

WYOMING RURAL DEVELOPMENT COUNCIL



RURAL RESOURCE TEAM REPORT FOR MEDICINE BOW'S COMMUNITY ASSESSMENT CARBON COUNTY, WYOMING SEPTEMBER 18-20, 2001

WRDC MISSION

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

THE WYOMING RURAL DEVELOPMENT COUNCIL

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

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

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

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

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

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

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EXECUTIVE SUMMARY

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

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

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

On behalf of the Medicine Bow Resource Team, I want to thank the community and our sponsors for the warm hospitality shown to us during our stay. The meals and accommodations were outstanding. We heard over and over in the listening sessions that Medicine Bow was filled with warm, caring individuals and we certainly can attest to that! Thank you very much.

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

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

Sincerely,

Steve Achter, Resource Team Leader

PROCESS FOR THE DEVELOPMENT OF THIS REPORT

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

The town of Medicine Bow requested a community assessment from the Wyoming Rural Development Council. Marvin Cronberg 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 Medicine Bow officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the town and interviewed approximately fifty people over a three-day period from September 18-20, 2001. The team interviewed representatives from the following segments of the Medicine Bow community: city/county government, fire department, library, civic clubs, agriculture, economic development, churches, business and retail, utilities, youth, parents, education, law enforcement, healthcare, and senior citizens. 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 Medicine Bow?
- ❑ What do you think are the major strengths and assets in Medicine Bow?
- ❑ What projects would you like to see completed in two, five ten and twenty years in Medicine Bow?

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 Medicine Bow.

The oral report was presented to the people of Medicine Bow on September 20, 2001 and many of the citizens of Medicine Bow who participated in the interviews were in attendance.

Following the oral report, a formal written report is prepared and presented to the town of Medicine Bow.

RESOURCE TEAM MEMBERS

Medicine Bow, Wyoming Resource Team September 18-20, 2001

Steve Achter (Team Leader)
Wyoming Business Council

214 West 15th Street
Cheyenne, WY 82002
307-777-2811
Fax: 307-777-2838
E-mail: sachte@state.wy.us

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Wyoming Business Council
143 S. Bent, Suite B
Powell, WY 82435
307-754-5785
E-mail: lbrusc@state.wy.us

Michael Stull
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
307-777-2847
FAX 307-777-2838
mstull@state.wy.us

Dave Cameron
Wyoming

Department of Trans.
5300 Bishop Blvd.
Cheyenne, WY 82009
307-777-4178
E-mail: dcamer@state.wy.us

Erin Alspach
North East Wyoming Economic
Development Coalition
P.O. Box 3948
Gillette, WY 82717
307-686-2603
E-mail: ena@vcn.com

LOCAL CONTACTS/COORDINATORS

Medicine Bow Community Assessment, September 18-20, 2001

Group Leaders

Tom Barnes	Agriculture
Pat Paules	Businesses
Marvin Cronberg	Town Government and Boards
Kay Embree	Economic Development
Marvin Cronberg	Civic Groups
Carol D. Cook	Law Enforcement
Jeanette Fisher	Churches
Sharon Heward	Senior Citizens
Anna Embree	Youth
Kenda Colman and Sue Cowdin	Educators
JoAnne Bennett	Healthcare
Carol D. Cook	Utilities
Kenda Colman and Gerry Cook	Area Tour
John Bleen and Bill Young	Platte River Power Authority – Wind Turbine Site
Barbara Weiser	Recorder
Kenda Colman	Hostess

Medicine Bow Community Assessment September 18-20, 2001

Resource Team Agenda

<u>Tuesday, September 18th</u>	Activity	Location
12:30 to 1:30 a.m.	Team reviews agenda with volunteers	Virginian Hotel
1:30 to 3:00 p.m.	Area tour	Various sites
3:00 to 4:00 p.m.	Team work session	Town hall
4:10 to 5:00 p.m.	Mayor/Town Council	Town hall
5:10 to 5:50 p.m.	Fire Dept. & Library	Town hall
7:00 to 9:00 p.m.	Dinner with Lions Club and Civic groups. Civic group listening session	Virginian Hotel
<u>Wednesday, September 19th</u>	Activity	Location
6:30 to 7:30 a.m.	Breakfast	Virginian Hotel
7:45 to 8:35 a.m.	Agriculture	Village Square
8:45 to 9:35 a.m.	Economic Development	Village Square
9:45 to 10:35 a.m.	Churches	Village Square
10:45 to 11:35 p.m.	General Public Session	Village Square
11:45 to 12:45 p.m.	Lunch	Old Dip Cafe
1:00 to 1:50 p.m.	Review of Previous Sessions	Village Square
2:00 to 2:50 p.m.	Business and Retail	Village Square
2:50 to 3:20 p.m.	Break	Village Square
3:20 to 4:20 p.m.	Utilities	Village Square
4:30 to 5:20 p.m.	Youth	Village Square
5:30 to 6:20 p.m.	Parents	Village Square
7:00 to 9:00 p.m.	Dinner, educators listening session	Old Dip Cafe
<u>Thursday, September 20th</u>	Activity	Location
7:00 to 7:45 a.m.	Breakfast	Virginian Hotel
7:45 to 8:45 a.m.	Team Work Session	Virginian Hotel
8:55 to 9:45 a.m.	Law Enforcement	Virginian Hotel

Medicine Bow Resource Team Report, September 2001

10:00 to 10:45 a.m.	Healthcare	Healthcare facility
10:55 to 11:45 a.m.	Senior Citizens	Village Square
12:00 to 1:50 p.m.	Lunch at Senior Center	Senior Center
2:00 to 4:00 p.m.	Team Prepares for Town Meeting	Village Square
5:00 to 6:30 p.m.	Dinner	Virginian Hotel
7:00 to 9:00 p.m.	Town Meeting	Village Square

RECOMMENDATIONS SUBMITTED BY RESOURCE TEAM MEMBERS

The Resource Team would like to thank the town of Medicine Bow for the immeasurable amounts of honesty, hospitality, and friendliness that you gave during the Resource Team effort. We have every confidence that the kind of effort and enthusiasm you produced for the Resource Team will be responsible for your future successes.

The Resource Team has given many suggestions, some which have been repeated by more than one of the team members. We have listed the individual recommendations, along with contact information for the respective team members. You are encouraged to communicate directly with any team member. You may also contact Jennifer Goodman at the Wyoming Community Network for assistance in identifying resources to accomplish tasks. Her number is 307-766-2107 or e-mail at jgoodman@uwyo.edu.

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

Steve Achter

Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-777-2811
FAX 307-777-2838
sachte@state.wy.us

This report is organized around the major themes identified by the resource team.

HOUSING

Challenge: The assessment team heard numerous times about the shortage of affordable housing, both rentals and owner occupied, well as the need for residential lot development. Also, expressed was the need for assisted living for the elderly.

Solution/Contacts: Other communities have faced similar situations and have used a variety of methods to solve the problem. The Wyoming Community Development Authority (WCDA), which is the housing finance agency for the state, manages the HOME Investment Partnership Program, or HOME for short, which helps pay for

development costs if the subsidy is past on to the renter or the homebuyer. The city of Powell prepared a housing demand study and in turned used it to persuade homebuilders that there was a market for affordable housing as well as other types of housing such as assisted living. This resulted in new housing construction. For additional information contact:

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

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

Within USDA Rural Development there is a program called “Self-Help Housing.” This program 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.

Recently Housing Partners in Riverton applied for a Self-Help Grant for technical assistance in the development of a Self-Help Project. Four homes are being built and almost ready for occupancy, which were funded by Rural Development. For information contact:

Sue Hoesel
307-857-1988

PUBLIC FACILITES

Challenge: The need for improved public facilities was mentioned numerous times during the sessions, in particular street paving, curb, gutter and improvements to the water distribution system.

Solution/Contact: There are a variety of state and federal grant programs that can assist the community pay for improvements. Most programs have limitations on the types of project they are able to fund. However, these limitations should be discussed with the program managers of the particular program.

For general public improvements contact:

Steve Achter
Community Development Block Grant Program
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307 777 2811

Brad Miskimins
Grant and Loan Program Manager
State Loan and Investment Board
Herschler Building, 3W
122 W. 25th Street
Cheyenne, WY 82002
307 777 7309

For development of water projects contact:

Mike Bessen, Director
Wyoming Water Development Commission
Herschler Building, 4W
122 W. 25th Street
Cheyenne, WY 82002
307 777 7626

The US Economic Development Administration (EDA) has grant funds available also to help fund the development of industrial/commercial parks. For information and program guidelines contact:

John Rogers
EDA
PO Box 10074
Federal Building, Room 196
Helena, MT 59626
406-441-1175

BEAUTIFICATION/RECREATION

Challenge: Existing outdoor public recreation facilities such as the skating rink, playground equipment, and basketball court have are in need of improvement. This need was mentioned many times at the listening sessions.

Solution/Contact: Grant funds for outdoor recreation projects are available from the Land and Water Conservation Program. These funds are available annually and require a local match, therefore, the town must plan now to insure funds are available. For more information contact:

Todd Thibodeau

State Parks and Cultural Resources
Herschler Building, 1st Floor East
122 West 25th Street
Cheyenne, WY 82002
307-777-6478

Program guidelines and application information can be viewed by going to <http://commerce.state.wy.us/sphs/index1.htm> click on Land and Water Conservation Fund.

Challenge: Although many trees have been planted in town the need for more tree planning was expressed.

Solution/Contact: The State Forestry Division has a community tree-planting program. Information concerning this program may be obtained by contacting:

Mark Hughes
Forestry Division
1100 West 22nd Street
Cheyenne, WY 82002
307-777-7586

TOURISM

Challenge: The community and the region have numerous tourist and historical sites that if properly promoted and packaged could draw people in town for an overnight stay. Attractions mentioned include the Owen Wister Cabin, the petrified forest, and Como Bluffs.

Solution/Contact: Tracks Across Wyoming is an organization created to inventory and promote tourism resources along the Union Pacific Rail line. The organization may be familiar to some in the community, however, it is my understanding that Medicine Bow has not participated with the organization recently. A board meeting of Tracks Across Wyoming is schedule November 8th and will be held in Rawlins. To renew community involvement contact:

Jim Davis
Town Clerk
City of Evanston
1200 Main Street
Evanston, WY 82930-3396
307 783 6300

LACK OF SERVICES/ECONOMIC DEVELOPMENT

Challenge: A number of issues concerning the lack of services and the need for new businesses that would lead to job creation surfaced during the listening sessions. Also, there was a concern that the Village Square was not being utilized to its full capacity.

Solution/Contact: Start a Business Challenge program for the Medicine Bow area. This is a business competition program that can be tailored to existing business and/or start-up businesses. The program utilizes in-kind donations to assist businesses. The donations can range from in-kind advertising to in-kind accounting services. Utilization of space in the Village Square could also be part of the in-kind donations. The following chart demonstrates just how far these in-kind contributions can go. Medicine Bow may not have some of the service sectors listed, therefore, substitutions would have to be made.

Business Challenge

Business X Winner			
Local Accountant \$1,000 In-Kind Services	Local Attorney \$1,000 In-Kind Services	Local Newspaper \$1,000 In-Kind Advertising	Local Radio Station \$1,000 In-Kind Advertising
WBC \$1,000 Cash	Chamber/EDC \$1,000 Cash	Local Printer \$1,000 In-Kind Copying	Community College \$1,000 In-Kind Software Training
Local Bank \$1,000 In-Kind Services	SBDC Counseling Services	City/County \$1,000 Cash	DDA \$1,000 In-Kind Rent

This program is in the process of being established by the WBC regional managers in a number of communities throughout the state. For more information on starting a business challenge program in Medicine Bow contact:

Tom Johnson
 South East Regional Director
 Wyoming Business Council
 214 West 15th Street
 Cheyenne, WY 82002
 307-635-7735

Challenge: Entrepreneurial training for existing business owners as well as owners of start-up businesses is essential and can go a long ways toward strengthening the viability of new or expanding businesses. The need for such training was mentioned often during the sessions.

Solution/Contact: The Wyoming Small Business Development Center (SBDC) provides a wealth of assistance to business owners. The assistance includes business plan assistance, accounting, marketing, government procurement, and grant and loan application preparation to name a few. The SBDC office is located in Cheyenne, however, the director will travel to Medicine Bow to meet with clients.

The NxLevel entrepreneurial training is also offered through the SBDC's and will be taught on-site in Medicine Bow if there are enough students that sign-up for the class. It generally takes about 12 students to make a complete class. However, if there are fewer than 12 students the class will be taught if a sponsor can be found to help financially support the class. Often times this is a bank or the local government, either city or county.

For additional information regarding the Small Business Development Center's contact:

Arlene Soto
Region IV SBDC
1400ast College Drive
Cheyenne, WY 82007-3298
307-632-6141
Toll free 800-3486-5208
Fax: 307-632-6061
E-mail: sewsbdc@wyoming.com

USEFUL WEB SITES FOR GRANT INFORMATION

State grant information through the State Library:
www-wsl.state.wy.us/sis/grants/index.html

Federal Catalog of Domestic Assistance:
www.cfda.gov

Information about private foundation assistance:
www.fdncenter.org

Michael Stull

Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
307-777-2847
FAX 307-777-2838
mstull@state.wy.us

INTRODUCTION

The opportunity to serve on the assessment team for the town of Medicine Bow was a great opportunity to learn more about a community through which I have passed many times. The community certainly has seen its share of ups and downs, good times and struggles over the past twenty years. This assessment is occurring at a critical time in the town's history. If the recommendations in this report are acted upon it is very likely that Medicine Bow will reap benefits that may help stabilize the local economy. Certainly, enactment of these recommendations ultimately is up to the local citizens.

Before beginning I want to take moment to reflect on one critical issue that needs to be addressed immediately by Medicine Bow. That issue involves the Village Square. This building is very unique and many Wyoming communities of similar size would love to have this asset available to their citizens. The potential uses of this facility are largely untapped. For example, this facility could serve as the town hall, a community recreation center, a senior center, a business incubator, a community forum for town meetings, plays and social events and a place for outside businesses (i.e. a vet, an auto mechanic, a dentist) to offer occasional services to local citizens. By consolidating all of these operations into this building great cost savings could be recognized and it would provide the community with a place where a cohesive sense of community would reside. Therefore, my number one recommendation is that the community focuses on restoring and maintaining this facility and utilizing it to its fullest extent. I would recommend working with Steve Achter (the assessment team leader) to determine if funding is available for refurbishment efforts both at the state and federal level. Additionally, I would recommend contacting WAM and discussing other sources of federal funding as well as grants that may be available for local building and infrastructure improvement.

Steve Achter
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
(307) 777-2811

Wyoming Association of Municipalities
P.O. Box 3110
300 E. 8th Ave.
Cheyenne, WY 82009
(307) 632-0398

HOUSING

Challenge: The need for affordable rental, owner-occupied and assisted living housing was mentioned on several occasions. Many people stated that if the community is to grow providing this resource has to be a major priority.

Solution: Survey of current rentals to determine vacancy. Town provides land to individuals willing to locate attractive reasonably priced modular units if there is a shortage.

Solution: Inventory and assess all unutilized residential lots within the town limits. If abandoned, move to condemn and reclaim the lots. If derelict and unutilized buildings exist with a current owner, move to condemn and remove the structure and resell for construction purposes.

Solution: Remodel unutilized portions of the Village Square to serve as a new senior center with kitchen and meeting room. The modular could be remodeled to accommodate limited assisted living apartments. Funding may be available through the CDBG program for these types of programs.

Contact: Steve Achter
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002

Solution: On behalf of identified individuals within the community the town could apply for a Self-Help Grant through Rural Development.

Contact: Sue Hoesel
307-857-1988

LAW ENFORCEMENT

Challenge: The lack of local law enforcement was mentioned several times. Citizens believe there is a need for this service in Medicine Bow in order to provide security and address local problems voiced during the listening sessions.

Solution: The cost of outfitting a local law enforcement office can be expensive for a small town such as Medicine Bow. I would recommend that Medicine Bow and other nearby communities (i.e. Rock River, Hanna and Elk Mountain) consider jointly hiring an officer that can provide local law enforcement. Obviously coverage would not be full time, but it would provide a local presence that might deter certain activities that detract from the quality of small town life that is available in Medicine Bow. The appointment of such a person would also make it easier for the community to enforce local ordinances

such as anti-trash and junk car ordinances, as well as provide someone that can patrol for stray or dangerous animals that have wandered into the community (another concern that was mentioned several times).

Contacts: Wyoming Association of Municipalities
P.O. Box 3110
Cheyenne, WY 82009
(307) 632-0398

Wyoming Law Enforcement Academy
1556 Riverbend Drive
Douglas, WY 82633
(307) 358-3617

WAACO (Wyoming Association of Animal Control Officers Association)
C/O Kim Madden
45 West 12th Street
Sheridan, WY 82801
307-672-2413

BEAUTIFICATION

Challenge: Many people mentioned the need for the community to focus on beautification. Ideas included a general cleanup of the community's occupied and unoccupied lots, the planting of trees and streetscape beautification.

Solution: To accomplish a general cleanup the town might want to consider scheduling a community workday on a weekend just prior to Memorial Day or during the fall. This time period will assure that people are available and not out of town on vacation or performing other summer activities. The general gathering should focus on all of the community's public areas and also provide elderly citizens with volunteer labor that might be needed to clear large rubbish from their lots. The town should provide breakfast, lunch and dinner on this day to the citizens that help out. This day also serves an important function because it can also serve as a deadline for when people are expected to have garbage and other blight removed from their vacant lots and yards or the community will begin issuing tickets. The issuance of fines for nuisance does require an existing ordinance.

Contact: The city of Laramie has conducted community cleanup days in the past. You may want to contact Laramie and ask for information on this program. The Wyoming Association of Municipalities should also be able to provide valuable support on community cleanup events.

City of Laramie
401 Ivanson Avenue
Laramie, WY 82070
(307) 721-5200

Wyoming Association of Municipalities
P.O. Box 3110
Cheyenne, WY 82009
(307) 632-0398

Solution: The community may want to establish a goal of becoming a tree city. There are certain criteria that first needs to be accomplished before this can occur.

Contact: The Wyoming Association of Municipalities should be able to provide information on this program. Also, consider contacting the city of Lander and talk to members of their local tree committee. The U.S. Forest Service may also be able to provide transplanted trees to the local community for significantly reduced rates. Contact the Medicine Bow – Route National Forest offices in Laramie.

Wyoming Association of Municipalities
P.O. Box 3110
Cheyenne, WY 82009
(307) 632-0398

City of Lander
240 Lincoln Avenue
Lander, WY 82520
307-332-2870

US Forest Service
Medicine Bow – Route National Forest
2468 Jackson Street
Laramie, WY 82070
307-745-2300

Solution: There are many solutions available for main street beautification. As far as Highway 30 is concerned, WyDOT has programs available to fund the installation of trees, curb and gutter and attractive streetlights. You must coordinate these efforts with WyDOT when they are considering improvements to local highway routes that pass through town.

Contact: Be sure to work with David Cameron (he was on the assessment team – 307-777-4178) on this issue. Additionally, Rich Douglas (WyDOT) will be able to provide valuable advice on accessing other federal programs that can be used to provide funding for main street refurbishment (307) 777-4000.

Challenge: Citizens indicated a desire to see improvements to local neighborhood streets. These improvements include installation of curb and gutter and the paving of local streets.

Contact: There are many sources for acquiring funding to beautify neighborhood streets within the community. I would recommend the community contact the Wyoming Association of Municipalities and have them conduct research on the funding options available to communities wishing to improve their local street system. I would also recommend the community contact other communities that have performed these types of improvements to gather ideas of what did and did not work in their efforts. The town of Dayton and the city of Sheridan are two communities that have done significant work on local neighborhood streets and will likely be able to provide valuable insight.

Wyoming Association of Municipalities
P.O. Box 3110
Cheyenne, WY 82009
(307) 632-0398

City of Lander
240 Lincoln Avenue
Lander, WY 82520
307-332-2870

Town of Dayton
P.O. Box 100
Dayton, WY 82836
307-655-2217

PUBLIC FACILITIES AND IMPROVEMENTS

Challenge: Refurbishment of Medicine Bow's potable water distribution system was mentioned. These comments did not include the water treatment plant (which is scheduled for replacement). NOTE: The water distribution system (as well as cable television, telephone and sewer) must be refurbished or replaced before curb and gutter are installed and streets are paved.

Solution: The community must first make sure it is collecting fees for treated water at levels acceptable to certain federal government programs. The EPA and other government agencies have programs that provide communities with funding to replace or refurbish water systems. I would recommend contacting the Wyoming Association of Municipalities for information on water system programs.

Contact: Wyoming Association of Municipalities

P.O. Box 3110
Cheyenne, WY 82009
(307) 632-0398

Solution: The Wyoming Community Development Block Grant program can provide funding under certain circumstances for water system refurbishment and replacement. Contact: Steve Achter (leader of the Medicine Bow assessment team) can provide information about the funding of public infrastructure projects through the Wyoming CDBG program.

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

SCHOOL ISSUES

Challenge: Many people stated a need to reopen the local high school in order to build cohesiveness within the community.

Solution: Reopening the Medicine Bow high school will entail a long process. If the recommendations within this report are fulfilled it is likely that the quality of life in Medicine Bow will be positively effected. Once that occurs it is likely that additional families will consider Medicine Bow an attractive place to settle and raise children thus boosting the number of children attending school and making a high school a necessary addition to the community.

Solution: In the short term there are ways that the population of the community can be increased. One idea would be for the community to establish a fully developed subdivision (a street at a time is fine – that includes water, sewer, gas, pavement and telephone) and give the lots away to people willing to relocate to medicine Bow. Certain criteria could be set in order to qualify for these lots. For example a family would qualify if they have children, exhibit a certain income level and are employed either in a job they commute to or on they telecommute to. Medicine Bow would have to advertise and actively market the availability of free lots to these individuals (i.e. advertise in the Denver Post business section would be a good start). The community might want to consider making office space available in the Village Square to these individuals free of charge (for a set period of time) or at very cheap rates and advertise that as well.

Solution: If a high school is to eventually return to Medicine Bow it is imperative that a building be available. The community should immediately begin working with the school district to find ways to utilize the closed portion of the existing school. An

occupied building will ensure that further structural deterioration does not occur and will make it easier for the facility to be reoccupied once the population has increased enough to warrant the return of a high school.

Contact: Tom Johnson – can help the community put together these programs. WAM can help provide advice on funding new infrastructure for subdivision development.

Tom Johnson
South East Regional Director
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-635-7735

Wyoming Association of Municipalities
P.O. Box 3110
Cheyenne, WY 82009
307-632-0398

TOURISM

Challenge: Development of a viable tourism industry was mentioned repeatedly in nearly every listening session.

Recommendation: Overall, the community needs to coordinate all of its attractions into one document that can be made available to visiting tourists. This will allow individuals to plan their visits and may even result in longer stays.

Contact: Anita Withers, Wyoming Business Council – Department of Tourism, should be able to provide insight and advice on how to organize this brochure. She will also be able to refer you to communities that have published these types of documents over the past several years.

Anita Withers
Wyoming Business Council – Tourism Division
214 West 15th Street
Cheyenne, WY 82002

Recommendation: Development of the area's dinosaur and petrified forest attractions was mentioned during several of the listening sessions. Development of local dinosaur assets would require a very intense commitment, but it can be done. First, it must be determined on what type of land these fossils rest. If it is federal land then it will be necessary to work with the Bureau of Land Management in order to determine the processes necessary to access these lands and extract these fossils. If these fossils are located on private land the process will likely be much simpler and will require securing the landowner's permission to undertake the required recovery digs. If the community chooses to undertake this endeavor, I would suggest partnering with organizations with

experience in fossil recovery and display. These organizations may be willing to construct the necessary research and display facilities and to finance the recovery efforts.

Contacts: The Denver Museum of Nature and Science has an extensive dinosaur program and may take an interest in recovery and display efforts located this close to Denver. I would also recommend contacting the Wyoming Dinosaur Center – a very successful museum and learning center – and discussing their experience with launching their center.

Bureau of Land Management – Cheyenne Office
5353 Yellowstone Road
P.O. Box 1828
Cheyenne, WY 82003-1828
307-775-6256

Denver Museum of Nature and Science
2001 Colorado Boulevard
Denver, CO 80205
800-925-2250

Wyoming Dinosaur Center
110 Carter Ranch Road
Thermopolis, WY 82443
307-864-2997

Contacts: Contact the National Park Service and speak to personnel that manage the Petrified Forest National Park located near Holbrook, Arizona. These individuals will be able to provide significant insight into how to develop a tourist program centered on these types of tourism resources.

Petrified Forest National Park
P.O. Box 2217
Petrified Forest National Park, AZ 86028
PEFO_Superintendent@nps.gov

Challenge: Reviving and maintaining tourism events such as Bow Days, the local rodeo and a fishing derby were mentioned during several of the listening sessions. The question of how this can successfully be done was also discussed.

Recommendation: The community should contact Anita Withers with the Wyoming Business Council – Department of Tourism to strategize about possible promotion ideas. Once planned and reestablished the community should also consider promoting these

events using the “Justin Carbon” character. Contact the county economic development office for more information on this program.

Anita Withers
Wyoming Business Council – Tourism Division
214 West 15th Street
Cheyenne, WY 82002
307-777-2856

CONCERN REGARDING LACK OF SERVICES

Challenge: Throughout the listening session many people made light of the fact that Medicine Bow lacked critical services including a local veterinarian, dentist and local appliance, auto, electric, plumbing and construction/remodel experts. Lack of these services can present challenges for individuals that are experiencing problems with devices that must perform in order to carry on a routine schedule.

Recommendation: This is an important issue that must be addressed if Medicine Bow is to maintain a quality of life that will continue to attract people and make the community a dynamic place to live. The community should set aside and provide space either free or at cost in a community owned building (the Village Square comes to mind). Next, the community should seek out individuals that provide each of these services in a nearby community (Laramie or Rawlins) that would be willing to establish office hours one or twice a week in this location. This approach might also present the opportunity for the hiring of local citizens to assist these individuals as a local business base develops.

Contacts: Tom Johnson – specifics of coop type businesses – or – approaching individuals to negotiate for their services.

Tom Johnson
South-East Regional Director
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-635-7735

Challenge: The lack of a grocery store was mentioned numerous times. Additionally, local owners of an existing convenience store mentioned that in order to secure wholesale warehouse grocery deliveries requires a minimum product order of approximately \$2,500.

Recommendations: The existing business is the start of something that could naturally evolve into a cooperative type business that would benefit Medicine Bow and allow the

proprietor to make a living providing the service. Citizens in the community, who are serious about having a local grocery source available should be approached and, through a membership agreement, promise to purchase a minimal monthly amount of groceries from the local provider. This would enable a local cooperative to be able to forecast a guaranteed cash flow and, in turn, enable the ordering of grocery merchandise at wholesale pricing levels saving local citizens money.

Contact: Tom Johnson – help organize the specifics associated with the establishment of a community grocery cooperative.

Tom Johnson
South-East Regional Director
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-635-7735

Challenge: Several statements were made that a lack of needed goods necessitates the need to travel significant distances on a regular basis to acquire such things as building materials and other common household items. These individuals mentioned that it would be nice if there were a store in the community that provided these materials so travel could be minimized.

Recommendation: Possibly in conjunction with a local cooperative that provides groceries and other sundries, this organization could also form a delivery company that would collect lists of needed items from local citizens, travel to nearby communities (i.e. Cheyenne – Home Depot) in order to purchase and deliver needed materials to the local citizenry. The providers of this service could charge a reasonable delivery fee allowing them to maintain a delivery vehicle and make a reasonable profit. Such a service would be valuable because it would save local citizens time and significant costs.

Contact: Tom Johnson
South-East Regional Director
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-635-7735

Challenge: The lack of a public access channel to review a lineup of upcoming community events and possibly view town council meetings was mentioned several times.

Recommendations: This is a fairly complex issue, but if pursued will provide better communications throughout the local community. The establishment of a community access channel actually must first start with the re-negotiation of local franchise agreements. The town council should review both the cable television franchise agreement and the telephone franchise agreement if they have expired. A fee of five percent of gross proceeds should be assessed to the local telephone company in order to conduct operations in Medicine Bow. This fee helps the community offset the costs (i.e. broken water pipes, maintaining local right-of-way, etc.) associated with the operation of a local telephone network. A similar franchise agreement should also be negotiated with the local cable television provider. One provision that could be included in this negotiation is that the cable company provide the community a channel and the necessary equipment needed to broadcast local events and to maintain a community bulletin board.

Contact: Michael Stull
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-777-2847

ECONOMIC DEVELOPMENT

Challenge: Many people mentioned the need for a viable economic development program within the community. There was also discussion focusing on the need of local citizens to support local business.

Recommendation: It is critical that the community launch a viable economic development program supported by the entire community. I would also recommend contacting the large ranches that have been acquired by out-of-state owners as well as local providers of utilities for donations to the economic development effort. These individuals should be offered seats on the board of the economic development entity.

Contact: Wyoming Business Council Director Tom Johnson should be contacted. He can advise the community on the establishment of this organization.

Tom Johnson
South-East Regional Director
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-635-7735

Recommendation: Small businesses and new small business startups owned by new and existing citizens are going to provide Medicine Bow with the greatest potential for

economic development. Any economic development program should concentrate on developing support for and programs that support local small business. The Village Square should be made available for legitimate new businesses that are financially fragile until they can operate independently. By legitimate I mean a business that will provide products and services to local citizens, may eventually hire local citizens as employees and will eventually outgrow the facility and need to relocate to an independent place of business. Rent for these businesses should be very minimal and possible subsidized by the town for a set period of time. Operational requirements and other parameters for new businesses should be determined in a lease agreement.

Contact: WBC Regional Director Tom Johnson will be able to help establish parameters for business development and usage of the Village Square.

Tom Johnson
South-East Regional Director
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-635-7735

TOWN ATTITUDE

Challenge: One noticeable concern within the community was the existence of factions and infighting among local citizens. In order for the community to grow and prosper everyone will have to work together.

Recommendation: Medicine Bow is small enough that several times during the year (Summer, Winter, Spring, Fall) the community should plan citizen events. For instance in the summer a town picnic, at Christmas a town program and dinner, in the spring an Easter dinner and in the fall a town clean up and picnic. This will allow everyone to get together, get to know one another and allow them to discuss issues impacting the local community. Additionally, I would recommend the Town Council host a town round table once a month – for instance coffee and donuts at the Virginian one Saturday a month – that will allow all citizens (elected or otherwise) to discuss current issues. If this is done every citizen should be invited.

Recommendation: The community should start a newsletter informing citizens of local events and discussing worthy news items. The publication should not include personal comments or grandstanding and should stay away from printing gossip. In other words, it should strictly focus on facts and upcoming events.

Contact: The Wyoming Association of Municipalities should be able to provide the community with samples of local publications that are done in other communities.

Wyoming Association of Municipalities
P.O. Box 3110
Cheyenne, WY 82009
307-632-0398

RECREATION

Challenge: Many individuals mentioned the need for modern recreation facilities within Medicine Bow. Many also mentioned the need to take advantage of the significant outdoor opportunities available within a short drive of the community.

Recommendation: Medicine Bow already has one of the finest facilities for recreation available to a town its size in the entire state. The community should make refurbishment of the Village Square a top priority. The roof needs replaced and a routine of general upkeep needs to be adopted immediately. The money that could be saved by utilizing this facility would allow Medicine Bow to refocus financial resources on other issues – i.e. opening the Village Square gym for exercise classes and basketball leagues, outfitting the weight room with modern equipment, refurbishing and reopening the town swimming pool and running the town ice rink during winter months. The town might want to consider selling local citizens yearly passes to help offset the operational costs of these facilities.

Contact: Funds to refurbish the Village Square and provide equipment may be available through the Wyoming CDBG program. I would recommend contacting Steve Achter to discuss this issue in greater detail.

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

Dave Cameron

Senior Planner

Wyoming Department of Transportation

5300 Bishop Boulevard

Cheyenne, WY 82009

Fax: 307-777-4759

E-mail: Dave.Cameron@dot.state.wy.us

Having hunted and fished in the Medicine Bow area for many years, I felt fortunate to be involved in this community assessment. I look forward to seeing the community take full advantage of this report in its attempt to make Medicine Bow a better place in which to live, work and play. I will limit my responses to those topics on which I feel competent to comment.

Beautification

Challenge: Many comments were made during the listening sessions concerning the need to “clean-up” the town. Some of those comments were directed toward lack of maintenance of individual properties, and others were more concerned with dressing up the community with trees, landscaping, etc. My observations during the tour of the town confirmed that both of these concerns are valid.

Recommendations: The proper maintenance of individual properties should be able to be controlled by town ordinances and strict enforcement of those ordinances. It was mentioned that the lack of a local law enforcement agency made enforcement difficult; however, I think that if sufficient pressure were to be applied by the town council, most of those problems could be resolved.

There are transportation enhancement funds available through the Wyoming Department of Transportation (WYDOT) which can be used for transportation related beautification projects. Eligible projects include landscaping and trees along roadways, decorative sidewalks and crosswalks, decorative street lighting, benches, planters, bicycle/pedestrian pathways, etc.

There are two categories of enhancement funds-----Transportation Enhancement Activities-State (TEAS) or those located on or adjacent to the State Highway System (SHS), and Transportation Enhancement Activities-Local (TEAL) for those projects that are sponsored by local entities and generally located off or away from the State Highway System. The TEAS program could be used to enhance US 30 through the downtown area, and the TEAL program could be used for projects in other areas of town.

The TEAS process is handled through a written request to the WYDOT District Engineer which is evaluated with consideration to its merit as an addition to the State Highway

System. TEAS projects are most often accomplished in conjunction with reconstruction or other state projects in the area.

TEAL projects are administered by WYDOT through an annual application process wherein city, town, county and other qualifying entities submit an application for review and approval.

A streetscape design on U.S. 30 throughout the downtown area, capitalizing on the archaeological treasures of the area, would be a wonderful addition to the town and a great tourist attraction.

Contacts: More detailed information on these programs may be obtained from:

Mr. Rich Douglass
Local Government Coordinator
5300 Bishop Boulevard
Cheyenne, WY 82009
(307) 777-4384
Rich.Douglass@dot.state.wy.us

Mr. Jay Gould, P.E.
WYDOT District Engineer
Box 1005
Laramie, WY 82073
(307) 745-2100
Jay.Gould@dot.state.wy.us

Public Facilities & Improvements

Challenge: Improving unpaved streets was one of the most frequently mentioned projects during the listening sessions. The lack of paved streets, curbs and gutters in the majority of the town causes poor drainage and dust problems. There was also an opinion expressed by several members of the community that U.S. 30 should be widened to four lanes to provide an alternate route for travelers when I-80 is closed during inclement weather.

Recommendations: Street improvements could be funded by forming a special improvement district, voted on by the property owners. Then additional money could be applied for through the State Land and Investment Board. I'm told that the Town of Basin recently went through this process.

While paving all the streets and adding curb and gutter may not be a viable option given the town's and residents' financial limitations, there are methods to suppress the dust,

improve riding quality, and improve drainage. A less expensive option might be to obtain recycled asphalt through the WYDOT District Engineer. The WYDOT, county, and town could then form a partnership to deliver the material to the site and complete the process.

Recommendations for widening US 30 to four lanes should be made to the WYDOT Director through the District Engineer. WYDOT has recently proposed a list of highways for eventual widening to four lanes. Although US 30 was not on that list, WYDOT is still seeking public input on this process..

Contacts:

Mayor Phil Julliard
209 South 4th Street
PO Box 599
Basin, WY 82410
(307) 568-3331

Bill Stoelk
Public Works Maintenance
209 South 4th Street
PO Box 599
Basin, WY 82410
(307) 568-3331

Brad Miskimins
Manager of Grants and Loans
Hershler Bldg-3rd West
Cheyenne, WY 82001
(307) 777-6646
BMISKI@state.wy.us

Jay Gould, P.E.
WYDOT District Engineer
Box 1005
Laramie, WY 82073
Jay.Gould@dot.state.wy.us

Sleeter Dover, Esq.
Director
Wyoming Department of Transportation
5300 Bishop Blvd.
Cheyenne, WY 82009

(307) 777-4484
Sleeter.Dover@dot.state.wy.us

Tourism

Challenge: The area around Medicine Bow is rich with archaeological and historical treasures. It is home to huge herds of pronghorn antelope and could conceivably be named “The Pronghorn Capitol of the World”. It also boasts a state-of-the-art wind farm. The question is, how can the town capitalize on these assets to lure more tourists and keep them for longer periods of time?

The town hosts several special events during the year such as Bow Days and a fishing derby on East Allen Lake. Attendance at these functions has declined over the years and there is a lack of enthusiastic volunteers to help organize the events. What can be done to revive attendance and enthusiasm for these special events?

Recommendations: The answer is **Aggressive Marketing** and **committees** made up of **enthusiastic volunteers!**

I helped organize the first Chugwater Chili Cookoff in 1986. Chugwater had a population of approximately 250 at the time. Within three years, the cookoff became the largest single day event in the State of Wyoming. This feat was accomplished with volunteer committees from the town and a good marketing program. Expenses were defrayed by obtaining sponsors for the event, including television and radio stations. The major newspapers in the state wrote feature articles about the cookoff, including a front page cover in the supplement to the Sunday edition of the Cheyenne Tribune-Eagle. In recent years, the volunteers in Chugwater have experienced “burn-out” and the cookoff has suffered as a result. This points out the importance of sharing the load among all members of the community. I would be glad to furnish any other information concerning this event.

Marketing a product can be expensive, but without it the product will not sell. Take advantage of sponsorships, and free advertising as much as possible. Most TV and radio stations are more than willing to do public service announcements, and newspapers are always on the lookout for interesting events to write about.

The Medicine Bow web site is attractive, and does a good job of touting your historic and archaeological features, but there is room for improvement. For example, it doesn’t go into near enough detail about the hunting and fishing opportunities in the area. Again, a committee comprised of individuals with a broad spectrum of interests would be helpful in expanding the web site to include everything the area has to offer.

A brochure, including a map of the points of interest in and around the town, would be an excellent way to inform travelers of the benefits of including Medicine Bow in their itinerary. The maps could be distributed in motels and other appropriate locations throughout the state.

The Wally Byram (Airstream) Club campground is only utilized one week per year. Why not make an agreement with the club to have the town use it the remainder of the year? This would be a drawing card as a campsite for the many RVs traveling through the area.. It would generate revenue from space rental and from food and other sales while the campers are in town. It would also be used by hunters in the fall.

The recommendations made under the Beautification Section above will also tend to attract tourist to the town.

It is my opinion that, barring another energy boom, tourism offers the best probability of success for improving the economy of Medicine Bow.

Contacts:

Chugwater Chili
P.O. box 92
Chugwater, WY 82210
(307) 422-3345

Laurie Green
Director, Travel and Tourism
Wyoming Business Council
(307) 777-2808

Partners in Tourism:
Culture and Commerce
c/o American Association of Museums
1575 Eye Street N.W., Suite 400
Washington, DC 20005-1105
<http://www.aam-us.org/cultural.htm>

Randy Wagner
Wagner Perspectives
1007 Monroe Avenue
Cheyenne, WY 82001
(307) 632-7933

Lack of Services:

Challenge: There were many comments during the listening sessions relating to the lack of local services such as auto repair, home appliance repair, veterinarian services, etc.

Recommendations: Due to the relatively low population of Medicine Bow, it is not economically feasible to expect service providers to locate in your town. However, service providers located in Laramie and Rawlins may be willing to schedule periodic visits to the town if they can be assured of sufficient work to make their visits profitable. Volunteer members of the community could act as contact points to schedule these visits and coordinate with the various service providers.

Economic Development:

Challenge: The need for economic development seemed to be on everyone's minds at the listening sessions. Some of the problems most heard were lack of work force, jobs, and businesses, two separate economic development councils with no defined missions or goals, underutilization of existing buildings, outside interests buying ranches and restricting hunting, and a lack of a system for promoting the town and identifying its resources.

Recommendations: In my view, the first thing that must happen is the formation of a single Economic Development Council with the full support of the town's elected officials. This council then needs to develop a road map of where it wants to go in the form of a defined mission and goals. Although there were many comments during the listening sessions that the residents of Medicine Bow "pull together", there is an obvious division among certain factions within the town. This must be resolved before there can be true progress made in the area of economic development. I was impressed with the sincerity and enthusiasm of the folks attending the listening sessions, who were obviously concerned about the future of Medicine Bow, and I am confident that these obstacles can be overcome.

Once the mission and goals have been established, pick a project that is attainable within a reasonable amount of time and work on it to completion----then begin another. Work on one goal at a time. How do you eat an elephant? One bite at a time!

The Wyoming Community Network is a good initial source of information relating to economic development.

Contacts:

Jennifer Goodman

Wyoming Community Network
P.O. Box 3354
University of Wyoming
Laramie, WY 82071
(307) 766-2107
jgoodman@uwyo.edu
www.WyomingCommunityNetwork.com

Mary Randolph
WRDC
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-6430
mrand@state.wy.us

Town Attitude:

Challenge: There seemed to be mixed feelings among the populace about cooperation between the city's elected officials, citizens, and groups such as the Economic Development Council(s). On the one hand, several comments during the listening sessions indicated the town residents worked well together. Others felt there were factions that were uncooperative and that prevented progress and tended to maintain the status quo.

A lack of pride and involvement in the community were also mentioned numerous times.

Recommendations: Although I have no pat answers for this one, this is a problem that must be solved if the community assessment is to be of any value. Maximum attendance at the follow-up town meeting is the first step. Following that, and after everyone has had a chance to review this final report, I would suggest another town meeting be scheduled to jointly decide upon a vision and goals for the community. Establish committees to work toward achieving those goals. No one in the community should be left out of this process, and town and county officials and residents should make a commitment to work cooperatively in this effort. An outside facilitator may be helpful in this endeavor.

Recreation:

Challenge: Although there is a wealth of outdoor recreation available in the Medicine Bow area, there was a need expressed among the listening session attendees for more and improved facilities in town. The playground equipment in the park was mentioned as needing painted and repaired/replaced.. There was also a desire to have a

recreation center. The outdoor ice skating rink has been unsuccessful due to the water leaking out.

Recommendations: Paint and elbow grease are cheap and, with the help of interested community members, the playground equipment can be improved. The ice skating rink could be lined with a material to prevent leakage. These are two fairly inexpensive and easily accomplished projects. There are sufficient buildings in town in which to house a recreation center. A recreation director could be hired or a volunteer or committee appointed to head up this project. Funding in the form of grants or those sources utilizing matching funds may be available for this purpose. Funds are also available through the Wyoming Department of Transportation for bicycle and pedestrian paths.

Contacts:

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

Rich Douglass
Local Government Coordinator
WYDOT
5300 Bishop Blvd.
Cheyenne, WY 82009
(307) 777-4384
Rich.Douglass@dot.state.wy.us

Leah Brusino

Northwest Regional Director
Wyoming Business Council
143 South Bent, Suite B
Powell, WY 82435
307-754-5785
307-754-0368 (fax)
lbrusc@state.wy.us

It was a pleasure to serve on the Medicine Bow Community Assessment Resource Team. The community is steeped in history and I feel the citizens we met are truly interested in the development and future growth of Medicine Bow. I have addressed many of the major themes that emerged from the listening sessions and have provided resources to jump-start various projects. Please feel free to call me for clarification on any of my suggestions.

I urge the citizens of Medicine Bow and the surrounding area to come together and work to turn their visions into reality. There are many resources available to help with projects, but the commitment and energy must come from within. I wish you success in your endeavors.

Lack of Local Law Enforcement – In many listening sessions we heard that a lack of local law enforcement was a challenge. The local sheriff's deputy is a resource but is often not available for quick response. Also, the sheriff's deputy is not able to enforce local ordinances (dog at large, junk cars, etc.).

Solution: Hire one police officer that works a varied schedule. I spoke with Janet Herold, Baggs Clerk/Treasurer (307-383-7335), to find out how Baggs (population 272) structures its local law enforcement presence. In 1996, Baggs hired a full-time police officer. Prior to 1996 the position was 20-hours per week. The police officer sets his schedule and works a variety of hours.

Grant opportunity: The U.S. Department of Justice Community Oriented Policing Services (COPS) Universal Hiring Program provides funding for up to 75% of the total salary and benefits of each new officer over a three-year period, up to a maximum of \$75,000 per officer. The balance must be paid by state or local funds. For more information about this program contact Renee Williams, 202-616-9497, or visit the web site at www.cops.usdoj.gov.

Other resources: Other small towns in Wyoming that provide local law enforcement are:

Town	Population	Phone Number
Glendo	215	735-4242
Kaycee	250	738-2301
Burns	254	547-2206
Byron	470	548-7490

Beautification – The physical appearance of Medicine Bow was a challenge that we heard many times. Projects that were mentioned include downtown streetscape beautification, community clean-up, and planting trees.

Solution: Create a Beautification Committee of local citizens that are interested in enhancing the physical appearance of Medicine Bow. The Lander Area Chamber of Commerce (contact Kathy Gunderson, 332-3892) has a very active committee that spearheads an annual community clean-up day each May, coordinates a flower barrel program in Lander’s business district, and provides unified holiday lighting on Main Street.

At the very least, an annual community clean-up day would allow a diverse group of local citizens to spend a half-day in an activity that would enhance the appearance of the community, create pride, and build relationships. Contact Kathy Gunderson, Lander Area Chamber of Commerce, 332-3892, to learn how Lander structures its clean-up day.

Solution: Work with Tom Barns, Medicine Bow Conservation District, to start a tree program. I would recommend that a planting program start small. Before any trees are planted in the area it is important to have a plan and commitment in place for ongoing care and watering.

Senior Citizens Center, School and Recreation – In almost every listening session we heard about the need for a larger Senior Citizens Center, the desire to reopen the high school and the need for more recreational opportunities. I will address all three of these themes at once.

The Senior Citizens Center is a popular and much-used gathering place for the senior population of Medicine Bow but the current building is too small. Unless Medicine Bow sees a dramatic growth in population I don’t foresee the high school reopening but I do believe that the community can still create a gathering place and focal point to bring the community back together. Finally, I think that recreational opportunities exist in Medicine Bow but are currently not being utilized.

Solution: Utilize the space at the Village Square for a Senior Citizens Center, a community gathering place and for recreational purposes. The large kitchen and cafeteria

space would be ideal for senior citizens' meals and for other community meals. Existing space could be utilized for other senior activities and to house a senior center office.

The Village Square has a wonderful gymnasium with a stage area. This space could be used for recreation programs, open gym, community plays, concerts, etc. Creating community programs and a gathering area would provide a focal point to reunite the community and to fill the void created after the high school was closed.

By bringing these multiple uses together under one roof, in addition to the existing business use, the Village Square would truly become a community center, with each use synergistically benefiting from the other uses.

Grant opportunity: The Community Development Block Grant (CDBG) program may be a funding source for this project. A Planning Only grant could partially fund the planning portion of the project and a Community Development grant may be an excellent source for implementation of the plan. For more information about the Community Development Block Grant program and the specific grants within the program contact Steve Achter, Director of Investment Ready Communities for the Wyoming Business Council, 307-777-2811, or visit the Wyoming Business Council web site at www.wyomingbusiness.org.

Tourism Development – Medicine Bow has a number of tourism assets that may not be enough to draw tourists individually, but if packaged together could draw visitors to the area and keep them in the area for a night or two. The information that was provided to each resource team member lists tourist sites within traveling distance as:

- Medicine Bow Museum
- Martin's Cove Handcart Site
- Ft. Laramie Historical Site
- Guernsey Wagon Rut Site
- Medicine Bow National Forest
- Saratoga Hobo Hotsprings
- Petrified Forest
- Seminoe Reservoir
- Como Bluff Dinosaur Cabin
- Old Fort Caspar
- Wyoming Territorial Prison
- Snowy Range Recreational Areas
- Old Carbon Ghost Town
- Sybille Wildlife Refuge
- Shirley Basin and Mountains
- Wind Turbines
- Alcova Lake

- Sinclair Lake
- Diamond Lake
- East Allen Lake
- Kortess Dam
- Miracle Mile
- Wheatland Reservoir
- Tie Camp Log Cabins
- Fort Steele
- Como Bluff Fish Hatchery
- Elk Mountain

Solution: Create a map of driving tours. Wind River Country, Fremont County's 2% Lodging Tax Board, created a foldout map with full and half-day driving tours. The map shows the location of points of interest and the narrative gives the history or significance of each site, directions, distance, precautions and other pertinent information. Each tour begins and ends at various points in Fremont County. Lodging owners in Fremont County all agree that this map has significantly increased the length of stay of travelers. Travelers know what there is to see and do and how to get to the various points.

Funding opportunity: Approach Carbon County's Lodging Tax Board for funding for this project. A project like this would benefit the entire county and would be an excellent informational piece to have available at lodging establishments, restaurants, stores and information centers. To obtain a copy of Wind River Country's map of full and half-day driving tours contact the Wind River Visitors Council at 800-645-6233. The Medicine Bow representative on the Carbon County Lodging Tax Board is Vickie Scott, 379-2377.

Economic Development: - Many issues surfaced under this theme including lack of workforce, jobs and businesses, and the existence of two economic development organizations. The first step in addressing any of the economic development issues is to unite the two economic development organizations. I realize there is some "bad blood," or at the very least, lack of communication, between the organizations. This issue must be dealt with and put aside before any other issues can be addressed.

Solution: I recommend that the members of the two economic development organizations, the Mayor and the City Council bring in an outside resource to lead conflict resolution/mediation training. Some possible resources are:

- Barb Daniels, University of Wyoming Cooperative Extension Service, 307-358-2417.
- Alan Schroeder, University of Wyoming, 307-766-5133.
- Jennifer Goodman, Wyoming Community Network, 307-766-2107.
- John Masters, 307-634-7723.

- Bill Bense, 307-655-3320.

Tom Johnson, Southeast Regional Director for the Wyoming Business Council, 307-635-7735, can discuss funding options to bring in one of these resources.

In the listening sessions we heard from several business owners that there is a lack of information about existing resources for people who want to start a business in Medicine Bow.

Solution: Work with Tom Johnson, Southeast Regional Director for the Wyoming Business Council, 307-635-7735, to identify area business resources and have a list of these resources available at a central location. Also, communicate with area businesses to let them know what resources are available to help them with their specific issues.

Attitude – “Poor attitude” was cited as a challenge in every listening session. This attitude problem is manifested in factions, apathy, lack of communication, lack of pride, and lack of involvement

Solution: Involvement in a group or organization should be meaningful. Often a lack of community involvement is due to the fact that a group or committee has lost site of the original goal, the reason that the group was created in the first place. Review the purpose of your group or organization. If you’ve outlived your purpose, disband. If you still have important work to do, create a plan of work, delegate tasks and follow-up. Once group members feel that they are contributing to an important goal, they will be more involved. An outside facilitator may be needed in the beginning to get on task. Jennifer Goodman, Wyoming Community Network, 307-766-2107, is an excellent facilitator.

Solution: Everyone wants to be on a winning team. To combat apathy and lack of pride, identify a small project that can be completed relatively easily. This “quick win” will lead to feelings of accomplishment and pride. A perfect project that can be implemented fairly easily is a community clean-up day. Recruit a broad base of volunteers that can mobilize all of the local clubs and organizations (Boy Scouts, Girl Scouts, Lions Club, church groups, etc.). Divide the community into small sectors. Each club will pick up trash in a sector. Ask the City to pick up full trash bags and take them to the dump. This project would also address the beautification issue.

Solution: Team building/mediation training may be necessary to unite factions and open the channels communication. See the list of team building/mediation training resources under the “Economic Development” heading. In order for team building to be effective, all parties must be open and willing to participate. If the commitment is not there it will not work.

Erin Alspach

NEWEDC

P.O. Box 3948

Gillette, WY 82717

307-686-2603

ena@vcn.com

I would like to thank the town of Medicine Bow for allowing me to have the opportunity to meet you all. Having traveled through the town many times on my way from Laramie to Casper, I have always wondered what the core of the town was like. It was a great experience to learn more about the town and its citizens, and offer suggestions on ways to help the town handle its hardships. Please feel free if you should have any questions about my suggestions or grant writing to contact me. I wish you all the best of luck in combating the challenges of your town.

Housing

Challenge: The need for affordable housing and rental housing.

Solution: To find the demand and type housing needed the community should first have a housing assessment done. This assessment will tell you the demand for housing and they types of housing needed. For Gillette this study increased the number of developers willing to begin housing developments.

Contact: For information on the Gillette housing assessment contact

Susan Bigelow or Erin Alspach

P.O. Box 3948

Gillette, WY 82717

307-686-2603.

Community Beautification

Challenge: It was mentioned many times the need for clean up around the town, the need for updating and improving the park, and planting more trees on town property.

Solution: For completing beautification projects, equipping parks, adding bike and walk trails and sporting activity places look into the Department of Transportation's TEAL program. The grants help projects that are off-the-state-highway system transportation and help to add environmental value to the transportation system. Also, look into the

Wyoming Department of Transportation Enhancement Activities (TEAS) funding. The TEAS funding will fund projects located off or away from state highways.

Contact:

Mr. Rich Douglass
Local Government Coordinator
5300 Bishop Boulevard
Cheyenne, WY 82009
(307) 777-4384
Rich.Douglass@dot.state.wy.us

Solution: To put in trees in the park and around town, there is a beautification grant available. The grants are available to community individuals, groups and organizations that utilize volunteers to plant trees on public property. For this grant there is a 50% cash match required.

Contact: For beautification funding for planting trees contact Mark Hughes
The Office of State Lands and Investments Forestry Division
Cheyenne Wyoming
(307) 777-7586.

Solution: To clean up the area a community volunteer cleanup day might help to get the community to join together and be involved in clean up the community. Community individuals could pick up trash along the street and in public areas a couple times a year.

Public Facilities and Improvements

Challenge: The town had mentioned a number of times paving the road in the town improving the water system.

Solution: For road and water improvements if it can be shown that improvements will help create jobs the Economic Development Administration (EDA) offers grants for such improvements. There is a grant match required; the percentage depends on the distress of the community. To find out more about their funds and how to apply for them contact Jay Grabow; for your Economic Development District the Great Divide (which is currently being created) needs to talk with the Economic Development Representative about the project and getting funding. If you have any additional questions I have used the EDA for grants like this you may also call me to get more information on the justification need and how to go about getting the funding.

Contact:

Jay Grabow Erin Alspach

P O Box 487 P.O. Box 3948
Rawlins, WY 82301 Gillette, WY 82717
307-328-2651 307-682-2603

Challenge: It was mentioned that some people would like to see the highway widened to four lanes.

Solution: For highway improvement, contact the Wyoming Department of Transportation and find out their schedule. Sometimes if the community knows when the department is going to make improvements they can work with the department and schedule other improvement around that time, and offer input for the Department of Transportation's project. To find out the projects and times from them in the Medicine Bow area contact Richard Douglass. Also, when contacting the Department of Transportation ask for the Transportation Funding Programs book, it will tell you and explain what funding programs they offer.

Contact:

Mr. Rich Douglass
Local Government Coordinator
5300 Bishop Boulevard
Cheyenne, WY 82009
(307) 777-4384
Rich.Douglass@dot.state.wy.us
Lack of Services

Challenge: The many citizens in the town mentioned the need for services such as a vet, dentist, auto repairman, grocery store, help for the senior citizens, etc.

Solution: For now until the community grows, what seems to be the best solution for getting a vet, dentist and services along this line is for the community, to do what is being done with the clinic. The community should support and try to attract people that offer these services to come into town once a week. If the town or someone in the community where to offer an office building where a vet, dentist, an auto repairman, the necessary service people could have an office for at least once a week visits. Possibly the town could offer a room in the Village Square or take the old community hall and transform it into office for these service professionals.

Solution: In terms of a grocery store, there is one that is trying to get its feet off of the ground. If the community seriously wants a full grocery store it should support what it has so that it may grow. Additionally, to increase services like dry cleaning, for now it might be good for someone to take up an errand business, where the business would take dry cleaning and pick up needed items to be bought to Rawlins or Laramie. For people interested in starting an errand business, they should contact the regional Small Business Development Center (SBDC) located in Cheyenne.

Contact:

Arlene Soto, Regional Director
Small Business Development Center (SBDC)
Laramie County Community College
1400 East College Drive
Cheyenne, WY 82007
800-348-5208
SEWSBDC@wyoming.com

Solution: For services to help the senior citizens with work such as shoveling driveways or picking up building materials, the youth or adults in the community could offer help with shoveling and if going into Laramie, Cheyenne, or Rawlins for goods. The town hall could be used as a point of information for those needing help getting out of town items. Also, this process could be used as a way to inform people needing help mowing lawns or shoveling drives or other odd jobs.

Tourism

Challenge: The community expressed that one of the ways they would like to help their economy was to grow their tourism industry. Interested topics that were mentioned included developing Como Bluffs, and creating a dinosaur museum.

Solution: For the development of Como Bluffs and a dinosaur museum and the petrified forest, first the community needs to form a committee to head this up and then go and talk to the private landowners and try to get permission to get a hold of the bones that are in Como Bluffs and see about the possibility of opening up the land. There is a museum in Glenrock that has been able to get bones and dig on private land; you might want to talk to them and find out how they went about doing it. The contact person for Glenrock is Paula Flynn at the Glenrock Chamber. In terms of the tourism aspect contact the Wyoming Business Council tourism department. Laurie Green is head of the department.

Contact:

Paula Flynn	Laurie Green
Glenrock Chamber	Wyoming Business Council
PO Box 411	214 W. 15th St.

Glenrock, WY 82637
307-436-2238

Cheyenne, WY 82637
307-777-2808

Economic Development

Challenge: The town had express worries about where they were headed economically and were looking for things they could do from an economic point of view.

Solution: The community as a whole needs to get together and clearly define their mission and goals and create an economic development plan. There are many issues that need to be addressed in the community and one of the best ways to do this is to create a document that defines the goals and problems and how to address them. In making an economic development plan, first gather the community and a third party to facilitate the meeting. At the meeting list the community goals i.e. growing the population to 1,000, cleaning up the community, paving the roads, recruiting new businesses etc. Then prioritize them, which are the most urgent and what has to be done first before the others can be accomplished. When developing this plan it is important that everyone realize that everyone including yourself has objectives, however, for a community plan to be successful you must remember to compromise and be willing to wait for your project. A community will easily get burned out if they are spread too thin but if you conquer only one or two tasks at a time you will be amazed at how much you really can accomplish in a short amount of time. So remember to compromise and put your differences aside for the betterment of the community and its future. Once you have listed and prioritized goals you need to set a deadline for when the goal will be met and how it will be met. For instance, by the year 2020 the population of the town will grow to be 1,000, this will be met by recruiting and helping to develop business so there are more jobs opportunities. Remember when setting these goals make them realistic and attainable. Don't assume things cannot be done that really could with some work, but also don't set your goal too high or expect them to be reached too soon for you might not reach it and lose community support. Be realistic when setting up the plan. Also, remember to invite a third party in to facilitate the community economic development plan. A third party will help to keep you on track and help to resolve any conflict that might arise, also, it is nice to have outside suggestions that might not have been thought of before. For a third person call Jay Grabow, Carbon Counties economic development person and/or the Wyoming Business Council Regional Director for the region Tom Johnson. Also, to assist in this effort enclosed is an economic development plan that Moorcroft, a small community in Northeast Wyoming developed. For questions regarding the plan you may contact Erin Alspach in Gillette.

Contact:

Jay Grabow
P O Box 487
Rawlins, WY 82301
307-328-2651

Tom Johnson
1400 E. College Dr. #203
Cheyenne, WY 82007
307-635-7735

Erin Alspach
P.O. Box 3948
Gillette, WY 82717
307-682-2603

Solution: Also for just economic development in general the community should invite Jay Grabow in and discuss with him what is going on in Medicine Bow, what the community would like him to help with; and ask him how the County can help. He can offer you help on recruiting businesses, helping existing ones and work with the community to improve the economic condition. Jay can give the town information on Countywide economic development meetings and where help and information is given. It would be to the best interest of the community to begin being involved in the County economic efforts.

Challenge: In all communities one of the biggest challenges is funding for economic development projects. In Medicine Bow this challenge was brought up quite a bit.

Solution: As a source of funding for North East Wyoming some of the rural electric companies offer grants for various community projects. For Medicine Bow it might be beneficial for someone on the town council and Jay Grabow to talk with the wind power plant company and see if they would offer a \$1,000 or \$2,000 grant a year to fund projects that would benefit the community as a whole. Considering Medicine Bow almost sees no economic benefit from the wind plant the company might be willing to offer such a grant to help to improve the economic condition of the community. For information on how the North East Wyoming grants are set up you can call the North East Wyoming Economic Development Coalition and speak with Erin Alspach at 307-686-2603.

Contact:

Jay Grabow	Erin Alspach
P O Box 487	P.O. Box 3948
Rawlins, WY 82301	Gillette, WY 82717
307-328-2651	307-682-2603

Challenge: Lack of cooperation between groups was frequently mentioned. This challenge becomes very noticeable when you see two EDC's in such a small town.

Solution: Two EDC's in a community the size of Medicine Bow does not seem necessary. The two groups should meet with Jay Grabow the economic development person for Carbon County and/or Tom Johnson with the Wyoming Business Council to come to a compromise on how the economic development corporations should cooperate and operate for the best interest of the community. Also, the two EDC's should set an agenda that can be accomplished where both work together.

Contact:

Jay Grabow	Tom Johnson
P O Box 487	1400 E. College Dr. #203
Rawlins, WY 82301	Cheyenne, WY 82007
307-635-7735	307-682-2603

Challenge: Talking with the businesses there seems to be a great need of people to contact in assisting businesses to find funding and just helping in getting started.

Solution: To help existing businesses Medicine Bow must, as a community, buy locally. If the community doesn't support the businesses that exist they cannot expect a new business to want to come in. For existing businesses there are grants to help with marketing and technical assistance. The USDA has Rural Business Enterprise grants (RBE grants) to help existing businesses with marketing. These grants will pay for a business to hire a consultant to advise and offer suggestions regarding the design of a business website, preparation of a brochure or catalog, and other marketing tools. The grants they must be administered through a public or non-profit entity. For more information regarding the RBE grants you can contact the USDA office in Casper or Sheridan. In Casper contact Jerry Temlin and in Sheridan contact Lola Lucero.

Contact:

Jerry Temlin	Lola Lucero
P O Box 820	Cottonwood Center
Casper, WY 82602	1949 Sugarland Drive, Suite 118
307-261-6319	Sheridan, WY 82801
	307-672-5820

Solution: For small loans, the Wyoming Women's Business Center offers a micro loan program, which offers small loans up to the amount of \$2,500. These loans are available to any Wyoming resident and can be used for various purposes.

Contact:

Wyoming Women's Business Center
(888) 524-1947
or visit the website <http://www.wyomingwomen.org>.

Solution: For business advice, person(s) interested in starting or the person(s) who own a business should talk to the regional small business development center (SBDC) office. This office can also recommend business training and information classes like NX Level that are great tools. For Medicine Bow the contact person is Arlene Soto in Cheyenne. These services are free and confidential and help people who want to start a business or people who already have a business.

Contact:

Arlene Soto, Regional Director
Laramie County Community College
1400 East College Drive
Cheyenne, WY 82007
800-348-5208
SEWSBDC@wyoming.com

Solution: Businesses that travel to trade shows to get their product marketed can apply for Wyoming trade show grants. These grants will pay 50% of traveling cost up to \$1,000 for businesses attending trade shows. For the application and more information contact Christie Pardue with the Wyoming Business Council.

Contact:

Christie Pardue
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
(307) 777-2833

Challenge: The town citizens seemed concerned with the loss of land to hunt on.

Solution: Hunting seems to be an important part of the tourism market for Medicine Bow and because of problems in the past some landowners have closed up their land to hunters. To possibly get this land opened up someone in the community might look into starting a guide business. If the landowners know that there is a local guide taking hunters out and is willing to insure the land will be taken care of and willing to take responsibility the landowner might open up the land to hunting. This would also offer more job opportunities and an increase in tourism for the area. For more information regarding being a guide contact the Wyoming Game and Fish in Cheyenne. If a business gets started some business advising from SBDC might be necessary the contact person is Arlene Soto.

Contact:

Wyoming Game and Fish
Cheyenne, WY 82007
307-777-4600

Arlene Soto, Regional Director
Laramie County Community College
1400 East College Drive
Cheyenne, WY 82007
800-348-5208

SEWSBDC@wyoming.com

Challenge: There are a great many buildings in the area that are not utilized to the full capacity, and there is a great concern with the citizens that they will deteriorate so badly that they will not be available for use.

Solution: The Village Square (the old school) is a great asset to the community. The building offers so many opportunities ranging from business, to community meeting, to recreation. The building should be put to optimal use. To do this however, the building must be kept up, this means fixing the roof that leaks over the elementary side, fixing the heat and water pipes, and just the everyday maintenance. To help with the maintenance of the building, if it can be proven that create jobs would be created, US Department of Commerce, Economic Development Administration funds could be used. To find out more about their funds and how to apply contact Jay Grabow.

Contact:

Jay Grabow	Erin Alspach
P O Box 487	P.O. Box 3948
Rawlins, WY 82301	Gillette, WY 82717
307-328-2651	307-682-2603

Recreation

Challenge: There seems to be a concern over the recreational activities in the community. Some concerned mentioned was getting a basketball court and a recreation center.

Solution: These would be a nice additions to the community however; building a whole new building seems unnecessary. The old school now called the Village Square has a wonderful gym that is in great shape. If the community were to open it up put some exercise equipment in it, the gym would make an excellent recreation center and would fill the needs of a basketball, volleyball, running and other sporting activities area. For help in supporting this effort, look into the Wyoming Business Council's Community Development Block Grant Program, if you can meet the state and national objectives of benefiting the low/moderate income families or elimination of slum and blight there is a possibility of funding.

Contact:

Steve Achter
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002

WHAT WAS SAID AT THE INTERVIEWS

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

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

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

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

- Housing;
- Declining population
- Getting high school
- Lack of work force
- Ditto
- No businesses; lack of jobs
- Ditto
- Trying to attract new
- Better streets
- Bedroom community
- Highway 30 widened to 4 lanes
- Lack of developmental, opportunities
- Lack of pride in community
- 3 dittos
- Lack of normal services
- Lack of appearance
- Aging population, retired, inability to address issues
- Drugs, 1/3 of pop, mostly adults, all drugs
- Snow birds, in and outers
- Lack of community involvement
- Lack of enthusiasm
- No changes wanted
- 2 dittos
- Drive 17 miles to get hamburger, lack of store groceries
- Losing our school, use facility we do have

- No recreation for younger group
- More active community
- Clean up community
- No utility service people
- Distance to services, all services
- Land being bought out by out of state owners
- Land off limits to hunting, fishing, etc.
- Go further to sell feeds because of larger ranches
- Big business
- Corporate ranches
- Too many regulations
- Wildlife, wetlands, more regulations everyday
- Community has to go to meetings
- Apathy
- BLM came up with good ideas, windbreaks, etc
- Fencing
- Lack of education of public about land usage hunting, fishing, etc
- Not a real understanding between public and ranchers
- Cows vs. ATV's
- Lack of Leadership
- Beautification
- Need for stable businesses
- Keeping organizations together- lack of membership
- Lack of services
- Wind attraction
- Community unity is a weakness
- No longer have high school children, divided
- Loss of medical facility
- Law enforcement has no meaning, dog problems
- Cars on streets
- Ditto
- Same people do everything, should take turns
- Volunteer wise
- Lack of leadership in council
- Lack of attendance in meetings, community involvement
- Lack of church participation
- Ditto
- Leadership does not attend local churches
- Loss of young people in community
- How to encourage people to come to church

- Get more people to support churches
- No attendance
- Clean up individual lots in town
- No ministers live in town, not enough support
- Find people in community to become minister - training
- Get young people to churches
- Four lane cut us off
- Don't have young people
- Children home schooled, need to be in schools
- Finances, churches need more financing
- Ditto
- Loss of high school, loss of young families

- Young people had to move on
- More cooperation between churches
- Drug problem - middle age and younger people
- People won't come to town because of drug problem
- No longer have police force because of finances
- Lack of community support
- Inability to find a place to bring supplies to this store
- Suppliers want lots of money, not enough volume of sales
- Inability to buy equipment, coolers, freezers, etc.
- Limited business resources
- Do not know how to get started in business
- Community resists changes, politically, poor planning
- Poor attitude, political infighting, vendettas
- Lot of discouragement by people who have businesses
- Why should I bother when nothing is going to get done
- Lack of confidence
- Warned not to come to meeting
- Person told not to come (second person)
- Small population
- Cannot work together, personal animosity
- Lack of population
- All business info is discouraging to a town this size
- Need for resources for starting businesses in a very small town
- Find suppliers for low volume of sales
- Industry, none, to keep population up, retired people
- No industry to bring people in
- Jobs is biggest problem
- Housing is first with jobs being second
- Lack of housing
- How do you attract new people
- How do you keep young people in community
- Maintain infrastructure of essential services
- Lack of rain.
- Lack of school.
- Lack of grocery shopping.
- Lack of people.
- Streets are dusty, need work.
- Lack of community, not a functioning community
- Ditto
- Ditto
- Lack of people, employment
- Lack of young people
- Lack of quality housing
- Transportation, streets, lackof

- Sidewalks
- Lack of pride
- Lack of our school
- Ditto
- Missing some services, doctors, dentists, vets
- Old buildings, cars cleaned up
- Independent individuals, everyone does their own thing, keeps to themselves
- Not social
- Bedroom community
- No social life here
- Ditto
- Ditto
- No social life
- No longer have a police force
- Riffraff have come into town, are hiding
- No communication between organizations
- Lack of businesses
- Get rid of eye sores
- Communication, lack of
- Lack of work force
- No condemnation of old buildings
- Ditto
- Lack of new street signs
- No pavement , negative
- Water quality is poor
- Ditto
- Funding of small school
- Kids go to three schools
- Needs own police dept.
- Bow needs own response team because he may be out side of town
- Deputy in Hanna may not be available
- Paved streets
- Response time could be lengthy because enforcement are busy and
- Part time deputy, may not be available immediately
- Does not support local businesses
- Do not get involved with town activities, no participation or attendance
- Stay at home people
- Lack of a school
- Lack of a full grocery store
- Lack of employment and jobs
- Do need more people
- Ditto
- Need housing service work , mowing, sidewalk cleaning
- Ditto

- Seniors need to use center
- Lack of law enforcement, drug problem
- Need businesses, small businesses
- No law enforcement, drug enforcement
- No delivery from towns
- Larger senior center
- Ditto
- Small business into town
- Water system upgraded, water drainage, curbs and gutters
- Need sales/use tax back on in Carbon county
- Lack of professionalism in our business sector
- Age of citizens (mostly seniors)
- Lack of housing
- Absentee home owners
- Lack of youth and youth participation
- Need for more service people such as carpenters, painters, and plumbers. We must pay mileage plus for any of these services
- Road repair and sidewalks need to be replaced when a utility company makes repairs
- Roof of Village Square needs repair before library and store has major problems from leakage.
- Information and assistance needs to be given to those interested immediately - not postponed for three months down the road.
- Commercial machine embroidery company
- Population decrease to promote light industry to attract people - employment which will open up other small businesses.
- Property or housing could be a problem; however, there are still a lot of trailer spaces available.
- However, if the county and state levels don't open up these avenues also, it will be hard for small communities to market their individual locations. Any venture, whether it is legalized gambling, statewide lottery, industry, light industry, new industry, and the state backs off. Why? Personal interest groups perhaps.
- Apathy by townspeople (seniors too old to worry or care about the town)
- Apathy by American Legion - could not even get flags on display after USA tragedy
- Apathy by Town Council refused to upgrade Volunteer Fire Department when given the financial and leadership opportunity.
- No civic pride
- Sluggish leadership by Town Council concentrating mainly on the past, but important, current utility projects and not concerned with town's aesthetic needs such as town beautification.
- Challenges: getting council and townspeople to take pride in the looks or character of the town
- Lack of city government support.
- Community does not feel the city government is going to make a real effort to do anything

- Mayor told the Casper Star, we are not dead in the water yet; hopefully someone will buy our coal deposits south of town.
- Women do not want to live here

Question #2: What are the major strengths/assets of the community?

- Love of community
- Beautiful school
- Capitol facilities in good condition, 10 times population
- Available land and housing, water, natural gas, clean air
- Adequate sewer and water for 6000
- It's quiet
- Families backbone for 75 years
- No crime
- Three land developments for appraised value, residential
- Opportunity waiting to happen
- You know our neighbors to be there
- Hub for Laramie, Casper and Rawlins
- Rich and varied history, interesting
- Senior citizens
- People regardless of age
- Ditto
- Core group of people to develop and reformulate
- Ditto
- Connection with US 30
- Historical buildings, hotel, Dip Bar, Cosgrove Store, Museum
- Proximity to Como Bluff
- Very historical area, museum, hotel, small business people
- Ditto
- Very caring people in community, giving in case of need
- Health clinic, active senior center
- Good town council, keep streets in order
- Do have post office
- Two dittos
- Good museum
- Ditto
- Water quality, tree programs, Hanna wind break
- Strong support from municipalities
- Interviews with ranchers and towns people, never able to get people together
- Mill levy to work on water quality by own district
- Quality improving
- Wind towers, need to market more to public
- Public fears did not come to pass
- Natural resources available, coal, uranium, etc.

- Still some family operations, with ideas as how to remain in business
- Tap into out of state ranchers to come into the community
- Asset to tap into
- Improve their assets
- No major strengths
- Library
- Both school buildings should be used
- Historical significance should be a drawing card, Owen Wister Cabin
- Environmental, hunting, fishing, etc.
- Museum is an asset
- 95% of community/people are great
- Creative people are here, bet together
- Lack of newspaper
- Book club
- Senior center
- Professional people in community
- Caring people
- Dinosaurs
- Health clinic
- Housing development north of town, but no services
- Fossils, need permission
- Parks and recreations areas
- Historical areas could be utilized/assets
- Episcopal Church could be historical building
- Senior citizens
- Outstanding ministers, four of them
- Church is one big family
- Ministers do a lot for our churches, come up in bad weather
- Reopened Methodist church, meal after services, companionship
- Fellowship
- Episcopal Church should be on historical register
- Interior is special
- Churches have great music
- Members of churches are dedicated and faithful even though small attendance
- Churches helped people become full time deacons
- Student pastors
- Four very good church buildings
- Sister churches have helped local churches
- Support for church within state of Wyoming, support for minister to come to town
- Ditto
- Determination of church members to keep going
- Help people with church baskets, etc.
- Do have three young families
- Food pantry

- Customer loyalty good reputation carries a long way
- Can start a business with little money
- Rent for office space is low
- Have a low crime rate
- Small Business Development Center has business books for business starting up
- Town website is an asset
- Town is being watched
- Positive comments from website
- Western heritage - history of town, ranches, hotel
- Dinosaurs
- Visited by international persons
- This building is an asset -- Village Square
- School is an asset
- City utilities, streets, water, etc.
- Phone Co. put major dollars into buried cable /fiber access
- Empty buildings for businesses
- Infrastructures are all in and expandable
- Location sits well
- Town is a close knit community
- Community is involved, this meeting
- Focus on positive things in Medicine Bow
- Low crime
- Know everybody
- You can rely on neighbors
- Highway patrolman and county law enforcement
- Can walk anywhere including your friends houses
- Community members, long lifers utilizing old timers
- Having small classes is better
- Historical museum is an asset
- More socializing
- Good educators
- Have land for sale
- Some have utilities
- Like small town atmosphere
- Buildings that can be used without much work
- School is a drawing card
- Ditto
- Wyoming wildlife
- Do have health clinic
- Not too much crime
- Quiet community
- Location, cross section of roads
- Trying to make Medicine Bow a good place
- More people into town

- Sense of humor
- Enough old timers for a sense of family
- Outdoor recreation, hunting, fishing, etc. rock hunting, etc
- Ski areas close by
- Lot of good people that can handle own problems
- Post office and senior center
- Good town administration
- Post office and senior center
- Caring people, willing to help others
- Infrastructure can handle population, museum, library,
- County
- CCSS gives good support
- Good grant writer, got van for town
- Small town atmosphere
- Community offers good support to new people
- School utilized more
- More population
- Have a large group of seniors that get along
- Good churches
- Ditto
- Major highways go through: Hwy 30 East and West; #487 - North
- Lot of infrastructure in place to handle increase in population
- Central location in southern Wyoming
- No business taxes - low crime rate
- Large piece of property (Village Square) and subdivisions which have never been marketed to entice small industry or satellite businesses
- Very rich western and paleontology history - tourist trade
- State and county are just as guilty for not using our history to increase tourism. Only small pockets are exploited: Jackson Hole, Territorial Park, etc. There are historical points of interest placed on our state map, but there is absolutely nothing to see at these locations
- Strengths? None that I know of
- Assets? Museum trying to bring tourists to town with new ideas
- Village Square
- Great school facility that can't be fully utilized because we don't have

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

- Highway 30 widened to four lanes
- Streets fixed and dust suppressed
- Highway district enlarged to Bosler to Walcott to Laramie
- More young people activities
- Ditto on streets

- Ditto on young people in community
- Organizational approach to community development
- Establishment of police, local law enforcement
- Down town rejuvenated
- Prevent town facilities, bldgs abandoned
- Improving downtown
- Pride in town
- Internet serviced improved
- New and larger senior center
- Ways to use resources to draw more tourists, how to use
- Way to boost businesses to come here
- More tax revenue to work with
- See high school back
- Establish new businesses, more population, more kids in school
- Ditto on high school
- Ditto on school
- Town cleaned and dressed up, more attractive COMMUNITY
- Ditto
- Well organized and clean community
- State help, enlarge highway district
- Information on where do we go as a governing body
- Vacant houses, deteriorating
- Any other type of designation of program in which to showcase our town
- Paving of all streets
- Ditto
- Houses owned but deteriorating
- Internet infrastructure is non existent, runs out of a home at this time, limited in usage of internet
- No local police, sheriff thru Rawlins, comes from Hanna
- No police due to lack of funds
- Major employers, hotel used to be school
- Tourism, then mines in Hanna, Arch in Hanna, Methane
- New ranch owners have no community spirit
- Target goals for town? No one mentioned recreational activities
- Supermarket
- Recreation for youth and adults including swimming pool
- Como Bluff developed
- Bluff not developed to where visitors cannot go
- Entertainment for visitors
- See area grow, but how
- More people into area
- Building projects
- Bus from Rawlins to Laramie, available for senior citizens, doctor, etc
- Possibility of small industry because of tragedy in New York City

- Business in homes
- Passenger train
- Town have an attractive community for business to build
- Ordinances enforced
- School back
- No interpretive center or signs
- Have to cross private land
- No petrified forest, taken off map
- Government property and on private land
- Signs on highway would help
- Areas for people to look for petrified wood
- Resources are handled differently
- Get the agencies to work together
- Get businesses into Village Square
- Resources in community that can be used for businesses
- Don't use resources
- Easier way to deal with all regulations
- Specific project regulated out of doing project
- Because of regulations
- Should use wind towers more
- Each of the towns/county find a way to grow in population
- Inheritance taxes are a problem, federal issue
- Business here because of railway could be used
- Prisons, geriatric
- Beautification
- Assisted living
- Dinosaur program
- Park painted, new equipment, bright and showy
- Swing horse
- More population
- Highway beautified
- Cowboys, dinosaurs, etc
- Limited manufacturing, light manufacturing
- Reopen 7, 12
- Dip and Virginian attracting people thru evening meals
- Elk Mountain doing same thing
- Offer big cities children rural environment, boarding school
- Better support from other communities
- Trees around fishing areas, beautification
- Play ground for children
- Sporting events to draw people to the community
- Indoor activities
- More done with rodeo arena
- Wind Museum, kites, etc

- Hold schools in school buildings, dinosaur, archery, shooting, etc.
- Need more housing
- Law enforcement for town
- Police training school
- Use newer school building for something else
- Elementary in old school
- OW Cabin used better, under development
- More room for RVers
- Antique engine show each year
- Town still here
- Have a community church
- Pastor for one year at a time
- More cooperation between churches
- Share evening services, Easter, Christmas, etc
- All church members work together
- Need to let people know that we have churches
- Congregations get together and make signs for churches
- See more jobs, more people
- Ditto
- Twenty years ago population of close to 1,000
- More social church events
- Need to develop programs within the church to bring people out to special occasions
- Better attitude by whole community
- Member apathy
- More businesses come back to town
- Keep members coming to local churches
- Need to bring people into Medicine Bow because of beautification of town, connect to fiber optics for businesses
- Need more decent housing
- More housing - get more people from ranches to come to town to live
- Ditto
- Advertise good medical clinic
- Advertise the better aspects of Medicine Bow
- Stop running down local businesses
- Churches under historical designation
- More business
- Higher population
- Paved streets
- More cooperation from local government and local population
- Measurable change, one more business
- Stabilization of population
- Five years, more people in town
- Business not in jeopardy
- Clinic not in jeopardy

- Ten years, new tourism base
- Some kind of manufacturing
- Town to have a system to try to attract businesses
- Economic independence of outside areas
- Ditto
- Stability of businesses in 20 years
- Have business packet
- Better response from city hall
- A plan to be in place to encourage new businesses
- Finance, tax information and licensing information
- Put up a sign on highway adv. VS businesses
- Bring business in that stand boom situations - more diverse economy
- Steer toward more tourism
- More businesses
- Tax breaks for small businesses coming into communities
- Help with county and state level with small communities
- Marketing of small communities
- Access to railroad for shipping
- Upgrade voltage over the town
- See town do more with this building
- Telephone Co. has land to lease to city
- More housing
- New businesses
- More restaurants
- Recreation center for kids
- More houses behind school
- More younger kids living in Medicine bow
- More trees
- Beautification project in town
- Community clean-up day
- Better rest rooms at East Allen Lake
- More hotels in town
- Park needs to improve playground equipment and restrooms
- Improving water situations
- Opening school
- Ditto
- More employment opportunities
- Ditto
- Business coming into area
- Paving of streets
- Community cable channel
- More housing - rental properties
- New business in town - marble
- Ice skating rink, basketball court

- Housing development next to town
- Police Force
- Use current resources, adding on to Museum, dinosaurs
- Public transportation, trains, busses
- Grocery store; movie theater
- Ditto
- Recreation Center (like Hanna)
- Ditto
- Not a ghost town in ten years
- Three Dittos
- Be a progressive town a model town for others
- Ought to become a better bedroom community
- Ditto
- Establish ourselves as a good town for senior citizens
- Paved Streets
- Increase budget to provide/afford for law enforcement
- Get a dog catcher
- Better mosquito control
- Drugs not too much of a problem - used in homes mainly - not an enforcement problem
- See growth - more jobs, etc., where families can move in
- More advertising of Medicine Bow - more tourists
- Drug dealers gone
- Streets need improving - need paving
- Historical sites developed - a tourist destination
- Sidewalks and curbs
- New jobs - new businesses
- Ambulance back again
- Assisted living quarters - Village Square
- More services at health center
- Need highway traffic controlled
- Take care of dog problem
- Thriving community
- Ditto
- Ditto
- Town clean up - junk, trash cleaned up
- New Senior Center
- Grocery store, big store
- Bank building into Senior Center
- Seven Dittos
- Lack of law enforcement - house broken into, Sheriff could not act - been retaliated against
- Why can we not make use of Wyoming prisoners by having them make community signs, paint and repair public buildings, parks, make playground equipment. Texas

does! As they travel, stay in local jails overnight. When located closer to prison, travel back and forth.

- A small mill levy may be passed for each town or the county divy up part of their surplus to all towns to hire maintenance for cemeteries (Savery), permanent help (summer) for museum. Savery has two: hours 11 to 5 and another hired for maintenance of the grounds and permanent maintenance for Village Square (everybody coming into area gets to help with this money-wise.)
- Market our strengths and assets, our availability of property and real estate for businesses and light industry.
- The town is going to operate on its own with budget in place. We may be frustrated at times be it with the streets, water leaks, etc., but it will maintain and carry on.
- We must look at the bigger picture. We can no longer play off our surroundings for survival. Coal mining in Hanna, uranium in Shirley Basin, generation ranchers, oil industry - these windfall opportunities no longer exist. We must market ourselves!! We cannot depend on the county or state to do it for us! If we fail to accomplish this, we will end up with a 1.5 million gallon water tank and town to maintain for 50 residents. You have to have a population basis to maintain local businesses and new businesses to attract and maintain the population.
- A dinosaur digging/visitor center development can be accomplished by the anthropologists working on the Carlin ranch and the Medicine Bow Museum (will bring visitors from across the country to Medicine Bow during the summer months.)
- Find money to pay additional maintenance person to take care of town property in the summer.
- Businesses brought into town that don't need a boom to survive.
- Market our Village Square

**Medicine Bow Resource Team
September 18-20, 2001**

WHAT WE HEARD FROM WHAT WAS SAID

After listening to citizens of Medicine Bow, the Resource Team reviewed what was said and condensed the comments down to a few basic statements. These are in no particular order.

MAJOR THEMES IN MEDICINE BOW

Major Themes

- Housing
 - Affordable
 - Rental
 - Ownership
 - Assisted Living
 - Residential lot developments

- Law Enforcement
 - Local
 - Drugs
 - Ordinance enforcement
 - Dogs
 - Trash
 - Junk cars

- Beautification
 - Trees
 - Clean-up
 - Streetscape beautification (downtown)

- Public Facilities & Improvements
 - Streets (paving)
 - Curb and gutter
 - Water distribution system refurbishment
 - Highway 30 widen to 4 lanes

- School
 - Get high school back
 - Utilizing existing space

- Tourism
 - Development
 - Owen Wister Cabin

- Dinosaurs
 - Como Bluff
 - Petrified Forest
 - Special events
 - Bow Days
 - Improve
 - More involvement
 - Rodeo
 - Fishing Derby
- Lack of Services
 - Vet
 - Dentist
 - Repair (electric, plumbing, auto)
 - Grocery store
 - Construction
 - Dog catcher
 - Public access T.V.
 - Delivery of goods
- Economic Development
 - Two EDC's with out defined missions and goals
 - Lack of workforce
 - Lack of businesses
 - Lack of jobs
 - Utilization of existing buildings
 - Village Square
 - Address deferred maintenance issues
 - Banks
 - School
 - Community Center
 - Geriatric prison
 - System to promote town and I.D. resources
 - Outside interests buying ranches
 - Don't support community
 - Loss of hunting opportunities
 - Few jobs
 - Community doesn't support local businesses
- Town attitude
 - Factions
 - Apathy
 - Communications
 - Lack of pride
 - Lack of involvement
 - Lack of cooperation

- Vendettas
- Recreation
 - Good outdoor
 - Rec. Center
 - Parks
 - Clean up/brighten
 - Replace equipment
 - Skating rink
 - Basketball court

APPENDIX

Moorcroft Community Development Plan