

**WYOMING RURAL DEVELOPMENT
COUNCIL**



**RURAL RESOURCE TEAM REPORT
FOR
KAYCEE COMMUNITY ASSESSMENT
AND
SOUTH JOHNSON COUNTY, WYOMING
SO JO CO
JANUARY 12-14, 2004**

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.

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Cattle being trailed through downtown Kaycee is not an uncommon site

KAYCEE COMMUNITY PROFILE

The Town of Kaycee is located 70 miles north of Casper and 45 miles south of Buffalo, Wyoming and is a scenic ranching community steeped in history and tradition. Located in the heart of Hole-In-The-Wall country, Kaycee was once the land of outlaws and range wars. The first homesteader was John Nolan who put up his ranch along the Powder River. The ranch is well known for its involvement in the first battle of the Johnson County War between the northern Wyoming small ranchers and the large-herd cattle barons of the Wyoming Stock Growers Association, who initiated the fight at the KC Ranch in 1892. The Nolan Ranch was the scene of one of the most cowardly and brutal murders in the history of the west.

On April 10, 1892, the "Cattlemen" burned Nolan's ranch house and murdered Nate Champion and Nick Ray, who were leasing the ranch from Nolan at the time. This was part of a plot to scare the smaller ranchers into leaving Wyoming to the sole use of the large outfits so they could let their herds of cattle graze the miles and miles of unfenced land. This crime has gone unpunished.

In 1896, Jim and Jesse Potts decided to build a blacksmith shop at the crossroads where the road from Buffalo to Midwest crossed the Powder River. It was only a short distance east of the burned Nolan building. Besides being on the main road, they would also have the trade from up and down the river, making this an ideal business location. Logs were brought down from the pine ridge, but before they could commence work on the blacksmith shop, George Peterson talked them into selling the logs to him. He then (in 1897) built the first building, a saloon, in what was to be the city of Kaycee.

From all records, the City hall (present Library) is the oldest building in town. Although it was erected on what is a part of the present town site, it was built about a quarter of a mile west of town and moved to its present location. The walls are made of hand-hewn logs, almost two feet thick. An unusual bit of fact about this building is that it has an escape hatch and tunnel leading out into an adjacent draw. It is a grim reminder of the lawlessness of the west and evidence of the need for a quick exit in case of undesirable company at the front door.

On September 7, 1897, the Powder River Commercial Company was incorporated. It had a capitalization of \$20,000 and was under the management of five trustees. The building is now the Grange Hall. After the store became an established business, the need for a post office became evident. Everyone wanted the name of the post office to be "KC", the brand of the Nolan ranch but the government required them to spell it out, resulting in "Kaycee".

The town of Kaycee was incorporated in 1906. Kaycee today is a town of about two hundred and sixty. In addition to livestock and farming, great interest is centered around the oil fields, and bentonite and uranium deposits.

THE JOHNSON COUNTY WAR

The virtual annihilation of the buffalo on the open range in Wyoming brought the cattle barons, great herds of Texas longhorns, and the classic Wyoming cowboy. The great cattle boom lasted only a decade, but it had a large impact on Wyoming's self image and its image in the eyes of the rest of the world. The first ranchers in northeastern Wyoming were a wealthy, aristocratic group. Of the twenty big ranches operating in 1884, ten had English or Scottish backers and others were backed by German or American money. English brothers Moreton and Richard Frewen threw spectacular parties at their log castle located south of Buffalo near what is now the town of Kaycee. Their guests traveled 250 miles north from the railroad in private stagecoaches.

Many of the cattle barons were horsemen, benefiting from fox hunting in England or having fought in wars. Typically, most weren't actually in charge of day-to-day operations. While they entertained their guests at remote and beautiful ranch homes, they entertained themselves back in civilized Cheyenne where they maintained elegant town homes and an unofficial headquarters at the exclusive Cheyenne Club.

The cattle barons were transplanted from the European feudal system directly into the heart of Wyoming, creating its own set of problems. Wyoming cattle operations were much more flexible than a feudal system with the owners delegating authority to foremen, who directed the activities of cowhands. A cowboy who was good at his job might easily become foreman and could even go into business for himself. The land itself was legally owned by no one and the cattle ranged freely. They were rounded up, sorted, and sold only once a year. Branded cattle had legal owners, as did their calves. Mavericks—weaned unbranded calves were different. The cattle baron's system for handling them was to collect them at the roundup and distribute them according to each baron's herd size. Small ranchers saw mavericks as a marvelous way for an

entrepreneur to make a start in the world. Although there were many scrupulously honest small ranchers, there were also many variations on the art of creating a cattle herd. It was considered legal for anyone to brand year-old mavericks that had been missed in round ups, but many were not too careful. The short (or running) iron allowed a cowboy to put a brand on a calf or alter a brand on a cow very quickly. The group of ranchers who held their roundup first had control over any mavericks they collected.

As the big ranches started losing profits to rustling, encroaching sheep herds, increasing wolf depredation, and cattle diseases, the range itself was becoming over grazed. When a summer drought was followed by severe blizzards during the winter 1886-1887, thousands of cattle died. Cattle prices plummeted and many cattle barons were forced out of business. Cattle barons who remained found themselves greatly outnumbered by small ranchers who had little sympathy for their problems. When the barons found that it was almost impossible to get a jury to convict someone for stealing cattle, they began to exert other forms of power. In the 1870's the Wyoming Stock Growers Association employed range detectives to help curb cattle rustling. These detectives were increasingly implicated in the deaths of assorted small ranchers and suspected cattle thieves. The Association made it difficult to register a new brand, and employed stock inspectors at shipping points to confiscate cattle with unregistered brands. They also gained a legal right to set the dates of the spring cattle roundup and tightly controlled which outfits would be allowed to participate. The towns in the region became polarized. Sheridan was a bastion of the cattle barons and nearby Buffalo was a small rancher stronghold.

In the spring of 1892, two years after Wyoming became a state, a group of small ranchers in Johnson County formed the Northern Wyoming Farmers and Stock Grower's Association. They appointed Nate Champion, who had a reputation for cattle rustling, as roundup foreman. Losing patience, the members of the Wyoming Stock Growers Association decided to settle the matter once and for all. After their annual meeting at the Cheyenne Club, about twenty ranch owners and foremen, along with five stock detectives, a reporter for the Chicago herald, and twenty-two hired Texas gunmen boarded a train for Casper. The Texas gunmen were mostly unemployed sheriffs and U.S. marshals. The invaders had a hit list of 70 small ranchers/rustlers whose careers they intended to end. They planned to take over the town of Buffalo and administer "justice" from there. After cutting the telegraph line to keep word of their invasion from going ahead of them, they headed north from Casper on horseback with supply wagons following.

Forty miles up the road they heard that fifteen of the rustlers were spending the night at the nearby KC Ranch. By dawn, the two small ranch building were surrounded. Inside the ranch house slept only four men - two uninvolved trappers and two men on the hit list: Nate Champion and Nick Ray. The trappers happened to go outside first and were captured. Nick Ray came out next into a hail of bullets and fell, seriously wounded. Champion managed to drag him back into the building where he eventually died. Champion spent the day holding off and delaying the progress of the entire band of invaders while keeping a diary of the event. When a neighboring rancher and his son accidentally stumbled into the siege, they too were shot at, but managed to

escape, leaving their wagon behind. They then rode into Buffalo, spreading the alarm as they went.

The invaders' surprise attack was now in jeopardy and they ended the standoff with Champion by loading the neighbor's wagon with hay, shoving it up against the log cabin, and setting it on fire. Champion, who planned to break for freedom with nightfall, made a last entry in his diary: "Its not night yet. The house is all fired. Goodbye, boys, if I never see you again." He made his break in daylight and was immediately killed.

The invaders hurried toward Buffalo and were nearly there when a sympathizer warned them of a "welcoming party" waiting eagerly at the Buffalo city limits, so they turned back and took refuge at the TA Ranch twelve miles southeast of Buffalo on Crazy Woman Creek. The TA was owned by an Association member and they built breastworks, dug rifle pits, and prepared for siege. At this time, the Johnson County defenders captured the invader's supply wagons and discovered dynamite and food. By April 11, two days after Champion's death, at least 200 Johnson County defenders surrounded the TA area of the invaders. For two days bullets flew harmlessly back and forth while the defenders, now the ones on the attack, built a moveable wall of double thickness eight inch logs attached to two wagons that could be moved by a handful of men while protecting up to forty. The wall was intended to get them close enough to the ranch buildings to begin to lob dynamite bombs.

At sunrise on April 13, the completed wall was being moved into place when help arrived for the invaders. Influential friends had convinced the Wyoming governor to telegraph President Harrison for help. The governor described the conflict as an insurrection against the Government of Wyoming and Harrison called out Fort McKinney's cavalry. The invaders surrendered themselves into the protective custody of the Army, which transferred them to Cheyenne, where the Texas contingent was released on bail and promptly disappeared. The locals were housed in jail at night but were free during the day. Court proceedings dragged on, material witnesses disappeared, and when Johnson County was unable to afford room and board for so many prisoners, the entire case was dismissed. It was a typical Wyoming sort of justice. Today descendants of the cattle barons and the small ranchers exist amicably.

HOLE-IN-THE-WALL COUNTRY AND THE WILD BUNCH

Outlaw heaven was the remote country used by Butch Cassidy and the Sundance Kid's Wild Bunch located some 35 miles southwest of Kaycee. The "Hole" lies at the end of a steep V-cut in the red cliffs bordering Buffalo Creek and is accessible only via a trail that cuts up the talus slope and into a narrow, funnel-shaped opening. The setting was perfect for holding rustled cattle and as a hideout from the law. Bandits like the Wild Bunch hid out here in six log cabins. The cliff was easy to defend and offered a vantage point where sentries could warn of approaching lawmen.

Butch Cassidy, the Sundance Kid, and the Wild Bunch were celebrated in the 1969 film and were one of the most famous of all western outlaw gangs. The Wild Bunch consisted of a constantly

changing membership held together by two friends, Robert Parker (“Butch Cassidy”) and Harry Longabaugh (the “Sundance Kid”). The Cassidy name was taken from a local ranch hand and part-time cattle rustler in Utah. Butch came from a nickname given when Cassidy worked in several Rock Springs butcher shops. When Cassidy linked up with other outlaws, they held up the San Miguel Valley Bank in Telluride and then drifted back to horse stealing in Wyoming. Several years’ later horse stealing put him in the Wyoming State Prison in Laramie. The governor pardoned him after 18 months, reportedly after Cassidy agreed not to pursue that line of work in Wyoming. Prison apparently made Cassidy more determined than ever to outwit lawmen and he joined up with Longabaugh (the Sundance Kid sobriquet was picked up while serving time in the Sundance, Wyoming jail for horse thievery), and Harvey Logan, alias Kid Curry. Cassidy assembled a rogues’ gallery of rustlers, drifters, killers, and wanted men soon known as the Wild Bunch. They operated from remote hidden canyons in the West, notably Brown’s Park in western Colorado, Bighorn Canyon in Montana, Wyoming’s Wind River Valley, and the famous Hole-in-the-Wall southwest of Kaycee, places where entire herds of rustled cattle could be hidden and where the finest horses could be trained for quick getaways.

The gang’s activities reached a peak in the late 1890s, with bank robberies in Utah, South Dakota, and Idaho. Cassidy also led a train robbery in Wilcox, Wyoming, which netted \$50,000, but only after he’d blown up the safe with 10 pounds of dynamite, sending money and banknotes in all directions. A sheriff’s posse, in hot pursuit of the robbers engaged the gang in a gun battle near Casper where the sheriff was killed. The Wild Bunch managed to slip through the posse’s line and get away. In 1900, they struck another Union Pacific train near Tipton, Wyoming---east of Rock Springs - and again used explosives to open the safe. Amazingly, the same express messenger was present for both train robberies. The first time he refused to open the railcar door and was literally blown out with explosives. The second time the conductor persuaded him to open the door, perhaps because he knew the safe held only \$54. The train carrying \$100,000 in gold had passed just a few hours before. The Wild Bunch then went off to Winnemucca, Nevada where a bank holdup netted \$32,000. A fling at a sporting house in San Antonio and posing for famous group pictures in Fort Worth later provided Pinkerton detectives with identification of the outlaws. Cassidy and two other gang members tried their hands once more at train robbery in 1901, taking some \$40,000 from a dynamited safe in Montana. However, the law was closing in and of the gang members who stayed behind at hideouts, all but one died a violent death. Butch Cassidy and the Sundance Kid decided the future lay in South America. They headed for Argentina accompanied by the beautiful Etta Place who Sundance apparently met in Fanny Porter’s Sporting House in San Antonio. They settled in Buenos Aires, but Pinkerton detectives managed to pick up their trail. The trio sensing this left Buenos Aires, robbing three banks in Argentina and a train in Bolivia before Etta Place came down with acute appendicitis. A quick trip back to the States - to Denver where the operation was performed-- resulted in a later shooting up of a hotel room by a drunken Sundance Kid that alerted authorities. Rather than face the law, he fled to New York, where he and Cassidy again boarded a steamer bound for Argentina. Etta Place remained behind.

The two outlaws worked part-time at a Peruvian gold mine, using the work as a cover for periodic forays into banks, trains, and stores in search of money. For many years, most believed that Cassidy and the Sundance Kid died in a gun battle with the Peruvian Army at a remote village on the Bolivian-Argentina border in 1909. Now, it appears that Cassidy escaped (perhaps the Kid as well) and used his reported death as a convenient way to change his ways. According to the book by Larry Pointer, "In Search of Butch Cassidy", Cassidy later fought with Pancho Villa in the Mexican Revolution, met Wyatt Earp in Alaska, and settled down to running a Spokane machine shop, living under the name of William T. Phillips until his death from cancer in 1937.

HISTORICAL ATTRACTIONS

The Powder River country was opened to white settlers in the late 1870s and quickly attracted a disparity of ranchers and farmers, from homesteaders trying to prove up their 160 acres, to wealthy international investors. The wealthy English brothers Moreton and Richard Frewen, relatives of Sir Winston Churchill, came originally to hunt buffalo, but when they saw the lush Powder River area they decided to invest in cattle. Near present-day Kaycee, they erected an elaborate two-story log house, filled it with furniture and fixtures from England, and added an incredible luxury, a telephone. Frewen Castle, as it soon became known, became the center of an enormous spread with at least 60,000 cattle. The Frewens' Powder River Cattle Company, Ltd., was invested in by the British royal family and various lords before calamity struck. The cattle did not do as well as expected, competition from surrounding ranchers and rustlers cut profits, and the disastrous winter of 1886-1887 forced the company to the brink of bankruptcy. The Frewens and many other cattle barons never fully recovered. Today, almost nothing remains of Frewen Castle, but the foundation for the town of Kaycee had been laid.

Kaycee's Hoofprints of the Past Museum houses collections of items from early settlers, outlaws, and cattle wars. Just south of Kaycee, a marker describes the killing of rustlers Nate Champion and Nick Ray in the Johnson County War of 1892. The old KC Ranch House, where the two were killed by the cattle baron invaders stands at the marker.

Ten miles east of Kaycee on Highway 192 is a marker noting the first buildings in northern Wyoming, constructed by Portuguese trapper Antonio Montero. The log stockade and trading post, known as the Portuguese Houses, was abandoned around 1839 and nothing remains on the site.

The town of Kaycee sits in the foothills of the Bighorn Mountains almost halfway between Casper and Sheridan along Interstate Highway 90. The TA Ranch is some 30 miles north of Kaycee with bullet holes still visible in many of the buildings that are preserved from the Johnson County War. It remains a working cattle ranch covering 8,200 acres and offering dude ranch services such as horseback riding, cattle drives, and fly fishing with tours of the historical sites such as the Hole-in-the Wall area.

The remote country used by Butch Cassidy and the Sundance Kid's Wild Bunch and other

outlaws lies some 30 miles west of Kaycee, where a side road leads to the Blue Creek Ranch on land once homesteaded by the two outlaws. Red-walled canyons rise above the Middle Fork of the Powder River here with the river providing excellent fishing for trout. Northward along the river is the Dull Knife Battlefield, named for an 1876 incident where General Crook’s soldiers surprised Dull Knife’s band of Northern Cheyenne in this remote valley. The attack killed at least 40 Cheyenne and ended what whites viewed as a campaign of terror and which the Indians viewed as retaliation for the invasion of their last stronghold. The Outlaw Cave is some seven miles west of the river along a 4WD road and a two-mile walking path. The path offers an impressive view of the Hole-in-the-Wall area. The Hole-in-the-Wall, named by the Frewen brothers after London’s Hole-in-the-Wall Tavern, lies at the end of a steep cut in the red cliffs bordering Buffalo Creek. The setting is perfect for rustling and as a hideout from the law. Jesse James, the Logan brothers, and George “Flat Nose” Currie hung out here. Some 30-40 bandits hung out in six log cabins, including the most famous inhabitants, the Wild Bunch of Butch Cassidy and the Sundance Kid. The cliff area was easy to defend and offered a vantage point where sentries could warn of approaching lawmen.

Kaycee Statistics	
Population	261
Males	132 (50.6%)
Females	129 (49.4%)
Elevation	4,660 feet above sea level
County	Johnson
Land Area	0.3 square miles
Total Water Area	0 square miles
Located	43°42’35” North, 106°38’19” West
Zip Code	82639
Nearest city with pop. 50,000+	Billings, MT, 194.0 miles
Nearest city with pop. 200,000+	Denver, CO, 298.5 miles
Nearest city with pop. 1,000,000+	Phoenix, AZ, 797.1 miles

Population by Age	
Population	261
Median Age	41.1
0 – 13 years	16.4%
14 – 24 years	16.7%
25 – 34 years	10.1%
35 – 44 years	13.0%
45 – 54 years	18.8%
55 – 64 years	13.0%
65 – 74 years	7.2%
75+ years	4.8%

Race	
Population	261
White	97.86%
Black	0.05%
American Indian	0.45%
Asian/Pacific Islander	0.20%
Other	0.55%

Income	
Median Household Income	\$42,029
Average Household Income	\$52,526
Per Capita Income	\$20,875
Total Households	110

Climate	
Elevation:	4,660 feet above sea level
Annual Average Temperature:	48.4°
Monthly Average Temperature:	27.4° in January, 69.3° in July
Average Humidity:	48%
Average Precipitation:	13.54 inches
Average Snowfall:	44.00 inches

Average Sunshine:	252 days
Average Growing Season:	115 days
Prevailing Winds	N/NW

Crime Index Report	
Crime Index Total	21
Assault	23
Burglary	36
Larceny	38
Motor Vehicle Theft	14
Murder	11
Personal Crime	12
Property Crime	29
Rape	12
Robbery	3

All values are displayed as indexed numbers indexed against the U.S. index base. (U.S. Average = 100)

KAYCEE CITY & REGIONAL FACILITIES, INSTITUTIONS, SERVICES

Government	
Government	Mayor/Council
911 Number	Yes
Police Department	1 Full-time
Insurance Rating	10
Fire Department	Volunteer
Building Codes	No
Planning Commission	No
Subdivision Regulations	No
Business License	No
Zoning Regulations	No
Industrial Plan Approval	No

Taxes

Assessed Valuation:	\$745,236
Sales/Use Tax: 5% Lodging Tax: 2% Gas Tax: 14 cents Individual Income Tax: None	
Industrial property is assessed at 11.5% of market value. Commercial and residential property is assessed at 9.5%. Personal property (i.e., machinery and equipment, etc.) is assessed at the same rate as the classification in which it is used. The property tax is calculated by multiplying the assessed value by the mill levy.	

Transportation	
Major Highways	US 16
Nearest Interstate	I-25/90
Railroad	Burlington Northern
Nearest Airports	Johnson County (BYG) 3 miles northwest of Buffalo Runway: 6,142 x 75 ft., asphalt Fixed Base Operators: Johnson County Aero Sheridan County (SHR) 2 miles southwest of Sheridan Commercial Service: Great Lakes (United Express) Daily flights to: Denver Fixed Base Operators: Big Horn Airways Runways: 8,300 x 100 ft., asphalt 5,037 x 150 ft., asphalt
Water Treatment	40% of Capacity

Medical (Hospitals/Medical Centers Near Kaycee)	
Johnson County Memorial Hospital	41 miles; Buffalo, WY
Wyoming Medical Center	61 miles; Casper, WY
Wyoming Behavioral Institute	65 miles, Casper, WY

Education	
Public Primary/Middle Schools	
Kaycee Elementary	Students: 89; Grades: KG – 06
Kaycee Junior High School	Students: 26; Grades: 07-08
Willow Creek Elementary	Students: 2; Grades: KG-06
Public High School in Kaycee:	
Kaycee High School	(Students: 63; Grades: 09 – 12)
Colleges/Universities with over 2000 students nearest to Kaycee:	
Casper College	61 miles; FT enrollment: 2,564
University of Wyoming	149 miles, Laramie; FT enrollment: 9,665
Montana State University-Billings	190 miles, Billings, MT; FT enrollment: 3,105
Black Hills State University	199 miles, Spearfish, SD; FT enrollment: 3,190
Colorado State University	238 miles, Fort Collins, CO; FT enrollment: 22,684
SD School of Mines & Technology	239 miles; Rapid City, SD; FT enrollment: 2,002
Chadron State College	263 miles, Chadron, ND; FT enrollment: 2,144

Community Facilities	
Banks	0
Senior Centers	Yes
Day Care Centers	No
Pre-Schools	No
Libraries	Yes (Branch)
Fairgrounds	Yes
Parks	1
Golf Course	No
Swimming Pools	0
Bowling Alley	No

Recreation Center	No
Ice Skating Rink	No
Tennis Courts	Yes
Baseball Fields	Yes
Soccer Fields	Yes
Horseshoe Pits	No
Walking Path	No
Miniature Golf	No
Area Recreation	<ul style="list-style-type: none"> ▪ Cross country ski trails ▪ Downhill skiing ▪ Snowmobile trails ▪ Lake DeSmet ▪ Boating ▪ Hunting ▪ Fishing ▪ Camping ▪ Hiking ▪ Mountain trail horseback riding ▪ Bighorn Mountains ▪ Healy Reservoir

Kaycee Demographic Summary

Population

The current population for Kaycee is 261. The population in 1990 was 229 representing an 8.67% change. It is estimated that the population in Kaycee will be 279 in 2008, representing a change of 6.91% from 2003. The population is 50.6% male and 49.2% female. The median age of the population is 41.1, compared to the U.S. median age which is 36.1. The population density is 1,015.3 people per square mile.

Households

There are currently 110 households in Kaycee. The Census revealed household counts of 88 in 1990, representing an increase of 25.59%. It is estimated that the number of households will be 121 in 2008, representing a change of 10.25% from the current year. The average household size is 2.37 persons.

The median number of years in residence for Kaycee is 3.12. The average household size is 2.52 people and the average family size is 2.90 people. The average number of vehicles per household is 2.3.

Income

The median household income in Kaycee is \$42,029, compared to the U.S. median which is \$45,128. The Census revealed median household incomes \$20,407 in 1990 representing an increase of 105.96%. It is estimated that the median household income will be \$47,356 in 2008, which would represent a change of 12.67% from the current year.

In 2003, the per capita income in this area was \$20,875, compared to the U.S per capita, which was

was \$60,600. .

Race & Ethnicity

The racial makeup of Kaycee is follows: 97.86% White; 0.05% Black; 0.45% Native American; 0.20% Asian/Pacific Islander; and 0.55% Other. Compare these to the U.S. racial makeup which was: 75.06% White, 12.30% Black, 0.88% Native American, 3.66% Asian/Pacific Islander and 5.52% Other.

People of Hispanic ethnicity are counted independently of race. People of Hispanic origin make up 3.08% of the current year population, compared to U.S. makeup of 13.79%.

Housing

The median housing value was \$45,505 in 1990, compared to the U.S. median of \$78,382 for the same year. The 2000 Census median housing value was \$108,456, which is a 138.3% change from 1990. In 1990, there were 60 owner occupied housing units in this area versus 103 in 2000. Also in 1990, there were 27 renter occupied housing units in this area versus 25 in 2000. The average rent in 1990 was \$212 versus \$279 in 2000.

Employment

There are 211 people over the age of 16 in the labor force in Kaycee. Of these 68.92% are employed, 2.09% are unemployed, 28.98% are not in the labor force and 0.00% are in the armed forces. In 1990, unemployment in this area was 0.47%; in 2000 it was 0.55%.

There are 23 employees in this selected area (daytime population) and there are 4 establishments. For Kaycee in 1990, 25.51% of employees were employed in white-collar occupations and 74.60% were employed in blue-collar occupations. In 2000, white collar workers made up 55.27% of the population, and those employed in blue collar occupations made up 44.73%. In 1990, the average time traveled to work was 12 minutes and in 2000 it was 16 minutes.

Kaycee Business Report

2003 Business Summary Estimates

Daytime Population: Total Employees	23
Business Counts: Total Establishments	4

Employees By Occupation	2003 Estimate	% of Total
Administrative Support Workers	3	15.38%
Construction Repair and Mining	1	3.69%
Executive Managers and Administrators	2	8.33%
Farming Forestry and Fishing	1	5.61%
Handlers Helpers and Laborers	1	3.04%
Machine Operators Assemblers and Inspectors	1	3.21%
Other Services Field Based	0	0.48%

Other Services Site Based	6	24.68%
Precision Craft and Repair	2	8.81%
Private Household Service	0	0.00%
Professional Specialty Occupations	2	8.97%
Protective Services	0	1.44%
Sales Professionals	0	1.76%
Sales Workers and Clerks	2	8.81%
Technical Sales and Administrative	0	0.00%
Technologies and Technicians	0	0.32%
Transportation and Materials Moving Workers	1	4.65%

Establishments: Size	2003 Estimate	% of Total
1-4 Employees	3	64.86%
5-9 Employees	1	17.12%
10-19 Employees	1	13.51%
20-49 Employees	0	3.60%
50-99 Employees	0	0.90%
100-249 Employees	0	0.00%
250-499 Employees	0	0.00%
500-999 Employees	0	0.90%
1,000+ Employees	0	0.00%

Major Industry: Employees	2003 Estimate	% of Total
Agricultural, Forestry, Fishing	1	4.81%
Construction	1	2.24%
Finance, Insurance And Real Estate	0	0.16%
Manufacturing	1	4.81%
Mining	1	3.37%
Public Administration	0	0.32%
Retail Trade	6	24.52%
Services	11	47.44%
Transportation and Communications	2	6.73%
Unclassified	0	1.44%
Wholesale Trade	0	1.28%

Major Industry: Establishments	2003 Estimate	% of Total
Agricultural, Forestry, Fishing	1	13.51%
Construction	0	5.41%
Finance, Insurance And Real Estate	0	0.90%
Manufacturing	0	2.70%
Mining	0	2.70%

Public Administration	0	10.81%
Retail Trade	1	15.32%
Services	1	29.73%
Transportation and Communications	0	5.41%
Unclassified	1	14.41%
Wholesale Trade	0	7.21%

Retail: Employees	2003 Estimate	% of Total
Auto Dealers and Gas Stations	0	0.00%
Bars	0	0.00%
Building Materials Hardware and Garden	2	10.42%
Catalog and Direct Sales	0	0.96%
Clothing Stores	1	4.81%
Convenience Stores	0	0.32%
Drug Stores	0	1.44%
Electronics and Computer Stores	0	0.00%
Food Markets	0	1.12%
Furniture Stores	0	0.00%
General Merchandise Stores	0	0.00%
Home Furnishings	0	0.64%
Liquor Stores	0	0.00%
Music Stores	0	0.00%
Other Food Service	1	3.69%
Other Food Stores	0	1.12%
Restaurants	0	0.00%
Specialty Stores	0	0.00%

Retail: Establishments	2003 Estimate	% of Total
Auto Dealers and Gas Stations	0	4.50%
Bars	0	1.80%
Building Materials Hardware and Garden	0	0.00%
Catalog and Direct Sales	0	0.00%
Clothing Stores	0	0.00%
Convenience Stores	0	1.80%
Drug Stores	0	0.00%
Electronics and Computer Stores	0	0.00%
Food Markets	0	0.90%
Furniture Stores	0	0.90%
General Merchandise Stores	0	0.90%
Home Furnishings	0	0.00%
Liquor Stores	0	0.00%

Music Stores	0	0.00%
Other Food Service	0	0.00%
Other Food Stores	0	0.00%
Restaurants	0	0.90%
Specialty Stores	0	3.60%

Service: Employees	2003 Estimate	% of Total
Advertising	0	0.00%
Auto Repair/Services	0	0.32%
Beauty and Barber Shops	0	0.00%
Child Care Services	0	0.32%
Colleges and Universities	2	6.73%
Computer Services	0	0.00%
Dry Cleaning and Laundry	7	31.41%
Entertainment and Recreation Services	1	2.40%
Health and Medical Services	0	0.96%
Hospitals	0	1.76%
Hotels and Lodging	0	0.00%
Legal Services	0	0.00%
Membership Organizations	0	0.00%
Miscellaneous Repair Services	0	1.60%
Motion Pictures	0	0.64%
Museums and Zoos	0	0.00%
Other Business Services	0	0.00%
Other Personal Service	0	0.00%
Primary and Secondary Education	0	0.00%
Professional Services	0	1.28%
Social Services	0	0.00%

Service: Establishments	2003 Estimate	% of Total
Advertising	0	0.00%
Auto Repair/Services	0	1.80%
Beauty and Barber Shops	0	0.00%
Child Care Services	0	0.00%
Colleges and Universities	0	0.00%
Computer Services	0	0.00%
Dry Cleaning and Laundry	0	0.00%
Entertainment and Recreation Services	0	2.70%
Health and Medical Services	0	1.80%
Hospitals	0	0.00%
Hotels and Lodging	1	13.51%

Legal Services	0	0.00%
Membership Organizations	0	0.90%
Miscellaneous Repair Services	0	1.80%
Motion Pictures	0	0.90%
Museums and Zoos	0	0.00%
Other Business Services	0	0.90%
Other Personal Service	0	0.00%
Primary and Secondary Education	0	2.70%
Professional Services	0	1.80%
Social Services	0	0.90%

Kaycee Consumer Expenditure Report

Consumer Expenditure Totals (Average Household Annual Expenditures)

	2003 Estimate	2008 Projection	% Change 2003 - 2008
Total Households	110	121	10.3%
Total Avg Household Expenditure	\$44,485	\$48,352	8.7%
Total Avg Retail Expenditure	\$18,725	\$20,340	8.6%

Consumer Expenditure Detail (Average Household Annual Expenditures)

	2003 Estimate	% of Total	2008 Projection	% of Total	% Change 2003 - 2008
Airline Fares	\$304.40	0.7%	\$331.24	0.7%	8.8%
Alcoholic Beverages	\$422.04	0.9%	\$458.75	0.9%	8.7%
Alimony & Child Support	\$133.06	0.3%	\$144.29	0.3%	8.4%
Apparel	\$2,394.41	5.4%	\$2,603.37	5.4%	8.7%
Apparel Services & Accessories	\$309.35	0.7%	\$337.07	0.7%	9.0%
Audio Equipment	\$68.37	0.2%	\$74.56	0.2%	9.1%
Babysitting & Elderly Care	\$238.41	0.5%	\$258.97	0.5%	8.6%
Books	\$81.40	0.2%	\$88.57	0.2%	8.8%
Books & Supplies	\$120.57	0.3%	\$130.84	0.3%	8.5%
Boys Apparel	\$127.99	0.3%	\$138.88	0.3%	8.5%
Cellular Phone Service	\$72.44	0.2%	\$78.65	0.2%	8.6%
Cigarettes	\$371.41	0.8%	\$403.42	0.8%	8.6%
Computer Hardware	\$354.01	0.8%	\$384.81	0.8%	8.7%

Kaycee Resource Team Report, January, 2002

Computer Information Services	\$36.36	0.1%	\$39.57	0.1%	8.8%
Computer Software	\$45.24	0.1%	\$49.18	0.1%	8.7%
Contributions	\$1,326.30	3.0%	\$1,445.62	3.0%	9.0%
Coolant & Other Fluids	\$10.33	0.0%	\$11.23	0.0%	8.7%
Cosmetics & Perfume	\$96.76	0.2%	\$105.43	0.2%	9.0%
Deodorants & Other Personal Care	\$32.88	0.1%	\$35.70	0.1%	8.6%
Education	\$756.13	1.7%	\$820.42	1.7%	8.5%
Electricity	\$1,333.60	3.0%	\$1,446.80	3.0%	8.5%
Entertainment	\$2,285.59	5.1%	\$2,486.30	5.1%	8.8%
Fees & Admissions	\$573.64	1.3%	\$624.70	1.3%	8.9%
Finance Chgs Exc Mort & Veh	\$197.47	0.4%	\$214.62	0.4%	8.7%
Floor Coverings	\$72.92	0.2%	\$79.51	0.2%	9.0%
Food & Beverages	\$7,274.94	16.4%	\$7,904.34	16.3%	8.7%
Food At Home	\$4,318.18	9.7%	\$4,687.58	9.7%	8.6%
Food Away From Home	\$2,534.72	5.7%	\$2,758.01	5.7%	8.8%
Footwear	\$438.53	1.0%	\$476.68	1.0%	8.7%
Fuel Oil & Other Fuels	\$87.45	0.2%	\$94.89	0.2%	8.5%
Funeral & Cemetery	\$109.36	0.2%	\$118.45	0.2%	8.3%
Furniture	\$435.68	1.0%	\$475.37	1.0%	9.1%
Gasoline & Oil	\$1,599.06	3.6%	\$1,740.96	3.6%	8.9%
Gifts	\$1,336.09	3.0%	\$1,452.46	3.0%	8.7%
Girls Apparel	\$155.36	0.3%	\$168.62	0.3%	8.5%
Hair Care	\$62.14	0.1%	\$67.48	0.1%	8.6%
Hard Surface Flooring	\$12.11	0.0%	\$13.12	0.0%	8.3%
Health Care	\$2,887.55	6.5%	\$3,134.45	6.5%	8.6%
Health Care Insurance	\$1,373.09	3.1%	\$1,489.57	3.1%	8.5%
Health Care Services	\$874.60	2.0%	\$948.95	2.0%	8.5%
Health Care Supplies & Equip	\$639.86	1.4%	\$695.93	1.4%	8.8%
Household Services	\$364.63	0.8%	\$396.32	0.8%	8.7%
Household Supplies	\$705.84	1.6%	\$771.36	1.6%	9.3%
Household Textiles	\$107.53	0.2%	\$117.10	0.2%	8.9%
Housewares & Small App	\$941.17	2.1%	\$1,023.91	2.1%	8.8%
Indoor Plants & Fresh Flowers	\$73.18	0.2%	\$79.35	0.2%	8.4%
Infants Apparel	\$110.81	0.2%	\$120.29	0.2%	8.6%
Jewelry	\$110.05	0.2%	\$120.20	0.2%	9.2%
Legal & Accounting	\$97.81	0.2%	\$106.37	0.2%	8.8%
Magazines	\$50.02	0.1%	\$54.36	0.1%	8.7%
Major Appliances	\$202.47	0.5%	\$220.27	0.5%	8.8%
Mass Transit	\$92.35	0.2%	\$100.45	0.2%	8.8%
Men's Apparel	\$448.39	1.0%	\$487.42	1.0%	8.7%
Mortgage Interest	\$2,630.39	5.9%	\$2,864.14	5.9%	8.9%

Kaycee Resource Team Report, February 2004

Natural Gas	\$415.24	0.9%	\$450.51	0.9%	8.5%
New Car Purchased	\$1,122.89	2.5%	\$1,218.04	2.5%	8.5%
New Truck Purchased	\$850.95	1.9%	\$923.59	1.9%	8.5%
New Vehicle Purchase	\$1,973.84	4.4%	\$2,141.63	4.4%	8.5%
Newspapers	\$103.78	0.2%	\$112.74	0.2%	8.6%
Oral Hygiene Products	\$29.41	0.1%	\$31.93	0.1%	8.6%
Other Lodging	\$782.78	1.8%	\$838.52	1.7%	7.1%
Other Miscellaneous Expenses	\$100.10	0.2%	\$108.82	0.2%	8.7%
Other Repairs & Maintenance	\$91.80	0.2%	\$99.59	0.2%	8.5%
Other Tobacco Products	\$39.55	0.1%	\$43.01	0.1%	8.7%
Other Transportation Costs	\$745.90	1.7%	\$809.72	1.7%	8.6%
Other Utilities	\$361.14	0.8%	\$392.55	0.8%	8.7%
Paint & Wallpaper	\$44.58	0.1%	\$48.50	0.1%	8.8%
Personal Care Products	\$172.24	0.4%	\$187.39	0.4%	8.8%
Personal Care Services	\$478.50	1.1%	\$520.63	1.1%	8.8%
Personal Insurance	\$515.78	1.2%	\$560.93	1.2%	8.8%
Pet Supplies & Services	\$246.64	0.6%	\$268.15	0.6%	8.7%
Photographic Equip & Supplies	\$111.33	0.3%	\$121.06	0.3%	8.7%
Plumbing & Heating	\$56.90	0.1%	\$61.97	0.1%	8.9%
Property Taxes	\$447.80	1.0%	\$489.05	1.0%	9.2%
Public Transportation	\$477.64	1.1%	\$519.62	1.1%	8.8%
Records/Tapes/CD Purchases	\$116.43	0.3%	\$126.52	0.3%	0.0%
Recreational Equip & Supplies	\$863.16	1.9%	\$939.11	1.9%	8.8%
Rental Costs	\$3,339.11	7.5%	\$3,626.64	7.5%	8.6%
Roofing & Siding	\$73.74	0.2%	\$80.02	0.2%	8.5%
Satellite Dishes	\$7.12	0.0%	\$7.77	0.0%	9.1%
Shaving Needs	\$13.19	0.0%	\$14.33	0.0%	8.6%
Shelter	\$7,946.07	17.9%	\$8,629.38	17.8%	8.6%
Telephone Svc Excl Cell	\$1,128.60	2.5%	\$1,226.62	2.5%	8.7%
Televisions	\$99.71	0.2%	\$108.56	0.2%	8.9%
Transportation	\$9,284.07	20.9%	\$10,095.98	20.9%	8.7%
Tuition	\$635.56	1.4%	\$689.58	1.4%	8.5%
Used Car Purchase	\$1,312.45	3.0%	\$1,430.45	3.0%	9.0%
Used Truck Purchase	\$749.24	1.7%	\$815.35	1.7%	8.8%
Used Vehicle Purchase	\$2,061.69	4.6%	\$2,245.80	4.6%	8.9%
VCRs & Related Equipment	\$44.79	0.1%	\$48.69	0.1%	8.7%
Vehicle Insurance	\$1,035.86	2.3%	\$1,127.32	2.3%	8.8%
Vehicle Repair	\$1,013.14	2.3%	\$1,100.38	2.3%	8.6%
Vehicle Repair & Maintenance	\$1,023.47	2.3%	\$1,111.61	2.3%	8.6%
Video & Audio Equipment	\$848.79	1.9%	\$922.49	1.9%	8.7%
Video Game Hardware & Software	\$28.81	0.1%	\$31.29	0.1%	8.6%

Watches	\$21.92	0.0%	\$23.88	0.0%	8.9%
Women's Apparel	\$803.98	1.8%	\$874.41	1.8%	8.8%

Johnson County Profile

Johnson County Demographic Summary

Population

The population for Johnson County is 7,511. The population in 1990 was 6,145 representing a 15.13% change. It is estimated that the population in Johnson County will be 8,168 in 2008, representing a change of 8.75% from 2003. The current population is 48.97% male and 51.03% female. The median age of the population is 44.0, compared to the U.S. median age which is 36.1. The population density is 1.8 people per square mile.

Households

There are currently 3,208 households in Johnson County. The Census revealed household counts of 2,396 in 1990, representing an increase of 33.89%. It is estimated that the number of households in Johnson County will be 3,602 in 2008, representing a change of 12.28% from the current year. The average household size is 2.34 persons.

The median number of years in residence is 3.55. The average household size is 2.31 people and the average family size is 2.84 people. The average number of vehicles per household is 2.0.

Income

The median household income in Johnson County is \$36,696, compared to the U.S. median which was \$45,128. The Census revealed median household incomes of \$21,330 in 1990 representing an increase of 72.04%. It is estimated that the median household income will be \$40,687 in 2008, which would represent a change of 10.88% from the current year.

The per capita income is \$20,854, compared to the U.S. per capita, which is \$23,201. The 2003 average household income is \$47,688, compared to the U.S. average which is \$60,600.

Race & Ethnicity

The racial makeup of Johnson County is as follows: 97.02% White; 0.08% Black; 0.64% Native American; 0.12% Asian/Pacific Islander; and 0.56% Other. Compare these to the U.S. racial makeup which was: 75.06% White, 12.30% Black, 0.88% Native American, 3.66% Asian/Pacific Islander and 5.52% Other.

People of Hispanic ethnicity are counted independently of race. People of Hispanic origin make up 2.36% of the current year population, compared to the U.S. makeup of 13.79%.

Housing

The median housing value for Johnson County was \$56,572 in 1990, compared to the U.S. median of \$78,382 for the same year. The 2000 Census median housing value was \$106,052, which is a 87.5% change from 1990. In 1990, there were 1,670 owner occupied housing units in this area versus 2,959 in 2000. Also in 1990, there were 726 renter occupied housing units in this area versus 777 in 2000. The average rent in 1990 was \$242 versus \$358 in 2000.

Employment

There are 6,080 people over the age of 16 in the labor force in Johnson County. Of these 57.68% are employed, 3.73% are unemployed, 38.21% are not in the labor force and 0.38% are in the armed forces. In 1990, unemployment in this area was 1.83% and in 2000 it was 3.72%. There are 3,437 employees (daytime population) and there are 570 establishments.

For Johnson County in 1990, 44.61% of employees were employed in white-collar occupations and 55.32% were employed in blue-collar occupations. In 2000, white collar workers made up 58.49% of the population, and those employed in blue collar occupations made up 41.51%. In 1990, the average time traveled to work was 8 minutes and in 2000 it was 10 minutes.

FULL TIME AND PART TIME EMPLOYMENT	2001
Wage and salary	3,118
Proprietors	1,875
Farm	481
Forestry, fishing, related activities	142
Mining	237
Utilities	(L)
Construction	360
Manufacturing	100
Wholesale trade	106
Retail Trade	572
Transportation and warehousing	151
Information	54
Finance and insurance	252
Real estate and rental and leasing	217
Professional and technical services	197
Management of companies and enterprises	0
Administrative and waste services	97
Educational services	(L)
Health care and social assistance	212
Arts, entertainment, and recreation	130
Accommodation and food services	531
Other services, except public administration	282
Government and government enterprises	856
TOTAL	4,993

(L) – less than 10 jobs or \$50,000 in earnings

Source: U.S. Dept. of Commerce, Bureau of Economic Analysis (BEA), Regional Economic Information System

EARNINGS (000s of \$):	2001
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Wage and salary	\$65,517
Proprietors	\$20,552
Other Labor Income	\$8,470
Farm	-\$1,294
Forestry, fishing, related activities	\$4,235
Mining	\$8,117
Utilities	\$640
Construction	\$7,304
Manufacturing	\$7,347
Wholesale trade	\$1,892
Retail Trade	\$6,212
Transportation and warehousing	\$4,041
Information	\$1,171
Finance and insurance	\$4,352
Real estate and rental and leasing	\$1,849
Professional and technical services	\$3,843
Management of companies and enterprises	\$0
Administrative and waste services	\$1,004
Educational services	\$68
Health care and social assistance	\$3,817
Arts, entertainment, and recreation	\$2,771
Accommodation and food services	\$6,598
Other services, except public administration	\$3,773
Government and government enterprises	\$26,799
TOTAL	\$94,539

COUNTY EMPLOYMENT STATISTICS

Employment (2003 average)	4,003
Labor Force (2003 average)	4,077
Unemployment (2003 average)	74
Unemployment Rate (2003 average)	1.8%

Source: State of Wyoming, Department of Employment, Research & Planning (Data as of Oct 2003)

COUNTY FINANCE

Assessed Valuation (FY2002)	\$102,180,366
Total Taxes Levied (FY2002)	\$6,871,637
Sales and Use Tax Distribution (FY2002)	\$2,662,006
Bank Deposits (12/31/2002)	\$128,666,000
FY2002 Average County Levy (mills)	67.250

Source: State of Wyoming, Department of Revenue, Audit Department/Banking Division

SALES TAX COLLECTIONS	FISCAL 99	FISCAL 00	FISCAL 01	FISCAL 02	FISCAL 03
Agriculture	\$39,963	\$47,892	\$50,527	\$51,009	\$48,886
Mining	\$166,165	\$190,419	\$317,476	\$590,644	\$673,330
Construction	\$89,656	\$86,824	\$145,187	\$170,615	\$173,417
Manufacturing	\$367,434	\$415,835	\$378,278	\$344,012	\$346,995
Transportation (TCPU)	\$504,810	\$416,019	\$741,065	\$615,619	\$628,579
Wholesale Trade	\$284,794	\$240,415	\$336,217	\$468,442	\$355,258
Retail Trade	\$1,612,536	\$1,919,973	\$1,880,978	\$1,987,414	\$2,091,757
Finance (FIRE)	\$3,022	\$5,308	\$3,261	\$897	\$1,043
Service	\$608,093	\$733,719	\$842,897	\$891,136	\$874,451
Government	\$440,037	\$420,799	\$455,049	\$761,603	\$593,818
TOTAL	\$4,116,509	\$4,477,202	\$5,150,935	\$5,881,391	\$5,787,535

Source: State of Wyoming, Department of Revenue

<u>LANDOWNERS</u>	Acres	Square Miles
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United States Government		
National Park Service		
Forest Service	0	0.0
Fish and Wildlife	326,881	510.8
Bureau of Land Mgt.	0	0.0
Bureau of Reclamation	510,757	798.1
Wyoming	0	0.0
State Lands Comm.		
Recreation Comm.	212,095	341.8
Game and Fish	18	0.0
Local Govt.	12,223	19.1
County		
City	0	0.0
School Dist. & Colleges	0	0.0
Other Lands	0	0.0
Total Public	5,723	1,678.7
Total Private	1,074,367	2,494.2
Surface Water	50,278	78.6
	2,670,656	4,172.9

<u>SELECTED STATISTICS: SCHOOL YEAR 2001 - 2002</u>	
Number of School Districts	1
Number of Schools	8
Wyoming Fall Enrollment, 2001	1,257
High School Graduates, 2002	96
Average Daily Membership (ADM)	1,263
Average Daily Attendance (ADA)	1,208
Certified Teachers	104
Certified Staff	20
Classified Staff	88
Administration	8
Students Transported Daily	569
Bonded Indebtedness, 6/30/2002	\$0
Total General Fund Revenues	\$11,221,682
Total General Fund Expenditures	\$11,009,829
Operating Cost Per ADM	\$9,555

Workforce Training

1. Wyoming Department of Employment offers employers up to \$2,000 per employee for training. (<http://wydoe.state.wy.us/doe.asp?ID=34>)

2. Quick Start

Wyoming is the first state approved to license the State of Georgia's Quick Start program. The Wyoming Business Council and the Wyoming Community Colleges are partnering to provide training in:

- Customer Service
 - Manufacturing
 - Warehousing and Distribution
- (<http://www.wyomingbusiness.org>)

State Incentives

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

Taxes

1. No corporate state income tax.
2. No personal state income tax.
3. No inventory tax.
4. Johnson County has a 5% sales and use tax (statewide base of 4% plus 1% optional county tax).
Source: Wyoming Department of Revenue, Excise Division (January 2002)
5. Unemployment Insurance – taxable base rate of \$14,700. Tax rates by industry grouping – WY Dept. of Employment. (<http://wydoe.state.wy.us/doe.asp?ID=575>)

6. Workers' Compensation – rates vary by occupation and can be found at <http://wydoe.state.wy.us>.
7. Property taxes. Average tax rate in Johnson County is 6.8828%.
Source: Wyoming Department of Revenue, Ad Valorem Division (September 2001)

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

Example: Tax on a commercial facility valued at \$1,000,000 is as follows: \$1,000,000 x 0.095 = \$95,000 x 0.068828 = \$6,539.

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

Power Cost

Weighted Average Cost per kWh of Power	2001		
Cents per kWh of industrial power			3.24
Cents per kWh of commercial power			5.14
Cents per kWh of residential power			6.53
	Industrial	Commercial	Residential
Big Horn Rural Electric Company (2000) 208 South 5 th Street Basin, WY 82410 (800) 564-2419	4.08	6.06	7.78
High Plains Power, Inc. (2001) Casper, WY 82601 (307) 473-1525	3.54	6.19	7.21
PacifiCorp (2001) 825 NE Multnomah Portland, OR 97232 (888) 221-7070	3.24	5.14	6.44
Powder River Energy Corporation (2001) Kaycee, WY 82639 (307) 738-2507	3.38	5.02	6.71

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

Telecommunications

Available Services:

All West Communications

P.O. Box 588
Kamas, UT 84036

Services offered: (Buffalo, Kaycee) Web Hosting

Phone: (435) 783-4361

Fax: (435) 783-4928

Website: www.allwest.net

Contact Communications

937 West Main Street
Riverton, WY 82501

Services offered: (Buffalo, Kaycee) 56 & 64 Data Connections, Frame Relay, ISP, Network Security, PBX, T-1, Web Hosting, Wireless Data

Phone: (307) 856-0980

Fax: (307) 856-1499

Website: www.contactcom.net

Net Wright LLC

P.O. Box 1747
Riverton, WY 82501

Services offered: (Buffalo only) 56 & 64 Data Connections, Frame Relay, T-1, Web Hosting

Phone: (307) 857-5800

Fax: (307) 857-1053

Website: www.netwright.net

Qwest Communications

103 North Durbin, Room 1
Casper, WY 82601

Services offered: (Buffalo only) 56 & 64 Data Connections, ATM, Centrex, Frame Relay, ISDN-BRI, PBX, Private Line, Redundancy (Interoffice), T-1, Web Hosting

Phone: (307) 234-1107

Fax: (307) 235-2618

Website: www.qwest.com

RT Communications

130 South Ninth Street
Worland, WY 82401

Services offered: (Kaycee only)

Phone: (307) 347-7000

Fax: (307) 347-6366

Website: www.rtcom.net

Visionary

P.O. Box 2799
Gillette, WY 82717

Services offered (Buffalo only): Dial Up, 256k Residential Wireless, 512k Business Wireless, T-1 & Frame, Web Design, Web Hosting. (All other incorporated communities): Web Hosting.

Source: Wyoming Interactive Business Center, Wyoming Business Council

Phone: (888) 682-1884

Fax: (307) 682-2519

Website: www.vcn.com

Salaries

Unskilled (2001)	Median
Crater/Packer II	\$15,892
Light Assembler II	\$16,839
Material Handler II	\$18,218
Packer/Packager, Hand	\$14,877
Semi-Skilled (2001)	

Crushing, Grinding, and Mixing Machine Operator	\$17,042
Heavy Assembler II	\$19,116
Machine Tool Cutting Operator/Tender	\$18,313
Punch Press Operator	\$20,738
Skilled (2001)	
Assembly Supervisor	\$35,613
Machinist II	\$26,688
Tool and Die Maker II	\$29,726
Welder II	\$24,870
Technical (2001)	
Electric/Electronics Technician II	\$27,661
Electrician I	\$22,526
PC Maintenance Technician II	\$30,547
Telecommunications Technician II	\$33,509
Information Technology (2001)	
Database Administrator	\$51,509
Mainframe Programmer II	\$40,724
Programmer I	\$31,742
Webmaster	\$40,466
Clerical (2001)	
Account Representative	\$17,997
Customer Service Representative II	\$21,608
Receptionist	\$16,551
Telemarketer	\$19,242
Professional (2001)	
Employment Manager	\$48,301
Materials Manager	\$47,440
Payroll Administrator	\$33,667
Production Control Manager	\$44,731

Source: ACN (Salary.com)

EXECUTIVE SUMMARY

The commitment to keeping Kaycee a growing, vibrant community was apparent by the outstanding participation of community members in this assessment. You have the elements to have a successful future – the people and your drive and enthusiasm. You already have an example of how you can come together to do this – you have done it after the flood. 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 Kaycee has seen the results of the smaller and sees that it can accomplish things.

There are 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.

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 Kaycee's goals. It can be done! There is no problem facing Kaycee 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 Kaycee Resource Team, I want to thank the community and our sponsors for the warm hospitality shown to us during our stay. The meals were incredible and accommodations were outstanding. We heard over and over in the listening sessions that Kaycee has caring and concerned citizens 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,

Mary Randolph, 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 Kaycee, Wyoming in evaluating the community's assets and liabilities and in developing suggestions for improving the environment, social and economic future of Kaycee.

The town of Kaycee requested a community assessment from the Wyoming Rural Development Council. Tom Knapp served as the community contact and with the help of members of the SO JO CO committee they developed the agenda coordinated logistics and publicity in the town for the assessment. The Resource Team members were carefully selected based on their fields of expertise that Kaycee officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the town and interviewed approximately two hundred and thirty people over a three-day period from January 12-14, 2004. The team interviewed representatives from the following segments of the Kaycee community: Ranching/Agriculture, Industry, Church groups, youth, government, seniors, small business, city/county services, school staff, young adults, and other members of the general public. Each participant was asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing the action plan. The three questions were:

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

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 Kaycee.

The oral report was presented to the people of Kaycee on January 14, 2002 and over 150 citizens of Kaycee were in attendance.

Following the oral report, a formal written report was prepared and presented to the town of Kaycee.

Resource Team Members

Kaycee, Wyoming
January 12-14, 2004

Mary Randolph, Team Leader

Wyoming Rural Development Council
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-6430
mrando@state.wy.us

Debbie Hall

USDA Rural Development
1949 Sugarland Dr., #118
Sheridan, WY 82802
(307) 672-5820, Ext. 4
debbie.hall@wy.usda.gov

Celeste Havener

94 Fox Creek Rd.
Laramie, WY 82070
(307) 742-9204
celesteh@wyoming.com

Sandy Marquis

Big Horn National Forest
2013 Eastside 2nd Street
Sheridan, WY 82801
(307) 674-2600
smarquis@fs.fed.us

Shawn Pritchett

South Dakota Rural Development Council
P.O. Box 91435
Sioux Falls, SD 57109
(605) 360-8548
spritchett@sdrdc.org

Community Contact:

Tom Knapp

Town of Kaycee
P.O. Box 265
Kaycee, WY 82639
(307) 738-2626

Kaycee Community Assessment Agenda January 12-14, 2004

Monday, 1/12/04

TIME	TITLE	LOCATION
1:00 pm – 2:00pm	Resource Team Meets	Town Hall
2:00pm – 4:00pm	Tour Area with Senior Bus	Leave from Town Hall
4:00pm – 6:00pm	Team Dinner w/Committee	
6:00pm – 7:00pm	Agriculture	Town Hall
7:00pm – 8:00pm	General Session	Town Hall

Tuesday, 1/13/04

TIME	TITLE	LOCATION
6:00am – 7:00am	Industry	Town Hall
7:00am – 8:00am	Team Breakfast	Town Hall
8:00am – 9:00am	Church Groups	Town Hall
9:00am – 10:00am	Youth	School
10:00am – 11:00am	Government	Town Hall
11:00am – 12:00pm	Community Services	
1:00pm – 2:00pm	Seniors	Country Inn
2:00pm – 3:00pm	Small Business	Town Hall
3:00pm – 4:00pm	City/County Services	Town Hall
4:00pm – 5:00pm	School Staff	Town Hall
5:00pm – 6:30pm	Team Dinner	
6:30pm – 7:30pm	Young Adults	Town Hall
7:30pm – 8:30pm	Agriculture	Town Hall

Wednesday, 1/14/04

TIME	TITLE	LOCATION
7:00am – 8:00am	Team Breakfast	
8:00am – 11:00am	Open Sessions	Town Hall
11:00am – 12:00pm	Team Lunch	Town Hall
12:00pm – 1:00pm	Open Session	Town Hall
1:00pm – 5:00pm	Team Preparation	Town Hall
5:00pm – 6:30pm	Team Dinner	
7:00pm – 8:00pm	Town Meeting	Harold Jerrard Park Community Center

Motel - Cassidy Inn

Restaurants - Invasion restaurant or Country Inn

WHAT WE HEARD FROM WHAT WAS SAID

After listening to citizens of Kaycee, the Resource Team reviewed what was said and condensed the comments down to major themes that will be addressed in the team member reports. (These are in no particular order or priority).

MAJOR THEME	SUB-THEME
Main Street	
Beautification	
History and Heritage	Tourism Image of Kaycee
Economic Development	Entrepreneurship Jobs Zoning Planned Growth Light industry Land locked
Arts and Recreation	Facilities Activities
Public Services	Health Fire Weeds
Community Development	Senior Youth Communication
Infrastructure	Water, sewer, streets, curbs, Gutters, landfill, internet Housing

RECOMMENDATIONS SUBMITTED BY RESOURCE TEAM MEMBERS

Shawn Pritchett

South Dakota Rural Development Council

P.O. Box 91435

Sioux Falls, SD 57109

(605) 360-8548

spritchett@sdrdc.org

Introduction: I want to take this opportunity to express my gratitude and thanks to the residents of Kaycee. Often during the listening sessions, we heard that the community's residents were its greatest asset. I can honestly say that after spending three days in the community, this is clearly evident. Everyone was so friendly and helpful, and the great attendance at the listening sessions shows that this is the type of community that has the commitment it takes to be successful and sustainable into the foreseeable future.

It is easy to point to the lack of financial or technical resources as an excuse for not pursuing progressive economic development strategies. While that is true to a certain extent, this report should help to alleviate these barriers by pointing you in the right direction. Now it is up to the community of Kaycee, and its residents, to decide if it is willing to make the type of commitment necessary to successfully implement some of the projects and goals it has set for itself. None of the projects recommended here are going to be easy to implement. Many of them rely heavily on citizen involvement. I can already tell, though, that there is a lot of talent, commitment and optimism within the community. There is no better example of this than how the community came together to deal with the flood. The key is to continue the momentum started by this assessment. Where you go as a community is up to you.

I look forward to coming back to Kaycee on any trips I make with my family to Wyoming in the future and will spread the word here in South Dakota about what a great community Kaycee is! I wish you all the best of luck.

Theme: Infrastructure

Challenge: Several residents expressed an interest in the installation of curb and gutter and sidewalks on city streets in order to improve the cleanliness and appearance of the community and to improve safety for persons walking along city streets.

Solution: While several citizens expressed a need for curb/gutter and sidewalks along city streets, this can be a significant and expensive investment for the city and its residents. Before installing curb/gutter or sidewalks, city leaders may want ensure that necessary significant infrastructure improvements, such as sewer and water systems, are completed first. A good planning process and open dialogue with the community's citizens will be necessary to successfully deal with this issue. You may consider applying for a CDBG planning grant to assess the need for curb/gutter and sidewalks and to determine the process for such improvements. A community may apply for up to \$25,000 and requires a 20% cash match.

Other sources of funding are available for financing the cost of curb/gutter or sidewalk improvements. These sources include the CDBG Community Development Component (could also be used to pay for sewer and water infrastructure improvements), which could provide up to \$300,000 in funding. Another source of funding may be the State Loan and Investment Board's financing programs or the Transportation Enhancement Activities – Local program (TEAL).

Resources:

CDBG Planning and Community Development
Steve Achter Director
Investment Ready Community
Wyoming Business Council
214 West 15th Street Cheyenne, WY 82002
307-777-2811
307.777.2838 (Fax)
sachte@state.wy.us www.wyomingbusiness.org

Transportation Enhancement Activities – Local (TEAL)
Wyoming Department of Transportation
5300 Bishop Blvd. Cheyenne, WY 82009
307-777-4384
307-777-4275
wydotweb@dot.state.wy.us

State Loan and Investment Board Financing Programs
Christine Gillett
Government Grants Coordinator
Office of State Lands and Investments
122 West 25th Street Cheyenne, WY 82002
307-777-7309
307-777-5400 (Fax)
cgille@state.wy.us

Theme: Infrastructure

Challenge: The topic of water and waste infrastructure came up several times during the listening sessions. Residents suggested installing another line to the well source for drinking water and construction of a possible water storage facility.

Solution: If the city has not done so already, it should solicit the services of an engineer to complete an assessment of the community's water needs and infrastructure. A possible source of technical assistance in the Midwest Assistance Program (MAP). MAP provides development assistance to help communities obtain or expand water or wastewater facilities. Services provided include needs assessments, income surveys, dealing with engineers, financial packaging, application preparation, construction supervision, and many other kinds of "front-end" work necessary to put facilities into place. Most technical assistance services to small communities are provided free of charge.

You will also want to contact the Wyoming Water Development Commission (WWDC) to determine if they might be able to assist Kaycee in the development and completion of a water engineering study.

There are several places to secure financial assistance for water and waste projects once the "need" has been established and a plan of action has been determined. The Midwest Assistance Program administers a Revolving Loan Fund (RLF) specifically for small communities. This RLF can provide low-cost, short and intermediate term financing for pre-development, construction, and capital financing of community water and waste programs.

The Wyoming Office of State Lands and Investment also operates two revolving loan funds specific to water and waste issues. The Clean Water Revolving Loan Fund provides low interest loans to governmental entities for wastewater, storm water, and nonpoint source pollution control projects. The Drinking Water Revolving Loan Fund provides low interest loans for drinking water projects. Finally, the Wyoming Water Development Commission has funding available for water and waste programs.

USDA Rural Development also provides assistance for water and waste issues. The Water and Waste Disposal Loans/Grants Program provides financing for the development of water and waste disposal systems, including solid waste disposal and storm drainage. Priority is given to public entities in areas with less than 5,500 people to restore a deteriorating water supply, or to improve, enlarge, or modify a water facility or an inadequate waste facility. Also, preference will be given to requests, which involve the merging of small facilities and those serving low-income communities.

Finally, a Community Development Block Grant is possible source of funding for water and waste initiatives.

Resources:

Midwest Assistance Program (MAP)

Dan Coughlin

PO Box 1350

Casper, WY 82601

307-265-0855

307-265-0824 (Fax)

danmap@qwest.net www.map-inc.org

Wyoming Water Development Commission

Lawrence (Mike) Besson

6920 Yellowtail Road Cheyenne, WY 82002

307-777-7626

307-777-6819 (Fax)

waterplan@state.wy.us wwdc.state.wy.us

Clean Water State Revolving Loan Fund

Marijean Stephen

Office of State Lands and Investments

122 West 25th Street

Cheyenne, WY 82002

307-777-7453

307-777-5400 (Fax)

jsteph@state.wy.us

<http://lands.state.wy.us>

Drinking Water State Revolving Loan Fund

Rebecca Webb

Office of State Lands and Investments

122 West 25th Street

Cheyenne, WY 82002

307-777-6046

307-777-5400 (Fax)

rwebb@state.wy.us

<http://lands.state.wy.us>

USDA Rural Development –

Northeast Area Office Serving Johnson County

1949 Sugarland Drive, Suite 118

Sheridan, WY 82801-5749

307-672-5820 ext. 4

307-672-0052 (Fax)

lola.lucero@wy.usda.gov

www.rurdev.usda.gov/WY

CDBG Planning and Community Development
Steve Achter Director, Investment Ready Community
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-777-2811
307.777.2838 (Fax)
sachte@state.wy.us

Theme: Beautification

Challenge: Several residents expressed that they would like to have a nice walking path in the community. It is my understanding that a walking path does exist in the city park, but that the path is not in good condition.

Solution: The community may consider rehabilitating the current walking path, or constructing a new walking/biking path instead. Funds are available to restore existing trails or construct new trails through the Recreational Trail Fund Grant Program. As part of this grant application process, the community must develop a long-range plan for maintaining the trail. A community may apply for a grant in the range of \$2,500 to \$50,000 for non-motorized trails. A 20% match is required, but can be cash, in-kind, or a combination of both. Another source of funding may be the Transportation Enhancement Activities – Local program (TEAL), which provides grants to fund non-highway related projects such as bike/walking paths, roadside landscaping and historic preservation. These grants normally range between \$100,000 and \$200,000 and require a 20% community match.

Another source of funding is the Land and Water Conservation Fund grant program, which funds outdoor projects such as pedestrian/biking trails. This program requires a 50% match.

Resources:

Recreational Trail Fund Grant Program

Chelsey McManus

Trails Planner

Division of State Parks & Historic Sites

307-777-8681

cmcman@state.wy.us

<http://wyotrails.state.wy.us/trails/rtp.htm>

Transportation Enhancement Activities
Local (TEAL)
Wyoming Department of Transportation
5300 Bishop Blvd. Cheyenne, WY 82009
307-777-4384
307-777-4275
wydotweb@dot.state.wy.us

Land and Water Conservation Fund Grant
Wyoming State Parks Department of Commerce
122 West 25th Street Cheyenne WY 82002
Tel: 307-777-6324
<http://wyoparks.state.wy.us/L&WCF.htm> **Town:** Kaycee

Theme: History and Heritage

Challenge: Kaycee is blessed with a very rich heritage, which could be used to attract more tourists to the area. Many of the residents of the community felt that the community could do a better job of attracting tourists, while other residents expressed concern about Kaycee becoming a tourist trap.

Solution: Tourism can be a very effective economic development tool because it brings additional money into the community without necessarily changing the community's size or composition. I can recognize that the community does not want to become a tourist trap, or become overly dependent on the tourist trade. At the same time, however, tourism is a development tool that allows the community's economy to grow without significant change to the community itself. The trick is to find that middle ground where Kaycee is able to attract more visitors but not going to the extreme where tourism takes over the community. My recommendation is to use the rich history of the area and some of the community's existing events to create "single-point-in-time" attractions. This could be extremely successful for a town like Kaycee.

The key is to create a festival or compilation of events around a single theme. Kaycee has several possible themes to choose from, so finding one shouldn't be a problem. The town could consider putting on a "Butch Cassidy Festival" or a "Johnson County Cattle Wars" festival. Many of the activities for such a festival are already going on Kaycee. By consolidating these events under a single theme, it allows the community to brand the attraction as a "Kaycee" product and advertise it to neighboring communities – attracting visitors to a multi-day festival. For example, Kaycee already puts on several rodeos, a sheepherders rodeo, community plays, and other community

events. By scheduling these events closer together and coupling them with other events, the city is able to develop a cluster of events that can be advertised together under a single theme. The festival becomes a family event with multiple activities. This keeps the tourists in the community longer and makes them more likely to spend their money in the local economy.

Other events for this type of festival might include an arts festival (where local entrepreneurs would be able to sell their goods), a parade, a carnival, a cooking contest, reenactments, book fairs, etc. The possibilities are endless.

This type of tourist-attracting endeavor makes sense for Kaycee because it would allow the town to attract more visitors, but only during limited periods – thereby not completely disrupting the town on a continuous basis. Also, Kaycee has many historical sights, but there is limited access to some of these sights. By focusing on attracting tourists during limited time frames, these sights might be made accessible during these limited periods without becoming a continuous burden for the property owners.

Finally, this type of activity gives community residents an additional activity to look forward to, an event where the community can come together to show itself off, and become a source for community pride.

I would recommend that the community create a taskforce to develop plans for a possible community festival. I have provided the names of two communities that put on festivals that might be somewhat similar to what would work in Kaycee. The town of Beaver, Utah, has been putting together a Butch Cassidy Festival for the last three years. They may have some good ideas and recommendations on how Kaycee might also start a festival.

The other community that I recommend you contact is Northfield, Minnesota. This community has been putting on the “Defeat of Jesse James” days for over 50 years, which attracts tens of thousands of visitors each summer to one of Minnesota’s largest community festivals.

The Wyoming Community Foundation might be a source of funding to assist Kaycee in launching a community festival.

Resources:

Butch Cassidy Festival – Beaver, UT
Beaver Valley Chamber of Commerce
PO Box 760
Beaver, Utah 84713
435-438-5081
www.beaverutrchamber.com
chamber@beaverutrchamber.com

Defeat of Jesse James Days- Northfield, MN
DJJD Planning Committee
Debby Larsen, General Chairman
Defeat of Jesse James Days
P.O. Box 23
Northfield, MN 55057
www.defeatofjessejamesdays.org djjdinfo@djjd.org

General Competitive Grants
Wyoming Community Foundation
221 Iverson Avenue
Laramie, WY 82070-3038
307-721-8300 307-721-8333 (Fax)
wcf@wycf.org www.wycf.org

Theme: Economic Development

Challenge: Many local residents expressed concern about the accessibility of basic goods and services locally. Specifically, several residents complained about the cost of gas and the fact that a single owner controlled all the local gas stations.

Solution: Often, I find that the best ideas come from a community's residents. In this case, one of Kaycee's residents recommended forming a cooperative to purchase one of the local gas stations that is currently for sale. This makes a lot of sense because it would not only take care of the problems with gas prices in Kaycee, but it would also create an additional business rooted in the local community. A good example of a local community coming together to preserve a local resource is Edgement, South Dakota. The citizens of Edgement recently came together to form somewhat of a community LLC, and raised \$100,000 locally to restore the town's grocery store. They were also able to receive assistance through the local Revolving Loan Fund. I recommend that interested parties contact Edgement to find out more about how they were able to come together and purchase the local grocery store.

There are many different places where funding for this type of project could be secured. I would recommend that you contact the Wyoming Business Council for additional information on these financing sources or view the Council's financial resources guide online at http://www.wyomingbusiness.org/cdc/commFinancial_Resources/index.cfm.

If forming a cooperative makes the most sense, USDA Rural Development – Cooperative services can provide free advice and technical assistance on the formation and development of business cooperatives.

Resources:

City of Edgement, SD – Economic Development
Bill Curan Edgemont Chamber President
605-662-5419

Wyoming Business Council
214 West 15th Street Cheyenne, WY 82002
800-262-3425
307-777-2838 (fax)
info@wyomingbusiness.org
www.wyomingbusiness.org

USDA Business and Cooperative Services
Jerry Tamlin Business and Cooperatives Program Director
100 E. "B" Street, Room 1005
Casper, WY 82601
307-261-6319
307-261-6339 (Fax)
www.rurdev.usda.gov/wy
jerry.tamlin@wy.usda.gov

Theme: Arts and Recreation

Challenge: One of the themes that kept reoccurring session after session was the community's need for more activities for its youth, and more specifically, a community swimming pool.

Solution: There is not always a lot of funding sources for things like swimming pools and other recreation facilities because they are perceived as non-essential public facilities. Given the reoccurrence of this topic at each of the listening sessions, however, it may be a good idea for the community to decide if it is willing to invest in this type of facility on its own. If the community is able to recapture some of the bonding money that it has already devoted to the new school, this could be used to pay for a community pool as part of any new school construction.

Other possible sources of funding include the Land and Water Conservation Fund grant program, which does make funding available for outdoor recreational facilities on a competitive basis. The guidelines of this program were recently changed to allow for limited indoor facilities such as swimming pools. This program funds projects up to 50% of the total cost. Contact the Wyoming State Parks department for additional information. (Note: This program can be used to fund playground equipment as well, an issue also mentioned repeatedly during listening sessions).

Another possible source of funding might be a Community Development Block Grant. This program is more typically used for “essential” community facilities. But if the citizens of Kaycee decided that this project was its number one priority, there may be some possibility of applying for CDBG assistance.

Resources:

Land and Water Conservation Fund Grant
Wyoming State Parks Department of Commerce
122 West 25th Street
Cheyenne WY 82002
Tel: 307-777-6324
<http://wyoparks.state.wy.us/L&WCF.htm>

CDBG Planning and Community Development
Steve Achter Director, Investment Ready Community
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002 307-777-2811
307.777.2838 (Fax)
sachte@state.wy.us

Theme: Public Services

Challenge: Another issue that came up time and time again during the listening sessions was access to reliable health care services on a regular basis. Have a doctor service the community for one day a week has been extremely beneficial to the community, but it doesn’t appear to meet the local demand and residents still regularly travel 30 to 40 miles to receive basic health care services.

Solution: It is my understanding that the community has already entered into a lease with the neighboring community’s health care facility, which will last through the next several years. It is not too early, however, to begin discussing with them the increased need for health care services being expressed by the community. The comments made during this assessment’s listening sessions prove that this is a particularly important issue to Kaycee’s residents. The health care system may be willing to provide a Physician’s Assistant or a doctor on a more regular basis if the need is high enough.

There was also discussion of the possibility of attracting a chiropractor or dentist on a regular basis. This may not work if only one service provider (i.e. the current health care provider) is leasing the local health care facility at any given time.

An alternative is to add on to the health care facility or build a separate facility for these additional services. The community should first determine if there are health care providers that would be willing to move into such a facility and then consider applying for financial assistance for construction. There are several possible funding sources including the Mineral Royalty Grant Program (Office of State Lands and Investments), the Community Facility Grant and Loan Programs (USDA Rural Development) and the Community Development Block Grant. Note that the Mineral Royalty Grant Program requires a certain level of local mill levy by the municipality in order to qualify for funding.

Resources:

Mineral Royalty Grant Program
Christine Gillett
Government Grants Coordinator
Office of State Lands and Investments
122 West 25th Street
Cheyenne, WY 82002
307-777-7309
307-777-5400 (Fax)
cgille@state.wy.us
<http://lands.state.wy.us>

USDA Rural Development - Northeast Area Office Serving Johnson County
1949 Sugarland Drive, Suite 118
Sheridan, WY 82801-5749
307-672-5820 ext. 4
307-672-0052 (Fax)
lola.lucero@wy.usda.gov
www.rurdev.usda.gov/

WY CDBG Planning and Community Development
Steve Achter Director, Investment Ready Community
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002 307-777-2811
307.777.2838 (Fax)
sachte@state.wy.us

Theme: Housing

Challenge: Kaycee is a great place to live, but many elderly citizens have to leave the community because there is no assisted living facility available within the community.

Solution: Kaycee is a great place to live, but many elderly citizens have to leave the community because there is no assisted living facility available within the community. Recommendation: I would recommend that the community pursue the creation of a nonprofit organization whose mission is to develop an assisted living facility in Kaycee. By forming a nonprofit organization, you will be eligible to apply for several financial assistance programs available through the federal government for assisted-living projects.

The community should also explore the possibility of converting the elementary school into an assisted living facility if the school building is found to be structurally sound and if a new elementary school is included with the high school building project. Converting schools into assisted living facilities is becoming more common. My hometown of Pipestone, Minnesota is currently beginning the process of converting parts of the old high school into assisted living housing.

The Department of Housing and Urban Development (HUD) has a couple of programs that deals exclusively with supportive housing issues. The Assisted Living Conversion Program provides grants to organizations to convert existing facilities into assisted living housing. HUD's Supportive Housing for Elderly Program provides capital advances to finance the construction, rehabilitation or acquisition, with or without rehabilitation, of structures that will serve as supportive housing for very low-income elderly persons, including the frail elderly, and provides rent subsidies for the projects to help make them affordable. Finally, HUD provides a mortgage insurance program specific to nursing and assisted living facilities.

Other sources of funding for this type of a project would include USDA Rural Development's Community Facility Loan and Grant program. Assisted living facilities are eligible for grants, low interest loans or loan guarantees through this program. Another possible funding source is the CDBG – Housing Set aside (managed by the Wyoming Community Development Authority).

Resources: For: Supportive Housing for Elderly Program, Assisted Living Conversion Program, or Mortgage Insurance for Assisted Living Facilities, contact:

Chris Stearns
Wyoming Field Office Director
Department of Housing and Urban Development
150 East B Street Room 1010
Casper, WY 82601-1969
307-261-6250
307-261-6245 (Fax)
WY_Webmanager@hud.gov

www.hud.gov/local/index.cfm?state=wy

For Community Facility Grant and Loan Program, contact:

USDA Rural Development - Northeast Area Office Serving Johnson County
1949 Sugarland Drive, Suite 118
Sheridan, WY 82801-5749
307-672-5820 ext. 4
307-672-0052 (Fax) 1
ola.lucero@wy.usda.gov
www.rurdev.usda.gov/WY

For CDBG Housing Projects Set Aside Program, contact:

Wyoming Community Development Authority
P.O. Box 634 Casper, WY 82602
307-265-0603
307-266-5414 (Fax)
info@wyomingcda.com www.wyomingcda.com

Theme: Housing

Challenge: Time and time again, the issue of housing, or the lack thereof, was discussed during the listening sessions. This issue is particularly problematic for Kaycee because the community is essentially land-locked and there is not a lot of room for housing site development.

Solution: There are many programs devoted to housing site development that could be valuable to Kaycee. This does not address, however, the current land limitations in the community. Before pursuing a major housing site development, the city should look into having a housing analysis completed that addresses the land issues. I would contact the Wyoming Community Development Authority (WCDA) to request a list of potential analysts or organizations capable of completing this type of project. The WCDA may also be able to provide some funding to complete this type of analysis through the CDBG-Housing grant program. Other potential sources of funding might include the CDBG-Planning grant program offered through the Wyoming Business Council (WBC) or the Technical Assistance Program offered through the Economic Development Administration.

Once this type of analysis has been completed, you could then pursue other programs that would help finance site development. The WCDA and USDA Rural Development – Rural Housing Service, both offer programs that could assist you with these efforts.

Resources:

Potential sources of funding for a housing plan analysis include:

Wyoming Community Development Authority
P.O. Box 634 Casper, WY 82602
307-265-0603
307-266-5414 (Fax)
info@wyomingcda.com
www.wyomingcda.com

Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-777-2811
307.777.2838 (Fax)
sachte@state.wy.us

Economic Development Administration Regional Office
Anthony J. Preite, Regional Director
1244 Speer Boulevard, Suite 670
Denver, CO 80204
303-844-4715
303-844-3968 (Fax)
apreite@eda.doc.gov
www.eda.doc.gov

For financial assistance with rural housing site development, contact:

Wyoming Community Development Authority
P.O. Box 634
Casper, WY 82602
307-265-0603
307-266-5414 (Fax)
info@wyomingcda.com
www.wyomingcda.com

USDA Rural Development - Northeast Area Office Serving Johnson County
1949 Sugarland Drive, Suite 118
Sheridan, WY 82801-5749
307-672-5820 ext. 4
307-672-0052 (Fax)
lola.lucero@wy.usda.gov
www.rurdev.usda.gov/WY

Theme: Community Development

Challenge: During the listening sessions, several community members expressed concern about the use of alcohol among the youth in the community.

Solution: Alcohol use by teenagers is not a problem unique to Kaycee. This is an issue that permeates most rural communities. The best method of dealing with this issue is to have a strong prevention and support network in the schools. This is an opportunity to get the youth involved in regard to an important issue in the community. If there isn't one already, I would recommend that the community work with the school to develop a youth substance abuse prevention council. I would coordinate these efforts with the State's Substance Abuse Division and the Johnson County Substance Abuse Prevention Project. The Johnson County Project recently received a grant from the state to implement substance abuse programs for the youth in your county. If you are interested in finding out what types of programs are currently in development or could be developed, contact Linda Mitchell at 307-684-9910.

The State of Wyoming also contracts with Datacorp, a private company, to provide substance abuse grant research and application technical support to Wyoming individuals, communities and organizations. You can contact Datacorp through the State's Substance Abuse Division.

Another resource worth reviewing is the comprehensive guide to substance abuse and prevention, produced by the Wyoming Department of Health. A copy of this report is available online at: <http://sad.state.wy.us/Blueprint/>

Resources:

Johnson County Substance Abuse Project
Linda Mitchell
The Community Resource Center
P.O. Box 363 Buffalo , WY 82834
(307) 684-9910
linda@johnsoncountycrc.org

Wyoming Department of Health Wyoming Substance Abuse Division
2424 Pioneer Avenue, Suite 306
Cheyenne, Wyoming 82002
Tel.: 800-535-4006
Fax: 307-777-7006
Email: substanceabuse@state.wy.us
<http://sad.state.wy.us>

Theme: Community Development

Challenge: There appears to be a lack, or perceived lack, of communication between community leaders and citizens and among citizens themselves.

Solution: The obvious solution is the development of a newsletter and/or other local communication method (i.e. newspaper, electronic public board, central information kiosk, etc). Any of these solutions, however, will incur costs that might make them prohibitive. A possible solution is to get a foundation grant to help finance one of these activities or purchases (see the Foundation center at www.fdncenter.org). This also appears to be an activity that could be supported through a Wyoming Community Foundation grant.

I always find it best to tackle multiple issues simultaneously, and this appears to be an area conducive to this type of a strategy. We often heard about the lack of youth activities and involvement in the community. Because the development of a newsletter is a time and labor-intensive process, it makes sense to use the development of such a tool as an experiential learning experience for high school students. To keep the potential costs of producing a newsletter to a minimum, the youth could develop an email subscription directory of residents that have access to the Internet. Thus, only hard copies would need to be sent to other local residents. Given the significance of the need for increased communication within the community, it may also make sense to collect a small fee from newsletter subscribers and use the funding for youth activities.

Resources:

General Competitive Grants
Wyoming Community Foundation
221 Ivinson Avenue
Laramie, WY 82070-3038
307-721-8300
307-721-8333 (Fax)
wcf@wycf.org
www.wycf.org

Theme: Economic Development

Challenge: Like many small rural communities, there is a lack of higher paying jobs and professional opportunities in Kaycee. Consequently, there is no incentive for youth to stay in the community after they graduate from high school.

Solution: While visiting Kaycee, I was impressed at the amount of entrepreneurial activity occurring in your community. Entrepreneurial activity is going to be instrumental in future economic expansion for Kaycee. It will be necessary to nurture this skill in order to maximize its potential to create jobs. Since there are already so many entrepreneurs in the community, I would

recommend developing an entrepreneurial league, whose members would be able to get together and support one another in their business endeavors. (This would be a great project for the recently formed Chamber of Commerce) This group could also serve as a continuing education opportunity for its members, and an incubator for business skill development within the community.

As a first step to forming this group, I would contact some of the small business resources in your state. Many of these organizations may be willing to send representatives to conduct educational seminars and business planning/management workshops in Kaycee. Some of these resources include the Women's Business Center, the Small Business Development Centers, the Service Core of Retired Executives, and the Wyoming Business Council.

I would also recommend actively soliciting the participation of high school youth within this organization. The more vested and involved the youth become in the community, the more likely that they would be willing to settle in the community long-term. Youth would also benefit from the educational components of such an organization, building their entrepreneurial skills early in their lives, and possibly using these skills to start new businesses within the community.

Another tool that communities have found useful in facilitating the development of new business ideas is the Business Challenge Program. The Business Challenge Program works with community organizations to develop a local business planning competition. New and existing businesses that win the competition get tremendous support from local professionals and are usually awarded cash and in-kind services to assist them in their business's development (i.e. accounting services, start-up grants, printing, legal consulting, etc). This program has been successful in generating new business ideas and local support for business development. For more information on developing a Business Challenge Competition, contact the Wyoming Business Council.

Resources:

Small Business Development Center
Judith Semple, Regional Director
222 S. Gillette Ave, Suite 402
Gillette, WY 82716
Ph: 307-682-5232 888-956-6060
307-686-7268 (fax)
sbdc@vcn.com

Casper SCORE (Service Core of Retired Executives)
Federal Bldg Rm 4126
100 East B Street
Casper, WY 82602
307-261-6529 or 888-420-333
307-261-6530 (Fax)

infor@ScoreWyoming.org
www.scorewyoming.org

Wyoming Business Information Center
PO Box 764
Laramie, WY • 82073
307-766-3084
307-766-3085 (Fax)

Wyoming Women's Business Center
Rosemary Bratton, Director
PO Box 764 Laramie, WY 82073
307/766-3084
307/766-3085
wwbc@uwyo.edu
www.wyomingwomen.org

Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-777-2811
307.777.2838 (Fax)
sachte@state.wy.us
www.wyomingbusiness.org

Theme: Economic Development

Challenge: During several listening sessions, participants expressed the need for zoning and a comprehensive economic development plan.

Solution: Development of zoning ordinances and/or a comprehensive economic plan can be a contentious issue. It is extremely important that any process to develop zoning ordinances or an economic plan be open and oriented to public-participation. Continuous communication with the public is essential.

If the leaders of Kaycee decide to move forward with either process, it is important to keep in mind the potential costs involved. Not that the cost should prevent Kaycee from pursuing either of these activities, but instead it is important to recognize the kind of commitment needed from the community in order to make the process successful. Some potential sources of funding for these activities include USDA Rural Development, CDBG planning grants, or EDA technical assistance grants.

The Wyoming Community Development Authority, Wyoming Business Council or Wyoming Association of Municipalities may be helpful in referencing potential technical resources available to assist you in this process.

It will be important to keep the county planning commission informed and involved in any planning process undertaken by the city of Kaycee. Not only would they be a good source of information and guidance, but also it is my understanding that the county is considering a zoning process of its own.

The Rocky Mountain Land Use Institute at the University of Denver College of Law is a good source of educational material. In addition, the Institute hosts several workshops and conferences for communities and organizations that are involved in a planning process.

Finally, the Wyoming Rural Development Council has been instrumental in introducing the CommunityViz™ software tool to Wyoming communities. Developed by the Orton Family Foundation, this software package allows professional planners, landowners and interested citizens to visualize and evaluate different land use patterns in order to make informed and collaborative decisions about possible changes in their community. Contact the Wyoming Rural Development Council for additional information about this tool.

Resources:

USDA Rural Development - Northeast Area Office Serving Johnson
County

1949 Sugarland Drive, Suite 118
Sheridan, WY 82801-5749
307-672-5820 ext. 4
307-672-0052 (Fax)

lola.lucero@wy.usda.gov
www.rurdev.usda.gov/WY

Wyoming Business Council (CDBG grants)

214 West 15th Street
Cheyenne, WY 82002
307-777-2811
307.777.2838 (Fax)

sachte@state.wy.us
www.wyomingbusiness.org

Economic Development Administration Regional Office
(EDA Grants)

Anthony J. Preite, Regional Director
1244 Speer Boulevard, Suite 670
Denver, CO 80204

303-844-4715
303-844-3968 (Fax)
apreite@eda.doc.gov
www.eda.doc.gov

Wyoming Community Development Authority
P.O. Box 634 Casper, WY 82602
307-265-0603
307-266-5414 (Fax)
info@wyomingcda.com
www.wyomingcda.com

Wyoming Association of Municipalities
George Parks, Executive Director
PO Box 3110
200 East 8th Avenue
Cheyenne, WY 82003
p307-632-0398
307-632-1942 (Fax)
gparks@wyomuni.org
www.wyomuni.org

Johnson County Planning
Rob Yingling, Project Manger
76 N. Main Street, Room 204
Buffalo, WY 82834
307-684-1907
jcplanner@vcn.com

Rocky Mountain Land Use Institute
University of Denver College of Law
7150 Montview Blvd., #122
Denver, CO 80220
303-871-6239
www.law.du.edu/rmlui/

Wyoming Rural Development Council
Mary Randolph, Executive Director
2219 Carey Avenue
Cheyenne, Wyoming 82002
307-777-6430
307-777-6593 (Fax)

mrand@state.wy.us

www.wyomingrural.org

Theme: Miscellaneous

Solution: As a final recommendation, I want to leave you with a list of web resources that I think are extremely valuable for smaller communities.

Resources:

1. National Center for Small Communities: Contains a database of successful economic development strategies employed by communities across the country. The database is searchable by multiple categories. www.natat.org/nesc
2. www.grants.gov provides a comprehensive listing of all federal government grants, searchable by agency, eligible recipients, type of funding, keyword, etc. Also, you can sign up to receive free notifications of grant opportunities in your specific areas of interest as they become available.
3. The Catalog of Federal Domestic Assurances lists all federal government technical and financial assistance programs (including grants, loans, insurance, direct payments, advisory services, consulting, etc). Programs are searchable by agency, funding area, type of funding, eligible recipients, etc. www.cfda.gov
4. The Rural Information Center provides a comprehensive list of web sites dealing with rural development by topic. www.nal.usda.gov/ric
5. The Rural Assistance Center helps rural communities and other rural stakeholders access a full range of programs, funding and research in the area of rural health services. www.raonline.org
6. The Community and Economic Development Toolbox provides useful “how to” information in the areas of community planning, economic development, main street revitalization, community benchmarking, government policies, and agriculture development. www.cardi.cornell.edu/cd_toolbox_2/cdindex.cfm
7. The Community “Health” Toolbox provides information and support for community health and development. The Tool Box provides over 6,000 pages of practical skill-building information on over 250 different topics. Topic sections include step-by-step instructions, examples, checklists, and related resources in areas such as grant writing, policy development, social marketing, leadership, strategic planning, and much, much more. <http://ctb.ku.edu>

8. The University of Illinois Community Development Toolbox has excellent online interactive tools for assessing such things as: Community Development Capacity Index, Telecommunications Readiness Inventory, eGovernment Readiness Inventory, Strategic Planning, Tourism Capacity Index, and more. <http://communitydevelopment.uiuc.edu>
9. www.afterschool.gov provides a comprehensive list of grant funding opportunities for youth after-school activities.

Celeste Havener

94 Fox Creek Rd.
Laramie, WY 82070
(307) 742-9204

celesteh@wyoming.com

Introduction: I would like to thank the town of Kaycee for the incredible hospitality they extended to the resource team. Everyone involved with the logistics of the assessment were stellar in their work, the rooms were great, the food incredible and the meetings so well attended that we were able to focus on the assessment with no worries to distract us. The town stole my heart, I can understand why the citizens are so anxious to keep it a viable community. I hope to spend more time in your beautiful country.

Theme: Beautification

Challenge: The need to clean up the town of Kaycee, to reduce the weeds and garbage in the town.

Solution: Kaycee has in the past had clean up days with a community picnic. Reinstating this community event would be beneficial and could include developing a recycle area for cans that would benefit the local 4-H or FFA students. They would be in charge of maintaining the area and in exchange receive the money generated from the recycling. Citizens also suggested painting garbage barrels and placing in them on Main Street to reduce litter- this could be a local competition to determine who had the best, funniest, most western,... painted barrel.

Resources: Resources would be local people

Theme: Beautification

Challenge: The need for more plants in Kaycee, both flowers and trees.

Solution: The flowerpots located on the porches of downtown merchants seem to be a great way to accomplish adding beauty to the downtown. Increasing the flowerpots to local residents and other businesses would be a great way to bring more flowers to Kaycee. Large trees are sold by the Powder River Conservation District, as are smaller seedlings. These trees are often sold at very reasonable prices and usually selected for their ability to grow in the specified area.

Resources:

Diane Christensen
Powder River Conservation District
(738.2321)

Theme: Tourism

Challenge: The town would like to bring in more tourism, but with a western twist.

Solution: The museum currently offers trail rides to local historical sites. These rides could be expanded to bring in more riders. There are a number of riding associations in the state who offer free advertising of rides like this. They will work with the community to determine the number of riders the town would like to bring in and advertise for free. Many of the riders are self contained and would not impact the community too heavily. They would need a place to park their trailers (many of which have living quarters inside). The Harold Jarred Park would be an ideal location for headquarters.

Resources:

Wyoming Backcountry Horseman
Judy Settlemyre
2335 Sky View Dr.
Laramie WY 82072
307.742.7963

Wyoming Paint Horse Club
Don Beard
300 North Star Loop
Cheyenne Wyoming 82009
307.638.7727

Wyoming Quarter Horse Association
Pam Osborne
8788 N. US Hwy. 14-16
Gillette WY 82716
307.686.7706

Theme: Beautification

Challenge: Restore/Renovate the local Parks including Harold Jarred Park and the Town Park.

Solution: The city park and HJP are both likely candidates for money from: State Parks and Cultural Resources Department Herschler Building, 1st Floor East 122 West 25th St. Cheyenne, WY 82002 307.777.6478

Resources: The city park and HJP are both likely candidates for money from:
State Parks and Cultural Resources Department
Herschler Building
1st Floor East
122 West 25th St.
Cheyenne, WY 82002
307.777.6478

Theme: Economic Development

Challenge: The community would like to encourage entrepreneurship within the community.

Solution: The community hosts a number of people who are developing cottage industries. These people could access valuable training and business information from the Wyoming Small Business Development Center. The Wyoming Small Business Development Center (WSBDC) Region 4 office is located in the Laramie County Community College Enterprise Center. The WSBDC provides free, confidential, one-on-one counseling on any business question for start-up and existing businesses in Wyoming.

Resources:
Arlene Soto
Wyoming Small Business Development Center
Laramie County Community College
1400 E. College Dr.,
Cheyenne, Wyo. 82007-3298
Phone: (307) 632-6141
Toll Free: (800) 348-5208
Fax: (307) 632-6061

Another resource for small businesses that are owned at least in part by women is:

The Wyoming Women's Business Center M

Mary Beth Baptiste

Box 765 Laramie Wyoming 82070

Phone number is 307.766.3084

email is wwbc@uwyo.edu

Theme: Economic Development

Challenge: The need for jobs for young adults in the community.

Solution: The Wyoming Business Center is beginning a new program called the SITE program. This program is specifically for single parents with the desire to move an art or craft they have from hobby to business.

Resources:

Donna Cossins

Box 765

Laramie Wyoming 82070

phone is 307.766.3084

Theme: Economic Development

Challenge: To increase the ranchers access directly to consumers

Solution: Farmer's markets are growing in popularity throughout the US in Wyoming there are markets in Cheyenne Casper Laramie and Powell. The market fetch high dollar for agricultural products produced within the state. Grass fed animals raised and directly brought to market is sought after. Lamb is one meat that is hard to find at these markets. Having a college student at one of these towns would be an ideal way to get other items such as lotions and BBQ sauce introduced at the markets.

An additional plus of the markets is that many times local businesses will find the merchandise worthwhile to carry in their stores and work directly with the producer.

Resources:

Wyoming Business Council

Renee King, Marketing Specialist

2219 Carey Avenue

Cheyenne Wyoming 82002
307.777.6319
rgking@state.wy.us

Direct market contacts are;
Casper: contact Donna Cuin
UW Extension
donnacuin@hotmail.com

Laramie contact Celeste Havener
celesteh@wyoming.com
94 Fox Creek Rd.
Laramie 82070
307.742.9204

Powell contact Mike Carlson
307.762.3536

Theme: Economic Development

Challenge: To increase the ranchers access directly to consumers

Solution: CSAs or Community Support Agriculture is growing in popularity. This is a system designed to bring ranchers/farmers directly in contact with consumers. The consumers buy shares in the products offered by the ranchers, in essence buying produce, meat and eggs before they are actually harvested. The recent influx of retirees and newcomers to Buffalo may prove to be just the audience who would be interested in working with this type of project. Or for more information from a producer (including bookkeeping spreadsheets) contact shelly Elliot, Idlethyme Farms. Shelly has developed a very successful CSA whose main clients are in Laramie (over 50 miles away).

Resources:

Mary Randolph
Wyoming Rural Development Council
2219 Carey Avenue
Cheyenne WY 82002
307.777.6430
mrand@state.wy.us

Shelly Elliot
Idlethyme Farms
Carpenter Wyoming Phone 307.547.9225

Theme: Economic Development

Challenge: The community would like to encourage light industry in the Kaycee area.

Solution: Two specific industries were mentioned often during the listening sessions. A kitty litter plant to utilize the local bentonite was mentioned as was a mobile meat-processing unit. The Wyoming Business Council would be an excellent contact to research the possibility of the kitty litter plant. Mary Randolph has information about a portable meat processing plant available for use in Wyoming.

Resources:

Paul Howard
214 W. 15th Street
Cheyenne WY 82002
307.777.2838
phowar@state.wy.us

The perfect contact for the mobile meat-processing unit is
Mary Randolph
Wyoming Rural Development Council
2219 Carey Avenue
Cheyenne WY 82002
mrando@state.wy.us

Theme: Arts and Recreation

Challenge: The community would like to develop facilities for recreation in the community, specifically an indoor arena. The arena could be used for local rodeos, team roping and could be rented out for additional equestrian sports. The arena could also be used for baseball and soccer practice during inclement weather.

Solution: The indoor arena seemed supported by many in the community. There are a number of resources to pursue for money for this project. First there are numerous large companies known

to sponsor rodeo interests, including Wrangler, Ford, and Chevrolet. Hosting the Wyoming High School Rodeo should provide the visibility these companies are looking for.

The Wyoming Community Foundation, while not able to fund this type of project directly, could help in identifying areas to look for money.

Another place to look for potential sponsorship for funding for the indoor arena would be the local mining agencies. Often these businesses have parent companies with foundations set up specifically to enhance communities where their employees live. Check the Wyoming Foundation Directory, a publication with listings of all the funding agencies in the state for additional resources. This directory is currently being published by Laramie County Community College, Library Resources, Cheyenne Wyoming. Future publication of this resource will be by the Wyoming Community Foundation.

Resources:

Wyoming Community Foundation
221 Ivinson Ave. 82070
307.721.8300

Theme: Arts and Recreation

Challenge: More recreational facilities are needed by the community including a swimming pool.

Solution: Often these types of facilities are funded by the one-percent capital facilities tax. The tax requires a countywide vote and the procedures for passage of the tax are outlined in State Statue 39-15-203 (iii).

Resources: State Statue 39-15-203 (iii)

Theme: Arts and Recreation

Challenge: some students at the high school expressed an interest in having a skate park.

Solution: The town of Saratoga has a great skate park that required minimal investment. The park is located on an unused tennis court and is furnished with material (such as curbs, and parking ‘blocks’) the town couldn’t use. They also have posted a ‘skate at your own risk’ disclaimer for liability issues. Contact the Saratoga City Council for more information.

Resources: City of Saratoga Saratoga WY

Theme: Arts and Recreation

Challenge: The community would like to see more community activities in Kaycee

Solution: The community hosts a number of talented musicians. Reestablishment of monthly dances at the HJP would be an activity that would highlight the town's talent. People like Donna May and Ross could play and these dances could serve as a beginning for young musicians within the community.

Another activity that would be easy and inexpensive to start up would be a reading/book club. This group could hold monthly meetings at the library or at individual's homes. Advertising existing activities in a specific location (at the library, in a newsletter, in the entryway of town hall) would probably bring the information to a wider audience.

Resumption of the community cleanup-picnic would be an activity to bring community together and help keep the town attractive.

Resources: Contact Donna May and Ross in Kaycee Contact the Librarian in Kaycee

Theme: Arts and Recreation

Challenge: There were a number of people who would like to see the rodeos strengthened or encouraged

Solution: The rodeo could be encouraged by increasing the purse for events. Sponsorship for this could come from energy companies mining in the local area, or possibly from the Wyoming Community Foundation.

Resources:

Wyoming Community Foundation.
221 Ivinson Ave. 82070
307.721.8300

Theme: Arts and Recreation

Challenge: The community had suggested bringing in sheep dog trials.

Solution: This would blend perfectly with the Shepherder's rodeo. Many people come to events such as this and it could be a tourist draw as well. People in Laramie are beginning to look into sheep dog trials and it may be of benefit to both towns to co-sponsor judges for these events. In Laramie contact Billy Pickle for more information about sheep dog trials.

Resources:

Mr. Billy Pickle
1745 US Hwy 287
Tie Siding WY 82084
307.742.8450

Theme: Public Services

Challenge: Weeds on Public Lands are a nuisance and encroaching on public lands. There are potentially poisonous plants on public grazing areas.

Solution: The BLM contact for weed management in Johnson County is Janelle Gonzales BLM Weed Control Buffalo WY 307.684.1148

Resources:
Janelle Gonzales
BLM Weed Control
Buffalo WY
307.684.1148

Theme: Community Development

Challenge: There is a need for senior housing, such as assisted living or a nursing home.

Solution: The community is small enough that most assisted living corporations will not build a facility there. Assisted living quarters run \$1,200-\$2,500.00 a month, nursing homes run 3-5 times that much. With this in mind it is feasible that a private, qualified individual could build a center there that would be large enough for the citizens in Kaycee who need such a facility.

Resources: AARP should have guidelines for assisted living centers. wy@aarp.org

Theme: Community Development

Challenge: There is a lack of communication within the community.

Solution: This concern was heard numerous times during the assessment. Three specific ideas were brought up to remedy this. First a newspaper was proposed, the contact for this would be at the public library in Kaycee, or as a school project. The second idea was a community designated bulletin board; again the library would be a good contact or the city hall entryway. The third idea was developing a local radio station. In Laramie, a group of citizens recently developed a new, local radio station; contact for that group would be Cynthia Chavez Kelly.

Resources:

The journalism class at the Kaycee High School
The Librarian at Kaycee

For information about starting a local radio please contact;
Cynthia Chavez Kelly
Project Coordinator Department
Multicultural Student Life Office
Knight Hall 117
Email: ckelly@uwyo.edu
Phone: (307) 766-6193

Theme: Housing

Challenge: The community would like to find housing to replace the trailers that were donated after the flood

Solution: Habitat for humanity has a department specific for disaster relief. The organization brings in experienced carpenters and material to the community to build homes for people without finances to replace their homes.

Resources:

HFHI Disaster Response
121 Habitat Street
Americus, Ga. 31709
(800) HABITAT, ext. 2979
(229) 924-6935, ext. 2979
E-mail: Disaster@hfhi.org

Theme: Tourism

Challenge: Many citizens wanted to develop tourism in Kaycee and indeed the area has numerous draws; historically, geologic and just plain peace and quiet.

Solution: With the interstate running just outside Kaycee one of the easiest ways to bring in tourist would be with adequate, well-designed signage. The Wyoming Business Council has resources to develop tourism in harmony with a community desires.

Resources:

Wyoming Business Council
Tourism Division
214 West 15th Street
Cheyenne Wyoming
www.wyomingbusiness.org/toursim/index.cfm

Theme: Misc. Issues. Flood Control, Reservoir

Challenge: The reservoir above Kaycee seemed to have much confusion surrounding it.

Solution: The NRCS and The Army COE are looking at upstream storage as an alternative for helping the town with flooding issues. They hope to have a preliminary report to the town by the first of March.

Resources:

Allison Engle,
District Conservationist
Kaycee Field Office
Kaycee WY
307.738.2321

Debbie Hall

USDA Rural Development
1949 Sugarland Dr., #118
Sheridan, WY 82802
307.672.5820. ext. 4
Debbie.hall@wy.usda.gov

Introduction: As a member of the resource team, I would like to personally thank the town of Kaycee for the warm welcome and hospitality during our stay in your community. I also want to say how pleasingly impressed I was by the great turnout at the listening sessions and the open, constructive, and honest input from those involved. The progress Kaycee has made in the aftermath of disaster says a lot for the community and what you are capable of. Numerous attributes including the small town Western atmosphere and the history and heritage of the area is complimented by neighbors who help neighbors and pull together in times of need.

This report is organized around some of the major themes identified by the resource team and will hopefully provide some additional resources.

Theme: Housing

Challenge:

Affordable & Senior Housing: The team heard a great deal of input about the lack of affordable housing, the low quality of existing housing stock, the need for affordable senior housing, and the lack of available land for development for housing.

Solution:

The Wyoming Community Development Authority (WCDA) is the State Housing Authority. They have a number of programs including the HOME Investment Partnership Program, Community Development Block Grant Program, and Low Income Housing Tax Credit Program for subdivision development if the subsidy is passed on to the Homebuyer.

The Small Business Association has a program for local Builders to finance construction of homes.

USDA, Rural Development Rural Housing Service (RHS) has a variety of programs that are targeted toward providing affordable housing in small communities and rural areas, such as:

1. Guaranteed Rural Housing Loans. This program is designed to help low and moderate income households with good credit and steady income purchase homes without a down payment requirement.
2. Home Ownership Loans. These loans are to assist very low and low income

- household's purchase or improve their homes at a subsidized interest rate.
3. Section 504 Rural Home Repair Loans and Grants. These loans and/or grants are available to assist very low income homeowners with repairs to their homes. The interest rate for loans is 1%. The terms are for up to 20 years. Grants are for elderly applicants at least 62 years of age for repairs and improvements that will remove health and safety hazards, or to repair or remodel dwellings to make them accessible and useable for household members with disabilities.
 4. Rural Rental Housing Loans (Section 515). These loans are for rental housing units to provide subsidized affordable rentals for persons of very low, low, and moderate incomes – including those 62 and older, handicapped, or disabled.
 5. Rural Rental Housing Guaranteed Loans (538). This program is intended to produce new affordable rental housing by inviting qualified lenders and eligible housing providers to propose rental complexes that will serve rural residents with low to moderate incomes.
 6. Housing Preservation Grants. Grant funds are available annually on a competitive basis to nonprofit groups assisting very low income homeowners with essential repairs.
 7. 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.

Resources:

WCDA –

Cheryl Gillum
Housing Programs Director
WCDA
155 North Beech Street
Casper, WY 82602
(307) 265-0603
website = <http://www.wyomingcda.com>

SBA –

Dave Denke
SBA
100 East "B" Street
Casper, WY 82601
e-mail address = <http://www.dave.denke@sba.gov>
(307) 261-6523

USDA –

USDA, Rural Development
Lola J. Lucero
Rural Development Manager

1949 Sugarland Drive, Suite 118
Sheridan, WY 82801
e-mail address = <http://www.lola.lucero@wy.usda.gov>
(307) 672-5820, Ext. 4
website = <http://www.rurdev.usda.gov> and
<http://www.rurdev.usda.gov/wy>

In 1989 Sundance, WY formed a housing authority and developed a small 12-unit elderly apartment complex. It has been a very successful project. A potential contact to discuss their thoughts is:

Cindy Van Horn, Manager
Green Mountain Estates
Sundance Housing Authority
P.O. Box 831
Sundance, WY 82729
(307) 283-2948
(307) 283-2010

A private developer built a RRH 515 4-unit apartment project in the small community of Edgerton, WY in 1982. This developer has built many of these projects in various small communities in several states over the last 25 years. A contact is:

John Bosley
Bosley Management, Inc.
1566 Terra Avenue
Sheridan, WY 82801
e-mail address = <http://www.jabosley@bosleymanagement.com>
(307) 672-0407
(307) 672-9708

Recently, the North East Wyoming Economic Development Coalition (NEWEDC), a private non-profit corporation based out of Gillette that services a six county region (Crook, Campbell, Weston, Niobrara, Converse, and Natrona) has received a Self Help Grant to develop a program there. For more information contact:

Susan Bigelow, Chief Executive Officer
NEWEDC
P.O. Box 3948
Gillette, WY 82717
(307) 686-2603

For the past several years 100% of Wyoming Rural Development's total allocation of Housing

Preservation Grant funds have been utilized in the northwest portion of the State. The grantee is based in Worland, and they have used these grant funds throughout 4 counties, (Washakie, Hot Springs, Park, and Big Horn). They have been extremely successful and continue to receive funding on an annual basis. For information contact:

Bill Edyvean, Asst. Chief Executive Officer
Northwest Community Action Programs of Wyoming, Inc. (NOWCAP)
P.O. Drawer 158
Worland, WY 82401
(307) 347-6185

Theme: Economic Development

Challenge:

Entrepreneurship, Jobs, Planned Growth, Light Industry. The need for recruitment of clean, low impact new businesses was something the team heard on several occasions. Entrepreneurial training for existing business owners as well as owners of start-up business is essential and can go a long way toward strengthening the viability of new or expanding businesses.

Solution:

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, grant and loan application preparation, and all business questions.

USDA, Rural Development has a Value-Added Agricultural Product Development Grant Program. This is designed to help farmers and ranchers expand their customer base on new and emerging agricultural markets. The funds are to finance a portion of marketing studies, feasibility studies and in some cases working capital, for producers to determine if it is economically feasible to add value to an agriculture product.

USDA, Rural Development, Rural Business-Cooperatives Service (RBS) has a Rural Economic Development Loan/Grant (REDLG) Program for Rural Utilities Service borrowers. The funds are used to finance a broad array of projects, including for profit businesses to promote rural economic development and/or job creation projects including start up costs and incubator projects.

USDA, Rural Development, Rural Business-Cooperatives Service (RBS) also offers Business and Industry (B&I) Guaranteed Loans, where we guarantee loans made by eligible lenders to rural businesses. Also, we have Intermediary Re-lending Program (IRP) Loans which consist of loans made by the RBS to intermediaries to provide loans to ultimate recipients for business facilities and community development projects in a rural area.

USDA, Rural Development, Rural Business-Cooperatives Service (RBS) has a Rural Business Enterprise Grant (RBEG) Program to facilitate development of small and emerging private business enterprises in rural communities. Eligible applicants include private non-profits and public bodies.

Resources:

SBDC –

Judith Semple
Regional Director
222 South Gillette Avenue, Suite 402
Gillette, WY 82716
e-mail address = [http://www.sbdc@vcn.com](mailto:www.sbdc@vcn.com)
(888) 956-6060
website = <http://www.uwyo.edu/sbdc>

USDA – Value Added

USDA, Rural Development
Janice Stroud, Area Supervisor
100 East “B” Street, Room 1005
Casper, WY 82601
e-mail address = [http://www.janice.stroud@wy.usda.gov](mailto:www.janice.stroud@wy.usda.gov)
(307) 261-6301
website = <http://www.rurdev.usda.gov> and
<http://www.rurdev.usda.gov/wy>

USDA – REDLG

Contact your local Rural Electric or Telephone Association

USDA – B&I, IRP, and RBEG’s

USDA, Rural Development
Lola J. Lucero
Rural Development Manager
1949 Sugarland Drive, Suite 118
Sheridan, WY 82801
e-mail address = [http://www.lola.lucero@wy.usda.gov](mailto:www.lola.lucero@wy.usda.gov)
(307) 672-5820, Ext. 4
website = <http://www.rurdev.usda.gov> and
<http://www.rurdev.usda.gov/wy>

Theme: Public Services

Challenge:

Health. Concerns were mentioned during the listening sessions regarding the need for increased medical and health care services.

Solution:

USDA, Rural Development, Rural Housing Service (RHS) offers Community Facility Loans and Grants for essential community facilities in rural areas. Funds may be used to construct, enlarge, or improve community facilities for health care, public safety, and public services.

Resources:

USDA, Rural Development
Lola J. Lucero
Rural Development Manager
1949 Sugarland Drive, Suite 118
Sheridan, WY 82801
e-mail address = http://www.lola.lucero@wy.usda.gov
(307) 672-5820, Ext. 4
website = <http://www.rurdev.usda.gov> and
<http://www.rurdev.usda.gov/wy>

Theme: Infrastructure

Challenge:

Water, Sewer, Streets, Curbs & Gutters, Landfill. The need for funding to complete road and street repairs and paving, water and sewer system improvements, and solid waste disposal was another major need that was identified by many citizens at the listening sessions.

Solution:

The State of Wyoming, Office of State Lands and Investments Board (SLIB) has loan and grant funds available to cities, counties, and other political subdivisions of the state for capital construction and infrastructure development. These programs are used primarily for public water and sewer projects; streets, roads, and bridges; public health, safety, and medical facilities; and jail and law enforcement facilities.

The Wyoming Water Development Commission has both loan and grant programs available to help with construction and rehabilitation of publicly owned water supply systems.

USDA, Rural Development, Rural Utilities Service (RUS) administers a water and wastewater loan and grant program to improve the quality of life and promote economic development in rural America.

USDA, Rural Development, Rural Utilities Service (RUS) also administers Solid Waste Management Grants. With this program, grants are made to public and private nonprofit organizations to provide technical assistance and/or training to associations located in rural areas to cities and towns with a population of 10,000 or less to reduce or eliminate pollution of water resources and improve planning and management of solid waste facilities. Assistance may be provided to enhance operator skills in operations and maintenance, identify threats to water resources, and reduce the solid waste stream.

Resources:

SLIB –

Brad Miskimins
Office of State Lands and Investments
Herschler Building, 3rd Floor West
122 West 25th Street
Cheyenne, WY 82002
e-mail address = [http://bmiski@state.wy.us](mailto:bmiski@state.wy.us)
(307) 777-6646
website = <http://lands.state.wy.us>

WWDC –

Wyoming Water Development Commission
Lawrence M. Besson, Director
Herschler Building, 4W
122 West 25th Street
Cheyenne, WY 82002
e-mail address = [http://lbesso@state.wy.us](mailto:lbesso@state.wy.us)
(307) 777-7626
website = <http://wwdc.state.wy.us>

USDA – Water & Waste and Solid Waste Management Grants

USDA, Rural Development
Jerry Tamlin, B&CP Director
100 East “B” Street, Room 1217
P.O. Box 820
Casper, WY 82602
e-mail address = [http://www.jerry.tamlin@wy.usda.gov](mailto:www.jerry.tamlin@wy.usda.gov)
(307) 261-6319
website = <http://www.rurdev.usda.gov> and
<http://www.rurdev.usda.gov/wy>

SUMMARY

In closing I would like, again, to express my thanks to the Town of Kaycee. It became clear during my stay that the Town recognizes its greatest strength – THE PEOPLE OF KAYCEE. Thank you to the team members, it was great to work with you. And thank you to those who organized the assessment process.

I hope that our report is helpful in your efforts to make improvements in your community.

Mary Randolph

Wyoming Rural Development Council

2219 Carey Ave.

Cheyenne, WY 82002

307.777.6430

mrando@state.wy.us

Introduction: I cannot begin to tell you how exciting and rewarding this community assessment was for me. I am so passionate about this process and when I see a community that "gets it" it warms me from head to toe! A community can only help itself - this process allows you to explore your challenges and assets and put them together to move forward and have a healthy, vibrant community. You, as a community, have realized this and are making outstanding steps forward. Because you are allowing everyone in the community to have a part in designing the future of Kaycee, you will be successful. You will also have the kind of community you all want - "The little town that everyone wishes it could be."

I want to thank you all for your hospitality and generosity to the team members. I enjoyed my few days in Kaycee, making new friends and experiencing what a wonderful community you have. You are extremely rich in resources - the natural resources in landscape and history and your community members. I ate too much (even though Tom says we didn't eat enough!) and the motel accommodations were great. I look forward to working with you in the future. Mary

Theme: Main Street

Challenge: Many comments were received from individuals (at all listening sessions) about the main street of Kaycee. Everyone wants to see an inviting downtown - one in which visitors and residents can feel like they are in downtown Kaycee. The majority of people were interested in capturing the western theme that many merchants have already developed and continue building on that theme.

Solution: My solution may be a little pre-mature. As I write this report, the Wyoming Legislature is in session and one of the topics of discussion is reinstating the Main Street Program for the State of Wyoming. There are several entities working to get this program back in Wyoming: The Wyoming Rural Development Council, the Wyoming Business Council, and several House Representatives. Each of us is seeking funding and resources to administer the program. I feel confident the program will begin in Wyoming again; the question is who will manage the program. So stay tuned, because this is one that will be able to help you!

The Main Street Program is a special system developed by the National Trust for Historic Preservation to teach a community how to revitalize its commercial downtown areas. The program has been implemented in 24 states and has helped revitalize downtown areas in more than 170,000 communities by teaching community leaders how to organize, develop a vision, and market a revitalization project, and how to generate private funding.

Resources: The result of the 2004 legislative session will give results of which agency you will contact for Main Street Program assistance. It will be either:

Wyoming Rural Development Council
2219 Carey Ave.
Cheyenne, WY 82002
307-777-6430
mrand@state.wy.us

Or

Wyoming Business Council
214
Cheyenne, WY 82002

Theme: Main Street

Challenge: Many residents voiced an interest in keeping a western theme for Main Street.

Solution: I recently was in Dubois, Wyoming and walking their downtown, which has a western theme. One idea that I thought was great was they have a boardwalk down Main Street. On each wood plank of the boardwalk they have burned in a name. Individuals or businesses can purchase a plank and have it engraved with up to 15 characters. There were planks with "in Memory of..." or ranch brands, business names, etc. Each plank costs \$30.00 and they are engraved in the spring and guaranteed for 10 years. It was fun reading all the names and it was a small moneymaker for downtown!

Resources: Add this in...

Theme: Economic Development Entrepreneurship

Challenge: One thought that jumped out at me during our listening sessions was that Kaycee already had many "lone eagle" businesses and definitely has an entrepreneurship attitude.

Solution: I believe much of the future of Kaycee is in entrepreneurship. Kaycee needs to become a community that embraces that form of business development. It would allow for small growth and also allow you to keep true to Kaycee as it is. A way to do this is to become a pilot community for a new program called "P.A.C.E.".

P.A.C.E. is Planned Approach to Community Entrepreneurship. This is a program that several entities in the state are forming to give assistance to communities in developing their entrepreneurship spirit. Organizations involved are: Small Business Development Centers, Wyoming Business Council and Wyoming Rural Development Council. Applications to apply as a pilot community will be coming out shortly and I have recommended Kaycee as a pilot community.

Resources: Small Business Development Center Debbie Popp SBDC Associate State Director
Dept. 3922 Laramie, WY 82071 307-766-3505

Theme: Community Development Youth

Challenge: There were many comments about keeping the youth in Kaycee. Kathie Starweather with NRCS (Natural Resource Conservation Service) has also done some work in Kaycee. Kathy heard from the youth that they feel they are "entertainment" for the community and not a vital part of the community. They must be listened to and allowed to act in some form.

Solution: I would strongly encourage the town to include youth in their decision making process for the town. A youth advisory council to the town council would be a great idea; perhaps having an alternating youth representative on the Council might be another. There are several communities who have instituted youth councils. The Town of Lovell received a grant from the Wyoming Community Network to finance creation of their council. (See more about this grant under my miscellaneous section).

Resources:

Town of Lovell
Angel Montanez, Council Member
336 Nevada Ave.
307-548-6551
tol@tctwest.net

Theme: History And Heritage Image Of Kaycee

Challenge: One challenge mentioned many times was "getting people to turn right or left" and come into Kaycee (and not just the rest stop).

Solution: There needs to be some attractive signage or draw into the town. Not a billboard, but maybe a great bronze sculpture of a sheep or some type of entrance signs that showcase Kaycee

and draw you the direction of town. Department of Transportation ISTEA grants or some type of Department of Transportation grant is available for this type of project.

Resources: Wyoming Department of Transportation Bob Milburn 5300 Bishop Boulevard Cheyenne, WY 82009 307-777-4437 (information desk)

Theme: History And Heritage

Challenge: The museum was mentioned many times as a great asset to the community. The museum has seen an increase in visitation and IS a draw for people. The challenge is to continue to find funds to grow and expand the museum.

Solution: I am attaching several grant sources that provide funds for museums. I have included both Wyoming sources as well as national.

Resources:

American Association of Museums: International Partnerships Among Museums

Department of International Programs

1575 Eye Street, NW, Suite 400

Washington, DC

20005

Phone: 202-289-9115

Fax: 202-289-6578

Email: ipam@aam-us.org

Url: http://www.aam-us.org/programs/international/ipam_index.cfm

Primary Contact:

Ms. Helen Wechsler, Program Director

Anne Duncan & C. W. Duncan, Jr. Foundation

600 Travis

Suite 6100

Houston, TX

77002 - 3007

Phone: 713-226-5030

Primary Contact:

R.J. Faust

Geographic Scope:

Texas, Wyoming

ChevronTexaco Foundation

P.O. Box 7753
San Francisco, CA
94120 - 7753

Phone: 415-894-4615

Email: GRANTS@chevrontexaco.com

Url: http://www.chevrontexaco.com/social_responsibility/community/programs.asp

Primary Contact:

Grants Administrator

ExxonMobil Foundation/ExxonMobil Corporate Contributions Program

Public Affairs, Contributions

5959 Las Colinas Blvd.

Irving, TX

75039 - 2298

Phone: 972-444-1169

Fax: 972-444-1405

Email: contributions@exxonmobil.com

Url: http://www.exxonmobil.com/Corporate/Notebook/Citizen/Corp_N_CitizenGrants.asp

Primary Contact:

Mr. Truman T. Bell, Program Officer

Institute of Museum and Library Sciences: Museum Assessment Program

1100 Pennsylvania Avenue, NW

Washington, DC

20605

Phone: 202-606-8536

Fax: 202-606-8591

Email: imlsinfo@imls.gov

Url: http://www.imls.gov/grants/museum/mus_map.asp

Primary Contact:

Ms. Jeannette Thomas, Program Officer

Phone: 202-606-8548

Email: jkthomas@imls.gov

Institute of Museum and Library Services

Office of the Director

1100 Pennsylvania Avenue, NW, Room 510

Washington, DC

20506

Phone: 202-606-8536

Fax: 202-606-8591

Email: imlsinfo@imls.gov

Url: <http://www.ims.gov>

J. Paul Getty Trust: Getty Grant Program

1200 Getty Center Drive
Suite 800
Los Angeles, CA
90049 - 1685

Phone: 310-440-7320

Fax: 310-440-7703

Email: info@getty.edu

Url: <http://www.getty.edu/grants>

Primary Contact:

Mr. Barry Munitz, President

MDU Resources Foundation

P.O. Box 5650
Bismarck, ND
58506 - 5650

Phone: 701-222-7828

Fax: 701-222-7607

Url: <http://www.mduresources.com/corp-fdtn.html>

Primary Contact:

Mr. Robert E. Wood, President

Newell B. Sargent Foundation

P.O. Box 50581
Casper, WY
82605 - 0581

Phone: 307-577-0724

Primary Contact:

Mr. Chuck Smith

Union Pacific Foundation

1416 Dodge Street
Room 802
Omaha, NE
68179

Phone: 402-271-5600

Fax: 402-271-5477

Email: upf@up.com

Url: <http://www.up.com/found/>

Primary Contact: Ms. Darlynn Herweg, Director

Theme: Economic Development

Challenge: A challenge brought up by youth and citizens, was the fact that there are few jobs for youth in the community.

Solution: I don't have a solution but a goal or an idea that I would like to share with you. I was recently doing an assessment in Montana and one of the communities mentioned that they have a goal for jobs for youth. That is to create 1 job for each student graduating each year. So for example if you have 20 kids graduating in 2005, an economic development goal for your community would be to create 20 jobs for 2005/2006 through your economic development efforts.

Resources: N/A

Theme: Housing

Challenge: Housing is obviously a great issue for Kaycee. Lack of housing, lack of land for housing, lack of senior housing, etc.

Solution: The State of Wyoming is forming a housing association that will give assistance to communities who have completed an assessment, and identified housing as a priority in their follow up. George Gault of the Wyoming Community Foundation is facilitating the creation of the team so I would contact him regarding information on how they can assist the Town of Kaycee.

Resources:

Wyoming Community Foundation
George Gault
221 Iverson
Laramie, WY
307-721-8300

Theme: Miscellaneous

Challenge: Grant Writing

Solution: The Wyoming Rural Development Council (WRDC) offers a scholarship each year to a 40-hour grant writing school sponsored by RC&D (Resource Conservation & Development). This is an outstanding course. You will bring a grant to the class and leave with the grant written. WRDC will pay the tuition, meals and lodging for individuals to attend. In return, the individual must volunteer 40 hours of grant writing to WRDC. WRDC maintains a list of these individuals; so if you are looking for some assistance in writing a grant, contact our office.

Resources: Wyoming Rural Development Council Mary Randolph 2219 Carey Ave. Cheyenne, WY 82002 307-777-6430 mrand@state.wy.us

Theme: Miscellaneous

Challenge: Many communities have difficulty after the assessment has been completed in organizing committees to move projects forward or to keep citizens informed of progress. It is important to keep any momentum up generated by the assessment to move projects ahead.

Solution: I ran across a great idea that the City of Forsyth, Montana did after their assessment. They completed their assessment last year. After the priority setting meeting, they developed "Phases" of completion. They took their assessment priorities and developed an action plan. To "kick" this off in the community, they developed a program they called, "Economic Development Kick-Off 2002", Phase I.

A person in the community that was talented in creating power point presentations, developed a presentation to show what the priorities were and in what Phase these priorities would be completed and how. They set up an evening program and invite the community. They show the power point, hand out a brochure (which I have attached a copy in the appendix) that lays the program out as well as a form they can fill out to help! They plan on holding this Kick off every year and just completed Kick off 2004.

Resources:

City of Forsyth
247 N 9th Ave
P.O. Box 226
Forsyth, MT 59327
406-346-2521
Mayor: Dennis Kopizke

Theme: Miscellaneous

County Commissioners And Representation

Challenge: The idea that Kaycee is not represented on the County Commissioner Board was of great concern to many citizens. It is a concern and a frustration.

Solution: In checking with Wyoming County Commissioner's Association, Executive Director, Joe Evans, the only way Kaycee could guarantee a seat would be to have 5 commissioners with 1 designated for south Johnson County. This would entail a great deal of work and energy, but if it is something you feel so strongly about, I would suggest you pursue the idea and contact Joe Evans.

Resources:

Joe Evans. Wyoming County Commissioner's Association
Box 86
Cheyenne, WY 82003
307-632-5409

Theme: Miscellaneous

Challenge: Grants Available for funding projects

Solution: There are several organizations and businesses within the state that offer grants to communities to fund projects that you have identified in your Community Assessment. Wyoming Community Network - these grants are awarded annually to communities who have identified a project or need in their assessment. Grants have ranged from \$1,000 to \$10,000.

Resources: Wyoming Community Network Attn: Mary Randolph, Acting Director 2219 Carey Ave. Cheyenne, WY 82002 307-777-6430 mrand@state.wy.us

Solution: The Wyoming Rural Development Council as well the Wyoming Business Council subscribes to a grant search engine called "GrantStation". This engine is from Alaska and was created to help rural communities that do not have the resources to find grants. If you have a project or issue you would like to see if grants are available, contact one of our offices and we can do a search for you. You can go on-line and see what services are offered through Grant Station: GrantStation.com

Resources: Wyoming Business Council Steve Achter 214 Cheyenne, WY 82002 307-777-2811
OR Wyoming Rural Development Council 2219 Carey Ave. Cheyenne, WY 82002 307-777-6430
mrand@state.wy.us

Theme: Miscellaneous

Challenge: Several people who are business owners and live outside the town limits of Kaycee voiced a concern that they cannot serve on the Town Council.

Solution: After discussing the situation with George Parks of WAM (Wyoming Association of Municipalities), George explained that there is nothing in law that allows for a person who lives outside town limits to serve on the Town Council. However, a Council is free to be creative in developing some way this can be accomplished. For example, several communities have youth represented on their Town Councils - you could possibly create a position that would be a business representative serving on the Council or as an advisory member.

Resources:

George Parks

WAM - Wyoming Association of Municipalities

P.O. Box 3110

Cheyenne, WY 82003-3110

307-632-1942

Theme: Miscellaneous

Challenge: Flood control and mitigation

Solution: During our tour of Kaycee, many positive comments were made about the support Kaycee has received from NRCS (Natural Resource Conservation Service). In speaking with the Associate State Director, George Cleek, he assured me that NRCS was still working with Kaycee and moving forward. My recommendation is to continue this relationship and communication with NRCS.

Resources: N/A

Sandra E. Marquis

Bighorn National Forest
2013 Eastside 2nd Street
Sheridan, WY 82801
307-674-2614
smarquis@fs.fed.us

Introduction: I would like to thank the Community of Kaycee for the hospitality, friendliness, and honesty during my participation as a Team Member for the Kaycee Community Assessment. The excitement, energy, and desire to improve and enhance your community was contagious! I, personally and professionally, was energized by your community. Hopefully, we will be able to work together for the Town of Kaycee! Thank you again for a great experience and an opportunity to meet so many great people!

Theme: Community Development

Challenge: Many members of the community felt that improved communications were needed locally. It was said that if you didn't have kids in school then you didn't know about community events. Kaycee relies on the Buffalo Bulletin and the Casper Star Tribune for information. If not through those papers, school and word of mouth are the avenues of communication. There is a lack of communication between the Town people and people in surrounding rural areas. Information such as Town meetings, school events, and any local news isn't easily available. Many folks stated a need for a local newspaper.

Solution: Start a local newspaper. Start small with a two to four page newsletter and grow gradually. Run the newspaper by using the high school kids as journalists/photographers. This would also meet another challenge of activities for youth outside of sports. Charge a minimal fee for the paper and for all advertisements, including classified ads in order to generate revenue and working capital. As the newspaper grows, this could result in permanent jobs within the community.

Resources:

Executive Order 12999 provides for Federal agencies to transfer excess computer equipment (e.g., monitors, printers, modems, routers, servers) to our Nation's classrooms in order to provide computer skills to children and teachers, and connect classrooms to the National Information Infrastructure. The U.S. Forest Service replaces equipment cyclically and has excess equipment available for schools and non-profit organizations engaged in collaborative projects with schools or that have education as their primary focus. To request excess computer equipment, contact: Tracy L. Conner or Sandy Marquis
Bighorn National Forest

2013 Eastside 2nd Street
Sheridan, WY 82801
Phone: (307) 674-2600

Theme: Beautification

Challenge: After the flood, Main Street, the City Park, and other areas around town were devastated. The need to cleanup Kaycee was mentioned many times. Several people mentioned the need to plant trees, make Kaycee more attractive, and clean up the City Park.

Solution: Become a Tree City USA. In many communities, tree programs have been an important stimulus for economic development. Towns and cities beautifully planted with trees are more likely to attract new businesses and are more appealing to tourists. Tree-lined streets make people feel welcome and comfortable. People linger and shop longer--and spend more money as a result.

The quality of life for citizens is enhanced by trees. Homes are in green, shaded neighborhoods, lunch time walks through parks with trees or down a Main Street lined with trees is enjoyable. Communities of any population can qualify - from less than one hundred to the millions. Four Tree City USA standards must be met.

Standard 1: A Tree Board or Department. In a typical city, at least half of the trees are on public property. Someone needs to be legally responsible for the care of those trees. A tree board is a group of concerned citizens, usually volunteer, charged by ordinance to develop and administer a comprehensive tree management program. Tree boards usually function with the aid of professional foresters.

Standard 2: A City Tree Ordinance. The city tree ordinance needs to designate the tree board or department and give them the responsibility for writing and implementing the annual community forestry work plan.

Standard 3: A Community Forestry Program with an Annual Budget of at Least \$2 per Capita. This is a minimum requirement for a basic program.

Standard 4: An Arbor Day Observance and Proclamation. An Arbor Day ceremony can be simple and brief, or an all-day or all-week observance. You might want to make your Arbor Day a community-wide celebration. Include a fun run, poster or poetry contest, or children's play, a concert of songs about trees or with tree names in their titles. No matter how large or small your Arbor Day Celebration, to make it official the mayor must issue a proclamation declaring the observance of Arbor Day in your community.

Resources: Urban forestry experts from the State Forester's Office, with the support and

cooperation of the U.S. Forest Service, are ready to assist your community.

Contact: Michael "Hoss" Hostetler,
District Forester, Wyoming State Forestry Division
Buffalo, WY (307)
684-2752
Mark Hughes, Wyoming State Forestry Division
Cheyenne, WY (307 777-7586

Theme: Beautification

Challenge: After the flood, Main Street, the City Park, and other areas around town were devastated. The need to cleanup Kaycee was mentioned many times. Several people mentioned the need to plan trees, cleanup the City Park, the Walking Path, and make Kaycee more attractive.

Solution: Plant trees in and around Kaycee. In the City Park, along the walking path, at the schools, and along Main Street. Often, grants will allow funding for sprinkler systems as a part of a tree-planting grant due to the care needed in maintaining the trees after planting.

Resources: Community Forestry grants are available through the State Forester's Office. Applications are sent out in the fall and are due around February 1 of each year. Total funds are about \$60,000 with up to \$3,000 per community or organization.

Contact: Wyoming State Forestry Division
Mark Hughes
Cheyenne, WY (307) 777-7586
or
Michael "Hoss" Hostetler
Buffalo, WY
(307) 684-2752

Theme: Arts And Recreation

Challenge: Facilities A common need was a stage at Harold Jerrard Park. Currently, a play is written and produced locally each year. A makeshift stage is pulled together using sawhorses and the curtain is hung from chains high up on the ceiling of the Center. Sometimes, this stage has to be taken down each night because of other activities occurring at the park. A portable stage or a permanent one built in the building at HJP would make the annual play run more smoothly and also provide a greater opportunity to host more plays or other events on the stage.

Solution: Purchase or build a new stage at the current County facility. A portable stage could also be purchased. The National Endowment for the Arts and the Forest Service has a special grant program supporting arts-based rural community development projects.

It appears that Kaycee meets all three of the requirements of this grant: 1) the arts as an economic development tool; e.g. tourism development, downtown revitalization, scenic byways, heritage areas, natural resource based cooperatives, and nonprofit enterprises. 2) The arts as a community development tool; e.g. use of the arts to address issues such as adult and youth education, leadership development, and civic entrepreneurship. 3) The arts as part of a community's heritage; e.g. community cultural planning, exhibitions, festivals, civic stewardship for natural resources.

Resources: The community is currently working with the WRDC and the USFS, Bighorn NF, in applying for this FS/NEA grant.

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Theme: Miscellaneous

Challenge: "People come in and spend a couple of days and say they're going to help - then we never hear from them again." "Nothing will ever come of this. They'll come, they'll see, they'll be gone." "Nice to have these meetings and get this all down, but it'll be interesting to see if anything ever comes of it."

Solution: The Wyoming Rural Development Council has pulled together an excellent program. They provide you with answers and also leave the door open for you to contact them and any of the team members. Don't be a Naysayer! Get involved! Go to the Priority Setting Session. Volunteer to be on a committee. Devote yourself to one project; it doesn't have to be all of them. You'll be surprised at what the community can accomplish when everyone pulls together. Nothing WILL get done if everyone expects to sit back and have outsiders do it for them. The whole premise is to have the community make the decisions, prioritize the community's needs, work together, write grants together, and ASK for help when they need it!

Theme: Miscellaneous

Challenge: Where will we get the funding? How do we compete for funding?

Solution: In my years of reviewing grant applications and funding projects, I'd like to offer some suggestions.

- 1) Phase your projects if you can. If you need \$50,000 and the project will take 3 years to complete - phase it by year. If there are obvious breaking points in the project, phase it by the activity, e.g. Phase 1: building plans (architectural drawings) or business plan; Phase 2: construction of the building; Phase 3: Fixtures (lighting, cabinets, display cases); Phase 4: Landscaping; Phase 5: Marketing. Smaller amounts are funded more often than large (unless its an entity that has large amounts to grant). Many organizations want to provide financial assistance to as many communities/non-profit organizations as they can so they limit the amounts available per grantee.
- 2) Always cite the benefit to the community (e.g., creates XX number of jobs; estimate additional funds to the community, such as tourist \$\$\$, additional tax \$\$; promoting community's heritage.)
- 3) Always list your partners. Support from others strengthens your project. In-kind matches are important! Show the community support - someone willing to donate cat and cat operator time show support! These are just a few, but they're very important.

Resources:

Sandy Marquis Administrative Officer
Bighorn NF
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Resources: You The Community The Kaycee Community Assessment Team (you have our numbers) and everyone else we can pull in to build the future of Kaycee and its surrounding communities (SO JO CO)

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?

- Water supply. Have well, but need a back up well
- How to keep the young people here or come back
- Affordable housing
- Job that pay enough to keep us and our kids here
- For a long time, recognized limit of water. Power River damm project
- Lack of communication between town people and people in the rural areas
- Not trying to move forward. Trying to hang on to the way things were 50 or 60 years ago.
- If anyone wants to stay. Smart growth.
- Dido to previous
- Communication, jobs and smart growth
- Smart growth
- Agree with smart growth issue
- Shortage of good jobs
- Trying to keep the youth
- Dido on the shortage of jobs
- Dido the jobs
- Dido the jobs
- Dido on the dam idea.
- Find a way to sustain the population
- Affordable senior housing
- Minimal stream flow. Three stream flow for irrigation, for fishing as well
- Snow mobile trail connecting with Yellowstone

- Dido on the jobs. People afraid to make a commitment on the town
- When first moved here. Neat about the heritage of the community.
- Need more doctors in town
- Dido on doctors. And senior housing. So they don't want to leave. Take care of them.
- Develop a good plan. Lack of a master plan.
- Hard to find support for progressive change.
- Dido on the plan. Need to know how you are going to get there.
- Being new here, so much information that contradicts. These are the facts about our basic needs.
- Mismanagement of weeds and pests on federal lands
- Dido on the reservoir/dam
- Dido the senior citizens.
- Dido on the dam and irrigation issues for water and recreation
- Dido on senior housing.
- Dido on the heritage and way of life
- Takes care of the water and sewer and let the democracy take care of the rest
- Dido on the irrigation water issue
- Dido on the irrigation
- Enthusiasm. Boom went bust in the 80's. Everyone seems to be hanging on. Hoping for the best.
- Micro processing plan. Need water and capital to getting it going
- Dido on the water
- Dido on the pests.
- Where do we go to expand? Lack of land to grow.
- Lack of jobs. Find out what to do to create more jobs.
- Dido on the water. Get ample storage for water. Possibility for further irrigation development and more potential ranchers.
- Water for irrigation and recreation
- An inspected plant by the local state. A lot of stores that would like to buy locally raised beef.
- Dido on water.
- Dido on the water.
- Smart growth. Water all tie in with keeping our heritage. Make sure growth doesn't turn the community into a service based economy.
- Use the history for development.
- Dido on the water.
- Follow up on the community history. Book on "Our Powder River History" Putting that book back together.
- Can't let our population go any lower. Strength in our schools. Keep population at 289.
- Need to see a swimming pool.

- Dido on water and Dam.
- Keep what we have now as a community. Now is the time to take a positive attitude. Keep our control on our growth. Possibility of seceding as a county.
- Dido on weeds.
- Don't appreciate what we do have quite enough. We have a lot to lose if we don't watch ourselves.
- Dido on the council representation issue
- Dido on the council representation issue again.
- Streets are a big problem.
- More pride in the city. Lost the pride of when we built something, we built it to be as good or better than our neighbors. Lost the pride in what we had.
- Dido on the streets
- Fix the tennis courts
- Lack of job opportunities. Kids are leaving for jobs elsewhere.
- Dido the previous.
- Lack of things to do in the summertime. Summer programs.
- Not a whole lot of problems. Senior housing. When they old, they are too far from a doctor.
- Dido on the lack of stuff to do in the summer.
- Dido again on the summer activities. Have to drive 30 or 40 miles for kids to have something to do.
- Dido on lack of employment.
- Low income housing.
- Not enough medical people coming down.
- Dido the low income housing and the lack of medical staff.
- Not the room for expansion in Kaycee. Not much room for land expansion.
- To bring more of a tax base and people, we need a place to grow. More business and housing.
- Dido to what everyone has said.
- The appearance in the community could be improved.
- Dido on the lack of things for kids to do.
- Making the community look better. Old buildings and cars. Move those things out so it looks like you coming into a great place. There are environmental issues with the old cars as well.
- Curbs and gutters. Talked about it for years.
- Dido on the expansion and school activities issues.
- Dido on the curbs and gutters. Streets need to be dug down for flood issues.
- Dido the cleaning up of the town. Cleaning up the trailers. First impressions are very important.
- Expansion of business and jobs.

- Lack of funds to do anything.
- Dido on the curb and gutter issue.
- Improve communication amongst people in the town. What goes on the city council.
- Need assistance in getting funding and grant writing.
- The only problem is the education system, they are not teaching children common sense, need more common sense education, real world experience
- Education is problem, county wide problem –need to invite business in not chase them out.
- Things don't get done without reputation. If someone with the right name gets in trouble, strings are pulled, consistent consequences for all
- The law enforcement is pretty pitiful
- Business, school ditto, but we are landlocked, no room for expansion
- School issue, no one can think without computer
- We need focal point for kids, there is nothing for them to do
- Physically move church
- Getting the community involved instead of STP
- Get people to relate to God, people today are pulled everyway, there is no Sunday any more
- Everything is open on Sunday
- Getting people informed as to what is going on, we have no paper, we have to rely on two out of town papers
- The church has to compete with so many other things.
- Ditto the competition, school activities will come first, not much commitment
- There are 170 kids in school, that's where everyone ends up, the school is their touch with the community, not church
- If you don't have kids in school you don't know what's going
- Priorities, church isn't a priority for other people
- When anyone writes it on a calendar, they do it – to get them to realize God is a necessity
- Willingness of some parents to let their children access to alcohol
- Lack of housing
- Streets
- Maintaining roads & Streets
- Parks
- Lack of Girls
- Too many trailer parks
- Not enough jobs
- No full time doctor
- Not very good school***** (falling apart)
- No basketball courts
- No doctor***

- No dentists
- Clean up town**
- No fast food****
- Too many cops**
- Too much trash**
- No bike trail
- No problems****
- School – not enough classes
- No gas stations
- Lack of jobs for teenagers*****
- Lack of housing***
- No Motocross Tracks
- New School*****
- Lack of entertainment**
- Lack of after school activities**
- Kaycee doesn't unless there's a natural disaster
- Gas prices
- No rec center
- Not enough people
- Fix up rodeo grounds
- Cleaner Place**
- No arcade
- Better teachers
- Principal
- Lack of conveniences & ordinances
- People taking care of their houses
- Alcohol is a problem
- No Wal-Mart
- Before we grow we need to take care of infrastructure, water; landfill, etc.
- Ditto
- Issue of flood and keeping us from getting our feet wet again
- Infrastructure issues
- Difficult to find \$ to get everything done that needs to be done
- Problem with infrastructure, especially water and landfill
- River mitigation and water and sewer
- Infrastructure issues especially landfill – with State promoting economic development, state needs to focus on infrastructure
- Infrastructure
- Lack of jobs
- Infrastructure

- Infrastructure and lack of jobs
- Lack of money
- Lack of direction for community to move
- Upgrade roads in the community
- Flood mitigation
- Chicken and egg thing: community needs economic stimulus; however, you need the infrastructure to support it. Not sure which should come first.
- Lack of senior housing
- Lack of housing for people to move here.
- Water storage – can't afford to water your yards in the summer – effects how community looks
- Housing
- See County in 10 years work with federal government on noxious weeds and prairie dogs
- Once your kids grow up, they need to leave to get jobs
- Lack of jobs
- Lack of housing – no land available to put houses
- Lack of recreation
- Lack of money to do anything
- Not enough jobs to keep people here
- Don't want it to change too much
- Lack of housing
- Lack of housing Lack of recreation
- Lack of money to do anything
- Not enough jobs to keep people here
- Lack of "art" opportunities
- Lack of art opportunities
- Lack of housing
- Lack of senior housing
- Arts
- Lack of Housing
- Lack of Recreation
- Lack of Jobs
- Lack of housing
- Lack of Recreation activities
- Jobs
- Activities for the youth
- Jobs
- Housing
- Recreation
- Distance to services (medical)

- More support toward sports than academics – imbalance
- Clean up the area
- Lack of activities for seniors
- Need senior housing – 1 level apartments
- Vicious circle in a small town – not enough jobs, so you can't pay for more housing, your town gets older because the young people leave, then you are terrified at the cost of schools and lose them. Tight circle that you don't know where to break it or start.
- Lack of jobs
- Lack of housing
- Need jobs or the town gets older all the time
- Lack of housing
- Time is heavily weighted toward sports and other activities take a lesser priority.
- Economic base is low
- Many historical assets are located on private land
- If people come off the 4-lane into town, they only have the museum to go to, nothing more downtown.
- Tourism creates low paying jobs.
- People might resist change because of a fear of losing that
- Worried about health of our kids – see them come into school with a pop and candy bar for breakfast
- Lack of childcare
- Senior Housing Issues *****
- Senior Healthcare
- Keeping the young and the old in the community. Getting tougher and tougher to keep seniors in the community
- Housing in general. Lack of housing. Can't provide housing for new people with jobs.
- Curbs and Gutter, storm sewers
- Water department.
- Water issues. Not drinkable. Too much chlorine
- Not enough medical service.
- Need a place for youth to do stuff.
- Don't know how to use the new bus
- Need more recreation for younger people.
- Lack of Jobs
- Keeping young people here
- Need more water storage?
- Three service stations and they are all owned by the same people
- Gas prices are too high here
- Lack of Jobs
- Lack of Jobs

- Lack of Jobs
- Lack of Jobs
- Lack of Jobs
- Lack of Jobs
- Lack of Jobs
- Lack of Jobs
- Lack of housing
- ***People that own business in town cannot be involved in local leadership unless they live in town***
- People that own business in town cannot be involved in local leadership unless they live in town
- Available housing
- Lack of jobs
- People that own business in town cannot be involved in local leadership unless they live in town
- Lack of things for youth to do
- Victims of boom and bust
- No wage base for people to stay here
- Hell of a tax base down here and we don't get anything
- Lack of representation on county commissioners or board
- Lack of housing
- Lack of jobs
- Lack of representation on county commissioner and other boards
- Have nothing to bring people into this community –
- Lack of senior housing
- People that own business in town cannot be involved in local leadership unless they live in town
- People that own business in town cannot be involved in local leadership unless they live in town
- Imbalance of representation in county commissioners, other boards, tax base
- Kaycee shifts out a 5 ½ million dollar tax base comes out of Kaycee and we don't get a fair return
- Wherever you go in Wyoming there is no work for kids and people
- Not many places to put business
- Lack of infrastructure, water, sewer, streets
- City infrastructure
- Housing – new people coming in cannot find housing within the city limits
- Nothing for kids to do
- Infrastructure upgraded and expanded to provide for the future
- Ditto

- Ditto
- Ditto
- Land locked – no where to grow
- Youth – young people are not staying here – aging population
- Lack of Industry – don't know if Kaycee needs to grow unless there is some kind of industry
- Ditto
- You can't expect the kids to work for minimum wage
- Kaycee is a ranching community so the problem is there is deeded land so no room to expand for industry
- If it is not broke don't fix it attitude, scares me for the future of this town. If we don't address the changes coming now someone will change the town for us. We need to protect what we have but some changes are necessary.
- Ditto
- Difficult to decided what industry we can bring in that will meet our needs, but not make Kaycee grow.
- If it is not broke don't fix it attitude, scares me for the future of this town. If we don't address the changes coming now someone will change the town for us. We need to protect what we have but some changes are necessary.
- I'd rather see our ranches sold to people that will ranch and not companies that let it go
- Lack of medical assistance – need doctor full-time
- Bug kill situation and not being able to cut timber
- Lack of things for youth to do outside of the school setting
- Use to have a pool/game room for kids and it was used a lot and we need something similar to that for after school or weekends.
- Ditto
- Lack of something to do for youth
- Our communication within the community is not strong on events
- Ditto
- Lack of things to do for youth
- Lack of communication within the community
- Economic development – we need a viable job pool for people to stay here
- School population has been dwindling – caused by economic base
- Ditto things to do and communication
- Jobs for kids to do
- Ditto
- Monopoly on gas stations here
- High school kids don't have any place to go outside school for lunch
- No communication about community events – school is the main focus and hub for community

- Population problem
- Lack of housing
- Lack of housing
- Lack of housing
- Lack of housing
- Lack of jobs for kids
- Lack of housing
- Lack of good paying jobs that can support a family
- Not a place to live here and no good paying jobs, so people move on
- Lack of jobs and lack of housing
- Things for youth to do
- Zoning for building new homes
- No bank or outlet other than ATM
- Disregard for law – “boys will be boys” attitude
- Lack of after school activities for kids
- Lack of things for kids to do so they don’t have to drive
- All the ideas everyone has said are great!
- Lack of jobs
- Many of us have to work 2-3 part time jobs because there are “no jobs”
- Gas prices very high
- Gas prices very high – would like to buy gas here but prices are too high
- Lack of jobs
- Lack of medical assistance
- Athletics are put over and above academics
- Medical issues are a concern
- Dysfunction in terms of alcohol abuse
- Lack of doctors
- Lack of banking
- Lack of doctors
- Lack of banking
- Streets and roads
- Flood control
- Sewer system is a problem in the future
- If Kaycee has growth, I can see problems with size of school
- Junk that I see round town in people’s yards and around town
- Senior citizens in the community – lack of care, medical
- No facility for young people to go to for recreation
- City Park doesn’t look real good and isn’t real appealing
- Landfill hours

- Concerned that we are losing population and our schools are losing enrollment. Population is getting older.
- Challenge is to recruit younger families with kids
- Lack of jobs for young people to stay here
- Keep the town here – have something so people do stay
- Keep the town here – have something so people do stay in the community
- Lack of water – cannot have industry unless there is a supply of water
- Lack of jobs for young people – young people are the key to keeping the community viable
- Declining population
- Ditto on lack of jobs for young people
- Aging community and seeing young people move away – problem everywhere
- No place for anyone to live – lack of housing either stick, apartment or trailer
- No place for the elderly to live, lack of senior housing
- Elderly should have option of staying in the community
- Declining population has potential for lowering quality of education
- Local resources are underutilized
- Tough place to make a living
- Lack of a doctor in town
- Infrastructure – water, sewer, streets
- Lack of a clear plan and goals
- Lack of community involvement in plans to bring new business to town, growth and forward change to Kaycee
- Street work
- Lack of doctor
- Lack of a physical therapist
- Lack of a vehicle to get communication about town happenings to people
- The only time we get together is when there is a disaster or funeral
- Lack of community gatherings
- Low wages so people have to drive out of town to work
- Lack of land for housing development
- Landfill
- Community involvement – not many people get involved and we need to have more people involved.
- If you don't get involved you don't have a right to gripe later
- Job shortage
- Housing shortage
- Housing shortage
- Availability of land to grow and expand is an issue
- ISO fire rating (sitting at a 9) which drives everyone's insurance up

- Lack of available housing
- ISO fire rating (sitting at a 9) which drives everyone's insurance up
- Lack of medical staffing
- Lack of services for young people and elderly (housing, medical)
- Lack of something for kids to do
- The appearance of Kaycee is pathetic – needs to be cleaned up
- Lack of jobs
- Lack of housing
- Lack of water
- Southern end of county contribute a great deal of money to the county and only get a small portion back
- People can also be a challenge
- Small business owners in town live out of town and don't have voting rights
- Flood took a real toll and changed the appearance of downtown
- Economy – lack of jobs for youth
- Lack of housing for seniors
- **People in Kaycee know there needs to be a change, but need to balance the growth with the established heritage, flavor, culture – but the challenge is how to do it.**
- We No jobs for kids
- Cherish what we have in Kaycee but the challenge is sustaining agriculture
- No jobs for kids – use to be plenty of jobs for kids in the summer, but now there is nothing for kids to do
- Resistance in some people to change and we need to overcome some attitude and personal biases to move forward.
- Medical facilities are a challenge and need to be looked at – we need to have additional medical help
- Lack of senior housing
- Another challenge is our school and populations = if we don't keep numbers up it is going to change what our schools look like.
- School is major employer and if we lose the school we lose our town
- Crime and drugs are beginning to creep into the town and challenge is how we keep it away from our kids
- Since the flood the community appearance has gone down
- Dollars generated to the county = the majority comes from here, but we don't get the return
- There is no representation on county commissioner board
- Business owners need to be on the Council or have an opportunity if they live out of town to be on the Council.
- Landfills and waste collection
- Ditto

- Shortage of housing and especially elderly housing
- Ditto
- Challenge is how to draw people off highway to capture their dollars
- Public facilities are not open to the public – people are leaving because they are not open
- Unused gas stations and tanks?
- Town streets are still dirty – not being swept and they are still muddy
- No garbage receptacles any place downtown
- Public bathrooms are locked during an event
- During bike rally local police were antagonistic toward bikers – was not good for business
- The flood pushed the town mentally and physically
- We are educating and making wonderful folks and then they have to leave town because there is nothing for them to do
- Lots of problems left over from the flood
- Should not have a community event that is a flood fest. Need to be very careful what they call things – we should not celebrate people’s tragedy.
- Hard feelings about the money people got as a result of the flood.

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

- Starting out from a great small town base. Can go in many different directions.
- Everyone pulls together when there is need.
- Like the way things are right now. You cannot control growth.
- Dido on previous.
- Glad a certain portion of lands is in private lands. Hard to plan for the future when you don’t know what the federal government is going to do.
- Natural resources
- High speed internet access.
- History.
- Dido.
- Dido
- Main street businesses are attentive to agriculture.
- Dido on private property.
- Family and people are the strength
- Dido on the last three
- Dido on all three.
- Dido
- Dido

- The Natural character of the area
- Our schools and education community
- Dido
- Dido the schools and families
- Dido on the people. Tourism is getting better. Hunting could be better
- Dido on both previous.
- Custom and culture. Dido on the schools. A tight knit community, sometimes too tight.
- Dido above.
- History.
- A lot of talent in the community that ranges the spectrum. Not always brought out.
- Dido the two above.
- Community is great. History.
- Strong sense of agriculture
- Close knit community with a lot of heritage.
- The people.
- Dido on the schools. Children getting an excellent education. Has gone down for several years. IF we get smaller we will lose that.
- Don't have to lock the car.
- Always seem to hate the neighbor but always the first to be there to help when needed. Very unique.
- Dido the schools and the people
- The Rodeo. People always say that this is a great community where they can come and have fun. Very lucky.
- Dido on the schools. Need to keep our population up so that we can keep our high school. Schools keep the people together.
- Volunteerism is wonderful. Professional rodeo that the community all helps with.
- The Museum, emergency services. All volunteer.
- Dido on the safety.
- The people and the history.
- Need to keep it unique. It has a unique appeal. Keep the old heritage. This is the old west. That is one of the last strong holds.
- Available work force. People here know how to work. If you marketed the identity of this town with a business.
- Sheridan is a very closed town due to the people that have moved in. Need to watch that you don't have people just move in and take over. Need good communication.
- Fear that this place may become so unique that you can't afford to live here.
- Close knit community.
- People very supportive of the kids.
- Community support.

- Dido on the community support. People always pull together for support and community projects
- Family oriented.
- People stay here
- Dido on people staying.
- Dido on community closeness
- Dido again.
- Good safe community
- Dido safe community
- Dido on people pulling together if something is needed.
- Dido again on people pulling together.
- Great place to live. Equal opportunity for people to find jobs. Everyone pulls together. If you really want to, this town will support your success.
- Great place to raise kids.
- Dido on the raise kids.
- Medical facility is a big asset to the community
- Park improvements are also a big asset.
- Close knit dido.
- Boys and Girls club is an awesome program for the community.
- Nice and quiet
- Scenery
- Isolation, being able to get out and see no one
- Isolation and if something bad happens the community will pull together
- Community pull together, business have to support sports, but every keeps paying
- Diverse economy, ranching, bentonite, oil, coal mines
- Ditto community pulls together
- Community pulls together, diversity of agriculture, minerals, tourism
- The closeness, when you are down someone is there to help
- Ditto
- The people
- The schools
- As independent as ranchers are, they are there to help others when there is a need
- An excellent community to raise kids
- Schools, the people, we are a doing community when we get our teeth into something
- The people and the willingness to do
- The people's willingness to pull tighter during tragedy
- Being safe
- Ditto
- Ditto
- We just bought a house and they didn't give us keys

- Little crime
- The southern part of Johnson County has the wealth we should have more say in the way the schools are run
- Everyone helps
- Everyone knows everyone else*****
- No mandatory haircuts
- Small****
- Sense of community
- Convenience stores
- Not that much crime
- Rural area***
- Rodeos*****
- Store
- Stock Grass Trail**
- Not very many weirdoes
- Outdoor opportunities
- Small & you know everybody****
- Less politics
- History***
- Individual help in school
- You can drive a 4-wheeler everywhere you go
- Community pulls together
- Hunting & fishing*****
- No dress code
- Safe
- Computers here at school
- The house down by the river**
- Good student/teacher ratio
- Sports programs
- Opportunities
- 4-H program
- FFA
- Cost of living
- Don't have a neighbor for miles
- Surrounding communities
- Agriculture
- Quiet
- Street dances
- Good rodeo
- Very friendly and open community , easy to live in

- Great place to raise kids
- Safe community
- Kids getting a good education
- Positive community oriented by the people – flood stimulated thought on what we are going to do
- Many good events
- Good town to visit
- Small town atmosphere
- Everyone works together
- Good community support
- Ditto
- Friendliness of people
- You move in and the next day you feel at home
- Ditto
- Neighbor helping neighbor
- Anyone gets in a bind everyone helps them out
- Rural values
- Community support
- Ditto
- Spirit of the community, amazes me whenever they have a program here it is a community effort
- Ditto
- Historical places and assets
- History and heritage
- Volunteerism
- I was affected by the flood and I will be forever grateful
- Like Kaycee because it is Kaycee – want to see it stay the same
- Communication within City Government
- Volunteerism
- Where there is a need, people step up
- Stubborn, “stick to itness”, strong will people have
- Economic development - -wonderful opportunity with T-communications (modern internet capabilities)
- Future growth for internet capabilities
- Location – right off the Interstate
- Ditto
- History of the community
- Museum is wonderful
- I feel safe in this community
- Friendly, bunch of people

- Open and friendly
- Way of life here is great – no crimes
- How tight the people are and how they come together
- Activities for the kids
- Kaycee and surrounding communities work well together
- Education/School activities is really a social activity for the entire community – a lot of socialization at sort events.
- Great museum with volunteers
- Chamber of Commerce in the summer
- Close community – can get help when you need it
- Ditto
- Resourcefulness of the citizens
- Very talented people live here that makes it fun to live in Kaycee. They are always doing some kind of outrageous thing!
- Volunteerism
- Volunteers help out at anytime and no questions asked
- Volunteerism comes from an attitude that we are not going to wait for someone else to do it for us.
- Can do attitude
- Presence in the community of a variety of churches
- Closeness of ranching community in Kaycee is unique
- Good historical assets and connections
- Take care of what we still have historically
- Good school
- Good libraries
- Good libraries
- Great libraries in both schools
- Caring staff in both schools
- Unique and need to protect the uniqueness, don't want mini-marts and Wal Marts, don't want to lose the flavor of Kaycee
- Kaycee is unique – neighborhood and community support
- ***When my wood pile burned down, 35 people showed up to help – they were in suits and everything – that is what makes Kaycee unique. Neighbor comes before person most of the time.***
- Inter-library loan
- Inter-library loan
- Play
- Fast internet service
- Chamber offers good services
- Smallness. Everyone watches out for everyone else***

- Friendliness**
- People help each other and their neighbors and friends*
- Everyone pulling together after the flood*****
- Location
- Safety and security *****
- Red Cross and Salvation Army who helped with the flood.
- History and heritage*****
- Volunteerism
- Two community stores
- You know everybody
- The people are the biggest asset
- Little subdivision will open up some lots for housing.
- 40 new families moving here over the next seven years.
- Hardware store locally
- Two bars
- Made in Wyoming local businesses
- Quality of life
- Recreation opportunities that are near by
- Lifestyle, quality of the spirit of the people and that do what they need to get things done
- Small community
- Need change to keep our quality of life
- Harold Jerrod Park
- Location
- It is going to grow and we need to open our eyes
- Awesome school system
- Quality of life
- Small classrooms
- Quality of life
- Quality of people
- Safe place to raise our children
- Quality of Life
- People
- HJ Park
- High Speed internet access
- History of the town
- Interstate Highway
- Quality of life
- Location of the town
- Quality of life here
- School

- Community – great community
- Community – great community
- A Great place for kids
- Lack of crime
- Good school
- I've been here for 52 years and I haven't left yet – like the ranching community and if you don't you might as well leave
- Family – 90% are related to each other whether we like it or not
- Rules and regulations prohibit you from doing lots of hiring kids, etc.
- Small town atmosphere
- Fire district
- Good place to live
- Good school
- People, everybody is involved in something and the town supports it
- Good schools – small classrooms may even draw people here
- Small town atmosphere
- Safe town
- Everyone is willing to help
- Great place to raise a family
- Small town atmosphere
- Everyone comes together when help is needed
- Strength is lack of industry – that is what keeps us small
- Ditto
- Ditto
- Sense of family – when anyone needs something, this community pulls together = example is the flood
- School (it is a family setting)
- Good place to work and live
- Great support from parents
- Raising my kids in rural environment
- Proximity to large communities
- Supportive school
- Small classes and kids can't get away with much and get a good education
- Ranching, wholesome values
- Recreation opportunities
- Interstate
- You can walk everywhere
- Small town atmosphere
- It is just home and a good place to raise our kids

- People – townspeople, professional people. Rally around you when you are need. That is a warm wonderful feeling.
- Know my daughter’s friends and their families. That is comforting
- People are alike in their values
- People and their talents (artists, quite people, cowboy people, individuals) – a wonderful spirit of people.
- Small town ranching community environment, small schools
- As a teacher, you know all your students even before you get them
- Small agriculture ties
- Great spirit of volunteerism
- Small rural agriculture atmosphere
- Great academic school system
- Sprit that community has – individualistic but pull together to bring off some great feats – great rodeo, shepherders rodeo, play, opera, all done by volunteers
- Self starting community
- Great place to raise our kids
- Community support for our small business
- People that want to start a business here would be well received
- Cohesiveness to get things done – we bond together to get things done
- Sense of safety and feeling secure
- Ditto on good people
- Many things to do: softball team , nightly roping, fishing, hunting
- Passion of the people – if folks don’t like something they come to you right away
- They let you know if they don’t like something, but they also are first to let you know when they like something.
- Don’t see falling through the cracks. Parents, community and school are all there together to help kids through school.
- People want to shop here and do business here – however gas is another story.
- If people are fair in business with them, people will support them
- Continuity in our school functions and traditions, they bind us all together
- This community will fill a room more than any other community in the state if there is an important issue.
- Heritage and tourism
- Family ties and close-knit community
- People work together – Flood is an example
- People
- People – flood was a great example of bringing people together. Everyone came out to help.
- Ditto
- Ditto

- Small rural agriculture ties
- Everyone knows everyone
- Supportive with everyone
- Whatever we decide to do in this community I think people will be together on it
- Ditto
- Ditto
- People rely on each other and help each other out
- Good place to raise kids
- Have a lot of raw materials – example wool
- Interstate access
- Infrastructure
- Community pride
- Everyone is open minded – you hear that people want to change and grow and in this community people want to do it
- People – everyone works well together
- Supporting youth
- Local talent
- Smaller community and great place to raise kids
- Tight knit community everybody is willing to help their neighbors and this is a great asset.
- Physical assets, Interstate, internet access,
- Water is whole lot better than it was 20 years ago, but we need a lot more. Drinking water is good.
- School is better than it was 50 years ago – if you look back progress has been made, however population has declined and due to aging population. Kids just can't stay because there are not opportunities.
- Safe community
- The people
- History, heritage and local pride
- There are many people in our community who are artists, entrepreneurs
- Many natural and historical features could be used to encourage tourism
- Ambulance
- Volunteer fire department
- Good people that have done outstanding work to give us services such as ambulance, fire, EMT, etc.
- Ditto
- All of our businesses
- Good people that are qualified to do many things and are not using their skills because there is not anything to do
- Ditto
- Small town knit ness

- Community support
- People
- Senior citizen programs
- Fire department
- Volunteer
- Small town atmosphere
- Wonderful place to raise a family
- Outstanding educational system – have had kids go on to do great things – doctors, lawyers, etc.
- Beautiful area to live – can winter well here – beautiful climate
- Wonderful history
- Many drawing cards
- People of the community – we pull together for everything
- People and volunteerism
- Ditto
- People are our asset
- Medical building is doing very well and will allow us to expand
- Support for each other
- History, continuity between communities
- Volunteerism
- Western heritage
- Safe community
- Community that is a wealth of talents (musicians, writers) these are gifts that the kids need to develop more fully.
- Interstate
- Talents, ability in this community – just not a lot of opportunity
- People
- Environment
- Community spirit
- Location
- Beautiful here and isolated
- Ditto
- Ditto
- Agriculture base is strong
- DSL line
- Recognizable community (State Senator Shiffer, Senator Thomas' wife grew up here, Chris LeDeoux)
- Experience grant writer
- People like Kaycee, they want to come to Kaycee
- Museum

- Small town with nice Museum
- Environment and natural resources = asset is Hole in the Wall, etc.
- Open sky and clouds – we take the open space for granted
- Ditto
- Entrepreneurial spirit and many cottage industries
- Local economy is tough on individuals, but city has some good resources
- School – quality of education
- Talented people and youth
- Some events established to bring people in – Shepherders rodeo, rodeo, biker rodeo, pig wrestling, high school rodeo,
- Ranching, agriculture atmosphere is something people associate Kaycee with
- Hunting
- Fishing
- Wildlife
- Like living in Kaycee and am related to many people
- School is an asset and school staff does everything to make sure kids graduate and do well
- Students who come out of Kaycee schools are quality people

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

- Elderly housing
- Have Doctor in town
- Assisted living and senior housing
- Permanent stage in the park building
- See the water and sewer. Infrastructure improvements for the town.
- Dido on the infrastructure
- Housing dido
- Dido Doctor
- Pharmacist
- Snow is east of government reservoir. Put up snow fences west of reservoir for livestock water and fire safety.
- Move the bars side by side. Used to be that way. So you could visit people in both bars.
- Storage reservoir on the Powder River.
- Dido on the reservoir would create recreation area and more business into town.

- Dido the dam.
- With the talent that you have here. Get a good sound system in the park building.
- Expand. Dido on the dam.
- Work on grazing, pest, weed issues.
- Get more senior housing for the community
- Meat processing plant.
- Dido on the Dam.
- Continuing education. Facility for video conferencing.
- Dido the reservoir
- Make more jobs for children to come back to town
- Dido on the reservoir
- Dido the housing
- New k-12 school
- New community pool
- Dido on the dam.
- New playground equipment in the park
- Water development. Need to have local planning.
- Dido on the water.
- Close by recreation. A swimming pool. Something more year round when school is out.
- Facilities and programs that cater to the needs and development of teenagers
- Dido above.
- Dido on the water dam.
- Better streets, sidewalks and lighting. Make the town presentable so that you would want to live here.
- Dido the above.
- Keep it exactly the same.
- Dido the above.
- Need more senior housing.
- Dido on the same. Need to work hard to stay the same.
- Dido above and Senior Housing.
- Don't care for great numbers of people. Want a reasonably safe and profitable existence for their children. Need local businesses where local people profit.
- Need to get the town cleaned up. Clean up the city park so people can park down there.
- I remember what it looked in the 70's. It would be nice to see the unique businesses rebuilt. And dido on the bars being side-by-side.
- Need to find out how to get a school district and county commission from this side of the county.
- Too much representation on the school and county board from
- Community space for local artists to display and sell their work.
- Affordable housing and a bank.

- Dido on a business incubator.
- Like to see a Peace Corps system for high schoolers to clean up the town and put money in the pockets.
- Scale in the park to weigh cattle and hay.
- Ranchers want kids. Kids don't have time to work.
- Dido on the scale.
- Create a dog food plant since there are so many dogs in this county.
- Kitty litter plant.
- History of town a good thing and good to keep it small but need to have growth as well.
- Walking path for people so they don't have to walk on the streets.
- Starting a newspaper or some other vehicle for communication.
- Newspaper.
- If we could have another flood, that might help.
- Installing a good bit of pride back into folks. Make their property as good as their neighbors.
- Keep the small town atmosphere. More jobs and businesses. But don't turn us into a Jackson. Opportunities for the young people.
- Dido on the get the pride back.
- County clean up.
- Utilize what we have more effectively. A doctor for the medical center.
- Get a new school built.
- Indoor arena
- Low income housing
- Housing for Senior Citizens
- Dido on indoor arena and senior housing.
- Improve the arena and replace the baseball diamond. Get the necessary funding. Events in the arena all summer long.
- Do the street and curb and gutter projects. More park areas. More flowerbeds. Make it a really nice looking town. You see a lot of communities doing that. Makes you want to live there.
- Utilize the medical facility more.
- Get a stage for the park building
- Dido on the stage.
- Swimming pool (indoor).
- Dido on the new school.
- Dido on the community pride. Crush the old vehicle no longer in use.
- Sidewalks while we are doing curb and gutter
- Dido the curb and gutter
- Dido the indoor swimming pool
- Dido the senior housing issues.

- Walking path
- Better equipment for play in the park
- Dido on the park equipment
- Dido again.
- Playground area at the Gerard Park.
- Get young people to go out and help clean up the town. Publicize it. Help instill pride in people.
- I don't know if I would like to see any change, its nice to know some things don't change.
- A Focal point for kids, like a swimming pool
- Ditto on swimming pool, some activities of some kind for the kids
- Kids focal point pool and someplace for activities for them besides school
- Coed reform school, what is our future without kids, we need to get the kids in trouble straightened out first.
- If you teach kids common sense, they wont have trouble staying out of trouble
- The community needs a focal point for kids, something they could use year round the park has indoor basketball but every time we get started on something it gets political before it gets finished
- Keep politics out of projects
- If a kid gets in trouble, maybe the law isn't always the right thing, teach kids commonsense
- Curbs and gutters
- Ditto curbs and gutters, drainage
- Build levy to hold creek at least see if it is feasible
- Ditto on levy
- Pastors get together to coordinate everything
- Moving the church
- Establish form of communication
- Crowds around the churches on Sunday
- Jobs
- Kaycee a more positive to come and stay, someplace you don't have to drive 50-60 miles it work, work here would make this town more comfortable
- Jobs
- Something to keep the kids here, jobs.
- Housing
- Walking path, or improve walking path at park
- Swimming pool indoor long term or with the school
- More motels, or places for people to stay
- Fast food, McDonalds or Hardee's
- Job pool, now the kids can get jobs w/ oil fields but it is not a career
- More buildings**

- Skate park**
- Shooting range****
- Good internet
- Swimming pool – indoor*****
- More recreation buildings*****
- Fast food**
- Better phone lines
- AA program
- Increase business
- Truck stop
- More people in town
- More interconnectivity with the surrounding areas
- More growth & opportunity for business
- More variety of businesses
- More & better athletic programs
- Stop lights
- School*****
- Swimming pool***
- Krispy crème donut shop*****
- Arcade
- Foot Locker***
- Motocross track**
- Clothing store**
- Place where teenagers can hang out
- Trees
- All houses & property should be fenced
- New school halls
- Cleaner community
- Drive-in or indoor movie theater
- Larger game & fish program
- Expanding library
- Park for little kids that's safe
- More community activities
- More summer programs for kids (baseball, archery, soccer, swimming)
- Place to do more sports activities (lacrosse)
- Bowling alley
- More educational programs (ie. MSIP)
- New gym – if not a new school
- Clean up houses in town
- Dash-In

- Zoning laws
- Better parking lots
- Taxi system
- Activities after school
- Starbucks
- Place for teenagers (dancing, games, night club)
- Pool hall – free***
- Mexican mall
- Better hospital
- Ice cream place
- More jobs
- More scholarship opportunities
- Bank
- ¼ mile track
- Jobs that are not dependant on Kaycee
- ATV sales place
- Barn for FAA kids who live in town
- Trap shooting place
- Shooting range
- Music store*****
- Mexican restaurant
- Chinese restaurant
- Enforcing regulations on oil fields
- Golf course
- Fireworks store
- Gun store
- Video store
- Recycling center
- Needs new school built
- Need more water storage
- Need more water storage
- Flood mitigation projects
- Multi-family housing
- Continue to pursue tourist industry
- School will be here and sustaining itself or growing
- School
- Housing and senior housing
- Upgrade the town and making it attractive so it looks good
- Ditto
- Housing and senior housing

- Economic stability for people to remain in Kaycee
- Jobs that pay well enough for you to stay here
- Community that is able to compete with other communities
- Get that school built
- If I win the lottery, Kaycee will have a swimming pool (indoor with outdoor access)
- Park when my grandson visits
- Recreation area
- New playground equipment
- Dam and reservoir
- Walking path
- Better facilities for children in the park
- Walking trail
- Downtown area finished, not sure if we can support new businesses
- I am into more visual things, so maybe a western theme downtown, more decoration
- Curb and gutters
- Recreation center
- See enough growth to see community become more self-sufficient
- See small grocery stores make it
- Need to have some economic stimulus – one way might be to promote historical aspects.
- Methane is coming and will have impact
- Need a long-term plan
- 10 years see local business stable and doing well
- 10 years see re-districting so we have representative on county commissioner board and school board
- Clean up the community
- Walking path
- If there is growth, have it controlled and don't resist, because if you do someone will come over the top of you – planned growth
- Learn from coal bed methane mistakes up north before it comes here
- Have something to keep kids here or have them come back
- Zoning and regulations
- Street improvement plans and clean up along the river and pathway
- Anti-flood measures
- Housing – stick houses, but not trailer houses
- Take advantage of economic development off the highway – huge potential
- New school built the way we wanted it and built so that it lasts – need to keep attention on what the school board is doing
- Swimming pool
- Assisted living for seniors
- At Jerred Park need a stage, lights and dressing room

- Doctor more than we do now – maybe every week.
- PA on call here in Kaycee
- Lack of medical
- Housing
- New school will make more recreational space
- Look toward tourism as an economic base that might be a way of not making the community grow
- Chamber needs to send people to the right places and directions
- Indoor arena at the park
- More clinic hours
- Swimming pool
- Community assets of the church need to be tapped
- Jobs, housing, assisted living for seniors, swimming pool
- Permanent stage and sound system for Jerred Park
- Ditto
- Newspaper
- Newspaper
- Permanent stage at Park or School
- Newspaper
- Theatre Guild
- 10 years – all local businesses stable and booming
- Streets fixed
- Senior housing
- Have necessities in town rather than frivolous
- Need sound economic base
- New businesses because we have good internet access
- Streets, gutters and sidewalks
- Don't want to see a lot of growth
- Tourism – take museum or visitor center and utilize videos at set times (advertise)
- Community guidebook – what is all available in Kaycee
- Chamber give packet to new people that move to town (Welcome wagon type approach)
- Recycling and aluminum can be a money maker, not much but we could something
- Community bulletin board
- Better medical services
- Community daycare
- Assisted living for seniors
- Possibly Southern county assisted living for physically or mentally challenged individuals
- Banking
- Indoor arena
- Indoor arena

- Anything that has to do with rodeo – have done well in the past
- Expand existing summer rodeo
- City Park free again for camping
- More billboards on the highway
- Senior Center ****
- Bring youth and seniors in together
- Swimming pool for water therapy
- More doctors
- Youth center.
- Turn old grade school into senior housing.
- Add Water storage.
- Built the dam to store water
- Join the real world and did something to bring more people to town.
- Carwash**
- Greenhouse
- Walking path
- Water Storage
- More housing
- More zoning for housing
- Some representation on county and school board
- Laundromat**
- Technology expanded.
- Walking path***
- Swimming pool***
- Manufacturing facility to create jobs that environmentally friendly
- Crisis center for battered women and children instead of having to go to Buffalo***
- Get the town generally cleaned up*****
- Everybody buy some paint and paint their house
- Sidewalks
- Would like to see a downtown that is a downtown. Make it look like downtown.
- Make Kaycee look like its heritage. Make it look like a western town.
- Newspaper
- Small bowling alley*
- A Bank
- See a very healthy school system still in place****
- Western theme downtown and in the summer people dress in period (western clothes, horses, etc.)
- Better access to the internet
- Need a facility that local businesses could market their produce (incubator) and sell to visitors

- A Bank
- A Bank
- More support for small business to get started (workshops)
- A Bank
- A Bank
- Business incubator
- Community swimming pool
- Banking
- Split the county
- Need to find our niche
- Need to continue supporting local businesses
- Take advantage of what is coming off the Interstate
- Growth and a good clean community
- Availability of more commerce in Kaycee so we continue to grow and generate jobs
- Have something that helps people begin jobs
- Employment and business that generate jobs to keep kids busy
- Recreation center
- Expand HJ park with community swimming pool
- Something for kids to do to keep them out of trouble
- More land to expand and build business
- Main Street developed
- New school built
- Indoor arena
- Enough growth in locally owned business to provide our own services, so we don't have to go to Casper
- See Kaycee grow, but not like Buffalo – planned development is needed
- Assisted living center
- Better health care in the community – a doctor, dentist
- Ditto to everything
- Kaycee look like a western town based on its heritage
- Build facilities at HJP to attract meetings, conferences, etc.
- Swimming pool
- Senior housing
- New homes
- Dam
- New business
- Indoor arena
- Some growth so town becomes self sustaining
- Senior Center
- Senior housing

- Some growth so town becomes self-sustaining
- Some growth and planned well
- Indoor arena
- Make Kaycee a more attractive town that will bring outside money in (tourist \$)
- Capitalize on history aspect of Kaycee
- Capitalize on history aspect of Kaycee
- Nice streets, curbs and gutters
- Good water for everyone
- Bank
- Houses
- Business
- Not a tourist trap
- New school
- Business incubator
- Stability and growth of our community can come within ourselves
- We don't need any more minimum wage jobs in Kaycee – we have those here.
- We don't need any more minimum wage jobs in Kaycee – we have those here.
- We don't need any more minimum wage jobs in Kaycee – we have those here.
- Possibility to do fire training in Kaycee
- Need more money to come down from Buffalo to help Kaycee
- More room for community expansion
- Re-districting of the County Commissioner board
- See the town have a limited amount of growth, and a nice looking town with maybe 20-50 homes with nice streets. Grow but do it in a way to make the town nicer.
- See Kaycee grow and not die.
- Get younger generations here and make it a town they want to come for
- New water storage facility
- New well
- Water is the lifeblood of the town
- Re-districting of the County Commissioner
- New School
- Way of life the way we have it now
- We continue the tradition of volunteerism
- Keep the enthusiasm of the assessment going and get some changes for the better
- Ditto
- Need more county commissioners from this part of the county
- Need representation on the school board
- See Kaycee and the southern end of Johnson County be their own county – it is self sufficient now

- Don't want to see trinket stores down the streets, don't want it to be a Jackson Hole, but we need some businesses.
- See County services stepped up – such as road maintenance (full-time person here in Kaycee)
- Strength of volunteerism stay or even go up
- Everything on the south end of the county is volunteer – we get everything that is leftover. In Buffalo everyone gets paid. We have made that decision to be volunteer for our services.
- HJP gets some county funding, but most of it is by volunteer
- Recycling center (cardboard, pop cans)
- Full-time physician
- Timber situation – bug kill – need to address situation (fire hazard)
- Re-districting of county
- Newspaper or monthly news letter
- Radio station
- Swimming pool
- Expand YMCA programs from Buffalo to Kaycee
- YMCA in Kaycee – different rooms with different activities
- Need doctor in Kaycee more than what is happening now – we could support a doctor more than 1 day a week
- Mental health services
- Dentist
- Could utilize medical facility more
- Need doctor in Kaycee
- Need doctor in Kaycee
- More of an emphasis on academics at school and community supporting (example everyone shows up for athletic awards, but hardly anyone for academic awards)
- Physicians assistant
- Need a doctor in Kaycee
- Electronic marquee that could be city/school announcements.
- State offices (such as driver's license, driving etc.) could hold business hours here 1-2 days a month.
- Lack of medical
- Lack of banking
- Nothing for the kids to do
- Lack of day care facilities
- Lack of assisted living facility
- Ditto
- Ditto
- McDonalds

- YMCA
- YMCA
- Roads need to be fixed, huge holes
- Affordable housing
- More trees
- Small business all the way down Main Street
- Need housing
- Breakfast program in the schools
- Trees and development, but don't lose the history and western traditions as we grow
- Don't lose spirit of western traditions
- Gas station
- New School
- Radio station
- Doctor
- Houses
- Indoor Arena
- Indoor Arena
- Indoor Arena
- Indoor Arena
- Indoor Arena
- Water development
- End stop for tourism
- Ditto all the ideas
- Center for youth (recreation center)
- Health club or YMCA
- Reservoir with 9 hole golf course
- Water storage
- Ditto on all the ideas
- Spiff up the streets (curb and gutter)
- Sidewalks
- Internet access through DSL for all areas
- Northern part of the county acknowledge that we live down here
- County could station someone down in Kaycee
- All the county commissioners are from Buffalo – expand that board and designate that 1 is from Kaycee.
- School Board – we could 2-3 more people on board from Kaycee
- Sewer and water need to be done first before we fix the streets
- Need for a doctor in the exiting Town Hall facility
- Ditto
- Need medical help

- Housing for senior citizens
- Get new school built
- Some type of facility for kids to go to
- Clean up city park
- Indoor Arena
- City Park and nice playground for kids to go to
- YMCA type pool
- Something better for kids to go to
- Ditto
- Senior housing
- Indoor arena and be creative with how we use it.
- Swimming pool
- Swimming pool could be planned in new school
- Indoor arena
- Low income housing
- Indoor arena
- Fast food place – “Sonic”
- Doctor, dentist
- Senior and low income housing
- Dump day – giant community clean up that everyone puts out anything that they want to get rid of and volunteers take it to the dump.
- In 6 years I’d like my kids to make a living here as well as other young people in this room
- Indoor arena
- Pens available for horses could be a lucrative business
- Bank
- Get representation from this end of the county as a county commissioner
- Ditto
- Doctor or PA, full time
- Not a whole lot of growth, but not so that people are leaving so we don’t have enough kids for the school.
- Stable economy.
- Need to be careful with growth, so be careful to maintain small town atmosphere.
- It is a great time to do some of these suggestions.
- Representative on this end of community for county commissioners and school board
- Small business, such as a welding business
- Expand hours at landfill
- Bank
- Ditto
- Ditto
- Representation at county level on commissioner board

- Ditto
- Check and make sure the streets are safe after the flood
- Downtown beautification projects (Powell, Worland, etc.) Makes it nice for us, not just people that visit here
- When you drive down main street that it looks nice
- Sidewalks, curbs and gutters
- Low income housing that can't afford to buy or build
- Important to maintain small community atmosphere
- More job opportunities
- Replace the school
- Water storage – need to build dams
- If we are going to work on increasing the population we need to work on a year long industry that pays above minimum wage
- Ditto
- We have people interested in chaining things, but we are never going to be huge – we need to keep our goals in the attainable area. Don't need to shoot for the moon, but need to be aggressive in our pursuit of jobs for people
- Retirement home
- Additional museums
- Casino
- ***Signs on Interstate – “pull off to Kaycee, Wyoming this is where it is at” – Now we just need to figure out what it is...***
- Reservoir
- Potential for industry – we are right on the Interstate
- New school building
- Graveyard in another 20 years
- Land turned loose so you can build some affordable housing
- If we got jobs, we have to have places for people to live
- Need to expand infrastructure to meet needs of housing
- Water storage – the only renewable resource is what grows and it won't grow without water
- Minerals will be gone one of these days and we will go back to living off the land and will water to do it.
- Water storage for irrigation and drinking – should be a huge issue facing us right now
- If I came back in 20 years, I don't want to see much different. A few more people and a few more houses would be good.
- Housing
- Water
- Jobs with higher wages
- Ditto

- Ditto
- Population in numbers is not always a good thing – we need people that come into the community that can afford housing – don't want it to be a dumping place for people that have no other place to go.
- Playground equipment
- Swimming pool
- Something for the kids to do
- Roller skating rink
- Car wash
- Golf course
- Laundromat
- Nice steakhouse or restaurant
- Pharmacy
- Bowling alley
- Bank
- Main Street refurbished
- Several new services and locally owned business offering tourists and local more appealing place to stay
- A new school built
- Our teachers to be more closely evaluated and screened
- An indoor arena at HJP
- A nice playground and ball field in city park
- Physical therapist
- Newsletter
- Need to have more community events that bring people together other than disasters or funerals
- Need to recognize community volunteers more than we do
- City streets re-done
- Community clean up – first impressions mean a lot, just like a book. It is important to clean it up.
- New businesses
- Jobs that pay good wages
- New school – something happens with it soon. School is the focal point and it is very important. It is falling apart.
- Senior housing or assisted living, problem is where do we put it?
- Cemetery – need to look into some kind of fencing because it is right next to the landfill
- More representation on city council from out of town
- City Park fixed up
- Water storage
- Senior Center

- Some type of jobs for our younger people
- Small manufacturing would create the jobs
- More attractions for tourists
- Ditto
- Land development
- Need to find a way to keep younger people in town – we are becoming an aging population
- Bowling alley
- Fix up park
- Tennis court
- Like to see Kaycee focus on the people. Do not want tourists
- Representation from this area on the county commissioners and school board
- Ditto
- We need to give jobs to people that are Kaycee residents and not hire people out of town.
- Ditto
- Ditto
- Need funding to get projects done
- Curbs and gutter fixed and streets in good shape
- See western theme in downtown
- Flower pots downtown
- Rockers on the porches
- A couple of new business
- Steady growth, slow not fast
- Ditto
- Medical facilities improved and utilized to full capacity
- Ditto
- Look into the feasibility of creating a coop to buy out the gas stations that could service the elderly; bulk distribution; affordable gas = not much different than it is, but the locals would own it
- As we grow I would like to see the same type of people stay here – same atmosphere as we have now
- Ditto
- Appearance changed, community cleaned up
- Cooperative attitude with everyone in town – set some goals and move forward to get something accomplished
- Ditto
- In 5-10 years we will have a new school – we have the land and dollars
- Whenever you go home, you want to see things that are familiar – so don't get rid of the familiar
- Steady growth that still allows us to remain the small community we are

- Way that we can start new businesses that local people can do –
- See gas stations get under local control
- Need to pull from the outskirts and have them be a part of the community
- I would like to see the kids – see them swimming, another group playing baseball,
- I would like to see a Main Street – it now looks like a trailer court
- Ditto everybody!
- Appearance needs to change, but somehow still stay the same and maintain the small town atmosphere
- Established businesses go strong and a few new ones
- Outside doctors and dentists use our medical facilities
- Thriving main street
- Ditto
- Ditto
- Ditto
- Keep small town atmosphere
- Cleaning the town up
- Get the funding for local people to get businesses – we don't want to bring in businesses because we already have people here that can do it – just need land and funding to do it.
- Empty lots – make the landowners clean them up.
- If they are going to have trailer houses on main street, make them look better than they are now
- More medical
- We have a good medical facility and need more doctors to use it
- Ditto
- It is our building (Town Hall) and Buffalo is dictating how we are going to use it. We need to have more doctors and nurses – should be a medical clinic that is open every day.
- Kids can walk
- Need to have something for our youth to come back to – jobs
- Need to figure out how to have people in agriculture diversity their operations
- Need to make sure we have populations
- It is a wonderful place to live, but we need to make it so other people think it is a great place to live
- Clean up
- Develop an area where garbage could be collected – dumpsters that could be for ranchers in a central area and a new business could haul to landfill
- Look at infrastructure of town including landfill and water and sewer
- Ditto
- Water storage for drinking and irrigation
- Ditto
- Lack of recreation opportunities for kids.

- Needs to be an outlet for kids to display their talents (musicians, writers, etc.)
- Ditto
- Ditto
- Might consider using Museum as a hub point
- Town cleaned up
- Downtown cleaned up and perhaps with a western theme?
- Playground at the Park (dinosaur, old west town) = make it a theme (western) playground that could be advertised
- Ditto
- Main Street back together again
- Capitalize on Harold Jerrard Park
- Community Pool
- Indoor Arena
- Meat packing plant
- Place to take the wool (wool bats is an example)
- More opportunities for ranchers take a piece of that end use product
- Mobile Meat packing plant
- Water storage for irrigation
- Draw folks in for recreation
- Rodeo strengthened (PRCA) – tie energy folks and have them pour money into the rodeo (sponsors)
- 5-10 years, we have a resource with sheep people and people that can work stock dogs – begin sheep dog trial.
- Ditto
- Ditto
- Elderly housing and affordable housing that is controlled and planned and added to the community
- Ditto
- See 5 more families come into town that are entrepreneurs – small business that is done with Internet. Doesn't take much resources of community, but we are a part of community and add to school population
- New School
- Carefully develop tourism
- All growth needs to be carefully planned and fit
- Scenic Byway – and reservoir for water storage (drinking and irrigation)
- If you own land you should be able to serve on town council
- Extend the Kaycee City limit for future growth in housings for new businesses
- Affordable housing
- Jobs to keep our children from moving and for people who would like to live in Kaycee.

- Get Sinclair annexed into Kaycee to get revenue from sales tax. Sales tax is now going to the county.
- Lower gas prices that will create more income from travelers and locals
- Get a permanent member at the Johnson County board
- Get a permanent county commissioner for Southern Johnson County. Most of the revenue in the county comes from the southern part of the county.
- The southern part of the county except Kaycee needs representation at the Kaycee City
- Gun club
- Shuttle service to Casper for goods and services
- Car wash
- Need a sign that is a map that pinpoints all the businesses
- See the town cleaned up and look a little happier!
- Some people may still need some counseling after the flood – I would like to see the Red Cross come back in and still give some help to people.
- People love the romance of the west and we should be ready to entertain them in that style.

VISION FOR KAYCEE

In addition to the three questions, participants were asked to define what they felt was the “vision” for Kaycee. The following are the responses to the question:

My Vision for Kaycee is:

- I would like to see Kaycee develop itself into a sustainable community that draws off of its strengths, its character, natural resources, agriculture and youth. We must give ourselves a face-lift and allow this town to grow a bit while maintaining the character that makes us special. We need to develop a support system to aid our community members in diversifying or developing avenues that will help them survive.
- I really love Kaycee as a place to live out my life. I would like to see a nice clean town again. We need to fix what we have and build what we need. Enforce the laws we have written and back the City Leaders.
- My vision for Kaycee is no change except for revitalization. Kaycee is based on an agriculture economy and to retain its unique cherished character, should support this foundation and heritage. Hopefully, the population will neither increase or decrease by large margins, nor hopefully will Kaycee sink into a service-based economy, totally dependent on outsiders (tourists and recreationists), instead of the local community. Long-term, multi-generational families will still be here to provide stability and continuity, while newer community members can contribute new ideas and energy.
- My vision for Kaycee is that all the best that is and was southern Johnson County will be enhanced, encouraged and protected while the community members can live comfortably, the schools are superior and our senior citizens have a safe, affordable place to retire.
- We need to preserve our western heritage and our rural lifestyle, along with our spirit of volunteerism, while sustaining a viable economic base for our children to be able to return to make a living.
- Ag based; highlight history; community people
- A place with other job opportunities as well as ranch hands, truck drivers, oil field workers and school related jobs. In order to achieve this, Kaycee will have to have available housing and industry of some sort.

- A community that works together to become more self-sufficient. We need to create opportunity for our youth to remain here and prosper. We need to added services such as a bank, pharmacy, and car wash, locally owned department store, etc., so that we can begin to break the habit of going to a larger town for all our needs. Our kids need to grow and play here and be able to return here and raise their families without giving up a decent lifestyle.
- To see a growing community where kids can stay and have a career if they want to stay.
- A dust old cow town is my vision of Kaycee with two bars located next to each other.
- A community that expands in population and not change the small town atmosphere of close knit family living. A downtown areas that is inviting and fun to visit and shop.
- To walk down the streets and see friendly fact in a clean town.
- I want this to be a stable community with the same western theme (more boardwalks and false fronts) with a few more jobs and businesses that won't compete with one another.
- Lamb coop; processing facility
- Indoor arena – a place where you can sell, swap, buy and play video games
- At this point, very bleak. We need things to keep people busy. We need something for all ages. We have a very nice facility and we truly need a doctor down here more than 3 hours per week.
- New jobs, new housing, in 5 years a downtown, newspaper, good grade school and high school, senior assisted housing, swimming pool, stage addition to HJP – south side.
- Water: ag, recreation, Industry established, local attractions 365 days, develop retirement community; advertise with interstate signs.
- To grow and provide more employment; provide senior housing; provide more housing; have a doctor at the clinic 3 days a week; more area west of interstate annexed into town; rural garbage collection; complete highway between Kaycee and Sussex; Certified livestock scale and corrals to load semis; bank; a business center; another motel; keep the boardwalks and rustic look.

APPENDIX