Cooperation

Challenge: Reservation: I was privileged to be on the community assessment team for the Northern Arapahoe Tribe on the Wind River Reservation. The tribal population is burgeoning, but there is no work for their youth and no place for these young people to go. They are anxious about their future and grasping for ways to create jobs. At the same time, the Arapahoe Nation is extremely proud of the Arapahoe Ranch, but believes it is not be fully utilized because it is not easily accessible to them.

Solution: Reservation: Your community has already expressed a desire to work with the Arapahoe Nation, but is reluctant to make the effort. What do you have to lose by contacting both tribes and their Joint Business Council to see just what issues you can collaborate on? They want to make better use of the Arapahoe Ranch – the ranch is in Hot Springs County. The community wants to make better use of Wind River Canyon – the canyon is on the reservation. Thermopolis needs extensive changes to its housing stock to meet changing demographic needs of its residents – the tribes have out of work carpenters and an on-going AMERI-Corp program. The Wind River Reservation and the Arapahoe Ranch are sources of water for Hot Springs County – the County and Thermopolis need water resources. The Arapahoe Nation is building a new casino – Thermopolis has the hot springs, hotels and many shops. These are all opportunities, which can lead to mutual benefits.

Resources: Ivan Posey, Tribal Liaison C/O Office of the Governor Capitol, 200 W. 24th St. Cheyenne, WY 82002-0010 307) 777-7434 governor@state.wy.us

Patrick Goggles Northern Arapaho Tribal Housing State. P.O.Box 8236 Ethete, WY 82520-8236 ((307) 332-5318 ironeyes@hotmail.com

TEAM MEMBER RECOMMENDATIONS IN MATRIX FORM

Economic Development

Issue or Project	Recommendations and Objectives	Resources
<p>Listening session participants felt there was a lack of retail selection in Thermopolis. There needs to be more retail competition with greater choices and at lower costs. The inconvenient store hours was viewed as a problem in the sessions. There needs to be longer store hours in order to attract residents that work and tourists bring new dollars into the community. Customer service was also voiced a concern.</p>	<p>During the 1990, the Casper Chamber of Commerce launched a "Shop Casper First"! campaign. Its aim was to generate support for local merchants rather than using the internet or going to neighboring larger cities to shop. By supporting local merchants, goodwill results and merchants will be more inclined to stock specialty items, provided lower prices and better service. When residents shop at home and insist on working with merchants to get what they need at a reasonable price, businesses will flourish. Money spent in the community is recycled in the community.</p>	<p>Contact Casper Area Chamber of Commerce: (307) 234-5311</p>

Economic Development

Issue or Project	Recommendations and Objectives	Resources
<p>Jobs! Jobs! A reoccurring theme during the listening sessions. The community would like to see better wages, retention, better training opportunities, and career</p>	<p>The Workforce Development Training Funds administered by the Department of Workforce Services assists existing and new industries in the state in</p>	<p>For information on the Workforce Development Training Fund: David Teubner Administrator 122 West 25th Street Herschler Building 2-E Cheyenne, WY 82002 307-777-7185 For information on the Workforce Investment Act: David</p>

employment opportunities. Thermopolis, like so many other communities across the state is watching its youth leave after completion of high school or college to find better employment opportunities.	meeting the training needs of their newly-hired or current employees. The Workforce Investment Act (WIA) administered by the Department of Workforce Services, assists youth, unemployed adults, employed adults and dislocated workers. The Workforce Investment Act can offer occupations skills training, on-the-job training, programs that combine workplace training with related instructions, training programs operated by the private sector, skills upgrading and retraining, entrepreneurial training, job readiness training, Adult Basic Education activities in conjunction with these activities and customized training with commitment to employ trainees.	Griffin Administrator 122 W. 25th Street Herschler Building 2-E Cheyenne, WY 82002 307-777-8716 More information concerning the programs offered by the Wyoming Department of Workforce Services can be obtained at DWS' website: http://dwsweb.state.wy.us/index.asp
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Economic Development

Issue or Project	Recommendations and Objectives	Resources
There was discussion in the listening sessions regarding expansion of the riverwalk.	Rural Development's Community Facility program provides loans (direct and guaranteed) and grants to associations, nonprofit corporations, public bodies and federally recognized Indian Tribes serving rural areas. For	Key Contact Information: Jack Hyde, Rural Housing Director USDA Rural Development PO Box 820 Casper, WY 82601-0820 Phone: 307-261-6315 Email: jack.hyde@wy.usda.gov For TEAL Grants: Rich Douglass 5300 Bishop Blvd.

	<p>direct loans and grants, applicants must be unable to obtain the necessary funding from commercial sources at reasonable rates and terms; have the legal authority to construct, operate and maintain the proposed project; the project must be necessary for orderly community development; be located in a rural community which has a population of 20,000 or less and serve rural areas with populations of 20,000 or less and serve areas where the median household income is below the higher of the poverty line or 80 percent of the State nonmetropolitan median household income. Rural Development can guarantee loans made by private lenders to improve, develop, and construct essential community facilities in rural areas. The guarantee does not normally exceed 80%. The TEAL (Transportation Enhancement Activities Local) program provided grants to fund non-highway related projects such as biking paths, walking paths, etc. These grants normally range from \$100,000 to \$200,000 and require a 20% community match.</p>	<p>Cheyenne, WY 82009-3340 Phone: 307-777-4384 Email: rdouglass@state.wy.us</p>
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Economic Development

Issue or Project	Recommendations and Objectives	Resources
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A concern that was mentioned repeatedly during listening sessions was economic development. Specifically small and medium sized business growth that won't destroy the natural beauty of the area.	State agencies are available to help and assist in economic and community development. Thermopolis is extremely fortunate to have the Hot Springs County Economic Development Company and Lorraine Quarberg working on behalf of the community. Here are some additional resources and contacts that might be beneficial	Leah Bruscino, Director Wyoming Business Council Northwest Regional Office 143 S. Bent, Suite B Powell, WY. lbruscino@state.wy.us 307-754-5785
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Economic Development

Issue or Project	Recommendations and Objectives	Resources
Lack of Capitol	Often times the best place to begin the search for capitol is within your community. There maybe resources within the community that could be utilized for community improvements. To develop a local community foundation I would recommend contacting The Wyoming Community Foundation. There are also federal and state programs established to help rural community development.	Wyoming Community Foundation George Gault, President 1-307-721-8300 wcf@wycf.org Bill Bunce Director, Agribusiness Division Wyoming Business Council 300 S. Wolcott Casper, Wy. 82601 1-307-237-4692 Rural Development Heidi Stonehocker 208 Shilo Road Worland Wyoming 82401 1-307-347-2456 State Land and Investment Board Brad Miskimmons 307-777-6646 Wyoming Community Network GrantStation Insider WyomingCommunityNetwork/GSInsider@emailfactory.net Wyoming Community Development Block Grant Program 214 West 15th St Cheyenne, Wy. 82002 307-777-2800 The Foundation Center 79 Fifth Av. New York, New York 212-620-4230

Economic Development

Issue or Project	Recommendations and Objectives	Resources
Several listening sessions mentioned more retail and light manufacturing development.	Recruitment and retention are important factors in gaining and keeping businesses in our communities. Market research that includes demographic studies and consumer needs can be obtained through the Wyoming Business Council. Small Business Development Center can also help entrepreneurs with business plans, find capital and brainstorm strategies. Mid-America Manufacturing Technology Centers provides low cost hands-on consulting to improve profitability and business performances.	Den Costantino, Director of Business & Industry Wyoming Business Council 214 W. 15th Street Cheyenne, WY 82002 307-777-2842 dcosta@state.wy.us Tom Fuller, Business Retention & Expansion Program Manager Wyoming Business Council 214 W. 15th Street Cheyenne, WY 82002 307-777-2807 tfuller@state.wy.us Small Business Development Center Dwane Heintz, Regional Director 307-754-2139 MAMTC Andy Rose, Field Engineer 307-754-4832 UW/WBC Market Research Center Mike Lambert 307-766-2688

Economic Development

Issue or Project	Recommendations and Objectives	Resources
Community lacks capital to invest in new and/or existing business.	New businesses showing significant business potential are often in need of liquid assets to get the operation up and running. Contact with venture capitalists and networking opportunities are an important piece of establishing good entrepreneurial strength.	Venture West Network, Inc P.O. Box 3561 Laramie, WY 82071 307-766-2509 www.venturewest.org

Economic Development

Issue or Project	Recommendations and Objectives	Resources
One of the observations regarding current merchants, is that many people feel merchants are not providing a service to local citizens as well as visitors. This is evident through hours of operation, customer service, and communication.	I would highly recommend that Thermopolis business owners formulate a strong and effective merchant association.	For more information on the qualities and principles behind an association: http://www.emich.edu/public/geo/557book/d137.busiassn.html

Economic Development

Issue or Project	Recommendations and Objectives	Resources
Customer Service in some areas of the business community seem to be lacking. Residents voiced concern over lack of customer service to them and visitors.	I would suggest instituting a recognition program similar to the "Peach of the Day" program Casper, Wyoming or a recognition program similar to the one Holiday Inn uses in which you give a ribbon to an outstanding employee. You could have some kind of recognition for an employer that does an outstanding job and is recommended by fellow employees or customers.	I would recommend the Chamber of Commerce be creative on this idea!

Economic Development

Issue or Project	Recommendations and Objectives	Resources
Numerous projects and dreams were given to us in the listening sessions and the challenge truly is funding the many ideas people have.	Many grants and loans are available to communities. The Wyoming Rural Development Council and the Wyoming Business Council subscribe to GrantStation - a grant search engine that was developed for rural communities in Alaska. Either of these agencies are willing and able to do searches for you.	Wyoming Rural Development Council 307-777-6430 mrando@state.wy.us Wyoming Business Council 307-777-2811 sachet@state.wy.us

Economic Development

Issue or Project	Recommendations and Objectives	Resources
Thermopolis has many buildings that could be utilized for business development and possibly some diversification. The challenge is that many of the facilities sit on State Park land, but it seems that may not be a problem.	One recommendation I might make, is to utilize the Armory building as a kitchen incubator. I am sure there are many people that have wonderful culinary skills that could create, package and market products if there was a location to create their product. A kitchen incubator is a great way to develop entrepreneurial skills.	Wisconsin has had great success in development these incubators. Check their web site for more information: Wisconsin Kitchen Incubator Network: http://www.uwex.edu/ces/agmarkets/kitchdir.html

Economic Development

Issue or Project	Recommendations and	Resources
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	Objectives	
Many of the projects and ideas people have for the community can be funded through grants. Grant writing can be time consuming and many times grants are written by volunteers that have little or no experience.	The Wyoming Rural Development Council (WRDC) sponsors individuals to attend a 40-hour grant writing workshop sponsored by the Western Resource Conservation and Development. This course takes place 1 time a year and is an outstanding grant writing training. WRDC will pay for the tuition and travel for an individual from a community to attend. They in-turn have grant writing skills for thier community and they must "payback" to the WRDC, 40 hours of grant writing - which WRDC then gives to another community. The intent is to not only get grant writing skills to communities, but also create a database of assistance to communities who do not have that kind of skill. The next training is May 2004 in Casper, Wyoming.	Contact: Mary Randolph WRDC 307-777-6430 mrandom@state.wy.us

Workforce

Issue or Project	Recommendations and Objectives	Resources
Recruiting and maintaining qualified workforce in the community.	One of the best tools regarding workforce for new and existing businesses is the Wyoming Department of Workforce Services program: Workforce Development Training Fund Program. This program	State of Wyoming Department of Workforce Services Dave Teubner, Division Administrator-- Business Outreach and Training 122 West 25th Street, Herschler Building, 2E Cheyenne, WY 82002

	allows existing employees to advance their skills, and help new employees gain skills necessary to the operation of the business. Each applicant can receive up to \$2000 per training experience if approved by DWS.	307-777-7185 http://dwsweb.state.wy.us
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Workforce

Issue or Project	Recommendations and Objectives	Resources
Keeping young people in Thermopolis is a challenge because of lack of proper wages and availability of positions. Since the medical community is such an important part of this town's workforce, perhaps it may help to stress to our young people the new nursing career legislation that was just enacted last July.	This initiative was passed last March to help ease the nursing shortage in Wyoming. Young men and women can apply for a loan without cash repayment by working in Wyoming as a nurse or nurse educator after the student has completed the academic program. High School counselors can help our students determine career paths.	http://legisweb.state.wy.us Click on General Session Bill Information; click on Senate Files; scroll to SF22--Nursing Education; click on Enrolled Act 90. That will give the information that will be contained in Wyoming Statutes.

Workforce

Issue or Project	Recommendations and Objectives	Resources
Training of workforce seems to be of prime importance to members of the community.	One of the best new training efforts in the State of Wyoming is the Quickstart Training Program. This has several modules--customer service, manufacturing, and leadership. As new businesses come into the area, these training classes can be designed to meet the	Wyoming Workforce Alliance Kelly Schramm 2121 Carey Avenue Cheyenne, WY 82002 307-777-8903

	needs of the employer and employee.	
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Workforce

Issue or Project	Recommendations and Objectives	Resources
Day care and early childhood concerns came up in the listen sessions.	Day care is an important part of a vibrant workforce. Mothers and fathers make better employees if they know their young ones are in a safe, caring, learning environment. Help for single parents of young children is necessary to complete the balance in the community population.	State of Wyoming Early Childhood Development Council Karen Mercklin, Coordinator Department of Family Services Hathaway Building 2300 Capitol Avenue, 3rd Floor Cheyenne, WY 82002 307-777-5878

Workforce

Issue or Project	Recommendations and Objectives	Resources
To keep young people in the community as contributing members.	Training our high school students in vocational ladders is an important part of retaining our youth. Several programs are available for students in job-to-work programs in many different areas--agriculture, business, healthcare, tourism, culinary, and hospitality.	State of Wyoming School to Careers Program Cindy Rue, Coordinator Department of Workforce Services 122 West 25th Street, Herschler Building Cheyenne, WY 82002 307-777-8955 Monica Miller, WRLA Education and Training Director Wyoming Hospitality Alliance Mentoring Program (WHAM) 307-634-2279

Infrastructure

Issue or Project	Recommendations and Objectives	Resources
Residents expressed need for expansion of the airport to meet Federal Guideline. Improved sewage, streets, water, and telecommunications. The development of amenities within a Business Park to attract new businesses into town. Resident want better jobs and businesses.	Business Ready Communities Grant and Loan Program provides funds for infrastructure development and improvements in all of the areas previously mentioned. State and local community development organizations could assist and provide project development under contract to the primary applicant. Infrastructure grants have a maximum of \$1,500,000 and Infrastructure loans have a maximum of \$1,500,000. There matching requirements for grants.	Contact: Wyoming Business Council

Infrastructure

Issue or Project	Recommendations and Objectives	Resources
Residents expressed a need for improvements in water, sewage, streets, the airport, and to improve amenities within a business park or industrial park. With these improvements, the community could recruit more businesses which in turn would produce more jobs.	Business Ready Community Grant and Loan Program provides cities, towns, and counties with infrastructure grants and loans. The Community Readiness Projects are for "build it and they will come". No specific company is committed to expand or locate in the community. Infrastructure such as water, sewer, streets, telecommunications, airports, land, spec buildings, or amenities with a business park, business site or industrial park are all appropriate projects in support of economic development. Grants and loans have a maximum of \$1,500,000. There will match requirements for the grants.	Steve Achter Wyoming Business Council 214 W 15th Street Cheyenne, WY 82002 307-777-2811

Infrastructure

Issue or Project	Recommendations and Objectives	Resources
Residents felt that street improvements made by WDOT, even though it was for an extended period of time, were a very good addition to the town, especially downtown. Most residents felt that downtown needed additional	Towns can make application for Community Development Block Grant Program (CBGD) through the Wyoming Business Council. Applications can be for Economic Development planning only, technical assistance, downtown	Steve Achter Wyoming Business Council 214 W. 15th Street Cheyenne, WY 82002 307-777-2811

development with new businesses and the retaining of the present businesses, along with the upgrading of the area.	development, and economic development infrastructure projects.	
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Infrastructure

Issue or Project	Recommendations and Objectives	Resources
The shortage of affordable housing for senior citizens and families, the need for assisted living for the elderly and the need to make improvements to existing housing stock was heard numerous times during the various listening sessions.	The Wyoming Community Development Authority (WCDA) is the housing finance agency for Wyoming. This agency has a program, HOME Investment Partnership (HOME), which helps to pay for development costs if the subsidy is passed onto the homebuyer. In Powell, a housing demand study was conducted which was shared with the homebuilders in the area. This study showed there was a market for affordable housing as well as assisted living, which resulted in new housing construction in that area. USDA Rural Development has the Self Help Housing program which allows homeowners to provide sweat equity for construction of homes under supervision by a construction supervisor sponsored by a housing authority or other non profit organization.	Cheryl Gillum Housing Programs Director WCDA 155 North Beech Street Casper, WY 82602 Phone: 307-265-0603 Dave Reetz Powell Economic Development Alliance PO Box 907 Powell, WY 82435 Phone: 307-754-2201 Jack Hyde, Rural Housing Program Director USDA Rural Development PO Box 820 Casper, WY 82602-0820 Phone: 307-261-6315 Email: jack.hyde@wy.usda.gov

Infrastructure

Issue or Project	Recommendations and Objectives	Resources
<p>Infrastructure and Land Use are complimentary and often overlap; that is, if one is a challenge it is likely the other is also. The solutions often compliment one another too. Water: Thermopolis is facing a basic problem every community in the Big Horn Basin, if not all desert communities face – a lack of water. Hot Springs County needs water for agriculture, for domestic use and to sustain its tourism industry.</p>	<p>Water: Thermopolis is already active in the South Big Horn Basin Joint Powers Board (“the Regional Board”) working on a regional water system to serve the community. My recommendation is that you continue focusing primarily on this strategy in assuring that local ground water resources do not continue to be developed to the detriment of your most unique attribute and resource – the hot springs. The regional system has already received significant commitments from the State for funding, but the project needs direction and leadership at the local level. I was too late and unable to influence how the regional water system was developed in Washakie County, but I hope Thermopolis and Hot Springs County will learn from our mistakes and plan for these water lines to maximize its value to the community. In this instance the same sources you are going to now for water are important resources to contact in off-setting policy and leadership shortcomings. First, development will follow those water lines. Existing homeowners and property owners are subsidizing future users since the tap</p>	<p>Wyoming Association of Rural Water Systems Attn: Pepper D. Herman, AICP 715 West Birch Street P.O. Box 1750 Glenrock, WY 82637 (307) 436-8636 wyogw@yahoo.com Wyoming Water Development Com. Attn: Mike Besson 6920 Yellowtail Road Cheyenne, WY 82002 (307) 777-7626 lbesso@state.wy.us Wyoming Department of Environmental Quality Attn: Kim Parker, Senior Analyst Source Water & Wellhead Protection Program 122 West 25th Street Cheyenne, WY 82002 Cheyenne, WY 82002 (307) 777-7343 kparke@state.wy.us Rocky Mountain Institute 1739 Snowmass Creek Road Snowmass, CO 81654-9199 (970) 927-3851 www.rmi.org dreed@rmi.org</p>

	<p>fees are not structured to adequately off-set the costs associated with new users on the system. I urge this community to tier its tap fee rates in such a way that development pays its own way. Second, the Regional Board prohibits installation of fire hydrants on the water system. Although the lines will support hydrants, and the need for better fire protection is a given, no incentives for installation of fire protection has been provided. Fire hydrants would reduce insurance expenses for property owners, enhance fire protection response times and increase property values in rural areas – not to mention save lives. If anything, this drought has taught the agriculture community just how inadequate Boysen is in providing irrigation water. Obviously, it is in everyone’s best interest to better utilize what water we have. Irrigated lands are converting from flood irrigation to pivot systems, which is a step in the right direction but even more needs to be done. One thought comes to mind, which I know has not been tried, but which may have some merit now. I urge more cooperation with the tribes on the Wind River Reservation. Ivan Posey was recently appointed as the</p>	
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	first liaison the State has had with the tribes, and this new contact and resource may enhance communication to not just end the litigation over water in Boysen, but to work on water development project mutually advantageous to mitigate the effects of future droughts.	
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Infrastructure

Issue or Project	Recommendations and Objectives	Resources
Structural problems: The 1991 Report made note of the community's desire to preserve its exceptional historic buildings that make up the fabric of the community, but especially the irreplaceable downtown commercial buildings. In addition, basic service infrastructure like the sewer system needs repair.	Structural problems: Last year, a valiant effort was made to bring the National Trust for Historic Preservation program – Main Street, to Wyoming. Why wait, this is one great program, and offers insights on much more than just historic preservation options, including marketing, job training, etc.	Wyoming has a very liberal improvement district law, which allows for bonding to finance infrastructure repairs. An improvement district for the downtown area might be feasible. I was also just made aware of a new financing mechanism based on an Internal Revenue Service Opinion letter known as 63-20. This Opinion letter allows a non-profit corporation to issue bonds under certain circumstances. The district might be able to avoid taxing itself through a bond issue. Other considerations for the district would be “tax increment financing” (“TIF”); these are coming back, and although Wyoming has a poor law to base a TIF on, it is a possibility.

Infrastructure

Issue or Project	Recommendations and	Resources
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	Objectives	
<p>Transportation: Although we expected a great deal of grousing about the highway improvements from all the publicity that issue had received, there was little of that. Rather, most of the comments merely reflected relief that the experience was over. Some continuing issues remain unresolved, but we even got some compliments on the project. The challenge seems to be how the community will adapt to the changes resulting from the project, and what remains to be done. The greatest transportation challenge voiced by the community concerns access to the Hot Springs State Park facilities.</p>	<p>Transportation: Thermopolis has a significant local resource for getting a better transportation plan in Carl Leyba, who sits on the Wyoming Transportation Commission. In cities of 5,000 populations or more, the Wyoming Department of Transportation (“WyDOT”) designates an “Urban Systems Group” to plan for that community. Even though Thermopolis does not have a population of 5,000, there are ways to get in this program if your local governments petition WyDOT for it. This needs to be done so city, county and Hot Springs State Park (“State Park”) transportation needs are coordinated and planned for mutual advantage. In that regard, clearly community concerns regarding access to State Park facilities is of significant importance. My recommendation is for the community to seek closure of the existing main access (Park Street) entirely, and create a new entrance to the State Park using Broadway. This ties the State Park and the downtown commercial center together. The bridge is already there and the tracks are high enough for a “state-of-the-art” underpass to be constructed. Obviously roadways and</p>	<p>U.S. Department of Transportation Federal Highway Administration National Scenic Byways Program HEPN-50, Room 3232 400 Seventh Street, SW Washington, DC 20590 (800) 429-9297, option 3 nsb-director@byways.org</p> <p>Wyoming Department of Transportation Attn: Dave Young, Planning Specialist Office of Local Government Coordination 5300 Bishop Blvd. Cheyenne, WY 82009-3340 (307) 777-4275 Dave.Young@dot.state.wy.us</p> <p>Martin Kidner, District Engineer WyDOT District 5 P.O. Box 461 Basin, WY 82410 (307) 568-3400 martin.kinder@dot.state.wy.us</p> <p>Carl Leyba, Member Wyoming Transportation Commission P.O. Box 569 Thermopolis, WY 82443-0569 (307) 864-5515 ckleyba@wyodino.org</p>

	<p>access to reach the motels would have to be revised, but it is my observation that closure of the existing access will only enhance the ambiance of the hotels. Although this should also enhance access to the Dinosaur Museum, I suggest, the community provide incentives to the Dinosaur Museum to relocate into the downtown and within walking distance of the other two museums. A secondary entrance could be developed on Amoretti Street with the construction of a new bridge. Again, the tracks are raised already so a cut for an underpass is feasible and practical. I offer a secondary crossing to the south rather than the north for two basic reasons. First, a redundant south access offers incentives to develop private land already available, but under-utilized. It moves traffic and development patterns away for tourism traffic and development, which is better planning. Second, it offers an incentive to move some commercial (the radio station) off the State Park and onto taxable private property where it belongs. As an observer who has often driven in and through Thermopolis when school is in session, it is my recommendation to think hard about traffic patterns for a new school and how</p>	
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	<p>school “rush hours” affect other traffic. It seems important to provide incentives to enhance the quality of the State Park experience in support of the hot springs, motels and other tourism opportunities, while still providing appropriate facilities for the local community. Right now, local facilities are in conflict with and compete with tourism. To provide incentives to develop in-fill projects in the downtown and add value to the downtown, Thermopolis could narrow 6th Street north of Broadway; and downgrade Park Street, and build a new right-of-way for U.S. Highway 20 that goes straight north of Park on 6th Street, either extending Ryan Street or following the foot of the hillside on the North side of town until it re-connects with the existing highway right-of-way above the State Park. Transportation comes in many forms, and some of those forms can be of benefit to the community as well as your tourist economy. The Wyoming Department of Transportation designates State scenic byways, and federal agencies often designate scenic byways. These are attractive to tourists who often route their travel to take advantage of these</p>	
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	<p>designated byways – not only because of their beauty, historical, cultural or geologic importance, but because adequate roadside signage and facilities are mandated for these byways. There are other programs available through the WyDOT, that will enhance the tourism experience for your visitors I discuss elsewhere. One other program that might be looked at by this community since you have some abandoned rail lines, some irrigation canal banks, and some riverbeds that could incorporate a trails system. Washakie County just completed the Worland Area Trails Project through a planning grant from WyDOT. This plan will allow us to develop a system of hiking/biking and equestrian trails. In the case of this community, you might consult with an organization devoted specifically to creating trails from abandoned railroad right-of-ways. Although I understand the concern for a good local airport offered by the community, I cannot agree with the proposal for a new airport west of Thermopolis. It recently came to my attention the Burlington Northern Santa Fe Railroad (“BNSF”) is trying to sell the track between Casper and Billings. MT. There is also a</p>	
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	<p>grassroots effort underway to bring AMTRAK service to Wyoming. Rather than compete for the money and the flights with Worland and Cody, it seems to this observer that the community's resources are better spent pursuing opportunities in rail service; a niche in the Big Horn Basin not taken. It may be possible to emulate the enviable position Chico Hot Springs and Paradise Valley had a century ago. My recommendation is to consider developing a new rail corridor from Thermopolis to the Cody. With more and more security on airplanes and the interest aging "baby boomers" have in historical tourism, good rail service through Thermopolis to Yellowstone appears to be a viable opportunity.</p>	
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Infrastructure

Issue or Project	Recommendations and Objectives	Resources
<p>Housing: The Wyoming Housing Database Partnership reports in its latest issue that Hot Springs County is losing population so it's not the quantity of housing that is the challenge. The community intuitively told us what I later found to be reflected in the statistics. With a</p>	<p>Housing: Walter Paepke, a retired industrialist, came to Aspen just after WWII, with the idea of recreating the Athenian ethic of the scholar/athlete. He started the Aspen Institute and helped re-open the ski-runs on Ajax Mountain used by vacationing troops from Camp Hale. But is was his</p>	<p>Wyoming Community Development Authority Spruce Up Wyoming II Program Attn: George D. Axlund, Executive Director 155 North Beech; P.O. Box 634 Casper, WY 82602 (307) 265-0603 axlund@wyomingcda.com Wyoming Community</p>

<p>population that is aging and below average in earning power, the housing stock is not meeting immediate needs, and is experiencing significant deterioration from deferred maintenance.</p>	<p>program of offering free cans of paint to any resident who would paint his house in Aspen that not only won over the locals, but inspired them to make repairs. Its not that Mr. Paepke was a “sugar daddy” to the community; rather the lesson is that one person can have far-reaching positive influences at nominal cost. The informality with which the program was carried out actually contributed to its success, and gained him credibility in the community. Thermopolis has a housing stock, which is under-utilized because it no longer meets the needs of the community. It’s not that new housing needs to be built, but rather that existing housing needs to be adapted to the needs of the community. There are several ways this might be done informally and at nominal cost. Several initiatives are being taken at the State level in recognition of the changing needs for housing, and these too could represent an opportunity for this community.</p>	<p>Foundation Community Housing Project Attn: George Gault, Executive Dir. 221 Ivinson Avenue, Suite 202 Laramie, WY 82070 (307) 721-8300 george@wycf.org</p> <p>Housing and Urban Development Attn: Tom Friesen, Community Builder 633 17th Street, 8 AS Denver, CO 80202 (303) 672-5440 tom_friesen@hud.gov</p> <p>Neighborhood Reinvestment Corp Attn: Fred Jaben 1776 S. Jackson St., Suite 810 Denver, CO 80210 (303) 782-0532 fjaben@nw.org</p>
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Infrastructure

Issue or Project	Recommendations and Objectives	Resources
Refinery Site: The location of a former refinery close to the downtown and adjacent	Refinery Site: Washakie County is dealing with a number of contaminated	Brownfields Center Environmental Law Institute 1616 P St. NW, Suite

to the Big Horn River is too contaminated to develop. It at once poses a threat to ground water, air quality, and property values. It's also a prime location and potentially strategic to expanded business and light industry.	sites, and I have learned that our communities are not unique in that regard. Years ago, Congress designated many "superfund" sites around the country for clean-up, but its doubtful the level of contamination at this former refinery site rises to the level of sites like the old AMOCO site in Casper. My recommendation is to contact the Wyoming Department of Environmental Quality ("WDEQ") to have the site tested to determine just how contaminated it is. Likely, the contamination qualifies the site for clean-up funding under the federal "Brownfields" program. Wyoming is just now getting into this program so it's a good time to pursue this issue. The location of the refinery site is strategic. It has access to the railroad for development of a light industrial park; or it may represent an opportunity to add a resort facility to upgrade tourism; or it may even be conducive to development of another golf course and athletic facilities. There are a number of possibilities that would fit in and be appropriate.	200 Washington, DC 20036 (202) 939-3800 breggin@eli.org Wyoming Dept. of Environmental Quality Hazardous Waste Division 250 Lincoln Street Lander, WY 82520 (307) 332-6924
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Infrastructure

Issue or Project	Recommendations and Objectives	Resources
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<p>Rural Sprawl: A recent study done by the University of Wyoming found that Hot Springs County has a very high cost of services (\$1.44 for each \$1.00 in tax revenue), a high and growing proportion of second homes, and a number of other statistical markers indicate rural sprawl is having an adverse impact on the quality of life in Hot Springs County. It is highly unlikely this trend will reverse itself, but will only compound itself once a potable water supply is secured.</p>	<p>Since most of the west is dealing with issue without many tangible results, it is doubtful any solutions I offer here will be easy ones. Generally, those communities dealing with it best are also the fastest growing so they have the money and resources to facilitate their efforts. A community really has to make some difficult and often controversial decisions about its future if it wants to even channel rural sprawl in positive ways.</p>	<p>American Farmland Trust Attn: Jill Schwartz 1200 18th Street NW Washington, DC 20036 (202) 331-7300 info@farmland.org</p> <p>Sonoran Institute Attn: John Shepard 201 South Wallace Box 12 Bozeman, MT 59715(406) 587-7331 (406) 587-7331 john@sonoran.org</p> <p>Wyo Stockgrowers Assoc Attn: Glenn H. Pauley, P.O. Box 206 Cheyenne, WY 82003 (307) 772-8751 wsgaltglenn@quest.net</p>
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Infrastructure

Issue or Project	Recommendations and Objectives	Resources
<p>Planning: Hot Springs County and the Town of Thermopolis are without fulltime planners, and those that serve on a part-time basis did not attend the listening sessions or to participate in the community assessment to the best of my knowledge. The saying goes that those who fail to plan – plan to fail. Some communities do not really want to grow, which is generally what planners are asked to address, but few communities want to waste away. The community decides.</p>	<p>Use the following resources.</p>	<p>The National Trust Main 1785 Massachusetts Avenue, N.W. Washington, DC 20036 (202) 588-6219 mainst@nthp.org</p> <p>Street Center National Rural Economic Developers Assoc Attn: Molly Lopez, director@nreda.org 431 East Locust Street, Suite 300 Des Moines, IA 50309 (515) 284-1421</p>

Land Use

Issue or Project	Recommendations and Objectives	Resources
During the listening sessions, residents expressed the need for more low-income housing.	The Wyoming Community Development Authority (WCDA), is the housing finance agency for the state, manages the Low Income Tax Credits and HOME Investment Partnership Program, or HOME for short. These funds can be used for development costs if the subsidy is passed on to the renter or the homebuyer. Low interest loans are also available to first time homebuyers through Wyoming Community Development Authority (WCDA) as is the Multi-Family bond authority for projects of 150 or more units.	Contact: Cheryl Gillum Housing Program Director WCDA 155 North Beech Street Casper, WY 82602 307-265-0603

Identity Crisis

Issue or Project	Recommendations and Objectives	Resources
This theme is a difficult one to give a solution or recommendation, but I feel that it is one the community needs to discuss and discuss in order to move forward. Your opportunities are tremendous and your community can go either way -	I would suggest contacting a marketing firm to help you begin this decision process.	A good place to start is the Institute for Decision Making. They can be found at: http://www.esd.uni.edu/idm/community.htm

marketing as a tourist attraction; marketing as a "health" spot; marketing as a retirement community; marketing as a generation X community. Interesting decision!		
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Promotion

Issue or Project	Recommendations and Objectives	Resources
During the listening sessions, comments were made that better signage was needed at the entrances of town and the State Park.	Students can have a design contest that focuses on promoting the downtown area. The Chamber of Commerce or service organizations might offer a cash prize or scholarship to the winner with the best design. The Greater Cheyenne Chamber of Commerce worker to get the welcome sign located at the entrance of Cheyenne on I-25 and will answer any questions. All signs should meet MUTCD (Manual of Uniform Traffic Control Devices) standards for size and color.	Contact Larry Atwell Cheyenne Chamber of Commerce (307)-778-1406 or Wyoming Department of Transportation for information on contacting a quality manufacturer of signs. (307)-777-4437 For more information on signing review this website: http://members.aol.com/rcmoeur/signman.html .

Promotion

Issue or Project	Recommendations and Objectives	Resources
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Regional Cooperation

Issue or Project	Recommendations and Objectives	Resources
As we all know, no one community can be successful on its own. You have much to offer the many communities surrounding Thermopolis as they do you. It is imperative that lines of communication are opened and opportunities shared.	Your Health Organizational Council seems to be working well. This concept could be expanded to a government council - a council in which government agencies (federal, state and local) come together to share ideas and opportunities. Several of these councils are operating around the state.	To find out which communities have operating councils, contact: Wyoming Association of Municipalities 307-632-0398

Regional Cooperation

Issue or Project	Recommendations and Objectives	Resources
Medical: Thermopolis has an under-utilized State operated assisted living facility, a private world-class medical facility in Gottsche, and a healthy County medical center. Although there was a great deal of speculation about how the community might better utilize these facilities to expand the local economy, there were few concrete solutions presented. How and if these varied medical facilities might coordinate their efforts with	Medical: Thermopolis is centrally located within the State to take advantage of facilities already in place. Rochester, Minnesota was no larger than Thermopolis when two brothers came to town and started the Mayo Clinic; now recognized worldwide.	Fran Cadez Department of Health Office of Telehealth 2002 Carey Avenue Cheyenne, WY 82002 (307) 777-5511 fcadez@state.wy.us Colorado Community Revitalization Association Attn: Barbara Silverman, Executive Director 240 South Broadway, Suite 102, 8th Floor Denver, CO 80209 (303) 282-0625 www.ccraonline.org info@ccraonline.org

community support is a real challenge, and that assumes any or all of these facilities would cooperate in that collaboration		
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Regional Cooperation

Issue or Project	Recommendations and Objectives	Resources
Youth: I have participated in six (6) community assessments including Thermopolis, and in each one of those, adults have invariably voiced concern over the loss of their youth to larger, distant, metropolitan areas.	Youth: I have participated in six (6) community assessments including Thermopolis, and in each one of those, adults have invariably voiced concern over the loss of their youth to larger, distant, metropolitan areas	ETCetera Attn Sue Weig P.O. Box 15 Chamberlain, SD 57325 (605) 734-5815 etcetera@sd.value.net

Regional Cooperation

Issue or Project	Recommendations and Objectives	Resources
Reservation: I was privileged to be on the community assessment team for the Northern Arapahoe Tribe on the Wind River Reservation. The tribal population is burgeoning, but there is no work for their youth and no place for these young people to go. They are anxious about their future and grasping for ways to create jobs. At the same time, the Arapahoe Nation is extremely proud of the Arapahoe Ranch, but	Reservation: Your community has already expressed a desire to work with the Arapahoe Nation, but is reluctant to make the effort. What do you have to lose by contacting both tribes and their Joint Business Council to see just what issues you can collaborate on? They want to make better use of the Arapahoe Ranch – the ranch is in Hot Springs County. The community wants to make better use of Wind	Ivan Posey, Tribal Liaison C/O Office of the Governor State Capitol, 200 W. 24th St. Cheyenne, WY 82002-0010 (307) 777-7434 governor@state.wy.us Patrick Goggles Northern Arapaho Tribal Housing P.O. Box 8236 Ethete, WY 82520-8236 (307) 332-5318 ironeyes@hotmail.com

believes it is not be fully utilized because it is not easily accessible to them.	<p>River Canyon – the canyon is on the reservation. Thermopolis needs extensive changes to its housing stock to meet changing demographic needs of its residents – the tribes have out of work carpenters and an on-going AMERI-Corp program. The Wind River Reservation and the Arapahoe Ranch are sources of water for Hot Springs County – the County and Thermopolis need water resources. The Arapahoe Nation is building a new casino – Thermopolis has the hot springs, hotels and many shops. These are all opportunities, which can lead to mutual benefits.</p>	
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Communication

Issue or Project	Recommendations and Objectives	Resources
Listening session with youth indicated the need for beautification and clean-up of property, after-school activities to prevent alcohol and drug abuse, need for a recreation center and swimming pool. It was also mentioned that better communications with Thermopolis leaders and youth would improve areas of concern for youth.	To include youth in the governing process would benefit the community. To do this the town would need to establish a Youth Council. These young people would have nonvoting positions on city or county councils. The youth could be representatives on several community boards, such as the Chamber of Commerce or Retail Merchants Association. With an adult mentor, either a teacher or business leader, the youth would be able to formulate ideas and visions about their community. They will be the link between school and community activities. The youth can provide insight into jobs, housing, and quality of life issues for the community. Establishment of a Boys and Girls Club in Thermopolis would further activities for after-school activities besides sports and provide guidance.	Boys and Girls Clubs of America National Headquarters 1230 W Peachtree Street, NW Atlanta, GA 30309 404-487-5700 e-mail: info@bgca.org For information on Big Brother and Big Sister organizations and functions, contact: BBBS of South Big Horn Basin, Inc. P.O. Box 1757 Worland, WY 82401 307-347-8875

Communication

Issue or Project	Recommendations and Objectives	Resources
During the listening sessions comments were made that the same people always	There is a University of Wyoming Extension Program on leadership	

volunteer to do everything and more residents need to get involved with community activities.	training. These very successful programs provide resources and building a sense of community for the participants. The program provides meetings regularly over the period of a year. Each meeting is held with a specific theme, such as learning to identify the needs that should be strengthened in the community, learning about the private and public sector operations, learning to develop creative thinking skills, problem solving, or mediation skills. These programs have helped in the creation of local networks of civic leaders and citizens that work together to achieve common goals.	
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Communication

Issue or Project	Recommendations and Objectives	Resources
Residents and retailers alike feel they do not know enough of what's going on in the community or what products or services are available in the community. This lack of dialogue creates a gap in informing locals and visitors of the many things Thermopolis has to offer.	Prepare a variety of resource guides that spell out the availability of events, products, services in Thermopolis. The guides could include all the medical and healthcare options that Thermopolis has to offer. Another could include the niche markets around the area. As these guides are completed, make sure they get into the hands of every citizen so that when a question comes up, the answer is in the little	Rachel Girt, Manager of Marketing and Public Relations Wyoming Business Council 214 W. 15th Street Cheyenne, Wy 82002 307-777-2851 rgirt@state.wy.us

	booklet. WBC will guide community on proper ways to prepare and publish this type of tool.	
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Beautification

Issue or Project	Recommendations and Objectives	Resources
Need to expand the walking/bike path along the river.	The TEAL grant program is available to fund walking/bike paths. There is an annual application process that will begin in April 2004 with submission of the grant by June 2004. There is a 20% match required in the grant, but grant funds could range from \$100,000 to \$200,000. It was recommended that a first year grant be a planning grant to estimate costs and to identify barriers, such as right-of-way issues.	David Young Wyoming Department of Transportation 5300 Bishop Boulevard Cheyenne, WY 82002 307-777-4384 dyoung@state.wy.us

Beautification

Issue or Project	Recommendations and Objectives	Resources
River walking/bike path to include benches so walkers could rest and enjoy the surrounding beauty.	Presently, there is an "Adopt a Bench" in a Park program. I feel Thermopolis could redesign the program for themselves calling it "Adopt a River Walk Bench". A donor in the community could provide the cost of a black wrought iron renaissance bench. Credit could be given to the donor with a small gold plate	This program would have to be developed within the local community resources; perhaps the organization or government body overseeing the expansion of the river walk.

	<p>inscription mounted on the bench. Advertisement could also be utilized to offset the cost of the benches. Another aspect would be to allow people to donate funds to purchase a bench as a memorial for a loved one.</p>	
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Beautification

Issue or Project	Recommendations and Objectives	Resources
<p>Listening sessions revealed the need for cleaning up yards, removal of junk, and the enforcement of two ordinances against excessive weeds and trash on properties.</p>	<p>A "Community Clean-Up Day" would be an activity that could be sponsored by the Chamber of Commerce, any of the town's service clubs along with student organizations. This type of clean-up event could be annual or semi-annual. Free trash bags could be provided by city or county governments or service organizations. The Chamber of Commerce could give community service awards to those volunteers that have cleaned up the worst looking area. Before and after pictures could be taken of areas and utilized for publicity for the following year. Sheridan has had two volunteer days at which more than 600 people worked on a variety of projects.</p>	<p>For information contact: Sheridan County YMCA (307) 674-7488</p>

Beautification

Issue or Project	Recommendations and	Resources
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	Objectives	
Several participants in the listening sessions voiced their concern over the need to clean up the weeds, vacant lots, give the town "eye appeal".	A suggestion would be for the community to form a beautification committee which would be responsible for vacant lot clean ups, planting flowers, shrubs, etc. along main street and at the towns entrances. The committe could conduct contests for town beautification, get local students, student organizations, churches, local organizations around town involved in the clean up. The Community Tree Planting and Education Grant is to encourage tree planting, volunteer involvement and community forestry education in communities. This grant ranges from \$500 to \$3,000 and is a 50/50 cash match. Applicant eligibility is cities and towns, civic groups and organizations. Volunteers must be involved in the projects and all tree projects using these funds must be on public property.	Mark Hughes State Forestry Division 1100 W. 22nd Street Cheyenne, WY 82002 Phone: 307-777-7586

Beautification

Issue or Project	Recommendations and Objectives	Resources
Federal Lands & Minerals. Like Washakie County, Hot Springs County is more than seventy percent (70%) public land. Mineral ownership is even more in	Federal Lands & Minerals. It is my recommendation you join with other counties with jurisdiction on the respective federal land dealing with revisions to	U.S. Department of the Interior Bureau of Land Management Worland Field Office P.O. Box 119 Worland, WY 82401-0119 (307) 347-5100

<p>the public domain than is the surface, which means the economic vitality of the community is closely tied to the land management of public land. The National Environmental Protection Act (“NEPA”) allows local communities to act as “cooperating agencies” in federal actions. (There is no State counterpart to that process.) In the very near future, the Shoshone National Forest and the Bureau of Land Management will both be engaging in land management revision processes on lands within the jurisdiction of Hot Springs County. This is an important opportunity for the local community to collaborate on some very important issues; Thermopolis and Hot Springs County alike.</p>	<p>their management plans to coordinate and maximize your efforts to monitor these processes. The Wyoming Business Alliance will be featuring issues regarding NEPA and the public land management revision process in Wyoming at its upcoming meeting in November of this year.</p>	<p>Bob_Ross@blm.gov</p> <p>Department of Agriculture U.S. Forest Service Shoshone National Forest 808 Meadow Lane Cody, WY 82414-4516 (307) 527-6241 iwright@fs.fed.us</p>
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Beautification

Issue or Project	Recommendations and Objectives	Resources
<p>Clean-up: Although the community may be struggling with whether it wants to be a destination resort or a stop-over for visitors to Yellowstone, this community is adamant that it wants to clean up. There may some discussion over</p>	<p>Clean-up: Wyoming law still requires junkyards be screened if they are within 1,000 feet of a State or federal highway. The word “junkyard” is liberally defined even if the law dates back to the LBJ era when “Lady Bird” decided the</p>	<p>Wyoming Department of Transportation Attn: Peter J. Brennan, Jr. 5300 Bishop Blvd.; P.O. Box 1708 Cheyenne, WY 82003-1708 (307) 777-4115 pbrenn@missc.state.wy.us</p>

just what needs to be cleaned up, and to what extent things need to be cleaned up, but the community is of a single mind that a clean-up is needed.	nation needed to be cleaned up. Wyoming law also has laws in effect to license roadside signage. I found that there was rampant non-compliance with both laws in Washakie County, but only got cooperation from WyDOT on the junkyards issue. WyDOT is the agency designated to control both roadside signage and junkyards across the State	
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Beautification

Issue or Project	Recommendations and Objectives	Resources
The State Park Facilities: To this observer, the State Park facilities and various buildings on the property have accumulated incrementally over a number of years. There seems to be no overall plan or objective in mind in placement, sizing, compatibility or contribution to the park's mission considered as to any one building or the scheme of things as a whole. It's time the State, the Eastern Shoshone Nation, and the community collaborate on just what the mission of the State Park is, and how the State Park is to function, contribute and otherwise work in concert with the community toward common objectives and mutual goals.	The Wyoming Business Council keeps the National Development Council on retainer for complex issues such as this. In addition, the Wyoming Department of Parks and Cultural Resources has a number of programs that would compliment an effort to formulate a mission for this particular State Park, its facilities and the adjacent community. Finally, the State has just resurrected its Planning Department, and this sounds like planning.	<p>Chuck DePew National Development Council 1932 1st Avenue, Suite 800 Seattle, WA 98101(206) 448-5244 chuckdepew@aol.com</p> <p>Kyndra Miller, State Planning Coordinator State Planning Office 122 West 25th Street, Herschler Bldg. – 1st fl. Cheyenne, WY 82002 (307) 777-5513 kmille2@state.wy.us</p>

WHAT WAS SAID IN THE INTERVIEWS

The Resource Team spent 3 days interviewing local residents to hear what they had to say. Those being interviewed were directed to answer three questions:

- What are the major problems and challenges in your community?
- What are the major strengths and assets of your 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.

1. What are the major problems and challenges in your community?

- Lack of retail
- Maintaining local retail and services, lack of people using services here
- Negative influence in town
- Lack of industry to keep kids in town
- Traffic at south end of town
- Lack of community focus
- Lack of good jobs for young people
- Wages that support families
- Preservation of quality health care
- Transportation, lack of airline service and railroad – getting things and people in and out of Thermopolis
- Communicating the great assets we have here
- Money – don't have money for education, etc.
- Gross domestic problem – consistently declined since 1984
- Attitude of not looking outside the box
- One stop light in town and streets don't meet
- Business retention
- Attracting new, young families to communities (wage scale is difficult)
- Apathy of trying to encourage people here to be successful
- Negatives always sucking down
- Lack of industry
- State doesn't feel Thermopolis has growth potential to build new school
- Lack of promotion of town
- Lack of growth and moving forward
- Not keeping young people in town
- Retaining young people – don't have infrastructure to have light industry
- Lack of shopping and things to keep people in town

- Lack of variety of stores
- Need to do a better job of getting people to shop locally – don't worry about new business so much, but work on existing. Promote existing business.
- Community pride is low – houses need work, weeds
- Community does not recognize importance of agriculture – always here about retail and tourism, but not agriculture
- Street project – wish we could have pride but has given us stark, cold look. State has spent a lot of money in the wrong area.
- Minerals is an industry we overlook at what they have done for us
- Negative thoughts about doctors. – we need to appreciate them more
- Lack of respect of businesses that are still here
- Aging population – transition facility
- No potable water in wells
- Message about community is not getting through
- Water
- Don't believe in ourselves as much as we should
- Don't have large corporations for support of non-profit organizations
- Emergency services
- Enough to help senior citizens?
- Are we taking advantage of volunteer services
- Lack of jobs for young people
- Lack of young people in the community
- Not getting word out to the community
- Not enough jobs to draw young people in
- School problems, quality of education
- Communication in and outside of community
- Ditto
- Proper promotion of kiosks
- Growth is difficult due to landownership
- Don't realize the value of non-profits – community doesn't recognize how many we have.
- Lack of support for business
- Lack of marketing health care facilities
- Ditto
- Affordable activities for young people are lacking
- Lack of jobs for young people
- Promoting health care
- Dwindling population
- No high paying jobs to bring youth back to Thermopolis
- Low wage scale
- Low wage scale
- Lack of volunteers
- Not a native, you are a newcomer-hard to have a business in town
- Land-locked for expansion and growth

- Lack of distance learning
- Lack of distance learning
- Lack of distance learning
- Water situation
- Lack shopping
- Teamwork – lack of groups all working together
- People move to community, but we don't have jobs available so they can stay – tend to move out-lack of diversity of jobs
- Hard time keeping graduates in our town – tend to leave as soon as they graduate
- Demographic of town is in 50s or 60s – has negative impact on town-therefore not sympathetic when funding is needed
- School cries how government cuts back, but they don't use volunteers that are available
- Need more communication on what is available
- Lack of industry and jobs
- Town population has stayed the same, but older
- Don't know identify – tourist town? Retirement town?
- Economic development is a challenge to keep town diversified and jobs for youth
- Industry and business is lacking – need flow of \$\$ into community
- No jobs to keep youth – Bush has No Child Left Behind, maybe next will have No Town Left Behind
- Lack of business and industry
- Lack of hiring paid, stable jobs in community that have benefits that will bring and keep young people and families in community
- Economic development-need for new and more businesses but support business already here
- Challenge will be to build high school and community needs to be involved with the building
- Economics – people would like to go to school, but can't afford it
- Lack of jobs
- Attitude about jobs – and work ethic
- What we say and do are two different things
- Don't have a grocery store that stays open till after 7
- Economic development to keep people here
- Jobs to keep people here
- Problem in community with not supporting local businesses
- Shopping has become a sport – and as result we don't support our own businesses
- Everyone wants to have better paying jobs and light industry (every town wants this) – our problem is ability to move product from our town to another town or area
- Apathy – same people do it over and over
- People try to support businesses but if you can't find what you need or it is too expensive, what do you do?
- Fair – was hard for people to get past brick wall

- 30% of population do the same things over and over – people are getting burned out
- Town does not promote itself well – we don't have a calling card for Thermopolis
- Drug use in our youth-high school
- Child abuse and divorce rates are high
- For a town that wants to be a "tourist" town, services are not open and receptive to the idea
- People are used to just going out of town before they check here at home for their needs
- There seems to be a select few with the correct name, money and social class – they run the show
- Meeting counseling needs of those in need
- Lack of job opportunities for young people ages 13 and up
- Something to keep our youth in the area
- Knee jerk resistance to change and fear of change
- Lack of acceptance of outsider – prejudice if your family is not from here
- Lack of knowledge amongst locals of information of what the community has in services to offer them to tourists, etc.
- Ditto
- Ditto
- Ditto
- Ditto – We don't promote each other like we should
- If born and raised here have an attitude of what we lack instead of being enthused about what we have
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Same population that we have 20 years ago, but the age of the population has changed – need to create a reason for young people to stay
- Ditto
- People can't find work when they moved to town – low wages
- Ditto
- We all wish, but we don't get out and perform and try to get anything new in
- Finances are difficult in getting new people to come to town
- Lost all the good paying jobs (refinery, Rhita Pump) – never been replace
- People working looking for work, but can't afford to work for \$6-7 an hour
- Lack of people working in service jobs
- Business tend to serve themselves rather than customers
- Ditto
- Ditto
- Ditto
- Not proactive – acting like we are victims

- Supply and demand in business is not working
- Ditto
- Ditto
- Ditto
- When we try to do something different, we have no support..find people are non-committal.
- Lack workforce for new projects
- Lack of infrastructure for new projects
- Lack of advertising for our services and resources
- Low wages – can't hire main wage earner for minimum wage – competing with wages in bigger communities
- When families get day off, they shop in larger communities because they shop where they can afford services
- Local people don't know what services people have – not sure it is a lack of advertising – problem in getting the word out
- Local people do not know what businesses and services are available to them
- Ditto
- People that live in community don't know how to verbalize what services are available in businesses
- Many times spend more money on advertising than what I make
- Conditioned to not paying attention to what is going on
- Advertising community not enough
- Community does have a hard time working together as a team
- Ditto
- Ditto
- Local people don't know what services people have – not sure it is a lack of advertising – problem in getting the word out
- Can't seem to communicate what services we have – this is a car smash town, not a rodeo town
- Western touch has died in Thermopolis
- Tourists are catered to 5 months out of the year – locals are forgotten
- Are we really a tourist community – do we look at them for their wallets or what we have here – I never met a stranger I didn't like, we need to make people feel welcomed
- State Government and funding we need to keep facilities upgraded
- Business do not stay open late for tourists
- Ditto – business owners need to understand that it takes time to make a profit on staying open
- We can get people here but there isn't enough for them to do – business closed, etc.
- Tourists are going to come, but it doesn't give us a living
- Lack of facilities to host large banquets
- Dogs at large – not enforcing leash law

- Switching an economic base from a mineral base from a reliance on royalties to a base that brings in money from tourism or small industry
- Population is older and they have knowledge of care available and we cannot get it to them fast enough
- Loss of population – brings lack of businesses
- Services are available but people don't they are available (disabilities)
- Disabilities – low income people end up in cycle – get low paying jobs, quit, get another low paying job, cycle just keeps going
- People don't know resources are available
- Common problem in Basin that people don't know what services (health) are available – no central information source
- No place for elderly to transition
- Ditto
- Lack of health insurance (related to employment)
- Unemployment issue – people fall through the cracks because they don't know about health options available
- Ditto
- Ditto
- It is hard to not be depressed when a community appears to be going downhill – creates a spiritual issue too. Happens because there are not jobs
- People also don't want change – threatens a way of life
- Lack of participation and follow-up on things we try and get going in the community
- Older population – medical profession is where we seem to be going – tourism is not the answer
- Getting the word out of the services that are available to people in the community
- Living wage concern – families come in and stay for a while, can't make it and leave
- Losing young people
- Attitudinal change – people don't want to change – can understand because we are an older population, harder to change
- Land locked for growth – limited in expansion – would like to bulldoze a few mountains
- Seem to have people at low end of economic spectrum that can't find work or don't wish to find work, but need a lot of services
- With aging population, difficult to maintain school services because of state rules
- Tendency seems to be away from growth
- Ditto everything, but also think we have same problems as the nation
- Poverty – people that don't want to be in poverty leave town and take talent with them
- Best jobs are in oilfield or working with town or electric company – not many long term high paying jobs
- Economy in general has a lot to do with problems
- Lack of participation – same ten people; people feel very disenfranchised
- Change is necessary and people in the community resist change

- Lack of workforce
- Lack of adult education
- Lack of new housing – housing is old
- Lack of covenants – many neighborhoods people don't want to move into
- People that have been here forever, don't accept new people – want new people, tourists and jobs, but don't treat those that are new here very well
- Lack of housing and lack of land to grow
- Transportation – lack of (losing bus)
- Building codes within city are too complicated for people to build within the city, so many going outside city limit
- Mental Health – services is a problem
- No place for battered women to go
- Lack of industry
- Lack of jobs above minimum wage with benefits, etc.
- Public transportation
- Alcohol and drug abuse
- Adult continuing education
- Outreach for nursing program
- Lack of Mental Health Services
- Lack of a Convention Center for Large parties to conduct group meetings/weddings, etc.
- Need for Hospice
- Lack of Youth Programs Centrally Coordinated-youth programs are disassociated
- Lack of diversity
- Need for women's clothing store
- Need for children's and men's apparel store
- Lack of shopping-Target Store-Already Wal-Mart in Riverton, and a Pamida in Worland
- Lack of Dinner Theater
- Too small of a community
- Not many people in the town so we have less business and not much to do
- Schools don't have enough money to get teachers
- Not enough stores in town – we have to travel to get to them
- Pools are too expensive for kids to get in
- Not enough stores
- Too much trash around our streets
- We have too many old and condemned buildings
- Too much drug and alcohol
- Racism – need more black people
- Need to get along better – rumors get around pretty fast
- Community is desolate – in the middle of nowhere
- Have so many nice things in Thermopolis that could be great for tourists, but they are not treated very well
- The community goes backwards but we don't seem to be going forward

- Things have gone downhill in the community
- Communication – the things that are going on, people don't find out about it
- Thermopolis is more than the tourist attractions – concerned about landlords that have several properties – don't keep them up
- Lack investment capital and need to develop that – it will make our community stronger
- Cafés and shops close up too early – most tourists want to eat later in the evening. Other communities are open late and seem to be jumping (Cody for example)
- Ditto
- Tourism is a problem – when tourist pull into grocery stores at 7:30 and they are closed, it is not “tourist” friendly
- Families are moving out of our community – not sure why
- Businesses close up and few of the restaurants aren't even open passed noon
- Accessibility to town – communications can't handle a large business industry coming in – town is not up to date and accessible for big companies
- Think it is a nice town, but as a newcomer I've seen and agree with many things people have said and a concern is that we don't recycle our garbage
- Good retirement town, but not well advertised
- All the pieces are here, but we haven't it all together
- As a business owner we came in with enthusiasm to stay open late, but we do open early and it makes for a long day – it is tough – we know we need to stay open and hope folks will give us another chance.
- Many merchants advertise they will stay open till a certain time, but many times close early or exactly on the hour
- Big gap in our community between what people want. Some want industry and some want tourism – some incredible individual needs to pull folks together to work together. Gap continues to get wider
- Until the community knows where it wants to go we aren't going to get anywhere
- We are too far from an interstate to get a big business into town
- Park doesn't stay open late, pools staying open later
- Community puts a limit on acres of building a house.
- Wyoming contracts with outside people, does not contract with state resources
- Payroll and jobs
- How do we get jobs within our community
- Families leaving town
- Lack of recycling of newspapers and magazines
- When we lose an industry, we lose people. Lack of people and jobs hurts our community
- Town needs to be cleaned up – fire hazards and weed control
- Drive downtown it looks pretty good, but when they drive around they see it needs to be cleaned up
- Regulated to death
- Town seems to be choked down by old money – good old boy syndrome. If there is a good idea old money stops it from happening.

- Can't get materials and supplies that are reasonable – have to go out of town 75-85% of the time to get what I need
- Hard to get work done in the community – have to go to other communities to get help.
- Competition is good for a community, but seems like when a new business tries to come in someone seems to stop the business.
- 2 or 3 stores try to stop everything from coming in
- People are pretty friendly
- Our community has been zapped by mining and industry leaving, all we have left is our tourism
- I've been downtown at night when you could shoot a canyon down the street, so I don't know how many people would be down there if stores were open
- Stopped by Powder River rest stop and there were no brochures – need to stuff rest stops with brochures
- We don't think big here...
- Town people don't recognize the value of the ag community
- Government entities in our life, time is our most valuable asset, we run out of time going to meetings and as things are getting more and more complex we have to assess our time. Time is precious
- Paycheck in the community
- Educating the public of the strength of ag
- We don't advertise our springs well enough – need to have testimonials
- Problem in the future county and state-wide is our tax base – as minerals deplete they are going to look at land and raising taxes
- State and Federal land issues are always on the table and we don't know where they are going – those that are sitting
- Loss the spirit of the west – need to bring it back and have positive news about our way of life – Need to take positive side on the War on the West.
- Ag has driven economy for many years and as ag consolidates and minerals depletes we are challenged to find other avenues. We aren't dedicating enough resources state and locally to create new businesses. Serious challenge for the state and all communities
- Government officials on local level fail to recognize impact on lands
- Ditto
- Hard for youth to get into ag – need to address that issue
- Ag in the west is seen as history instead of the present – the west is open plains, it is not Denver. 50% is still private land – we are not just providing food, we are maintaining a way of life.
- Lack of irrigation and potable water
- Quality of meat sucks
- Find it challenging to figure out how to communicate with ag folks to help with those challenges
- BLM resource management plans are coming up for revisions – important for folks to be at the table.
- Agree with every concern

- Land values going up and getting youth involved – young person cannot afford to get into agriculture
- Ditto
- Ditto
- Agriculture is going to be tougher and tougher for young people to get into – we need to look at diversifying agriculture
- Predators affecting our wildlife populations
- Declining school population
- Urban sprawl – influence of outsiders coming in and buying up the land – “the misuse of good productive land”
- Homeland Security issues
- Water and BLM – major problems. City fathers and county should be more involved with issues. Taxes have gone up and agriculture is supporting the community with high taxes
- Education the public and elected officials about ag
- Urban sprawl – influence of outsiders coming in and buying up the land – “the misuse of good productive land”
- BLM management plans – Conservation District become a cooperating agency – County-wide group being formed
- Predators are going to become a bigger and bigger problem as time goes on
- Maintaining open space is important not just to ag but the whole county
- Maintaining open space will continue to be a growing challenge because taxes are going to keep going up
- Trying to hang on to what we have is difficult
- Lack of enrollment in school
- Lack of cooperation between urban and rural
- Lack of jobs for young people
- Influx of people – when they come here they like it but then want to change it
- Stalled out – very little growth, need to move forward with light industry and manufacturing
- Perception that jingle in the pocket is growth, but concerned that growth will make things better
- Say we want growth, but there is a lack of motivation on folks to make it happen
- Walking to work and seeing all the empty buildings
- Achieve some growth without sacrificing the quality of life
- Lack of pride in properties
- Difficult to have a going business unless it is right downtown – some business owners cannot afford costs of opening a business
- Hit a wall when it comes to establishing a store
- Loss of families in community due to lack of high paying jobs and opportunities for youth
- Downturn in economy in the nation has had same effect on Thermopolis
- Leakage of business to other communities
- Ditto

- Employment – lack of jobs and low wages
- Problem for small manufactures is location – difficult to get materials s here and hard to get product to market
- Few areas for development and manufacturing
- Tax base – 60% paid by oil manufacturing and it is declining
- This state has 23 counties and acts as 23 nations
- Lack of career type job and incomes – minimum wages won't cut it
- I agree with lack of jobs and young people moving out
- Lack of jobs for young generation
- Isolation issue – difficult to get materials in and to market
- Worland – perception of little communities and we are small towns with little to offer
- Feel that maybe older generation looks down on having younger families move in
- Potable water development
- Lacking more government jobs than offices and move service offices into Thermopolis
- Low wages
- Everyone wants to do something for him or herself, but not help each other. Everyone wants to be an individual and not work together
- Shrinking economy and decrease in overall standard of living – decrease in tax base. Need jobs that pay a decent wage
- Concerned about artificial boundaries on town growth
- No land to build new houses
- Ditto many of the comments already made today
- Community must decide which way it needs to go – we are becoming a retirement community
- We try to go in too many directions
- All challenges are interrelated
- Ag spends a lot of money in this community and they need to be considered a business and be supported
- Transportation is difficult here to bring in new businesses
- Challenge in dealing with WYDOT
- Highest medium age in the county, we fight for lowest wage
- We tend to bash ourselves and think our problems are because of who we are – we need to look at realities
- We are going to have difficulty finding capital to fund many of the projects
- 23 counties in Wyoming and ranked by deposits – Hot Springs in #22 , so there is a lack of money in the county to support many of these projects and wages
- Hospital is need of a hospital district
- Road construction that killed a lot of business – took too long
- Airport is too small
- Young people leaving our community
- Employment – young people have to leave for jobs outside community
- Tourist town and residents suffer because of prices

- Town drinking water is terrible – like drinking out of a chlorine bottle
- Allow town to be filled with junk and unsightly properties, 3rd St. VFW
- Employers don't give hiring priority to families with children
- State Park is not cooperative with community
- Need to get this town cleaned up
- Airport – needs to be moved
- Too much junk out north of town
- Busing kids to town – they should be walking and getting more exercise
- When someone wants to come into town (business) they town people close them out – Wal-Mart is an excellent store to work for – great for our young people – we just close off to that
- Not in favor of a Wall Mart store – small business will have to close
- Not opposed to progress, but not a Wal Mart
- Have to go out of town to buy appliances
- Airport is a problem
- People Like you
- The population and all the fighting in the world
- Too Big
- Not sure
- Population
- Air pollution
- There is not enough of team work and everyone needs to be a lot nicer
- Laziness, littering
- The cops are not strict enough
- We need to increase jobs
- The people talk to much, there is nothing to do, no jobs, and drugs
- This community is too small
- Not enough stores
- We don't have many good restaurants
- Major problems in our community are that we are decreasing in population
- There's not very many jobs around
- Also not enough houses around for sale
- The size of the town is a major challenge
- Lack of things to do in this town can sometimes drive a lot of people away
- We don't have any malls and that some of the town looks like a dump
- Construction for old roads
- Racism
- Drought might get worse
- There is a lot of drug use
- Some problems we have is the population and money
- We don't have a lot of people and we don't have a lot of money to do improvements
- Not a lot of stores, so you have to travel in the winter
- I think there is to much gossip about things that aren't true
- Problems with drugs and alcohol in young people

- We don't have variety of shopping
- Not enough jobs
- We need a mall, Wal-Mart, Kmart
- Need more shopping
- I believe the communities problems are chip sealing the road in State Parking
- I think all of the garbage and dump yards need moved away, looks trashy
- I think we need trees
- Is we do not have enough stores, and it drives people away
- Keeping our people fanatically stable.
- We Don't have enough jobs because we're losing population
- The heat money wise, and stuff like rattle snakes and way more hunting
- Water and money I suppose
- The Drug and alcohol problem
- I would like to see more events take place in our community
- There are to many antique stores. We need more life in our community
- Junk piles in many yards
- There is not enough fun things for kids and teens to do
- Police treat you like criminals if they think you did it, when they are not for sure
- They should have some where that kids can get on the internet and research
- Drought, and the high school
- High school
- Ditto
- Ditto
- Drugs and terrorism
- Poverty is a big problem
- Drought, high school, and becoming infamous
- High school is condemned
- Our writer supply
- None
- Parks (some of them) are not kept up on
- Put downs
- Decrease in population
- Water and health care
- Everything costs too much!
- Don't have a Wall-mart or Kmart
- Racism and drugs
- Need more after school programs
- People are littering and throwing things in the river/ killing fish
- Unclean (such as dirty playgrounds/ restaurants/ and streets... this is unsanitary
- Need more after school programs
- Ditto
- Pollution
- Lot of people who get into trouble with pulling pranks and doing drugs
- Trash flying around town

- Littering and drugs
- Not a whole lot to do
- Our community doesn't get together much
- We need a strong business that will employ a lot of people
- Give us a longer lunch time
- Fires, drought, and jobs are major problems
- One of four problems is drought
- Make the school lunches better
- Ditto
- The prices are to high
- Repaint the waterslide
- We need to lower prices in the swimming pool
- There is not enough people in our community
- The prices are to high for the swimming pool
- There are not enough jobs
- We don't have any cloth stores
- We need a Wall-mart and Kmart
- Swimming is to expensive
- No shopping centers
- Lots of folks smoke and drink
- They don't get the druggies, so there are lots of them running around
- Having to much road work
- Tests and the community don't have problems
- None
- People shopping in other towns
- Local businesses are not making it.
- Losing young people and students.
- Poor paying jobs
- People are leaving town to do their shopping
- Ditto
- Prices need to go down
- To many road problems
- Ditto
- Need to recycle
- We need more stores
- Stores and roads
- Construction
- Ditto
- Ditto
- Don't know
- Work on lowering the swimming pool prices
- People litter to much
- Ditto
- Ditto

- Ditto
- Swimming pool is to pricey
- Ditto
- Not enough events go on in the winter.
- The swimming pool charge to much for admission
- Don't know
- To much pollution
- Ditto
- Ditto
- Nothing
- Difficulties with friends
- Problems with teachers
- None
- Police always give warnings instead of arresting people
- To many drugs and to many people getting pregnant at young ages
- Not enough shopping places or anything
- No Mall
- The smell by the foot ball field
- The smell by the train bridge
- Ditto
- Need more places to play
- We don't have enough business to attract a lot of tourists
- There are no tournaments for us like for Duel monsters (yogi-oh)
- Family housing- affordable- more choices
- An open mind – why are we so hard on entrepreneurs?
- They are over taxed and told “NO” at every turn.
- There is an unfriendly feeling towards new businesses.
- Narrow-minded thinking.
- Need more new blood in positions of leadership.
- The hospital needs a better leader, if we lose our hospital????
- Economic Development
- Water and sewer plant construction and upgrades
- Sewer plant
- Upgrading water treatment and plants
- Economic development (bring new and stronger business here)
- Our highway system would be strained to carry a heavy influx of tourists
- Thermopolis residents that are already shuddering at the thought of County music
- Large Box Stoves Competitions
- Catalogs
- There is not a liable economy for any sustained growth.
- Increased poverty and continued degradation of the existing infrastructure will continue.
- Lack of good paying jobs
- Lack of Large middle class (many poor & retirees)

- We tend to destroy what we have, instead of utilizing what we already have.
- We can't grow or be a healthy community without Jobs- Career jobs for our families
- Many move away because they are forced to because of lack of employment
- Infrastructure- Water & Sewer
- Slow Economy- Steady Employment
- Recycling Garbage- Jobs for people
- Under Publicized as a retire mental Community
- Lack of Industry/ Employment opportunities.
- Business not being able/willing to compete w/ larger Communities
- Disallowing new business, especially if competition for already established companies.
- It's always been this way; need to change ways- use new ideas.
- To attract new business, we need to give them tax breaks for first year to settle in.
- Promote solid small business
- Quit Fighting among the assets of the community and get behind each other.
- There should be separate entities only in name. United anything is possible
- Attitude kills growth
- Ditto
- Afraid of loosing control
- To many older people- this is a retirement community
- Job opportunities are extremely limited. Young people can't make a living
- Employment/ New Business
- Business Retention... attracting different new business which = new families
- Lack of Foresight
- Resistance to change
- Lack of Promotion
- Lack of higher paying jobs. Ideas but no follow thru.
- Not enough for our young people to do for entertainment
- Not enough employment opportunities
- Wage/ Salary scale not high enough to support residency
- Not enough low income housing assistance
- Back Street Roads & dips
- We cannot rely on Oil Industry in Thermopolis.
- Our Founding Fathers need a more progressive attitude toward growth & keeping families here
- No Jobs
- Low wages
- No health insurance
- No place for adults to shop for clothes etc. at reasonable price. So they shop else were
- Fear of change
- Transportation
- Lack of retail stores (clothes)

- Apathy until there is a person problem
- Out of hub for air lines & other transportation
- Lack of industry w/ higher paying jobs
- Thermopolis has been short changed by state & Fed Gov. to locating offices in town.
- Too many Businesses think only their business counts and forget that we need to work together.
- Rich people retiring here won't help the local economy.
- They don't get Rich spending money. They hoard it.
- Drugs
- Not hard enough punishments for those how have repeatedly committed crimes
- We need to develop our raw product into value added product. (IE: make cereal out of our grain)
- Need a new Air Port
- Dealing with the Indians. The tribes operate "Tribal" land and are a "sovereign nation"
- Keeping WY Gov. transparent & in service to the people- not building a bunch of self serving agencies interested only in perpetuating their selves.
- Unfriendly to rivers
- Get rid of parking ordinance
- Gas is more exp. Then surrounding towns
- Lack of shopping
- Ditto
- Gas prices are higher than those in neighboring towns.
- We have a lot of trashy yards, streets and alleys look horrible with all the weeds growing
- Jobs for young people
- Ditto
- Ditto
- Ditto
- Ditto
- We under use the great auditorium we have, we need more plays & such
- Drugs and to many Bars
- Business who refuse to stay open on Sunday
- No jobs
- Empty buildings fill them up and keep them going.
- Peace between two counties
- No economic base careers (Career Type jobs)
- Poor housing
- Trashy
- Old timers- don't rock boats every things fine " attitude
- Don't understand impact of Fed Influence
- Recreations have little or no understanding of AG & Private Property rights.
- Local Media- news paper should report on AG activities & Events

- Gas Prices
- Shopping very poor with high prices
- We need more hobs for our younger generation
- More competitions for the merchants, small air port
- Our community is in desperate need of some new economic ventures.
- It Sucks!
- Lets except what we are and grow from there, we could be a great resort. (Health community)
- More involvement from a variety of people
- More jobs to grow and opportunities for families to move in.
- In order to grow, we need more businesses. More job opportunities
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Not enough positive things to do, so people make stupid decisions
- We need more shopping, if we want tourist to shop, we need to lower prices.
- No Economy
- To many Alcoholics
- Not enough jobs for students and no enough entertainment
- Ditto
- Trashy neighborhoods, junky parked vehicles, weeds in lawns, houses that needs painted.
- Gas prices are higher here
- Drugs and Smoking with teens is a major problem
- Very little support & interest in some of the activities.
- There is nothing for teens to do so they get in trouble and break the law.
- Ditto
- They don't listen to the peoples voice
- More jobs for the youth and better time challenges to fill the boring days.
- Nothing for teens to do.
- We don't allow cheep recreational stuff for teens
- Ditto
- Ditto
- Ditto
- Ditto
- Need more jobs
- Ditto
- Ditto
- Ditto
- Ditto
- The back roads are old and broken up
- Road have to many potholes

- The old people
- The Sewer Plant inside of town
- Crappy roads
- Ditto
- Ditto
- Ditto
- Ditto
- To many old people complaining about kids
- We have school enrollment problems and problems with longevity of business
- Lack of Activities and organizations to keep teens occupied and cut back on problems
- Lack of Jobs available
- Not enough Safe things for teens to do, to keep them out of trouble/ drugs
- Ditto
- The police have too much time on their hands and spend it harassing teenagers to often.
- When they build a new school there isn't going to be a very big gym, how do shave school pride.
- We need better stores
- Lack of shopping choices. Places to get shoes, clothes etc.
- Ditto
- Minimum wage raised more youth activities.
- Has a huge problem with attracting new businesses/ I think this stems for town leadership
- Lack of industry
- Need good jobs
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Crime
- We lack in Major industry that brings in money to support local businesses
- No attraction
- Not enough economy
- Ditto
- Need more activity
- More Rodeos and western related activities, we are in Wyoming.
- Not a lot for teens to do
- Poor Water quality/ Control
- Higher water Rates
- Higher county fees/ taxes on vehicles
- Water pipes bursting all the time

- Most people can't find what they need in town, so they have to shop somewhere else.
- Need lower prices at the pools
- Not allowed to stay up longer than 11:00 on Friday and Saturday.
- Drugs
- Ditto
- Ditto
- We don't have a mall, or a Wal-Mart
- The people in this town are weird and misunderstood
- Have many people that want to get into trouble because there is nothing to do.
- Lack of Business opportunities. Need to explore business options
- Shed image of a retirement community
- Unequal punishment
- Too much gossip, and Police Officers hold grudges against people
- No jobs, too many alcoholics, bad cops, nothing to do.
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- We need more community support, get out of the house and go support the youth
- Is boring nothing to do.
- Ditto
- Ditto
- Drugs and alcohol
- Ditto
- Ditto
- Many stores close at 5pm, which should be open to at least 7pm
- We need to become more open about more businesses coming into town.
- Loosing Businesses and getting a new school
- When new Business comes in, other things get cut (IE: schools air conditioning, etc.)
- Not enough professional jobs.
- Limited to teaching or own a small business otherwise low paying jobs
- Peers in school cause trouble, and get away with it.
- Teacher and school authorities need to stop being friends with students and have authority.
- School systems need to change. There need to be more teachers/ challenging classes.
- No money coming in from outside sources/ better health care
- Not enough for kids to do. Older persons driving ability

- Not shopping center
- To many Elderly driving on the roads
- More bars than churches
- More restaurants and bigger stores.
- Need clubs for younger people
- Not many things to do and see besides museums. Need more things to do
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- To many Elderly diving around trying to get this town to be quiet
- We don't have enough funds to build the necessary buildings or make improvements
- We need to do more fun raining
- We need smarter officials for school board
- Need to support all school sports not just a few
- Have to go travel to shop
- Cops don't have better things to do rather than bust teenagers.
- Ditto, rules are to strict
- There are too few teachers and too many aids
- Too many old people driving around that shouldn't,
- Ditto
- Police need to be stricter in school zone
- Need more jobs for teens
- Gas prices are way to high
- Lots of Vandalism
- DUI's
- We have no attractions besides parks and minerals.
- To much of a retirement town
- We need more jobs to recruit more people and familie
- Ditto
- Ditto
- Ditto
- Ditto
- The anger of jumping off green eye
- Ditto
- Our School is falling apart
- The Stores need to stay open longer
- Lack of excitement
- Are not enough legal activities
- Ditto
- Ditt
- Ditto

- Ditto
- Ditto
- Ditto
- Cops
- Drugs and procrastination
- Ditto
- Ditto
- Can't keep business in longer than a year
- Ditto
- Too Small
- Not enough out of school activities
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Separation between Adults and Kids.
- No Projects that mix the age groups up.
- Youth Violations
- Drug Control
- Some of Police Force don't do their job and are on power highs
- Ditto
- Ditto
- Ditto
- People or kids who just don't care about anything
- Not enough jobs to keep kids here in Thermopolis
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Not to much to do
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto

- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Drugs, alcohol, sex & over the counter drugs being sold
- Ditto
- Ditto
- Ditto
- Ditto
- The people
- The Police
- Ditto
- Ditto
- Ditto
- Ditto
- The chamber of Commerce
- Some of the teachers attitudes towards students they done like
- Construction work
- Roads suck
- Ditto
- Can't keep Businesses in Business
- Ditto
- The High School Sucks
- We have no big buildings, no Wal-Mart, not enough people to make it a big place.
- The town council sucks
- Main problem is Greed
- People disobeying the law
- Getting new businesses to set up and go prosperous.
- Gossiping
- Construction
- Schools lack of funding from the state
- Drugs, moonshine
- Keeping the neighborhood clean of garbage
- Low population
- Declining population in schools
- The High School
- Jobs are scarce
- Not enough business to support the town
- To many bars
- Lack of major year round industry which lacks money, kids, and support of businesses.

2. What are the major strengths and assets in your community?

- Beautiful area that is still pristine
- Hidden secret
- Weather
- Wonderful people that are willing to take risks to improve community
- People that are active in organizations that represent area well
- People
- People
- People
- State Park and water it provides
- Water
- Convention facilities to accommodate more people
- Natural beauty and hot springs and other attractions
- Extremely progressive forward looking medical community – all aspects of care, reflects potential of community to develop
- Lay leadership that has provided for medial group excellent facilities
- People wave at you with 5 fingers
- State Park
- 3 great places to see: Hot Springs Park and pool, dinosaur center and Holiday Inn)
- Chamber of Commerce
- Climate – truly are the banana belt, can participate in activates all year long
- Water
- So many good tourists things to do
- Towns people are wonderful and cheerful
- Activities for children and support by community
- Beauty
- Tax base
- School – and hopefully we will continue to have a good school
- Community involved in school
- Doctors are awesome
- Blessed to have 3 strong financial institutions
- Retail community – have 2 groceries stores
- Retail people will work with you to get products
- 3 museums
- Wind doesn't blow too much
- Safe place – good place to raise kids-can walk streets safely
- Clean, safe community
- School system

- Pioneer Home – cannot fail to appreciate what it does for elderly people
- Dinosaur Center
- Great place to live
- Town and County government
- Volunteers make contribution to community
- Fire Department
- Medical facilities – 4 dentists and 4 hygienists
- People that care about community and invest time and energy on their own free will
- Well organized community – lots of things going on for community members
- Outdoor recreation – hunting, fishing
- Pretty downtown
- People good about contributing
- Local destination spot
- Good fishing
- Lake – Boysen
- Dinosaur museum
- People
- Quality of medical staff
- Law Enforcement is great
- People that care about young people and elderly
- People in the community
- Major tourist route to Yellowstone – need to attract passer through
- Location
- School
- Water – State Park
- Depot
- Size
- Size – small town atmosphere
- I Love Thermopolis – an asset needed to tap
- People
- I Love this town – fine officers
- Safe town
- Apathy – most people are happy here
- Senior Center is great
- Senior Center is great
- Small town atmosphere and location
- Location and assets
- State Park
- Safety for teenagers – know they will come safely home at night
- Location is very good for traveling folks – have to go through here
- Climate
- Cleanliness of town
- Location, access to hunting and fishing

- Climate – the last week has been great!
- Climate is an exceptional asset
- Community pride
- Terrorism – more likely to get blown away from a volcano in Yellowstone than a terrorist – who wants to blow up a cornfield
- Children’s resource Center and Gotsche
- Neat people here with great ideas
- People that are in the town are loyal to the town
- Great school system
- School system –
- Infrastructure is county is excellent (police, hospital, etc.) and has great potential
- Cost of living is good
- Quality of life
- Weather
- Pace – laid back community-relaxed – no one is hurrying-don’t have to stand in line forever at the grocery store
- Aesthetics
- Beautiful place
- So much to do – 3 museums; swimming, camping Petroglyphs
- Churches and how they step into help
- Hometown personality of town
- New jobs and industry won’t change the personality of the town
- Banana belt of Wyoming
- Lack of traffic
- Tourists are nice – leave \$\$ and go
- Setting and town itself
- People are strong
- Wonderful, caring community – people care
- What people contribute in this town is amazing
- Like the pace of the community, no traffic, no lines
- Everybody knows you...
- Caring community
- Everybody is on equal basis – no social climbing ladders
- Isn’t quick going to the grocery store because you know everybody-get a lot of mileage out of the grocery store
- More churches than bars
- Great place to raise kids
- School system provides solid foundation for kids
- Churches
- Family oriented
- Safe for kids
- Someone else watches your kids too
- Hometown commitment
- Resources – environment, surroundings, museums, outdoor activities

- Too well of a kept secret
- Linkage of services between school and health care providers
- Medical facilities in general
- Don't feel like you have to lock your car – very safe community
- Community our size to have 2 grocery stores – shows perseverance to support community business
- 3 financial institutions
- The pools
- Golf course
- River
- Boysen
- People
- People will work with you
- People know you
- Businesses are well organized and clean
- Small town
- Team work
- Human Resource Council
- Our area
- Gottsche and the hospital
- Wyoming Pioneer Home
- Hot Springs
- Can't beat the price of the Hot Springs
- Location of Thermopolis
- Gem of a town!
- Year round tourism community (weekends in winter)
- Attractive location
- Businesses and services are here, just need to share information
- Best assets are the things God has given this community
- Hot springs
- Trout Fishing
- Hot Springs
- Ditto
- Ditto
- Ditto
- Garden spot of Wyoming
- No wind
- Temperature
- No crime
- Inexpensive housing
- Park
- Gotttesche
- New Highway through town looks clean
- Wind River Canyon and Boysen Reservoir

- Ditto, Ditto, Ditto
- Museums (3 good ones)
- The people sitting in this room
- Hunting and fishing
- Ditto, Ditto
- Schools
- Quality of Life
- Great customer service
- Personal service from merchants
- One on one personal relationships
- Tourists are going to come
- Parks
- Pools
- Good doctors and Hospitals
- Good Schools
- Clean Town
- Friendly people
- Small town, people know each other
- Nice place to raise kids
- Lots of extremely talented people and people that take on a diverse # of responsibilities in community
- People – people help even people that they don't know
- Know your neighbor
- Location, location
- Climate
- No wind
- Real caring medical community
- Doctors really care
- People in this room testify to the quality of the people
- State Park
- Caring community
- Generosity of businesses and individuals whether economy is good or bad
- The people
- Don't worry about children walking to school
- State Park
- WYDOT – renovated town (new curbs, gutters etc.) have made us look prosperous
- Medical community and doctors
- Medical facilities
- Gottsche
- State Park
- Hospital is good addition to the city
- Exercise program and trainers at Gottsche – we are blessed to have them and have an affordable program

- Talent in the community (major resource we are not tapping into) – other people would help if they knew what to do
- Ditto
- Lights After School program
- 64% retirement gives us a wealth of people with experiences to share
- People are open
- Hot Springs
- Location – on the way to Yellowstone
- Weather
- Human Resource Council – way for people that represent agencies to get together and find out what each agency offers
- Caring people, yet other people that don't want anything to do with you, but good people outweigh the others
- Beautiful area
- Hot Springs and park
- Natural surrounding – sometimes we forget how great it is
- Medical facilities
- Home health care
- Lots of things we haven't capitalize on
- Safe community – can walk in the morning or in the night – don't have to worry
- Health care facilities
- Pioneer Home – wonderful asset for senior population
- Caring people in the town
- People like to come here because of the beauty of the area
- People work together here especially the agencies to achieve goals
- Hot Springs and pools
- Location in the Basin – could be medical center of the Basin
- Doctors (4 family- surgeons)
- Many new people have moved here
- The hospital
- School District
- Volunteer Fire Department
- EMT Service/Ambulance
- Search and Rescue Team
- Senior Center
- Crisis Line/HOPE Agency
- Pools
- Dinosaur Center
- Wax Museum
- Stare Park
- 3 on 3 Tournaments
- Recreation District
- Pioneer Home
- Gottsche

- Big Horn Enterprises
- Canyon Hills Manor
- Children's Center
- Wellness Center
- Hot Springs
- Small town and everything is peaceful
- Hot Springs
- Like the Ritz (movie theatre)
- Recreation stuff there is to do
- Mountains to climb
- Like having a school that does well in the whole state
- Small town with little stores
- Community supports the students – get compliments when we do well in sports
- Sports outside the school hours
- Warm swimming pools in the winter time
- Native American share culture with us
- Parades and celebrations
- In schools have several “celebration” days – support the town
- Ditto
- Like being with all my friends
- 3 on 3
- New school – really nice
- Centrally located community
- Like the community being by itself and unique
- Smaller schools and can go on field trips
- Because we have the largest hot springs, everyone knows who we are
- Safe community – no crime
- Beautiful river
- Wonderful park
- Wildlife
- Surrounding area is nice
- Agreeable climate – get really hot and really cold but neither of them last long
- Relatives that visit thinks this town is wonderful
- Ditto
- We have the River that runs right through town – if we could utilize it to our advantage it would be great
- Great place – phenomenal
- Community and people are fabulous
- Good place to raise a family
- Boysen
- Park
- Tremendous medical facilities – potential growth industry
- Community has all the potential in the world – can't find a prettier valley
- Many people come and spend the summer from all over

- Hot Springs – not used like we should
- Gottshe
- Wonderful medical center and facilities (hospital)
- Have gotten good care at the hospital
- Hot Springs
- Location on main route to Yellowstone
- Big Horn Enterprises, BOCES, Pharmacies, Health Care
- Youth are an asset, but not much for youth to do
- Lots of assets, climate, river, location, safe community, no substitute to feel safe in our homes
- People care about the community and it is evidenced by the turnout
- People – people help each other and come together when there is a problem. I will live here forever because we take care of one another
- People are fabulous – if you have a problem they are here to help you
- Community and town and the people that are here – not many places that you have a stalled vehicle and 3 people will stop and help you. Late at night with a car problem and they will open business to help you. Close knit
- Helpful and friendly people – an asset when people pull together
- Community has a good reputation – people are open and helpful and wonderful to work with
- Location is fantastic – one of the prettiest in Wyoming
- Amen to everything above and don't forget medical community
- Amen again!
- State Park – generates a lot of money
- Dinosaur advertising is great, but has “Thermopolis” in small letters
- Have lots of potential and it is not all in the State Park
- Just moved back and I see we have lots of stores, more than people think we have – our businesses are unique
- I like to brag on this town – parks, museums, hospital, retail, people
- You have a sense of community that you know your “part” in the community
- Excellent theatre with good sound system
- Excellent bookstore
- Agriculture had to pick up the slack when minerals went out – we are supporting the community
- Wildlife – is an asset
- Hot Springs and tourism that evolves from that
- Ag maintains open space and prevents the need for Gov. to spend money on upkeep
- Western way of life and open spaces
- People
- Hot Springs and town
- Fairgrounds
- Scenic area
- Hunting

- People are good – sometimes forget where they come from
- Ag base is forward thinking
- We love Wyoming and this country because of what it is
- Lush here and beautiful – have water in some portions and some not - % of young people in ag is an asset.
- Physical assets we are blessed with – canyons, springs, open land, moisture
- Climate, beauty, natural resources, have a lot of everything
- Way of life – make a deal with a handshake because of the kind of people they are
- Young people in ag – hard working and we need to back them more
- Forget to thank our business people here – they are always willing to help
- Ditto
- Ditto
- All the great things – destination spot – excellent spot geographically
- People in the room – they do care
- School
- People
- Leadership to bring people together
- Interest from families that want to stay in agriculture – need to nurture this and make sure young people stay in ag
- Everybody likes it here – people around the State like it – that is an asset and we need to tap it
- Observation – between the baby boomers and older ranchers, there is a gap missing
- Ag people are stewards of the land and do take care of it and have been here forever and are getting it good shape – show that we can take care of the land
- Farm Bureau – Young Farmer and Rancher – crop science
- Community pulls together when we need to – when we don't it is because we don't know each others issues
- People see a lot of things in this community that we take for granted
- Hot Springs and beautiful area and friendly people
- Ditto
- Untapped resources that might help keep jobs –
- Good that our children can leave community and want to come back with some \$\$ in their pockets - if they WANT to come back it is a marvelous thing
- Community spirit
- Tenacious nature of individuals here
- Business owners are here because they want to be here – committee to Thermopolis
- Electricity wise- adequate capacity and sufficient facilitates in place to handle growth. Lowest prices
- Fairground use
- Hot Springs
- Gottche
- Ditto

- Ditto
- Major highway, going North or South have to come through town
- Good golf course
- 50 millions tons of coal – thermal resources not being investigated, wind
- Indian reservation
- Declared as a hub zone
- Ditto
- Ditto
- Ditto on people and golf course
- Ditto on tourist attractions
- Pioneer Park and wish it was utilized more
- Hub zone
- Location
- Schools
- Infrastructure – new roads; internet service that is fast
- People in community are friendly and watch out for my kids
- Ditto
- Infrastructure – incredible amount of bandwidth available
- You can get to the world from here
- Electricity wise- adequate capacity and sufficient facilitates in place to handle growth. Lowest prices – 100% correct
- School system
- Size of school
- Relatively crime free
- Highways
- 1 town county and good community government
- Good school buildings, good government buildings (except high school)
- Medical facilities
- Agree with everything, people in the community
- Medical facilities
- Beautiful River
- People are friendly and helpful
- Safe town
- Airport
- Incredible Chamber of Commerce (surrounding communities are jealous of the programs)
- Convention facilities (hotels)
- Dinosaur center
- Natural resources
- Swimming pools
- After living in a big city you don't know how lucky you have it
- Senior Center
- Gottsche
- Hot Springs State Park and infrastructure

- Pioneer Home
- Wind River Canyon and Boysen Lake
- Museums
- Gottshce Center
- Golf course
- Availability of tourist accommodations
- Fair grounds
- Library
- Lifestyle and small community and retirement community
- Great place to raise a community
- Many assets – a fine place to live
- Railroad and bus service
- River walk way
- Doctors and hospital
- Wonderful mineral Hot Springs and great climate – no wind
- Hospital
- State Park – mineral pools-good walkway
- Having come from a large area like Denver, we have no smog – wonderful clean air
- Upbeat Attitude
- Customer service from local businesses
- Good people running the schools
- Professional massage at Gottcshe
- Dinosaur Center
- We have the hot springs
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- We have great food
- State park
- Ditto
- Ditto
- The 3 on 3 tournament
- Ditto
- We have recreational sports
- Our tourist attractions and our Police force
- Don't know
- Ditto
- People stay busy and don't get into trouble
- Everyone knows each other and it is really clean
- Nice place, people are mostly nice
- Thermopolis is very small and everyone is friendly

- I like Thermopolis because it's a small town.
- Low income and how quiet it is and you can make a lot of friends
- Hot springs
- Schools
- Pretty nice people
- To have a swimming pool & activity centers.
- Dianasour and old west max museums, good tourist centers
- I like the free bathhouse and hot springs. I also like the swinging bridge.
- To have pools, we have river, we have a movie theater
- We have a hot springs, river, lots of places to go
- Football
- Skate park to enjoy
- School and weather
- Nice stuff
- Nice people
- We have many things to do and we are close to places with big stores
- They have good stores and stuff
- Small town
- Being safe
- Ditto
- Tourist town
- Excellent place to retire
- Fishing, hunting, and camping are close
- Swimming year round
- Friendly people who work hard to make this excellent community
- River close by
- We have a good movie theater
- Good food at the side board restaurant
- We have nice curious and good people
- We have the worlds largest Hot Springs
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- The swimming pools are great hotels are really, really nice
- State park
- Good people and hospitals
- Ditto
- School buildings, good hills to hike and rivers to fish
- We have the worlds largest mineral/ hot springs
- Skate park

- Unity
- Town spirit, such as unity when in bad times
- We need a game spot
- The animals
- We work together and help each other
- Ditto
- Police Force
- Having school
- Hot springs
- Strong community
- Hot pools and 3 on 3 strengths.
- The canyon and surrounding areas beauty is an asset
- I don't know what they are
- Hot springs
- Clean town
- Don't know
- Most of our city is clean and organized
- Education
- Attracting tourists
- Education and recreational activities
- We have arcades and a skate park
- Hot springs in the state park
- Ditto
- School system
- New high school
- Ditto
- Whole community
- Community help
- Ditto
- More rain
- Schools, and have good tourism
- Hot springs
- Meat food, room for more people
- Schools, and the community help
- The major strengths are that the community has a lot of things to do, like pool
- Movies, I think that we have a great theater
- Swimming pools, that makes our town so much fun
- Hot springs, it attracts people from all around. We need to advertise
- Pools draw a lot of attention to tourist, and student during the summer
- Hot springs, movie theater, and video
- Good Fire department
- People get along
- Mineral springs
- We are very close

- We stick together
- We all do things for our town
- Our school are strong, and I hope they stay that way
- Everyone is helpful
- Don't have any
- Great Agriculture, and Oil product
- Sports
- Hot Springs is one of our communities major strengths
- Mineral pools and very nice hotels
- Our communities strength is its Hot Springs
- The things that people like are the springs. They also like the pools
- This town is a very beautiful town
- Hot springs, and all the little stores that have nice, interesting, advertising
- Great middle school
- Wonderful town.
- I like the pools, and our school
- Great swimming and tourism
- The parks, swimming pools, and mineral springs
- Hot Springs we need to preserve
- Nice swimming pool and the hot springs
- Great middle school
- Wildlife and greenery
- This state is wonderful to live in
- Our state park and the mineral pools
- Hunting is good here, athletes and good school
- People like me
- The love and our freedom
- We are to small to get bombed
- Nice people
- Guns
- School
- We all stick together but some people are really mean
- Working together
- Beautiful location
- Hot springs- although the park is unfriendly
- Good schools- good business owners (we need more)
- Nice improvements in the community- down town looks clean and nice
- Scenic values, recreational possibilities, good schools
- Tourism industry exploited for year round business.
- Wyoming people are the biggest asset
- Department with our attitude.
- Not pursuing Indian gaming on our side of the canyon
- Tourist trade (we need to spend more time, money and effort on things here)
- Hotels, motels, bed and breakfast, swimming, soaking, fossil hunting

- The most beautiful park in the state
- Airport
- Churches of several denominations
- RV parks
- Dude ranches
- Band shell, fishing, floating, boating
- Rodeos
- Trail rides
- Restaurants
- Fast foods, elegant dining
- Empty buildings on main street to convert to “studios” or entertainment theaters
- We have the technology support that it might take to keep things running smoothly
- Do not discount the medical field that Thermopolis has, nor the school system
- Concern for kids
- Hot Springs
- We have great people in our community who are always willing to help someone
- There are a lot of caring and helping people
- The Hot Springs
- Ditto
- Ditto
- Parks
- Stores
- Pools
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- The School is good
- Tourism and Community Clubs
- Ditto
- People are polite to one another, and are helpful to the schools
- Help kids have more activities and less chances of getting into trouble
- The big jobs, though we don’t have many
- Museums
- It’s a small community, and that there is a sense of togetherness
- Very supportive of kids
- Agriculture
- Harsh Punishments
- We have McDonalds
- The School is small, and everyone are pretty friendly
- Skate Park
- Movie theater
- Superb location, great place to raise children if there were jobs for their parents

- Properties for expansion
- Clubs
- Tourist attractions and fun things to do
- Ditto
- Being able to take great care of buildings or other formations/ last for generations
- Safety
- Community involvement (sometimes restricted to certain areas)
- Lots of churches and activities
- Ditto
- Lots of nice people
- Ditto
- Supporting our Bobcats at games
- Safe place to live
- Small town
- People know each other & care to help each other out
- Education system
- Museums
- Locations to go and eat
- The park with Hot Springs
- Ditto
- Tourist (well known)
- Pools
- Ditto
- Ditto
- Ditto
- Parks
- Ditto
- Ditto
- Ditto
- Ditto
- The State parks bind everyone together
- Restaurants
- Many ways to get involved
- Lots of stuff to do
- Holds annual activities- derby, mud-bog, etc. To keep people entertained
- Getting involved with school activities
- Ditto
- Tourism
- Places for kids to go after school and places to eat
- The two main reasons for people to come here is to swim and die.
- Our sports
- People are very friendly
- Schools
- And if you need help there is usually someone to help you

- Tourists coming through
- The Hot Springs
- It's a nice, small, calm, quite town
- Parks are really nice, quiet, usually not much crime, good for retirement
- I wouldn't raise my family with such little population
- Swimming pool
- State park
- Museums
- Restaurants
- People love it here.
- The law enforcement
- Museums
- Hospitals and Doc. Offices
- Local business support, most of the time
- Sports teams
- Fire Department, they show support by driving teams around town
- People are nice
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Crisis is a strength in our Community
- There is a good K-12 school system
- Ditto
- Ditto
- Ditto
- Ditto
- Mineral Springs
- Safe town
- Pools
- Ditto
- Ditto
- Sites
- Lots of in-coming activities, great place to live
- Buffalo
- Hot springs
- Ditto
- Ditto
- Fun picnics because everyone knows everyone
- Tourism

- State park
- Strong School System
- Pools
- Ditto
- Ditto
- Ditto
- Dairy land
- Good citizens
- Community events, dances and things
- Town Landscaping
- Safe and Clean town
- Supportive of sports teams
- Low Crime
- Good Law enforcement
- Police with to much time on their hands
- Great people
- Ditto
- Hot Springs
- Skate park, I think we should add on to it.
- 3 on 3
- Ditto
- Parades, getting people involved
- State park
- 3 on 3 is awesome, more of them
- Ditto
- Ditto
- Good schools but not enough teachers
- Nice place to live, nice people
- Great people, beautiful country, and a super school system are main selling points
- Beautiful town
- Weather is the best in the state
- Safety for out children
- State park and Basin
- Are cops are good somewhat
- Skate park
- 3 on 3 is awesome
- Ditto
- Ditto
- Hot Springs
- Ditto
- Pools
- Ditto
- Nothing
- Ditto

- ? ☹
- Good Tourism
- Ditto
- Ditto
- Ditto
- Ditto
- Good community
- Friendliness
- Streets are all nice
- None, needs to be bigger
- Small community
- We are involved with our people
- Tourism
- Ditto
- Don't know of any
- Ditto
- Catching speeders
- School system
- The people, close- knit – sense of unity
- People are supportive of needs
- Everyone knows nearly everyone
- Less people in a class room
- Agriculture
- Mineral pools
- Low crime rate
- Ditto
- Can't think of any
- Safe and clean community and people are friendly
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Hot Springs
- Ditto
- Good music and basketball program
- We are close
- Oil & AG
- Ditto
- Museums
- Hot Springs
- Ditto

- Pools
- Restaurants
- Tourism
- Sharing community ideas
- Hot Springs
- Ditto
- State park
- Education
- Crime rate is low
- Good Highways, construction services
- None that I can think of
- Schools, and major business
- Don't have any
- Quality of life- open spaces, low taxes, housing prices.
- Located on a rail line to major transportation center for the state traffic
- Good people, safe and clean town
- Unity, good citizenship, and leadership
- Don't think we have any
- Pools
- Ditto
- Outdoors mts, and rivers
- Lots of churches
- Safety and cleanliness
- Hot springs
- Oil companies
- Not much
- Easy to get to places. Low costs
- Tourists
- Was Museum/ folk center is a great place.
- Pools for people, tourism, and scenic spot where city is located, state park, and little shops.
- Tourist attraction
- Hot springs
- Good School, Hospitals, doctors
- State park and movie theater
- Joins in, in organizations, and fundraisers
- Support our H.S. Sports Teams & organizations
- Fewer people make for a tighter, more homely community
- Most people are friendly, tourism
- Tourism
- Not any
- Tourism, city gas stations
- Ditto
- Hot Springs

- Ditto
- Small town
- Tourist attraction
- Jobs for school kids and the landscape
- Tourists help our community a lot.
- Community Support
- Great location, community & environment, now we need to take advantage of it
- Beautiful country, helping fearing community
- The Youth
- Tourist trap that is what keeps the town alive
- Friendly people
- Ropes Course
- Skate park, State parks, roes course
- N/A
- Ditto
- Makes lots of money off tourists. Very Fishing & Hunting oriented.
- Pools in the state park
- Entertainment and good food
- Tourism, we should really put more emphasis on attracting tourists
- Good jobs, beautiful country, cool wildlife
- Don't know
- Clean, well maintained town and is a hot tourist town in the summer
- State park brings in many tourists and we also have the Hot springs
- Clean
- Ditto
- People are nice
- Ditto
- Many residents with talents that are hidden
- Our community has heart, sole and spirit
- We don't have any
- Weather, setting, beautiful place, hot springs
- The area state park
- Wide variety of outdoor activities to offer.
- Good School system
- Beautiful State Park.
- Our town is lovely.
- The hot pools are also an asset
- Not polluted area
- Safe place
- Clean, all the people are nice
- Mineral water, our park and museums
- Senior Center
- Hot water
- Close hunting and fishing

- Scenic beauty
- Recreation dept
- State park- Town parks, Friendly people
- Ditto
- Friendly people
- Mineral Springs
- Beautiful weather all year round
- Senior center
- School system
- Churches
- Blue Skies
- Hot water pools
- Only 12 inches of moisture a year
- No floods, hurricane, or tornadoes
- Great people
- Climate and beautiful scenery
- Mineral Springs
- State parks, gambling
- It's nice we have big horn prices and children center
- Good Facilities, non profit organizations
- School system. State parks, ethical work force, general town enhancements
- Tourist attractions
- Small town atmosphere
- Small community – fairly trustworthy
- Good to have a family in
- Tourist attractions
- Not any
- Centrally located in the state. Our town is the River which could younger population
- White water rafting
- Boat floats
- Nice friendly atmosphere
- Hwy
- Hot springs- dinosaur museum
- Adequate medical for a small town
- Friendly town, and our parks are great.
- Chamber of Commerce that works hard for us.
- Good Senior group
- Pleasant and safe place to live
- Great place to raise a family
- Beautiful location in Wyoming
- Like state park
- Scenic location
- River & Canyons, great streets
- Mineral pools

- Oil Revenue
- Museums
- Fishing and hunting
- Low taxes
- State park which = tourism, farm & Ranch
- Friendly people
- Concerned & involved business
- People are friendly
- WY. State Park – Mineral pools- 3 museums
- Small Western town
- Not a big city
- Hot springs state park,
- Dinosaur center museums
- Family recreation
- Big Horn Rivers
- Great quality of life
- Hot springs are our major economic strength but people are our biggest asset
- The people
- The museums
- State parks
- Tourist attraction
- Low taxes
- Unique Shopping
- Museums
- Centrally located in WY.
- Space for town to grow,
- Friendly atmosphere
- Natural beauty,
- Hot springs, museums, hot springs, museums, rivers, lakes, Mtns, hunting and fishing
- Schools, hospitals, state park, active chamber, EDC- location- climate, people
- Churches- ecumenical sprit, tourism, swimming pools, fitness center, doctors
- Beauty of the area, the hot springs, and the state parks
- Ditto
- Ditto
- Beautiful location, friendly people, medical, hot springs, state park- museums/ tourist activity
- State law.
- Hot springs and swimming pools
- Attractive location. Hot springs. Location on a tourist route.
- Attractive historic downtown buildings

3. What projects would you like to see implemented in your community in the next 2, 5, 10 or 20 years

- Want opportunities to bring young people back
- Water development – NEED
- Look at community to provide for aging population which is going to increase
- Need to publicize Pioneer Home
- Micro brewery
- Winery
- Swimming pool for high school swim team
- Improved and enlarged fairgrounds
- Convention capabilities
- Extended care facility and assisted living facility
- Education on impact of investing in the community (retail)
- Depot – something done with it
- Water development in town and rural areas
- Rural water
- Retirement housing for senior citizens that is nicer – more upscale
- Draw some new people into community
- Rural water
- Community to support the wellness center
- Strong recruitment program for light industry to bring in jobs
- Utilization of mineral water
- Rural development
- More community computer access (now just go to library)
- Software tech companies come in and create jobs
- Major department store to buy everything in one place
- Connection to Amtrak
- Sewage plant further downstream
- Community and education center and high tech light industry
- New and bigger airport
- Communication and transportation enhanced
- Downtown area maintained and built up
- Dramatic increase in manufacturing
- Community pride-everyone clean everything up especially entrances
- Need a pretty entrance into county
- Attract State Government Offices
- Branch of community college here in town
- Park entrance
- See more entertainment capabilities – concerts, theatre, etc. (higher end)
- Carousel or something special created by the people in the community

- Nice community recreation center that would include swimming pool, tennis courts, etc.
- Another 9 holes for the golf course
- Pave the tennis courts
- See town grow
- Need to do more to attract businesses
- Need inexpensive internet connection
- Ditto
- Ditto
- Improve distance learning
- Need Terrorism assistance, maybe through volunteers
- Promote and capitalize on assets
- Implementation of Drug Court program – need a program locally
- Water resources – reliable Paleozoic water wells
- Capture the good will that we have around the state and nation that know about Thermopolis – attract professionals.
- Find kids who have left and have a project that will bring them back to Thermopolis – a project that will say Thermopolis wants you, what will it take
- Drug problem – support drug court program
- Word to get out to public about non-profits***some type of communication vehicle
- Make industrial sites attractive
- Look at water – Hot Springs are declining – study of Hot Springs and future
- Word to get out to public about non-profits***some type of communication vehicle
- Bring in industry to get higher paid jobs
- Attracting graduates here
- More word get out about non-profits
- Better access to business
- Better marketing and signage about assets
- Inventory of available affordable lots
- Expansion of infrastructure for development
- Recruit light industry with higher paying jobs
- Ditto
- Shopping facility – Pamida or Wall Mart
- Career based business or industry
- Wider market for shopping, outlet store or strip mall
- Distance learning – make opportunities available
- Technical center
- Drug program and education
- Attract light industry
- Capitalize on tourist industry
- Relocation of the airport
- More diversification with evaluation of oil

- Major Health Sap (nutrition, spa etc)
- State develop a Conservatory for plants with State Park
- Degree type program that people here could advance education without going someplace else
- Many cannot afford credit for college – see something come in that folks could get education affordably (internet access available, ect.)
- Program to beautify town
- Convention Center – ability to attract conventions
- Fix the streets
- Convention Center (Affordable)
- Expand the convention facilities
- Drug Court
- Need diversity in jobs to keep young people here
- Need to have concentrated focus on what is realistic for ED
- Develop tourist trade – promote it more
- Develop more loyalty to existing businesses
- Need to support our businesses
- Need more people to help out and volunteer
- Convention center or community center (2 years)
- New high school with good facilities and facilities for sound education supported by community
- Light industry that good stable paying jobs to attract young people (10 years)
- 20 years – improvement in retirement homes
- Flower garden in the State Park with butterflies
- River walk extended
- New school that is more than just adequate
- Convention Center
- New School
- Upscale attitude – fine restaurants; art gallery – culture
- Restaurants open on Holidays – don't serve the people that visit our community
- Athletic Center with cold water pool
- Build on “health” idea for community
- Solid industry established here to keep people here
- Conservatory in Park
- Regulation swimming pool in new High School
- Discount mall
- Access to technology other than just the library
- Develop center for traumatic brain injury for youth and adults (partnership between agencies and organizations)
- Light industry with good paying jobs
- High school that is more than just adequate, meet needs of youth and expansion
- Grocery store open later than 7 pm
- Community Center with swimming pool and inside walking trail
- Need center for meetings, reunions, etc. for large groups

- Young families come to this area – recent college graduates come back.
- School
- New business
- New or improved Fair grounds facility
- School
- Light industry
- Feeling of progression and optimism in community (defeatism attitude exists)
- Revitalize entrepreneurial spirit
- New fairgrounds or improved fairgrounds
- Add businesses that are “upscale” – we try to promote us as a tourist town, however it is not very appealing. Maybe new zoning regulations
- If we want to be a town that is appealing, need to look like that
- Spots that need to be cleaned up to look attractive
- Professional wages – need light industry that pays well
- Library – longer hours per day and extend into the weekends. Currently have limited access
- Clean up weeds in some areas – beautification
- Promote telecommunications and work through telecommunications
- Need to instill in young people, stewardship of the community
- Town does not promote itself well – market itself locally and as you drive into town
- 18 hole golf course
- Get rid of junk yards at every entrance into town
- Anchor dam project – fix it
- More tourist friendly community – we are open for them and not for our benefit
- Active hospice program (a program to care for the terminal ill in their homes)
- A Payless shoe store or one on that level
- Clothing store from kids to adults
- A color copy machine
- Better Counseling Services
- Home based therapy
- The road project finished
- Business to create jobs – well paying jobs
- Future young people will have more options about staying here
- Need jobs with higher pay
- Business organization to come and create new industry
- Development of Hot Springs will lead to many opportunities
- Need a paradigm shift – what are we going to do?
- Need to be active in helping ourselves – need to say what can I do to make a difference
- Need to support each other
- Each person has to be proactive for change – we can change our community by supporting each other
- Could be the greatest family playground with a western theme

- Family playground for tourists
- Amtrak would help us
- Businesses need to stay open for tourists
- Need to build on the assets we have to have a “tourist” community
- Bus tour through Canyon
- Entrance to State Park beautified (highway into Park is never repaired)
- Mural on bridge at entrance to Park
- Ditto
- Ditto
- Transportation (train, airport)
- River walk or relocation of businesses that don’t need to be by River and create a Business/River walk
- Continue what we have (Car bash, 3 on 3, cutting) – put those on to and don’t lose those
- Ditto
- Invest in housing
- School activities such as wrestling competitions
- Completely re-do park entrance so RVs can enter (bigger than 12’)
- Relocate pensioners from Fortune 500 companies
- Ditto
- Ditto
- We don’t have an idea of how this community looks to tourists – looks like it is failing – need to do something downtown – face-lift!
- Ditto
- Park Entrance – needs to be redone
- Rottenest railroad crossings
- Transportation – Bus stop leaving (train would be great)
- Thermopolis is central location – have a medium sized convention center
- Ditto
- Bring rodeos back **and** have car smashing
- Park entrance
- All entrances into Thermopolis (3 entrances) Beautiful big signs coming into towns – nothing special at any of the entrances
- Wall Drug type signs as you are coming into the towns
- Entrance into State Park needs to be fixed up
- Mural would be a good idea into the Park
- Advertising and promotion outside of town too
- Need more gimmicks to attract families into town
- Wave Pool
- People coming together to work toward accomplishing a goal
- Indian Casino going into Riverton (have we done some visioning on the impacts of the casino)
- Keep state park to not charge a fee
- Promote the town

- Convention Center
- Public center for parties and dances, seating for 200-250; state and district meetings
- See more jobs in the community to keep people here
- Get the word out that we should focus on health and not tourism
- Ask people to be open minded to change
- Get health information centralized to get information out to everyone
- Need better airport
- Relax city ordinances for people that want to build new homes
- See community use Wellness Clinic more
- Advertise more of our resources
- Become medical center of the Basin
- Need a convention center that can serve larger conventions
- Location is centrally located and could attract conferences if we had a large enough center
- Increase industry – something needs to come here to bring people and jobs
- Small, quiet and peaceful
- A little growth is healthy – community must be forward somehow
- Growth is going to be south of town – could be developed
- Brain injury clinic in Thermopolis
- Central location for medical information – have Health Resource Council, but need some kind of center for information
- Build houses if we want industry or population expanded (affordable and quality)
- Get rid of some the old houses that are run down
- Health care services expanded
- Spa
- More wellness programs
- Involvement – things are coming down the road through volunteer activities that we can use as a base and expand that involvement (Homeland Security for example)
- Support group for Alzheimer's
- Good restaurant where you are proud to take someone out to eat
- Convention Center
- Expand business on hill going toward Cody
- Wellness Center expanded (aquatic pool)
- A place for residents that are Title 25 – someplace for them to go – easy discharge
- Make better use of what we have – very valuable resource is people. Coordinate us better, inform us better, etc.
- Open House at hospital and Gottche was very good
- Convention center or meeting place
- Pull our assets together and provide services
- Spa
- Lot to offer in town and many avenues to pursue
- Destination spot

- Light industry to bring employment into the community with careers to support Thermopolis
- Need other amenities to support the convention center
- Help with PR for the community – address the fears that hear growth and think CA; need to understand that if we don't grow the quality of life will decline and the reason they moved here will no longer be here
- There are a lot of worthy projects, but people don't now how to promote them
- Common “theme” developed for town
- Better signage and directions to get around town for tourists
- Expand infrastructure south of town and look at going west too
- Main entrance to Park and fix the road – motor homes can't fit through and aren't sure how to get into park so they leave
- WYDOT is doing a study on entrance to Park (2 years)
- Condominiums for older people
- Senior housing, affordable quality for people that are making transition from large home to something smaller
- Community communication – meeting to death and still don't know what is available in the community. Need some kind of communication vehicle.
- Higher education school
- Business that would perhaps train people for workforce
- Lack of communication – there is a Shelter for Battered Women
- Entrances into town need to be cleaned – possible community project
- More senior citizen apartments
- Develop an Old West Town tourist attraction like Michigan's Greenfield Village or Williamsburg Amish of Ohio
- Develop a Sports Bar
- Develop a Theater
- New Airport
- Convention Center
- Low income housing-government sub
- Senior housing-new, modern and affordable
- Casino
- Hospital District
- Recreation Center (cold water pool, tennis courts)
- Bike and walking paths (more)
- Cross Country skiing place
- Skating rink/ice skating rink
- Pedal Care Tour rental
- Dude Ranch
- Public transportation
- Recruit for Healthcare (Podiatrist, Ophthalmologist, Orthopedic Surgeon)
- Raise more money to fix buildings
- Need more trees in the community
- Something fun for the whole community

- Need more shops
- Need a Wall Mart
- Need attractions to bring people to Thermopolis
- Need more activities for kids and teenagers
- Ditto
- Need 6th grade sports
- Ditto
- Should have traveling sport teams at a younger age
- Make what our town has more available – need to let people in town what we have
- More people need to give to charities
- Need a race track
- Mall
- Swim team for school
- Bigger stores, small Pamida
- 3-D theatre
- Imax theatre
- Bigger theatre with more movies
- Wall Mart
- More places to shop
- Small mall – not really big
- Better radio station
- Recycling center
- Ditto
- Mall and grocery store (bigger than what we have)
- Water in the reservoir
- Relocate sewage treatment plant
- More stores
- School get out earlier
- Advertise the community
- Lower the swimming pool prices
- More activities and stuff to do
- Recreation center
- Ice skating rink
- Paintball place
- Water park
- Bigger skate park – AMEN
- Carnival
- **Better school food**
- Ditto (11)
- More activities to do in the summer
- Free cable TV
- Satellite radio
- Everything free

- Dirt bike track
- No sales tax
- We have a lot of land that is all weeds – needs to be cleaned up and put something there like houses, Wall Mart
- Rodeo
- Amusement Park
- Wall Mart
- Small Zoo
- Nicer restaurants
- More restaurants
- More places to go to dinner (Chinese)
- Restaurant (buffet)
- People that are famous do concerts here
- Better High School (falling down)
- Middle School is sliding
- Let us knock down the high school (middle school)
- Keep the gym the same size as the current gym when they build a new one
- Girls softball
- Inside track for winter sports
- Middle and High School soccer teams
- Powderpuff football
- Ruby
- Big tournament of carpet ball
- Dairy Queen that is open all year long
- Sport car shop
- More plays and theatre (cultural activities)
- Store to buy sports equipment
- Arcade
- Stable for kids that like to ride horses
- Need to find some small business to come to town that would promote new families to come to town
- Seasonal hours for business owners might work
- Have some partnership with Reservation to do some tourist activities in the canyon
- Health and wellness can be an avenue for economic development
- Town needs an infusion of new money
- SD rural towns making use of internet and bringing in cottage industries – Economic Development Corporation should look at that option
- Need to promote some type of industry
- Community needs to work together to get things done
- May need to change some of regulations to help ourselves and to survive
- Community needs to be promoted more
- Need to utilize and advertise more our assets in the pools, mud, water, spa and advertise it as health alternatives

- Need to advertise healthy living
- We advertise Hot Water at places that are hot
- Some type of signs like Wall Drug would be good to get people here
- Need to advertise effectively that it stands right out.
- Need to improve on advertising to get people to stay – then they will spend more money
- Need to find opportunities and make them fit
- Need to continue to have different and diverse businesses
- Downtown area that is unique with old buildings – like to see renovation of buildings to keep them standing
- Continue with beautification downtown that would knock your socks off when you come in
- Pots and pots of plants and flowers
- Define theme of community – maybe historic
- Not a lot of young families moving into town – people are excited when a young family moves into town – best things would be to make it attractive to young families.
- Micro-brewery downtown (10 to 20 year dream) Beer is always attractive to young people
- Continue fixing up town and appearance
- Need to make first impression a lasting impression – planters with flowers
- More retail
- Maintain infrastructure
- Tourism is what is sustaining us right now and we need to focus on that – would like to see something that would expand our convention potential
- Clean up properties
- Community owned business like Powell has done
- To buy dress clothes you have to go someplace else out of town, like a community store
- 10 to 20 years have a spa (like Hot Springs, AR) – family oriented
- Ditto
- Expand the museum – many people have things they would like to donate, but museum isn't big enough
- Medical community – Pioneer Home would lend itself to some type of medical facility (understand it is ½ full)
- Micro-brewery (maybe even macro!)
- Hot Spot of Wyoming – that means technology. Make free internet services available
- Bring in a Wall Mart – think big and promote a major department store
- The signs work – they come here, but there is nothing for them to do at night. At 9:00 the town is shut down. Need to think big and get something big to bring this place to life.
- Find someone famous that might put money into the town and build something big like a wave pool
- Need to negotiate with the Indians to make something happen in the canyon

- Land use has to change around here
- Recycling that encompasses all of Big Horn Basin
- Big retail store
- Clothing store
- Small, light industry
- “Shop Thermop” first
- Need to spend our money here first
- Continue diversity of the shops
- More subdivisions
- Infrastructure expansion
- School – hope community will support getting a good gymnasium to host tournaments
- Long-term a place like “Knots Berry Farm” – maybe do something with a historical theme
- Need to continue to host tournaments – they are a good money maker for town
- Convention Center that would accommodate more people
- Community Center
- Have potential and there is so much money in this world, get hold of the right guy to help. We could have a convention center – we are a gold mine if we could get someone with some \$\$\$. We live on wheels anymore – we go home to take a shower and go again.
- Continue to promote the activities we have and work together to make them happen
- Go to the State and tell them we need help
- Infrastructure needs to get up and going
- Get community alive again and say “we can” not “we can’t”
- “It has all been said”
- Amen!
- High School – year round school system
- Spa idea – we could become a “wellness” community
- We should become good at pampering and we could make money
- Need a wellness center
- Paycheck in the community – some type of business needed
- See more representation from ag in our local officials (County Commissioners) and State
- Ditto
- Need to educate kids and citizens on the importance of ag
- Need to have representation from ag in local officials
- Need better support from urban entities than ag has had in the past
- Get quality meat in the groceries stores
- Need to have young people stay in ag – need to diversify so people can stay in businesses
- Want people to spend money as tourists – enjoy it and leave, don’t buy it up
- Need something to bring young people to this community

- Water storage for irrigation
- Ditto – but need to be sure there is not too much government involved so we don't lose the benefit for the people
- Visitor Center
- Larger Convention Center
- Project that would involve kids – help them out in farming and ranching
- Ditto
- Take back control of our money and have a say in what it is going to be used for
- Ditto
- Water storage for irrigation
- Ditto – but need to be sure there is not too much government involved so we don't lose the benefit for the people
- Build something that is value added for ag, cereal plant etc., trade issues, etc.
- More local control and understanding
- Water storage – need to keep ag land ag land
- Need to work on cooperation with the tribe
- Capitalize on fairground facility and bring entities in for conventions, etc.
- Ditto
- Short-term – see improvement in fairgrounds
- Water storage
- Short-term make sure commissioners and State of Wyoming seek cooperating status for BLM management plans – both local and state need to work together
- Water development
- Convention Center
- Ditto
- Water development not just for ag but for recreation too
- Involvement of local and state government in the federal process – BLM management plan affects everyone
- Ditto on water development for irrigation and rangeland, recreation too
- Short-term make sure commissioners and State of Wyoming seek cooperating status for BLM management plans – both local and state need to work together
- Museum should include history of the “cowboy” generation
- Renewable resource, wind, solar, water = use our land for wind turbines (solar something). Hot water – studies being done that hot water can generate energy. Capitalize on the energy issues and opportunities
- Visitor center incorporated in with museum
- Water development – but need rain from God to make all this happen
- Strong and effective ag in the classroom program
- Need to quit thinking the ag program is just for ag kids
- Education and training of teachers
- Radio and Newspaper that will carry ag related stories
- Work on medical as a foundation for economic development for Thermopolis
- Keep in mind we are on the way to
- See younger families move in and stay

- Businesses here need just as much help as new businesses coming in
- Need to support DOT and highway work
- Need to support Worland airport as a small regional airport
- Partner with reservation for projects
- Community needs to get behind new school building
- Need to do more with advertising State Park
- Industrial Park set up so we can court companies to consider us
- County-wide water development so we can have water for industry and help agriculture needs – a system that would hold water all year
- Federal government with government regulations needs to be considered
- Land use plan
- Decentralizing government service business to Thermopolis
- Ditto
- Use and take care of what we already have here – good scenic location
- Spa idea
- Passenger train coming through to enjoy the spas
- Ditto on everything and a convention center
- Fair – need a draw for people that are not involved in ag to attend
- Try to confine all the directions we go in to something fewer
- Manufacturing incubator – business incubator (such as Laramie)
- 20 years out have something to replace petroleum industry
- Resurrect the supper club (the only difference between it and the titanic is that they had a band)
- New and more up-to-date housing
- Golf course increased to 18 holes
- Hub town – look at new airport that would bring in better transportation. Aviation is here to stay
- Extend water services out toward Cody
- Light industry
- New Park entrance
- Domestic water development
- More conventions to come into town – need convention facilities
- Long range – River Walk and development
- Long range – Theme Park (jellystone park)
- Ditto all the great ideas
- Need to do something to increase fair participation
- We don't use the fairgrounds as we should – lots of potential
- Growth of town – you can still maintain small town atmosphere
- Create hospital district
- Keep hospital as good as it is
- Horse stalls for fairgrounds
- Make auditorium more user friendly
- Increase winter use
- Park Entrance

- Some place to eat after 10:00 pm
- Red Farm – mineral water that is getting very little use, well on west side too north of runway – sources of springs to put in sap or retirement home
- New airport
- Industrial park with a new airport
- Convention Center
- Red Farm – mineral water that is getting very little use, well on west side too north of runway – sources of springs to put in sap or retirement home
- High School that community can be proud of, not just adequate, same for grade school
- Visitor Center
- Bring in light, clean industry
- Win the battle of federal and state offices
- 4-lane highway coming through the Canyon
- 2 years – lot more cooperation between Fair board and Recreation Board
- 5 years - \$20 an hour job or comparable
- Light industry
- Tertiary recovery come
- 20 years – population increased by 1,000 people – need to be producing, kids and jobs – there is too much gray hair
- Nursing home
- Utilize Holidays for events – projects where we utilize holidays and get tourist and people involved-carnivals, rodeos, not just ag folks were involved in fair. Utilize facilities we have for festivals
- Cultural development (arts, music, theatre)
- Subdivision proposal
- Reservation tour up side of mountain to look down into the Canyon
- Extend River Walk
- Hay fields at the north – would make great golf course extension and/or nursing home
- Mineral hot springs not being utilized – can pull out for commercial greenhouses, energy, etc.
- Young people have to
- Need more senior citizen condos since population is aging
- More affordable senior citizen housing
- Need major employment here to keep young people in town
- Need a recreation center
- Better job
- Better education
- Dollar store and Wal-Mart
- Need a Sam's Club ½ way between Riverton and Thermopolis or Cody
- Bigger airport
- Condos for Senior citizens to live in

- Can't have a big factory because of transportation, but light industry or small factory would work
- Facility for elderly that would transitional housing – one big complex
- Think medically about alternative medicine – encourage that kind of business into coming into community
- Hospice Center – a place for our elderly to die with dignity
- Pioneer Home is underutilized – great place for senior apartments or hospice center
- See community promoted as a great place to retire
- 4 dump sites outside of town – need to be cleaned up
- More promotion and build a convention center that could hold reunions and conventions and bring people into the community
- Weeds cleaned up on vacant lots would make town more attractive
- Ditto
- Ditto
- Ditto
- Armory – utilize it more – room for conventions
- Need new airport
- Need a clothing store
- High school need to get rebuilt
- More togetherness
- 3 on 3
- More guns
- Make a mall
- More stores with more of clothing choice
- Eat less (lots of fat people)
- The world would not be so much track on the roads
- 1 more hospital just in case of a war
- have a place for people to volunteer to do stuff around town.
- Clean up the garbage and try to keep the air as clean as we can
- Recycling place to help get rid of trash
- More land and steers
- Swimming more advertised
- More jobs and cheaper education for everyone
- More industry in the next couple years
- College and college sports team
- Motorcycle shop and a ATV shop
- High school be rebuilt
- More businesses here
- YMCA or I would like to have a skating rink, or something to do, and good jobs
- More stores and attractions
- Clothes stores
- Restaurants or a game room
- More business and jobs

- Build more houses and make a place to shop.. for clothes, and school
- I think the high school needs to be rebuilt. It is falling apart/ cement is cracking
- Could try to get some industry. It would give them a chance for jobs
- An Amusement Park would be awesome!!
- More stores and more water
- More activities available and more shopping stores
- More stores
- More activities for younger children
- Get rid of the weeds and add on to the BMX track
- Dirt Bike track or a real skate park
- Shopping, restaurants
- Bigger skate park
- K-mart or Wall-Mart.
- We need something to attract people, something to make this town fun
- More houses and businesses built. Our community need more people
- Indoor skating rink
- More things for us to do that not breaking the law or getting into trouble
- Should leave the town just like it is... but keep the violence down
- Us get a mall
- Wall-Mart
- Ditto
- Paint ball course, in the park or at or by the skating park
- Ditto
- Have a big party, at the fairgrounds and sell stuff for a fund raiser
- Huge paint ball course, and to have really nice gym, on our new high school
- See new high school and a new dam
- High school to be safe and our town to be neat
- New basketball courts
- Wall-Mart
- Sports
- Group to volunteer to clean sections of city and parks
- I would like to see accomplished
- Skate park bigger and have a bigger population
- To see a better academic society
- Like a motorcycle track built somewhere in town
- Wall-Mart and Kmart
- Better skate park
- Make a football team for younger people
- More people using the garbage can and not putting garbage in the rivers
- Cleaner establishments, playgrounds, streets and cleaner looking schools
- Flag football, for the younger kids
- To pick up litter
- To have fun and learn more new stuff
- Something to keep kids out of trouble with pranks or drugs, like a fun program

- Cleaning the county up!
- Better food
- Sixth grade sports
- Building a new high school (together)
- Town needs a bike trail. We need a safe place to ride our bikes or run
- More recess time at school
- Some sort of music store, or maybe make the town bigger
- A family fun night at school
- The yards clean and the town.
- And clean up at the fair grounds like repaint the bars and thing like that
- Town clean up
- Toy R us would be good and better
- I would like to see more jobs and more people moving in
- Wall-Mart in the next five years and a mall very soon
- They should build a lows or a toy's are us. A bigger video arcade
- I think that they should have a arcade
- A nice tourist town that clean
- Lots of stores
- Bigger shopping center, so we don't have to drive to Worland or Riverton
- The High school getting fixed
- Have better food and always changer there grease
- Make a Wall-mart
- I would accomplish a longer football and basketball sports year
- I would like a longer sports year for football
- We need growth in industry to create jobs
- Better food and a petting zoo
- Like to see a mall in this town and a Wall-Mat and chuckie cheese, and carnival
- Have an arcade
- I think we should have a small store, like a pamida
- We should have a carnival every year w/ rides
- Chucky Cheese. Wall-Mart
- We need a bigger and better High School in the right spot
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- I would like to see a lake raise no matter how long it takes
- I want to see a game spot
- Bigger skate park
- I would like to see people putting their trash in the trashcans
- I would like the price to go swimming to go down.
- I would like to see Taco Johns. I would also like more restaurants
- Different kinds of eating places, and also different small shopping places

- Barns and noble bookstore would be nice.
- Wendy's because trips to Riverton are not always easy to make
- I don't know
- Roller skating rink or a Wall-Mart
- Our community needs a new high school
- Better business around
- More stores or things to do
- The school stop falling apart
- Nothing
- More places to go in our town
- Everyone graduate and not drop out and I want everyone to be nice to each other
- More places to shop for clothes
- A mall
- A fishing pond in the park and better businesses
- Better Stores
- More shopping places
- I would like to have a mini mall or a Wall-Mart
- A fish pond in the state park that we can fish in
- I would like to have a dueling arena built so us kids can duel/ keep us out of trouble.
- Open minded attitude to new businesses and ideas
- Eliminate junk yard properties or encourage clean up
- We are lacking a civic center w/ pools/ skate rink/ work out center etc.
- More shopping
- Create a young family friendly community.
- Bring in some small, cottage- type industry
- Slow, healthy growth.
- Water and sewer plant up grades or construction
- Economic growth more and better paying jobs
- Upgrade the roads, bridges, and buildings in downtown area
- Water and sewer plant upgrades or replacement
- We are Wyoming let build on that
- Create another "Branson MO?"
- Music draws a crowd
- We need a Events center
- We need to bring more entertainers here, we need to get an interest for them to come here.
- We need industry of some type, this would give us economic boost that is needed
- The bottom line here is dollars and one segment supports another.
- Move forward
- Attract/ obtain a couple dozen small mom/pop businesses with 10-12 jobs each
- Develop town theme for tourist based
- We are not a big city so we need to take what we have and expand on it
- I would like to see our radio stations go back to music all of us can enjoy, with local news

- Water Source that is potable without being treated
- The development of an industrial park with relocation incentives
- A “YMCA” type facility that is community owned.
- Industrial park, retirement
- Make Thermopolis a destination
- Tourist attraction like Cody- Jackson
- Promote conventions
- Continued community support (\$) for our major activities (3 on 3, etc.)
- Clean up and make tourist friendly the north especially, and south entrances of town
- Other communities make their resident keep up on their trash, why can’t we?
- Highway fences? Concrete walls? Using Trees, bushes etc. as screens?
- More interaction in community endeavors, not the them & us attitude.
- Expansion of what you have together
- A community center capable of big conventions.
- You have what makes people want to come to your community. Expand it!!
- Entrances to HSSP are a tragedy. Need to be beautified.
- School activities bring people to town promote tournaments.
- I would love to see more tourist friendly community- possibly have an outlet mall
- Restaurants that stay open later than 9pm in the summer
- Reinstatement of ice skating rink in winter
- Fewer empty buildings down town
- Bring in more major industry
- Get local business to compete for our business instead
- When they build the high school- include a swimming pool that meets regulations for a swim team/ swim meet
- Place where we can shop most of us are seniors & we are once again limited
- Population growth
- Industry to help employ several people
- Convention center/ chamber combination
- Business’s to fill out empty buildings downtown.
- Invest in the politics Necessary to get government offices to locate in Thermopolis
- Major discount store in K-mart, Wal-Mart.
- More business- more jobs= growth
- Tourist related business and attractions
- Relocation of airport
- Expanded convention facilities
- Drug free community
- Vibrant, light industry
- More children in schools, market medical facilities
- Can’t support of Chamber of Commerce& downtown merchants
- Strengthening tourist economy & wages of their employees
- Can’t coop. The museums – especially the pioneer museum
- Let Bigger companies in for more population & Revenue
- I would like to see a change in the attitude of the decision makers in our community

- I would like to see the community except a larger business or corporation
- Only way to stay in Business is to do Business, provide customer with product
- Support agriculture and oil field which is the local economy
- Repair street at RR on Broadway & Amaretto.
- To get light industry in our community
- We need good jobs to get and keep the young families in town, and spending money
- Would like to see a community center
- Better school, make town bigger, more jobs
- To encourage more business to come in
- Ditto
- Restaurants that stay open more and longer
- I would like to see a professional sports team come to the community
- A Target Store to draw people to our area. More companies
- Get rid of the lets stay the same attitude, while people are leaving town to live
- New Sewer system, water storage tank replacement, river walkway,
- Identify our strengths and weaknesses, encourage retail and small manufacturing
- Some more things done with conservation district, ranches and different wildlife management programs
- Getting all new cops, district attorneys and judges
- A Rec. Center, theme park like six flags
- Ditto
- A shopping Center so we don't have to ravel so far
- Indoor shooting range, open gyms
- We need a Wal-Mart so we get more people to move here.
- A club where kids cold go so they stay out of trouble
- A Wal-Mart. New, Bigger, Stores. Fast Foods, etc.
- Ditto
- Ditto
- More jobs, parks, houses
- Ditto
- More business, jobs, things to do
- Ditto
- Grow a little, more things to do, shopping, mall, Wal-Mart
- Ditto
- I would like to see the smoking percentage of teens drop greatly
- I would like to see the arts program
- In the school receive more financial support
- I would also like to see the community theater grow and become successful
- Get more things for people to do, stores, hangouts, places to go
- More jobs, a Wal-Mart, more diversity
- Jobs, activities, mall
- We need to have residential streets redone
- Rec. Center w/ shooting range, b-ball, swim pool etc.
- More tourist attractions, adventure parks and museums

- Ditto
- Roads fixed
- Ditto
- Ditto
- Ditto
- Ditto
- Move the sewer plant
- Become closer as a community, and an amusement park
- We worry about the little concerns of the state park when we should think bigger
- Police being more fair, no harassment
- Road work on Broadway
- Would like to see a business come along that could supply more jobs for people
- More attractions to visitors and the youth of the community
- Better roads/ fixed, more activities
- More fun things to do as a teenager
- More stores
- Rec. Center where kids can go and work out or shoot hoops
- A new school with different rules
- A mall, or YMCA, also more places for teens to go
- More restaurants near high school
- Our school situation needs to be resolved!
- Get new high school finished so kids can go about the business of learning!
- More stuff to do in the evenings and on the weekends
- Building a Wendy's or another 9 holes at the golf course
- More field Trips
- Bigger industries so people have jobs to be able to stay here
- A swim team, and Mr. Herold should coach it
- Bigger and stronger high school
- More community activities, and a swim team
- Pursue WYDOT/State/Federal facilities.
- Continue to draw as a tourist destination and develop us a "drew"
- More stores, swim team
- More things for kids to go and do and night time
- We need more industrial things or this town will slowly die.
- A new high school. More students involved in the school
- Let people move bigger business into town.
- Try new things, being a small town is ok, but we can't even buy underwear here.
- More money for the town and less for the police force
- Larger Businesses (Ex. Wal-Mart)
- Rec. Center put up and also have a Wal-Mart or something built
- Speed limit in town raised.
- More people and better shopping center and more fast food chains
- Our community to become less dependent on the oil field and see it grow
- Put up Arby's and hire at least two cops

- Major buildings built
- More job and activities for kids and teens
- Don't know
- More attractions in this town
- Middle piece back on the road going to Cody, We really don't need the turning lane
- Figure out children's problems before its to late
- Construction ended and more community events
- Stop all the construction
- The town oils build a target, it would help keep this towns money inside
- More place for youths to go
- Boys and girls club
- More after school programs
- More businesses
- Our community should help people clean up the community
- More entertainment like game spots
- New School and to get more jobs
- Ditto
- Community center, shop places, strong school, crime lowered
- Roads fixed, better police forces, nicer people, new and better school
- Rec. Center
- Shopping center or something built
- Paint ball field
- More restaurants
- WALMART
- Mall
- A cabalas, Wal-Mart, and a mall
- Nothing
- Change Broadway back to the way it was.
- More jobs, swim team, more restrictions on the eyes of underage drug use
- More things to do in town
- Industry/Factory
- Discount stores
- Department stores
- Super Wal-Mart so that we don't have to go to Riverton and buy food.
- I would like to see more places to work and buy things.
- New Highs School, some new restaurants, businesses and maybe a community college.
- New High School and Wal-Mart
- No Cops
- New High School, a Wal-Mart or small mall, amusement park, and a Rec. Center.
- A Kohl's, Target, and JC Penny's
- More jobs for teens and for adults as well
- A game center for all ages with multiple games to play
- Grow as a population and expand with businesses
- Build a new high school, improve the number of activities

- New School, carnivals every year, bigger miniature golf place
- Places to go and do something, so we aren't getting into trouble
- More Sports available in school
- New High School with Large gym
- To have a gym that the kids are able to use at least 8 hours a day
- More activities to do
- Rec. Center
- New school
- Ditto
- Finish Roads
- More Recreation
- None
- New Place for teens
- More activities
- Maybe a go cart track, or a bicycle track
- I don't know
- People to come here and not leave, get some kind of business that will stay
- Amusement Park
- Pool prices go down
- A skating rink building
- Ditto
- Money maker businesses, more money for more teachers
- Rec. Center, see more done with the fair grounds
- More community products like Rec. Center
- Investing into technological infrastructure that will lure high tech/ internet
- Mini Wal-Mart
- Stoves & restaurants opened past 7pm
- Convention Center
- An activity game spot, theme park, skating park, mall
- New arcade, bigger theater
- Dirt bike track, just more things to do
- Community Rec. center with a cold water pool
- Larger variety of sports
- Anything really for all ages
- Build Wal-Mart and a new jail for stuck up snobs to go
- Fix all side streets
- Fire a few of the cops
- Get more restaurants and stores that stay open late and build more attractions
- Fixing up old roads or even the fairgrounds, creating a better scenery for visitors
- New job opportunities
- Have a hockey rink, and know what available jobs there are
- Have a water park
- Zoo or a park
- More activities for young adults.

- Rec. Center, Summer sports, more businesses and higher paying jobs
- I would like to see more places to eat and more places to shop like Wal-Mart
- A better hospital, 3 care services
- Mall or Wal-Mart center
- Make more things accessible to every body. Recreational Center/ cold water pool, not mineral water
- Get bigger in activities for teens to do
- Rec. Center (cold pool_
- Need mall, Wal-Mart, Kmart, sears, Taco Johns, JC Penny's
- I would like to see the community having a swim team
- Building, stores, more people, arcades, mall, Wal-Mart, K-mart, payless etc
- Build a college that would be cheap and easy to get into
- Mall, Wal-Mart, Payless, K-mart, etc.
- More activities and more places to hang out, and things to do
- Town brings in more businesses, a recreation center, and more big things in.
- More things for teens to do
- I would like to see cops who have better things to do than bother minors
- More stuff for the teenagers to do and some places that people could just go/ hang
- Wal-Mart or a something else and we also need places for employment (high schoolers)
- We need to increase the amount of jobs in our community.
- Would like to see better funding for sports and therefore more interest in sports
- More businesses like Wal-Mart and they should have more shopping for clothes
- Shopping and more professional jobs.
- I would like to see a few more things to do for young kids and for tourists
- Put Golf course closer to town
- Build a larger swimming pool
- Fence off an area in state park to put elk
- Lots of stores- even a Wal-Mart
- Bigger Skate Park! Hang out spots for youth
- Wal-Mart and a better Radio Station and maybe a college here. It would bring people
- K-Mart
- Community Swimming pool that is for free
- A Wal-Mart.
- Mall would be cool to go shopping at
- Wal-Mart
- Rec. Center
- All extra's needed for the new High school
- Be able to maintain the golf course and keep a pro
- Theme park, Motocross track
- Build new school
- With lots of room
- Go big on gym and lobby
- New School and more activities
- New Rec. Center

- Theme park
- New School
- Ditto
- Ditto
- More activities and places to hang out and music stores
- New school
- We should have more community involvement
- More teen centers for pregnancy, drugs, alcohol, and family problems
- Rec. Center or a place for people to go and do something
- Just someplace where kids can be kids and everyone can be there self
- They need more for young people to do
- Tougher law enforcement because kids here can get away with a lot
- Less littering, work together to continue to help kids stay out of trouble
- I would like to see more places for kids. Then places without
- We need to get some kind of place to go and have fun
- Things to attract people to live here
- I think all the businesses in town need to work together to promote tourism.
- New High School
- I would like to see a paintball field/area put in
- More stores, to promote activities.
- We need places to shop because everyone goes out of town to do this.
- New High school
- Wal-Mart and many places you would want to go
- Need a college in town
- More people here and need to be more houses everywhere.
- Something like Wal-Mart because lots of people go out of town
- Not so many small businesses that last a year, maybe.
- Bring industries in to our town that would generate spending.
- Recycling
- New Air port
- Clothing stores
- In the Recreation Center I would like to see maybe rock walls, gymnasium
- Expand swimming pools, get carnival, Rec. Center
- Convention center
- Employment for our children's generation
- Business promotion, manufacturing, casino
- Good shopping- More Dog (Barking) and cat control- cleaner streets
- More stores/ shopping centers
- Factory that makes small items that can easily/ cheaply be shipped
- Sams club would be nice
- Swimming Pool for High School
- Wal-Mart
- Gambling & Legal prostitution
- New high School.

- More regulations on weeds, trash, junk cars
- Jobs, an industry to come in
- Increase in shopping, make gas, etc
- Compete with other communities in the Big Horn Basin
- Water Development projects & water Storage
- Storage local & State Gov. involvement in Fed Regulations
- Strong land use plan- presence open space AG& Control Development

APPENDIX

20 CLUES TO RURAL COMMUNITY SURVIVAL

1. Evidence of Community Pride:

Successful communities are often showplaces of care, attention, history and heritage.

2. Emphasis on Quality in Business and Community Life:

People believe that something worth doing is worth doing right.

3. Willingness to Invest in the Future:

In addition to the brick-and-mortar investments, all decisions are made with an outlook on the future.

4. Participatory Approach to Community Decision Making:

Even the most powerful of opinion leaders seem to work toward building consensus.

5. Cooperative Community Spirit:

The stress is on working together toward a common goal, and the focus is on positive results.

6. Realistic Appraisal of Future Opportunities:

Successful communities have learned how to build on strengths and minimize weaknesses.

7. Awareness of Competitive Positioning:

Local loyalty is emphasized, but thriving communities know who their competitors are and position themselves accordingly.

8. Knowledge of the Physical Environment:

Relative location and available natural resources underscore decision-making.

9. Active Economic Development Program:

There is an organized, public/private approach to economic development.

10. Deliberate Transition of Power to a Younger Generation of Leaders:

People under 40 regularly hold key positions in civic and business affairs.

11. Acceptance of Women in Leadership Roles:

Women are elected officials, plant managers, and entrepreneurial developers.

12. Strong Belief in and Support for Education:

Good schools are the norm and centers of community activity.

13. Problem-Solving Approach to Providing Health Care:

Health care is considered essential, and smart strategies are in place for diverse methods of delivery.

14. Strong Multi-Generational Family Orientation:

The definition of family is broad, and activities include younger as well as older generations.

15. Strong Presence of Traditional Institutions that are Integral to Community Life:

Churches, schools and service clubs are strong influences on community development and social activities.

16. Sound and Well-Maintained Infrastructure:

Leaders work hard to maintain and improve streets, sidewalks, water systems, and sewage facilities.

17. Careful Use of Fiscal Resources:

Frugality is a way of life and expenditures are considered investments in the future.

18. Sophisticated Use of Information Resources:

Leaders access information that is beyond the knowledge base available in the community.

19. Willingness to Seek Help from the Outside:

People seek outside help for community needs, and many compete for government grants and contracts for economic and social programs.

20. Conviction that, in the Long Run, You Have to Do It Yourself:

Thriving rural communities believe their destiny is in their own hands. Making their communities good places is a pro-active assignment, and they willingly accept it.

*Reprinted from Heartland Center Leadership Development, Spring 2002 *Visions Newsletter*.

