

WYOMING RURAL DEVELOPMENT COUNCIL



RURAL RESOURCE TEAM REPORT FOR GLENROCK'S COMMUNITY ASSESSMENT CONVERSE COUNTY, WYOMING SEPTEMBER 24-26, 2002

WRDC MISSION

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

THE WYOMING RURAL DEVELOPMENT COUNCIL

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

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

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

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

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

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

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Glenrock Resource Team

September 24-26, 2002

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EXECUTIVE SUMMARY

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

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

Each of you individually must decide what it is that you want to do, what kind of project you want to tackle. There are enough tasks for everyone. Each small step, every accomplishment, no matter how limited, is movement in the right direction toward achieving Glenrock's goals. It can be done! There is no problem facing Glenrock 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 Glenrock Resource Team, I want to thank the community and our sponsors for the warm hospitality shown to us during our stay. The meals and accommodations were outstanding. We heard over and over in the listening sessions that Glenrock was filled with warm, caring individuals and we certainly can attest to that! Thank you very much.

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

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

Sincerely,

Steve Achter, Resource Team Leader

PROCESS FOR THE DEVELOPMENT OF THIS REPORT

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

The town of Glenrock requested a community assessment from the Wyoming Rural Development Council. Paula Flynn served as the community contact and took the lead in agenda development, logistics and publicity in town for the assessment. Resource team members were selected to visit, interview citizens, business and community leaders; and develop a plan of recommended action for the town. The team members were carefully selected based on their fields of expertise that Glenrock officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the town and interviewed approximately eighty-two people over a three-day period from September 24th thru 26th, 2002. In addition over two hundred written comments were received. The team interviewed representatives from the following segments of the Glenrock and surrounding community: churches, elected officials, agriculture, senior citizens, education, civic groups, business/industry, utilities, emergency services, law enforcement, minority groups, financial, healthcare, parents, home schoolers, Rolling Hills residents, retail, youth, Chamber of Commerce, economic development groups and the general public. Each participant was asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing the action plan. The three questions were:

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

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 Glenrock.

An oral report was presented to the people of Glenrock on September 26, 2002 and many of the citizens of Glenrock who participated in the interviews were in attendance.

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

RESOURCE TEAM MEMBERS

Glenrock, Wyoming Resource Team September 24-26, 2002

Steve Achter, Team Leader

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dhinckl@qwest.com

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USDA Rural Development
320 E. Lincoln
Riverton, WY 82501
307-856-7524
Fax: 307-856-2383
E-mail: Yvette.Wilson@wy.usda.gov

Kim Porter

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

Tom Johnson

Wyoming Business Council
1400 E. College Dr
Cheyenne, WY 82002
307-635-7735
E-mail: tjohns@state.wy.us

LOCAL CONTACTS/ SECTOR REPRESENTATIVES

The following citizens helped coordinate the local logistics to insure the assessment ran efficiently.

COMMUNITY CONTACT:

Paula Flynn

Glenrock Economic Development Corp

P.O. Box 313

Glenrock, WY 82637

307-436-2238

E-mail: glenrockedc@aol.com

COMMUNITY SECTOR REPRESENTATIVES:

Agriculture: John & Margaret Grant

Business/Light Manufacturing: Dave Talley and Mike Brady

Retail: Jim Moulton & Dan Reiter

Industry: Donna Parkinson

City & County Government/Law Enforcement/Emergency Services and Utilities: Dave Eason and Mike Colling

Economic Development/Chamber of Commerce: Jerry Street

Churches/Civic Groups: Chrissie Wobig

Minority Groups: Erlinda Shefelbine

Parents/Citizens/Home School Families: Brian Nugent

Senior Citizens/Social Organizations/Non-profits: Patty Fenner

Youth: Converse County School District #2

Educators: Pam Anderson

Banking/Financial Planners: Helen Armstrong

Healthcare Providers: Gary Butts and Linda Jensen

Town of Rolling Hills: Mayor Larry Zimbleman & Judy Erxleben

Resource Team Agenda

Glenrock, Wyoming
September 24, 25 and 26, 2002

<u>Tuesday 9/24/2002</u>	<u>Activity/Listening Sessions</u>	<u>Location</u>
10:00 a.m. to 11:00 a.m.	Orientation and Organization Meeting (Team Members Only)	GCRD*
11:00 a.m. to 12:30 p.m.	Lunch with Community Resource Team Planners	Four Aces
1:00 p.m. to 4:00 p.m.	Resource Team Area Tour	
4:45 p.m. to 5:45 p.m.	Dinner Resource Team	Paleon Building
7:00 p.m. to 7:55 p.m.	Churches/Civic Groups/Minority Groups	GCRD
<u>Wednesday 9/25/2002</u>	<u>Listening Sessions</u>	
6:30 a.m. to 7:30 a.m.	Breakfast	Fireside
8:00 a.m. to 8:55 a.m.	Banking/Financial Planners	GCRD
9:05 a.m. to 10:00 a.m.	Agriculture	GCRD
10:10 a.m. to 11 :05 a.m.	Healthcare Providers	GCRD
11:15 a.m. to 12:15 p.m.	Lunch	Subway
12:30 p.m. to 1:25 p.m.	Economic Development/Chamber	GCRD
1:35 p.m. to 2:20 p.m.	Parents/Home Schoolers/General	GCRD
2:30 p.m. to 3:25 p.m.	Utilities/City & County Government	
	Law Enforcement/Emergency Services	GCRD
3:35 p.m. to 4:30 p.m.	Town of Rolling Hills	GCRD
4:30 p.m. to 5:00 p.m.	Break	GCRD
5:10 p.m. to 6:05 p.m.	Educators	GCRD
6:10 p.m. to 7:05 p.m.	Industry/Manufacturing/Business	GCRD
7:30p.m. to ??	Dinner	Four Aces
<u>Thursday 9/26/2002</u>	<u>Listening/Sessions Activity</u>	
7:00 a.m. to 7:50 a.m.	Breakfast	Fireside
8:00 a.m. to 8:55 a.m.	Retail	GCRD
9:05 a.m. to 10:00 a.m.	General	GCRD
10:10 a.m. to 11:15 a.m.	Break	Town Hall
10:15 a.m. to 11:05 a.m.	Youth (review papers)	GCRD

* GCRD—Glenrock Community Recreation District Computer Room

(Agenda continued)

11:05 a.m. to 1:00 p.m.	Lunch	Senior Center
1:05 p.m. to 2:00 p.m.	Senior Citizens/Non-Profits/ Service Organizations	Senior Center
2:30 p.m. to 6:30 p.m.	Prepare for evening meeting/ Working Dinner	GCRD
7:00 p.m. to 8:00 p.m.	Team oral report to town	GCRD

RECOMMENDATIONS SUBMITTED BY RESOURCE TEAM MEMBERS

The Resource Team would like to thank the town of Glenrock for the immeasurable amounts of honesty, hospitality, and friendliness that you gave during the Resource Team effort. The team has every confidence that the kind of effort and enthusiasm produced for the Resource Team will be responsible for and ensure future successes.

The Resource Team has given many suggestions, some which have been repeated by more than one of the team members. Listed are the individual team member recommendations, along with contact information for the respective team member. You are encouraged to communicate directly with any team member.

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AS THE TEAM LEADER, I HAVE THE DISTINCT ADVANTAGE WHEN PREPARING A REPORT BECAUSE MY REPORT IS PREPARED AFTER ALL OTHERS ARE SUBMITTED TO ME. THEREFORE, THE APPROACH USED IN PREPARING A REPORT IS NOT TO DUPLICATE RESOURCES, CONTACTS AND IDEAS, BUT RATHER ENHANCE AND FILL IN THE GAPS AND PROVIDE RESOURCES NOT MENTIONED IN OTHER REPORTS. I HOPE RESOURCES INDICATED ARE OF VALUE, IN PARTICULAR THOSE CONCERNING THE REFINERY, THE COMMERCE BLOCK AND PAINT FACTORY.

YOUTH

CHALLENGE: NOT UNLIKE MANY COMMUNITIES THE SIZE OF GLENROCK THE TEAM HEARD OVER AND OVER AGAIN THAT HERE IS NOTHING FOR KIDS TO DO IN TOWN. THE NEED FOR OUTDOOR RECREATION FACILITIES SUCH AS A WALKING/BIKING PATH AN IMPROVED SKATE PARK AND AN OUTDOOR SWIMMING POOL WAS MENTIONED MANY TIMES AT THE LISTENING SESSIONS AS A WAY TO GIVE THE KIDS SOMETHING TO DO. IT SHOULD BE POINTED OUT, HOWEVER, THAT THE RECREATION CENTER WAS MENTIONED

OVER AND OVER AGAIN AS A VALUABLE ASSET TO THE
COMMUNITY.

THE VAST MAJORITY OF THE KIDS ARE UNDOUBTEDLY SOLID
CITIZENS AS DEMONSTRATED BY THEIR THOUGHTFUL RESPONSES
TO THE THREE QUESTIONS. HOWEVER, A CHALLENGE FACING THE
COMMUNITY AND POINTED OUT NUMEROUS TIMES AT THE
LISTENING SESSIONS IS THE ABUSE OF DRUGS AND ALCOHOL BY
NOT ONLY THE YOUTH BUT ALSO BY ADULTS. THIS AGAIN WAS
LINKED BY THE KIDS TO THERE IS NOTHING IN TOWN TO DO
EXCEPT DRINK.

SOLUTION/CONTACT: GRANT FUNDS FOR OUTDOOR
RECREATION PROJECTS ARE AVAILABLE FROM THE LAND AND
WATER CONSERVATION PROGRAM. THESE FUNDS ARE AVAILABLE
ANNUALLY AND REQUIRE A LOCAL MATCH OF FIFTY PERCENT.
FOR MORE INFORMATION CONTACT:

TODD THIBODEAU
STATE PARKS AND CULTURAL RESOURCES
HERSCHLER BUILDING, 1ST FLOOR EAST
122 WEST 25TH STREET
CHEYENNE, WY 82002
307-777-6478

PROGRAM GUIDELINES AND APPLICATION INFORMATION CAN BE
VIEWED BY GOING TO
[HTTP://COMMERCE.STATE.WY.US/SPHS/INDEX1.HTM](http://commerce.state.wy.us/sphs/index1.htm) CLICK ON LAND
AND WATER CONSERVATION FUND.

SOLUTION/CONTACT: A NUMBER OF PRIVATE FOUNDATIONS
SERVE THE AREA AND PROVIDE GRANT FUNDS FOR A VARIETY OF
YOUTH PROGRAMS AND SUBSTANCE ABUSE PREVENTION
PROGRAMS. IN MOST CASES THE FUNDS ARE PROVIDED TO YOUTH
ORGANIZATION OR NON-PROFIT ORGANIZATIONS. A SAMPLE OF
THE FOUNDATION INCLUDES:

THE WOLD FOUNDATION
139 WEST 2ND STREET, SUITE 200

CASPER, WY 82601
PHONE: 307-265-7252
FAX: 307-265-7336

AREAS OF INTEREST:

- Independent schools and private colleges;
- Human-service organizations and youth programs;
- Community-supported cultural activities;
- Preventative health and wellness programs;
- Preservation of historic sites and buildings;
- Conservation and outdoor recreation that supports health, education, leadership training and youth services;
- Scientific research aimed at improving the quality of life and conservation of natural resources; and,
- Projects and programs that benefit Wyoming citizens, particularly youth.

American Legacy Foundation
1001 G Street, NW
Suite 800
Washington, DC
20001

Phone: 202-454-5555
Fax: 202-454-5599
Email: grantsinfo@americanlegacy.org
Url: <http://www.americanlegacy.org>

Areas of interest:

The American Legacy Foundation provides grants to further its goal of creating tobacco- free generations. At the heart of Legacy's grant program is the effort to identify new and improved ways to develop effective tobacco control programs. Legacy's four goals are as follows:

- Reduce youth tobacco use;
- Reduce exposure to second-hand smoke among all ages and populations;
- Increase successful quit rate among all ages and populations; and,
- Reduce disparities in access to prevention and cessation services and in exposure to secondhand smoke on behalf of disadvantaged populations.

THE DANIELS FUND
55 MADISON STREET, SUITE 255

DENVER, CO 80206

PHONE: 303-393-7220

FAX: 303-393-7339

E-MAIL: INFO@DANIELSFUND.ORG

URL: [HTTP://WWW.DANIELSFUND.ORG](http://WWW.DANIELSFUND.ORG)

AREAS OF INTEREST:

- CHILD CARE/EARLY CHILDHOOD EDUCATION
 - ELDERLY SENIORS
- MENTAL HEALTH, ALCOHOLISM, SUBSTANCE ABUSE
 - PHYSICAL DISABILITIES
 - AMATEUR ATHLETICS

BURLINGTON NORTHERN SANTA FE FOUNDATION
5601 WEST 26TH STREET
CICERO, IL
60804

PHONE: 708-924-5615

FAX: 708-924-5657

EMAIL: SHARON.HEFT@BNSF.COM

URL: [HTTP://WWW.BNSF.COM](http://WWW.BNSF.COM)

Areas Of Interest:

The Burlington Northern Santa Fe Foundation supports nonprofit organizations in the company's area of operations only. The Foundation is a strong contributor to various United Way/Red Cross agencies across its system and includes as well the following categories in its giving program:

- Education;
- Arts & culture;
- Civic programs;
- Health & human service agencies
- Hospitals; and,
- Youth organizations.

As a final thought, as individual youth emerge as leaders, recognize them with a Youth Leader of the Year Award.

HOUSING

CHALLENGE: THERE WAS A NEED EXPRESSED FOR ASSISTED LIVING AND AFFORDABLE HOUSING.

Solution/Contacts: Other communities have faced similar situations and have used a variety of methods to solve the problem. The Wyoming Community Development Authority (WCDA), which is the housing finance agency for the state, manages the HOME Investment Partnership Program, or HOME for short, which helps pay for development costs if the subsidy is passed on to the renter or the homebuyer. For additional information contact:

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

BEAUTIFICATION

Challenge: The Commerce Block, refinery and the paint factory were pointed out as serious eyesores in the downtown and entrances to the community. Efforts are underway to cleanup the refinery, but the Commerce Block and the paint factory remain a problem.

Solution/Contacts: One possible approach to stimulate the redevelopment of any one of the three problem sites is to apply to the US Department Housing and Urban Development (HUD) for a Brownfield Economic Development Initiative (BEDI) grant. BEDI funds are used as the economic stimulus for local governments and private sector parties to commence redevelopment of brownfield sites where either perceived or actual negative environmental conditions are known and redevelopment plans exist. HUD emphasizes the use of BEDI and HUD Section 108 Loan Guarantee funds to finance projects and activities that will provide near-term results and demonstrable economic benefits, such as job creation and increases in the local tax base. The BEDI funds are awarded once a year and must be used in tandem with a HUD Section 108 Loan Guarantee.

BEDI grants have been as high as \$2 million; however, a more realistic figure for a project in a town the size of Glenrock would be \$250,000 to \$500,000 depending on project cost.

To learn more about the program contact:

Steve Achter, Director
Investment Ready Communities
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
Phone: 1-307-777-2811

Email: sachte@state.wy.us
Web: www.wyomingbusiness.org

USEFUL WEB SITES AND GRANT INFORMATION

THE WYOMING BUSINESS COUNCIL RECENTLY SUBSCRIBED TO AN ONLINE GRANT FUNDING SEARCH SERVICE. THE SERVICE IS CALLED GRANTSTATION AND IS AVAILABLE TO COMMUNITIES UPON REQUESTS. THE CONTACT AT THE BUSINESS COUNCIL IS:

JACKIE NEELY, RESEARCH SPECIALIST
307-777-2806
E-MAIL JNEELY1@STATE.WY.US

State grant information through the State Library:

www-wsl.state.wy.us/sis/grants/index.html

Federal Catalog of Domestic Assistance:

www.cfda.gov

Information about private foundation assistance:

www.fdncenter.org

There are publications that provide information on public as well as private grant opportunities. One of the better publications is the Federal Assistance Monitor. Subscriptions may be obtained by contacting:

CD Publications
8204 Fenton Street
Silver Springs, MD 20910
301-588-6380
Web-site address: www.cdpublications.com

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OVERVIEW:

The first thing that strikes one after spending several days in Glenrock is its people. The people we had contact with were generous, caring, and clearly concerned making Glenrock a better place to live and work for all—even if they had differing opinions on how to achieve this goal.

Glenrock also has other assets that one must not overlook: a nice recreation center, close proximity to outdoor activities, the Paleon Museum, a rich and storied history, quality public services like police and fire, a good public library, a thriving gun industry, and a sense of community. These are all things that can—and should—be built upon.

However, after several listening sessions, one begins to get the impression that Glenrock is also a community full of opposing ideas. F. Scott Fitzgerald once said that the test of a first-rate intelligence is the ability to hold two opposed ideas in the mind at the same time, and still retain the ability to function. In this case, however, these competing ideas create a sense of apathy and paralysis in the community. A good example of this is the love/hate relationship Glenrock seems to have with both Casper and Douglas. Citizens in Glenrock seem unwilling to decide in a comprehensive way whether or not they want to embrace Casper and its services, Douglas and its services, or lastly, go it alone.

Another troubling sign was the lack of young people we saw getting involved in the community. Indeed, we were able to read many surveys provided to us by the youth of Glenrock. However, at the town meeting—and to a large extent, during the listening sessions—the lack of participation from youth and young families was quite evident.

This is not surprising when one looks at facts. In 1990, Glenrock's median age was 31.0 and the percentage of people over the age of 65 was 8.3%. By 2000, Glenrock's median age had risen to 38.3 and the percentage of the population over age 65 had risen 13.2%. In addition, enrollment in the public school system has dwindled. These are all very disturbing trends.

The good news is that these trends can be reversed. The bad news is that it requires a long term, sustainable commitment that can often take a decade or more. For example, Cheyenne did not simply land a Lowe's distribution center overnight. It was a 13-year effort in which the citizens and businesses in the community invested—out of their own pockets—in infrastructure for a business park.

Glenrock needs to now begin formulating strategies that lead to sustainable development (i.e., entrepreneurship, community attractiveness), not quick fix thinking (industrial recruiting).

Although the following recommendations do include some short term strategies, the lion's share of these recommendations are intended to provide Glenrock with sustainable development strategies—

strategies that will make Glenrock a more attractive community in which to live and work.

The following recommendations are listed by the major themes that were developed by the Resource Team and presented to the community.

ECONOMIC DEVELOPMENT:

Challenge: The need for businesses development (retail, manufacturing, services, etc.) was mentioned in the listening sessions quite prolifically—specifically, bringing back some version of a movie theater.

As with most rural communities in Wyoming, recruiting a large company appears extremely remote. A good rule of thumb is that a community can support 1 new job for every 100 people in its population. Thus, Glenrock can probably absorb at this time a company of about 15-20.

Comments were made -- Glenrock has access to the biggest labor force in the State of Wyoming (because Glenrock is within a 45 minute drive of both Casper and Douglas, thus increasing the labor force substantially). While this may be technically true, it's not something that local officials should count on when recruiting companies. If a company would move to Wyoming to tap that existing labor force, then the company would likely locate in Casper anyway, where amenities and services already exist within minutes.

Although recruiting should be pursued in Glenrock, growth strategies should be expanded to include entrepreneurship and existing businesses expansion. In fact, focusing on entrepreneurship and existing business development is long term and sustainable.

Recommendation: Utilize your high school alumni as potential business recruits. This helps focus recruiting efforts on a population of people who are already familiar with the area. These are people who grew up in Glenrock, know the benefits of living in Glenrock, and perhaps, own their own businesses outside of Glenrock now. Perhaps they would be willing to move back to Glenrock--all for the cost of postage.

This can be done through the following steps:

1. Develop a database of Glenrock High School Alumni. This could be done in conjunction with Glenrock High School.
2. Send a letter annually to those alumni letting them know that Glenrock is seeking businesses and would like them to consider moving their business to Glenrock.
3. Follow up with those who express interest.

This could prove useful to even those alumni who don't have their own businesses, as they may know of someone who could move their business to Glenrock.

This was done in Lander, Wyoming through the LEADER Corporation in the late 1980s and early 1990s by local community leaders—resulting in the successful recruitment of at least one company. One of those community leaders was Ben Avery, who now works for the Wyoming Business Council. His contact information is:

Ben Avery
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
Phone: 1-307-777-2863
Fax: 1-307-777-2838
Email: bavery@state.wy.us
Web: www.wyomingbusiness.org

Or contact

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Another community that is attempting to reach former alumni for business development purposes is Wheatland. Linda Fabian, of the Wheatland Area Development Corporation, can probably lend some insight. Her contact information is:

Wheatland Area Dev. Corp. (WADCO)
Linda Fabian
1560 Johnston
PO Box 988
Wheatland, WY 82201
Platte County
Phone: 307-322-4232
Fax: 307-322-3823
Email: lfabian@communicomm.com
Website: <http://www.wheatlandecdev.com>

Recommendation: Along with your Regional Director for the Wyoming Business Council, develop a list of 4 or 5 targeted industries that would be good fits in Glenrock (or that the community would like to see in Glenrock). Divide the list by SIC code, number of employees, payroll, and geographic location in the United States.

The Regional Director then has the ability to generate a list of prospects in the above parameters. This list would then show the name and contact information for the business. These businesses could then be contacted to see their interest in expanding or relocating to Glenrock.

For example, let's assume that the community leaders in Glenrock decided they wanted to target all the safety lock manufacturers in the states east of the Mississippi River, with 10-50 employees. Your Regional Director could generate such a list. From there, the community could contact these businesses and try and get them to look at Glenrock.

For more information, contact:

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East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Recommendation: Start a Business Challenge program in Glenrock. This is a business competition program that can be tailored to existing business and/or start-up businesses. It will help to create one new company or expand one

existing company each year in the community.

The program utilizes in-kind donations and cash grant awards to assist businesses. The donations can range from in-kind advertising to in-kind accounting services. The following chart demonstrates the benefit to the winner of such a competition.

Business Challenge

Competition Winner

Local Accountant \$500 In-Kind Services	Local Attorney \$500 In-Kind Services	Local Newspaper \$500 In-Kind Advertising	Local Radio Station \$500 In-Kind Advertising
WBC Regional Director \$500 Cash	Glenrock Chamber/EDC \$500 Cash	Local Printer \$500 In-Kind Copying	Eastern Wyo College \$500 In-Kind Software Training
Local Bank \$500 In-Kind Services	SBDC Counseling Services	City of Glenrock \$500 Cash	Glenrock EDC \$500 In-Kind Rent

The reasons for business failure (lack of cash, lack of support services, etc.) are readily addressed through each of the in-kind contributions. In fact, this program acts as a sort of “virtual incubator.”

Businesses interested in winning this competition submit full and complete business plans to an independent review committee. The review committee then judges each business based on feasibility, cost, and community need. Once the committee reviews all eligible business plans, a winner is determined.

The contributing businesses will also benefit from this program, as they create a successful customer who will likely continue to utilize their services after the in-kind contribution period ends. In addition, partnerships are created between the private and public sector that can be useful in other business development projects.

The Business Challenge Program is truly unique and innovative. It has been implemented (or is in the process of being implemented) in Laramie County, Albany County, Carbon County, and Goshen County. All of the Wyoming Business Council’s regional directors are working in a variety of communities to establish such a program. For more information on this program, please contact:

Steve Elledge
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300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Recommendation: The community should utilize the expertise and harness the power of the newly established Market Research Center (MRC). The MRC is a brand new creation of the Wyoming Business Council (WBC), the Small Business Development Center (SBDC), and the University of Wyoming’s College of Business. It was created to provide Wyoming entrepreneurs and Wyoming communities with sophisticated and timely market research information.

This will allow Wyoming businesses to obtain and analyze market information on products, industries, and customers. For more information, please contact:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Or

Leonard Holler
Region III Director
Small Business Development Center
300 South Wolcott, Suite 300
Casper, WY 82601
Phone: (307) 234-6683
Toll Free: (800) 348-5207
Fax: (307) 577-7014
E-mail: sbdc@trib.com

Recommendation: Organize a group of local investors to purchase existing businesses that are for sale that would serve community needs. These businesses can be bought somewhere else (Salt Lake City and Denver, for example) and moved to Glenrock. Two good websites that list businesses for sale are:

www.bizbuysell.com

and

www.businessesforsale.com

Both websites list businesses for sale by location, type, price, and cash flow. For example, the community of Glenrock could search for all manufacturing businesses for sale that are located in Colorado. Depending on the strength of the history of the business and the particular industry, Glenrock could decide to organize local investors to purchase the business, move it to Glenrock, and employ the local work force.

This idea of purchasing a business and moving it is particularly useful for rural communities like Glenrock, where the private sector is in no rush to serve rural community needs. As always, the best way for rural communities to serve particular needs is to go out and get the need itself.

Recommendation: Utilize free business assistance programs through the Wyoming Small Business Development Center (SBDC). The SBDC, in part funded by the Wyoming Business Council, can assist people wanting to start a business in Glenrock and those already in business in Glenrock. Topics that the SBDC can assist with include accounting, advertising, cash flow, human resources, financial reports, market research, patents and trademarks, business plan assistance, along with many others. For more information, or to schedule appointments to get small business assistance, contact:

Leonard Holler
Region III Director

Small Business Development Center
300 South Wolcott, Suite 300
Casper, WY 82601
Phone: (307) 234-6683
Toll Free: (800) 348-5207
Fax: (307) 577-7014
E-mail: sbdc@trib.com

Recommendation: Take a look at some of the services offered through the Wyoming Women's Business Center. The Center offers a business plan guide that is one of the best out there. In addition, the Center has a micro loan program (\$2,500 and less) available to small businesses at rates far below prime and at favorable repayment terms. For more information, please contact:

Rosemary Bratton
Wyoming Women's Business Center
P.O. Box 3661
Laramie, WY 82071
Phone: 1-888-524-1947
Email : wwbc@uwyo.edu
Web: <http://www.wyomingwomen.org/>

Recommendation: Take a look at some of the programs offered by Gro-Biz (Government Resources and Opportunities for Business). Gro-Biz helps Wyoming companies secure profitable contracts with federal, state and local governments. In particular, examine one program called Bid Match, which utilizes email daily to notify registered Wyoming businesses of government contracting opportunities. For more information, please contact:

Rudy Nesvik
State Director
Gro-Biz
Laramie County Community College
1400 E. College Drive
Cheyenne, WY 82007
Phone: 1-866-253-3300
Email: grobiz@wyoming.com
Web: <http://www.gro-biz.com>

Recommendation: Local manufacturers should take advantage of the services of the Mid America Manufacturing and Technology Center (MAMTC). MAMTC can help Wyoming manufacturers become more competitive through programs that address quality, business systems, the manufacturing process, company assessment, marketing, and product development. For more information, please contact your local regional MAMTC representative:

Phillip Christopherson
Field Engineer
MAMTC
300 S. Wolcott
Suite 200
Casper, Wyoming 82601
Phone: 1-307-234-2687
Fax: 1-307-577-7014
Email: phillc@iname.com
Web: www.mamtc.com

Recommendation: Utilize the Wyoming Business Council's Trade Show Incentive Grant Program. This program will assist businesses in exhibiting their products at trade shows. It is a matching grant (dollar for dollar) up to \$1,500 /year. For example, if a company in Glenrock were to exhibit its products a trade show in Denver that costs \$3,000, the Trade Show Incentive Grant could cover up to \$1,500 of these costs related to the trade show itself. For more detailed information on this program, please contact either:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Or

Carol Stearns
Business Development Manager
Wyoming Business Council
214 W. 15th, Street
Cheyenne, WY 82002
Phone: 1-307-777-2882
Fax: 1-307-777-2838
Email: cstearn@state.wy.us
Web: www.wyomingbusiness.org

Recommendation: It's worth examining some of the other business programs available through the Wyoming Business Council, including the Wyoming First Program (available to help companies promote their products as "Made in Wyoming"), the Challenge Loan Program (a state revolving loan fund that participates with banks to provide lower interest rates to businesses, and human resource consultation (helping companies with HR challenges). For more information on these and other Wyoming Business Council programs, contact:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Recommendation: The Wyoming Department of Employment has workforce training grants available to new and existing companies that create new jobs. These grants are available to companies for costs related to training new employees. Typically, the amount of these grants are \$1,000-\$1,500 per employee, depending on after training wages. These grants are subject to availability and eligibility, for further information, contact:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601

Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Or

Jan Wilson
Project Manager
Department of Employment
P.O. Box 2760
Casper, WY 82602
Phone: 1-307-235-3294
Email: jwilso@state.wy.us
Web: <http://wydoe.state.wy.us/>

Recommendation: Getting a 2nd Grocery Store was mentioned several times. If the town of Glenrock is intent on seeing a 2nd grocery store in Glenrock, and the private sector is unwilling/unable to serve this need, consider raising local private capital for a grocery store. Shares in a co-operative grocery store could be sold to local residents for \$500 or \$1000 a share. Following this a Board of Directors could be chosen among the shareholders to oversee the operations of the grocery store.

This was recently done successfully in Edgemont, South Dakota. A 5,000 sq. ft. facility is currently being renovated to serve as a small grocery store for the community—all through local capital and loans. In seven months alone the community was able to raise over \$110,000 in local private capital. Community leaders anticipate that this store will generate \$15,000--\$25,000 a week in sales.

It is worth contacting community leaders in Edgemont to better understand how this was done. Please contact:

Jim Miller
HC59
Box 102
Edgemont, SD 57735
Phone: 1-605-662-7197
Email: jmiller@gwtc.net

YOUTH:

Challenge: There is not a community in Wyoming that is not experiencing a challenge in finding activities for youth to do and also stopping the out migration of youth. Sadly, Glenrock is not an exception.

Recommendation: The following web sites provide information that might be helpful as Glenrock brainstorms the idea of developing its young people:

Learn and Serve Program (another sister organization of Ameri Corp)
Web: www.learnandserve.org
-Provides programs and grant money to get youth involved in communities

National Council on Youth Leadership
Web: www.nycl.org
-Provides programs geared toward teaching youth leadership skills

Recommendation: Explore the possibility of establishing a “microsociety” in the grade schools. The “microsociety”

concept is an innovative way to attack the economic and community development challenge at its root: kids.

Students collaborate with parents, business volunteers, and teachers to create functioning small communities. A community can start a “microsociety” in an individual class, a small learning community, a whole grade, or an entire school. Traditional academic subjects are studied in the morning, then applied "on the job" during afternoon program activities. Students spend one hour or one class period each day in their jobs where they learn to run businesses, apply technology, develop government and social agencies, and create cultural and arts organizations. Gradually, students become immersed in the realities of a free-market economy, with taxes, property concerns, income issues, and politics.

Lingle, Wyoming has already experienced success with this program in its fifth grade class. For more information, please contact:

Cindy Gulisano
5th Grade Teacher
Lingle-Fort Laramie Elementary
Phone: 1-307-837-2254
Email: cgulisano@goshen.k12.wy.us

Recommendation: Consider the establishment of a Youth Entrepreneurship Program in conjunction with Glenrock High School. This would help grow businesses, ideas, and talent from within the community.

Perhaps the SBDC’s companion program to its NxLevel course, “Buzz on Bizz,” would be appropriate. It’s geared towards helping high school students understand business and entrepreneurship.

Powell has also done some good work in putting together a youth entrepreneurship program similar to “Buzz on Bizz.” For more information on starting such a program, please contact:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Also, the SBDC can provide more information on establishing a “Buzz on Bizz” program. Please contact:

Leonard Holler
Region III Director
Small Business Development Center
300 South Wolcott, Suite 300
Casper, WY 82601
Phone: (307) 234-6683
Toll Free: (800) 348-5207
Fax: (307) 577-7014
E-mail: sbdc@trib.com
Web: www.uwyo.edu/sbdc

FACILITIES:

Challenge: The need for a movie theater was probably the most mentioned item in the listening sessions.

Recommendation: Attempt to bring back some sort of a movie theater. This will require serious community commitment and support. It will not be easy.

It would likely cost the community roughly \$1,500 each month (\$18,000 a year) to operate a movie theater either through volunteers or as a non-profit. Moreover, it would cost approximately \$40,000 to acquire used theater seats, equipment, and other start up costs (estimates provided by Jana Tyler).

One option would be to sell \$500 shares of stock in a private company as a way to raise funds. This is exactly what the community of Powell did after losing its clothing store. After several months, the community was able to raise \$400,000 in private funds. Today, Powell has an operating, full line-clothing store in downtown Powell—funded by \$500 shares of stock purchased by local investors. For more information on how Powell was able to accomplish this, contact:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Or

Leah Bruscino
Northwest Regional Director
Wyoming Business Council
143 S. Bent, #B
Powell, WY 82435
Phone: 1 (307) 754-5785
Fax: 1 (307) 754-0368
Email: lbrusc@state.wy.us
Web: www.wyomingbusiness.org

Last year, this type of fundraising to start a movie theater was tried. Theater seats were to be sold to private investors for \$100/seat. This resulted in only two seats being sold. Therefore, it's unlikely that enough local money could be raised locally due to lack of support.

If the citizens and town leadership are absolutely committed to having a community movie theater in Glenrock and can't raise any private capital, then maybe the issue should be explored as part of a 1% sales tax initiative, similar to a community or recreation center. This would at least provide ongoing public support for such a facility.

The movie theater is another example of a community holding two conflicting ideas at the same time. Everyone in town seems to want a movie theater. However, as last year's fundraising efforts showed, not many are willing to pay for the service out of their own pocket.

Challenge: The need for a variety of community development projects was mentioned many times. The most often mentioned project was a recreation center and a convention center. As it is with most public development, the limiting factor is financial wherewithal to acquire land and construct a facility. Adding to this expense is the ongoing operations of the facility incurred by the municipality each year. Typically, these projects are funded through capital facilities taxes, general funds, or private contributions. Most likely is a combination of each.

Recommendation: Grants through the Community Development Block (CDBG) Program are available to help with land acquisition and building costs related to projects that will serve and benefit low-moderate income people. Some of

these community development projects could be eligible for these grants. Depending on the specific community project and CDBG program, the grants could max out at \$250,000. For more information, and to determine eligibility, please contact:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Or

Steve Achter, Director
Investment Ready Communities
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
Phone: 1-307-777-2811
Email: sachte@state.wy.us
Web: www.wyomingbusiness.org

Challenge: The need for more bike paths and extension of the existing greenways was mentioned several times in the listening sessions.

Recommendation: There are two grant programs available that can assist, if needed:
The first is the TEAL program. This grant funds projects like walking/bike paths, roadside landscaping, historic preservation, and other non-highway related projects. The typical grant ranges between \$100,000--\$200,000. There is also a 20% match requirement. For more information, contact:

David Young
Wyoming Department of Transportation
530 Bishop Blvd.
Cheyenne, WY 82009
Phone: 1-307-777-4384
Email: dyoung@state.wy.us

The second program is more specific to nature trails. It is the Recreational Trail Fund Grant through the Wyoming State and Cultural Resources division. Eligible programs include maintenance and restoration of existing trails and construction of new trails, along with others. Typical grants are in the range of \$2,500--\$75,000. As with the TEAL funds, there is a 20% match requirement. To examine this program further, please contact:

Joann Buster
Grants Program Specialist
State Parks and Historic Sites
122 W. 25th Street
Cheyenne, WY 82002
Phone: 1-307-777-3483

Challenge: Comments were made many times about the need for better and additional roads and infrastructure in the Glenrock.

Recommendation: The following contacts all have programs devoted to a variety of infrastructure projects (business prospects, water and sewer projects, etc.) Please contact them to begin to see how some of these programs fit Glenrock's needs:

Steve Achter, Director
Investment Ready Communities/CDBG
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
Phone: 1-307-777-2811
Email: sachte@state.wy.us
Web: www.wyomingbusiness.org

OR

BRAD MISKIMINS
GRANT AND LOAN PROGRAM MANAGER
STATE LOAN AND INVESTMENT BOARD
HERSCHLER BUILDING, 3W
122 W. 25TH STREET
CHEYENNE, WY 82002
PHONE: 1-307-777-7309

OR

John Rogers
Regional Representative
Economic Development Administration
Federal Building, Room 196
301 S. Park Avenue
Drawer 10074
Helena, MT 59626
Phone: 1-406-441-1175
Email: edrmtda@aol.com
Web: <http://www.doc.gov/eda/>

Recommendation: For funding sources for community facilities, please take a look at the Community Facilities Grant and Loan Program through USDA Rural Development. Under this program, communities are eligible to apply for grants and loans (up to 40 year terms) in order to construct, enlarge, or improve community facilities for health care, public safety and public services. Eligible facilities range from nursing homes, dental clinics, and community centers to Libraries, outdoor theaters, and animal shelters.

For more information on this program and also to get a list of community facilities that are eligible under this program, contact:

Bill Garret
Community Development Manager
Southeast Area Office
USDA Rural Development
1441 East "M" Street, Suite A

Torrington, WY 82240-3521
Phone: 1-307-532-2125
Fax: 1-307-532-5783
Email: bill.garrett@wy.usda.gov
Web: www.rurdev.usda.gov

Recommendation: If not in place already, consider the establishment of a Glenrock Community Foundation. Establish the Foundation as a 501(c)(3) so that contributions to the Foundation would be tax deductible. Another benefit of having a general foundation for the entire community would be that it would serve as a place for all contributions to flow into. Individuals could earmark their contributions towards specific community projects. So instead of forming more and more foundations each time a project comes to the forefront of the public, one foundation can serve each project's needs. In short, it's a more effective and efficient way to raise private contributions.

Laramie has recently formed its own local Community Foundation as a 501(c)(3). It might be helpful to look at the process. For more information on how Laramie established the Foundation, please contact:

Timothy Stamp
President
Laramie Economic Development Corporation
1482 Commerce Drive, Suite A
Laramie, WY 82070
Phone : 1-307-742-2212
Email: ledc@laramiewy.org
Web: www.laramiewy.org

BEAUTIFICATION:

Challenge: Beautification of the Commerce Block, the old refinery, and the paint factory were mentioned consistently along all listening sessions. It appears as though the town Council is already doing great things in these areas. However, here are a few recommendations that may be of assistance.

Recommendation: One possible way to handle the Commerce Block situation would be to utilize the Wyoming Business Council's CDBG Downtown Development Grant to help the town purchase the building.

This CDBG program can be used for public facilities, rehabilitation of commercial buildings, historic preservation, and land acquisition and clearance. Keep in mind that a specific use for the building would need to be identified. The program could provide up to \$300,000. For more information and to determine potential eligibility, please contact:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Or

Steve Achter, Director
Investment Ready Communities
Wyoming Business Council
214 W. 15th Street

Cheyenne, WY 82002
Phone: 1-307-777-2811
Email: sachte@state.wy.us
Web: www.wyomingbusiness.org

Recommendation: Again, the town has likely looked into cleanup programs, but it not, the town of Glenrock should examine the Brownfields Cleanup and Redevelopment Initiative, through Environmental Protection Agency, in order to address the refinery and paint factory.

This program identifies and addresses barriers to cleanup and redevelopment of abandoned, idle, or underused commercial or industrial properties where reuse is complicated by real or perceived environmental contamination. Since 1993, EPA has awarded funding for more than 300 Brownfield Assessment Demonstration pilots at up to \$200,000 each to States, cities, towns, counties, and federally recognized Native American tribes for property assessments and the development of cleanup and reuse strategies. EPA also awards funding for Brownfields Cleanup Revolving Loan Fund pilots up to \$500,000 each to enable eligible States, cities, towns, counties, and federally recognized Native American tribes to capitalize revolving loan funds to safely clean up and reuse brownfields.

For more information about this program, contact:

Outreach and Special Projects
U.S. Environmental Protection Agency
Phone: 1-202-260-4039
Web: www.epa.gov

COMMUNITY PROMOTION:

Challenge: The need to promote Glenrock came out as a major theme during the listening sessions. Most often mentioned was the need to promote and enhance Deer Creek Days and the Paleon Museum. Also mentioned was the problem with signage and Glenrock's distance to the highway.

Recommendation: Tourism related businesses in Glenrock should take advantage of the E-Coupon program through the Wyoming Business Council's Travel and Tourism Division. The program will allow:

- The tourism industry to place coupons and discounts on the state tourism web site
- The tourism industry participants multiple coupons
- Detailed coupon descriptions and many other enticements for the visitor
- A customer to package and print out their coupons in a variety of ways
- Customers to view coupons by activity, destination, or individual property

Interested businesses can participate through the following steps:

- Log on at: <http://www.wyomingtourism.org/ecoupon>
- Read and agree with the coupon policy
- Fill out online registration form. A valid email address is required
- If a business is not listed in the Wyoming Vacation Guide, or has problems registering, contact Judy Johnson at 207-777-2871 or email jjohns1@state.wy.us.
- The business will receive a confirmation email after the coupon has been reviewed. Simply follow confirmation directions and the coupon will then be posted.

Recommendation: Utilize Glenrock's heritage in promoting the community. More specifically, promote the fact that the world's strongest man, Noah "Sport" Young, once lived in Glenrock. This might be accomplished in a few ways:

1. At the annual Deer Creek Days, sponsor a “Strongest Man” competition, honoring Noah “Sport” Young.
2. Create a memorial in downtown Glenrock honoring Noah “Sport” Young and his acting in silent films with Will Rogers. This could be in the form of public art (bronze, plaque, etc.).

Recommendation: It goes without saying that the Paleon Museum should be promoted to the fullest extent possible. The State of Wyoming already promotes dinosaur digs and museums on both its website: www.wyomingtourism.org and in the Wyoming Visitor Directory. Also, by the end of the year, the website www.wyoming4kids.org will feature dinosaur information on Wyoming for kids.

However, the various museums and dig sites (Glenrock, Rock Springs, Laramie, Thermopolis, etc.) in Wyoming should organize and promote themselves as one industry. For example, each one of the museums in the state could pool their resources and develop a joint promotional piece that advertises the entire dinosaur (museums, dig sites, etc.) industry in Wyoming. Or the industry could lobby for a larger section of the Wyoming Visitor Directory. Either way, it’s better to speak with one voice.

Recommendation: Because Glenrock can’t put up billboards along the interstate without some zoning in the county, signage becomes an incredibly difficult issue—unless, of course, the county decides that it would like to see zoning. In order to increase traffic into Glenrock, then, out-of-the-box thinking is required.

Consider advertising Glenrock with Dinosaur silhouette billboards as people pass Glenrock on the Interstate. Of course, the silhouette billboards would need to be fairly large to be seen from the interstate and also need to be placed on private property.

This is similar to the way Douglas advertises the Jackalope on a hill outside of Douglas. It’s also similar to the way Cheyenne advertises the buffalo near the Colorado border.

Recommendation: Form a local tourism task force that includes local community leaders, public officials, and your Regional Director from the Wyoming Business Council. Utilize this task force as a tool to work towards the deployment of tourism opportunities in Glenrock.

Then contact tourism expertise in the Travel and Tourism Department of the Wyoming Business Council to begin strategic planning.

Please contact:

Laurie Green
Director, Travel and Tourism
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
Phone: 1-307-777-2808
Email: lgreen@state.wy.us
Web: www.wyomingbusiness.org

Or

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032

Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Recommendation: Be sure to send several community leaders and officials to the 2003 Wyoming Governor's Hospitality and Tourism Expo on April 7-9, 2003, in Casper. It will help spur ideas on how to promote Glenrock. For more information, please contact:

Audrian Galbert
Wyoming Lodging & Restaurant Association
Phone: 307-634-8816 x 12
Fax: 307-632-0249
Email: Audrian@wlra.org
Web: <http://www.wlra.org/index2.cfm>

COMMUNITY VISION:

Challenge: Apathy was mentioned again and again in the listening sessions as being a major problem in Glenrock. We experienced this firsthand, as the largest single listening session was no larger than ten people.

Recommendation: Build upon your strong faith community and organize a Glenrock Interfaith Council in order to address community projects. Many people mentioned that they would like to see the various faiths in Glenrock work more closely together. Developing an informal Interfaith Council would help the churches communicate efficiently and also help address community issues. This would also allow the various faiths to speak as one voice on critical problems affecting Glenrock (otherwise known as effective lobbying).

Organizing the Glenrock Interfaith Council could be accomplished in several easy steps:

1. At the follow up town meeting, various church leaders meet informally to discuss setting up an interfaith council. This could be considered the steering committee
2. Schedule a follow up meeting of the committee and invite leaders from all the faiths represented in Glenrock. Explain to the leaders that the Glenrock Interfaith Council will work on common social causes and for the betterment of Glenrock.
3. Elect officers for the Council from the various faiths.
4. Continue to meet monthly or quarterly in order to address and work on selected projects/issues/concerns in Glenrock.

If Glenrock is looking for a model to follow, the City of Laramie has an existing Interfaith Council that meets on a consistent basis to examine social issues in Laramie. For more information, please contact:

Lincoln Wood
President
Laramie Ministerial Association
1800 East Grand Avenue
Laramie, WY 82070
Phone: 1-307-745-5461
E-mail lincoln@newmancenter.org
Web: www.newmancenter.org

Remember, speaking with one voice and working together does not diminish the contributions in Glenrock from the various faiths and/or churches. It simply helps create the vehicle for working together and will show the rest of Glenrock that the faith community—for one—is not apathetic.

Challenge: Glenrock is also in the absolutely horrid position of living 20 miles from the largest shopping community in

Central Wyoming, yet not being in the same county. What this means is that, although most Glenrock citizens shop and drop tax money into Casper and Natrona County, sales tax revenues (which are the largest funding source of local governments) come from Converse County.

This is truly a bitter pill to swallow. Not only does money leak out of the community to Casper, citizens in Douglas that shop in Casper are actually helping to fund city project for Casper, Mills, Midwest, Edgerton, and Evansville.

Recommendation: Until the town of Glenrock can depend on a stable funding source for its municipal services, city-funding issues will continue to plague Glenrock. It's probably well worth taking a look at how counties are organized and what it takes to change county boundaries. Quite bluntly, Glenrock would be better served as a part of Natrona County.

Check out the state statutes related to counties. Pay particular attention to Chapter 1, Article 3:

<http://legisweb.state.wy.us/statutes/sub18.htm>

This is not an easy recommendation, but worth looking into. Involving your city attorney from the beginning is advisable.

Challenge: Glenrock has a hard working group of dedicated leaders who have made great strides in recent months. This is without question. However, the lack of young leadership was heard in the listening sessions.

True sustainable development occurs when leaders from both the County and City, the public and the private sector, the young and old, interact to lead from a consensus. A few ideas may assist long term in building better interaction.

Recommendation: Develop a Converse County (jointly with other communities) leadership program/institute. The program would provide both resource and leadership training at a very minimal cost to current and future leaders in the county/town. For example, the first leadership class of a dozen (or more) could meet over the course of a year to receive leadership and management training, learn about private and public sector resources, and network with one another. Over the course of a few years, a large network of civic leaders would be generated as alumni.

There are probably at least a half dozen different local leadership programs already in Wyoming. However, one of the very best exists in Park County and includes the communities of Powell, Cody, and Meeteetse. Established in 1996, it already boasts over 60 alumni. Part of the reason it is so successful is due to the fact that no individual entity is responsible for its operation. Therefore, there is broad-based consensus for the program. For more information on the Park County Leadership program, please contact:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Or

Rhonda Shipp
UW Park County Extension Office
Courthouse, 1002 Sheridan Ave.
Box 3099
Cody, WY 82414-5905

Phone: (307) 527-8560
Email: rshipp@parkco.wtp.net
Web: <http://www.wtp.net/parkco/uwces/pcli.htm>

Or

Leah Brusino
Northwest Regional Director
Wyoming Business Council
143 S. Bent, #B
Powell, WY 82435
Phone: 1 (307) 754-5785
Fax: 1 (307) 754-0368
Email: lbrusc@state.wy.us
Web: www.wyomingbusiness.org

For more information on other leadership programs across the country, please visit:

<http://www.communityleadership.org/>

Challenge: The need for zoning and land use planning in and around Glenrock was mentioned regularly. As Glenrock changes, it is important that the community be proactive rather than reactive in addressing what Glenrock will become in two, five, and ten years—and beyond.

Recommendation: Develop a Comprehensive Master Plan for the community and surrounding area. This plan could and should address the following issues:

- Infrastructure (water, sewer, roads, etc.) and future demand for services.
- Types of development (commercial, residential, industrial, agricultural) and future locations of these developments in and around Glenrock
- Open space preservation and greenways/greenbelts
- Future annexation of county land

The cost of developing such a plan for a community the size of Glenrock would likely cost \$30,000 to \$50,000, but would go a long way in addressing economic development and community development. The Wyoming Business Council has in place a grant program that can assist Glenrock in the costs of developing a Comprehensive Community Plan. The grant is a Planning Only grant through the Community Development Block Grant (CDBG) Program. The maximum award for such a grant is \$25,000. The grant would require some local matching funds. For more information, please contact:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com
Web: www.wyomingbusiness.org

Or

Steve Achter, Director
Investment Ready Communities

Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
Phone: 1-307-777-2811
Email: sachte@state.wy.us
Web: www.wyomingbusiness.org

The Economic Development Administration also has Technical Assistance grants that allow for finance feasibility studies and other projects leading to local economic development. The key is showing that the development of a Comprehensive Master Plan will lead to economic development.

These grants are generally in the \$10,000--\$30,000 range and require local matching funds. For more detailed information concerning these grants and how to begin the application process, please contact:

John Rogers
Regional Representative
Economic Development Administration
Federal Building, Room 196
301 S. Park Avenue
Drawer 10074
Helena, MT 59626
Phone: 1-406-441-1175
Email: edrmtda@aol.com
Web: <http://www.doc.gov/eda/>

USDA/RURAL DEVELOPMENT ALSO HAS A RURAL BUSINESS OPPORTUNITY GRANT (RBOG) PROGRAM THAT MIGHT BE AN OPTION TO ASSIST WITH DEVELOPING A COMPREHENSIVE MASTER PLAN. THIS GRANT PROGRAM CAN BE USED FOR TECHNICAL ASSISTANCE AND PLANNING. THE AVERAGE RBOG GRANT IS USUALLY UNDER \$10,000. HOWEVER, THIS PROGRAM DOES NOT REQUIRE MATCHING FUNDS. FOR MORE INFORMATION CONCERNING THIS PROGRAM, PLEASE CONTACT:

Bill Garret
Community Development Manager
Southeast Area Office
USDA Rural Development
1441 East "M" Street, Suite A
Torrington, WY 82240-3521
Phone: 1-307-532-2125
Fax: 1-307-532-5783
Email: bill.garrett@wy.usda.gov
Web: www.rurdev.usda.gov

Recommendation: If not already in place, develop a local Council of Government (COG) that deals strictly with Converse County. A Converse County Council of Governments would be a great opportunity for public officials in all of the communities of Converse County to meet on a monthly or quarterly basis to talk about working together for the betterment of all. Moreover, it does not need to be restricted to simply the public sector.

Aside from building better communications between the towns in Converse County, the main idea of a COG is to begin

getting folks from the entire County talking and working together on mutually beneficial projects.

One of the better Council of Governments exists in Carbon County. It might be helpful to look at how this COG is structured and some of the projects the entire county works on together. For more information, contact:

Zoda Ferguson
CCOG
Rawlins City Hall
521 W. Cedar Street
P.O. Box 953
Rawlins, WY 82301
Phone: 1-307-328-4515

HOUSING:

CHALLENGE: THE LACK OF AFFORDABLE AND AVAILABLE HOUSING WAS RAISED EXTENSIVELY DURING THE LISTENING SESSIONS. SO WAS THE NEED FOR AN ASSISTED LIVING CENTER.

RECOMMENDATION: TAKE A LOOK AT HOUSING PROGRAMS OFFERED THROUGH USDA RURAL DEVELOPMENT'S RURAL HOUSING SERVICE.

The Rural Housing Service provides a number of homeownership opportunities to rural Americans, as well as programs for home renovation and repair. RHS also makes financing available to elderly, disabled, or low-income rural residents of multi-unit housing buildings to ensure they are able to make rent payments.

The following is a listing of RHS programs that might be of interest to individuals interested in buying or renovating a home, or in receiving rental assistance.

1. **Direct Loan Program (Section 502)** Under the Direct Loan program, individuals or families receive direct financial assistance directly from the Rural Housing Service in the form of a home loan at an affordable interest rate. Most of the loans made under the Direct Loan Program are to families with income below 80% of the median income level in the communities where they live. Since RHS is able to make loans to those who will not qualify for a conventional loan, the RHS Direct Loan program enables many more people to buy homes than might otherwise be possible. Direct loans may be made for the purchase of an existing home or for new home construction.
2. **Loan Guarantee Program (Section 502)** Under the Guaranteed Loan program, the Rural Housing Service guarantees loans made by private sector lenders. (*A loan guarantee through RHS means that, should the individual borrower default on the loan, RHS will pay the private financier for the loan.*) The individual works with the private lender and makes his or her payments to that lender. Under the terms of the program, an individual or family may borrow up to 100% of the appraised value of the home, which eliminates the need for a down payment. Since a common barrier to owning a home for many low-income people is the lack of funds to make a down payment, the availability of the loan guarantees from RHS makes the reality of owning a home available to a much larger percentage of Americans.
3. **Mutual Self-Help Housing Program (Section 523)** The Mutual Self-Help Housing Program makes homes affordable by enabling future homeowners to work on homes themselves. With this investment in the home, or

"sweat equity", each homeowner pays less for his or her home. Each qualified applicant is required to complete 65% of the work to build his or her own home. Technical Assistance Grants and Site Loans are provided to nonprofit and local government organizations, which supervise groups of 5 to 12 enrollees in the Self-Help Program. Members of each group help work on each other's homes, moving in only when all the homes are completed. Once accepted into the Self-Help Housing Program, each individual enrollee generally applies for a Single-Family Housing Direct Loan (Section 502).

4. **Home Repair Loan and Grant Program (Section 504)** For very low income families who own homes in need of repair, the Home Repair Loan and Grant Program offers loans and grants for renovation. The Home Repair Program also provides funds to make a home accessible to someone with disabilities. Money may be provided, for example, to repair a leaking roof; to replace a wood stove with central heating; to construct a front-door ramp for someone using a wheelchair; or to replace an outhouse and pump with running water, a bathroom, and a waste disposal system. Homeowners 62 years and older are eligible for home improvement grants. Other low-income families and individuals receive loans at a 1% interest rate directly from RHS.
5. **Multi-Family Housing - Rental Assistance Program (Section 521)** Rural Development Multi-Family Housing programs provide a number of finance options to developers of low-income community housing. Rural Housing Service assistance to individual residents of multi-family dwellings comes primarily in the form of rental assistance. Rent subsidies under the Rental Assistance Program ensure that elderly, disabled, and low-income residents of multi-family housing complexes financed by RHS are able to afford rent payments. With the help of the Rental Assistance Program, a qualified applicant pays no more than 30% of his or her income for housing. Residents of multi-family housing complexes built under both the Rural Rental Housing Program (Section 515) and the Farm Labor Housing Program (Section 514) are eligible to apply for the Rental Assistance Program. (Please note that not all residents of RHS-financed housing developments receive rental assistance.)

To determine eligibility or to apply for any of the programs listed above, please contact your local USDA representative:

Bill Garret
Community Development Manager
Southeast Area Office
USDA Rural Development
1441 East "M" Street, Suite A
Torrington, WY 82240-3521
Phone: 1-307-532-2125
Fax: 1-307-532-5783
Email: bill.garrett@wy.usda.gov
Web: www.rurdev.usda.gov

RECOMMENDATION: ALSO EXAMINE PROGRAMS AVAILABLE THROUGH THE WYOMING COMMUNITY DEVELOPMENT AUTHORITY (WCDA). WCDA IS THE STATE OF WYOMING'S HOUSING AUTHORITY.

1. FEDERAL LOW INCOME HOUSING TAX CREDITS
HOUSING FINANCE AUTHORITIES ACROSS THE COUNTY HAVE BEEN DESIGNATED BY FEDERAL STATUTE TO ADMINISTER THE FEDERAL LOW-INCOME HOUSING TAX CREDIT, WHICH WAS ENACTED THROUGH THE TAX REFORM ACT OF 1986. THIS PROGRAM PROVIDES FEDERAL TAX CREDITS FOR DEVELOPERS

AND CONTRACTORS AS AN INCENTIVE TO DEVELOP AFFORDABLE RENTAL HOUSING PROJECTS. AN ALLOCATION PLAN MAY BE OBTAINED BY CONTACTING THE WCDA.

2. HOME INVESTMENT PARTNERSHIP PROGRAM

THIS PROGRAM WAS CREATED AS TITLE II OF THE CRANSTON-GONZALES NATIONAL AFFORDABLE HOUSING ACT AND IS BEING ADMINISTERED BY THE WCDA FOR THE STATE. SINCE THE SPRING OF 1992 WYOMING HAS RECEIVED OVER \$27 MILLION IN HOME FUNDS FOR THE DEVELOPMENT OF DECENT, SAFE, AFFORDABLE HOUSING FOR LOW - AND VERY LOW - INCOME HOUSEHOLDS. APPLICATIONS ARE ACCEPTED ONCE A YEAR THROUGH A COMPETITIVE APPLICATION PROCESS. A PROGRAM DESCRIPTION MAY BE OBTAINED BY CONTACTING THE WCDA OR IT CAN BE VIEWED THROUGH THE LINK BELOW.

UNITS OF LOCAL GOVERNMENT, HOUSING AUTHORITIES, PRIVATE DEVELOPERS AND NONPROFIT ORGANIZATIONS MAY APPLY FOR HOME FUNDS. PROJECTS MUST BE TARGETED TO LOW - AND VERY LOW - INCOME PERSONS. FUNDS MAY BE USED FOR RENTAL HOUSING PRODUCTION, HOMEOWNER REHABILITATION AND HOMEOWNERSHIP PROGRAMS ANYWHERE IN WYOMING. THE HOME PROGRAM REQUIRES A 25% MATCH OF NON-FEDERAL FUNDS. MATCH REQUIREMENTS ARE EXPLAINED IN DETAIL IN THE CURRENT YEAR AFFORDABLE HOUSING ALLOCATION PLAN. THIS PROGRAM HAS HAD A MAJOR IMPACT ON SOME OF THE MOST CRITICAL HOUSING NEEDS IN WYOMING.

3. CDBG HOUSING SET ASIDE

THE WCDA APPLIES FOR AN ANNUAL ALLOCATION OF FEDERAL COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUNDS FROM THE WYOMING BUSINESS COUNCIL, WHICH ARE THEN LOANED TO APPLICANTS FOR HOUSING-RELATED PROGRAMS THAT BENEFIT LOW-INCOME HOUSEHOLDS. ELIGIBLE APPLICANTS FOR THESE FUNDS ARE COUNTIES AND INCORPORATED CITIES AND TOWNS IN WYOMING.

THE WCDA HAS ALLOCATED OVER \$4.5 MILLION IN CDBG FUNDS TO 29 SUB-RECIPIENTS SINCE 1990. THIS PROGRAM IS THE BEGINNING OF A STATEWIDE REVOLVING LOAN FUND THAT WILL HELP MEET THE STATE'S HOUSING NEEDS IN THE FUTURE. FUNDS ARE ALLOCATED THROUGH A COMPETITIVE APPLICATION PROCESS.

FOR MORE INFORMATION ON ANY OF WCDA'S PROGRAMS, PLEASE CONTACT:

CHERYL GILLUM
HOUSING PROGRAMS DIRECTOR
155 N. BEECH STREET
CASPER, WY 82601
PHONE: 1-307-265-0603
FAX: 1-307-266-5414
EMAIL: GILLUM@WYOMINGCDA.COM
WEB: WWW.WYOMINGCDA.COM

SOCIAL SERVICES:

Challenge: Although many citizens recognized the quality health care system in Glenrock, there were some who also wanted to see improved medical care in the Community. Moreover, the listening sessions seemed to break down along two camps: those who wanted to support the existing health care facility in town and those that wanted to support the new health care facility that will be operating out of the current recreation center. Clearly, a town of 2,000 will have a difficult time supporting both facilities to the fullest extent.

Recommendation: Glenrock should develop a Master Plan for health care and social services. The Wyoming Business Council has the Community Development Block Grant Program (CDBG), part of which can be used for planning purposes such as this. For more information, please contact:

Steve Elledge
East Central Regional Director
Wyoming Business Council
300 S. Wolcott, Suite 300
Casper, WY 82601
Phone: 1-307-577-6012
Fax: 1-307-577-6032
Email: selledge@wysbc.com Steve Achter, Director
Investment Ready Communities
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
Phone: 1-307-777-2811
Email: sachte@state.wy.us
Web: www.wyomingbusiness.org

Or

Patrice Gapen
Economic Development Program Manager
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
Phone: 1-307-777-2813
Fax: 1-307-777-2838
Email: pgapen@state.wy.us
Web: www.wyomingbusiness.org

OTHER GRANT AND OPPORTUNITIES:

There are many other grant opportunities—both on the federal and state level—that are worth looking into. The ones mentioned in this report do not even scratch the surface of all of the grant programs and foundations available. Therefore, there are these additional sources to assist the community in finding other opportunities.

Catalog of Wyoming State Grant Programs
Department of A & I
State Library Division
2301 Capitol Avenue
Cheyenne, WY 82002
Phone: 1-307-777-6338
ON THE WEB: <http://www-wsl.state.wy.us/sis/grants/index.html>

This catalog is published yearly and provides information on grants available in the State of Wyoming.

For a list of federal grants available, the best resource is:

Wyoming Community Resource Network
P.O. Box 3354
Laramie, WY 82071
Phone : 307-766-2107
Web: www.wyomingcommunitynetwork.org

Or

One can attempt to wade through the difficult Federal Register website at:

www.access.gpo.gov/su_docs/aces/aces140.html

For Foundation opportunities, a comprehensive resource on the web is the Foundation Center's website:

<http://www.fdncenter.org/>

CONCLUDING COMMENTS:

Economic and community development is a process that requires time, patience, and a little bit of luck. Sometimes it seems as if things just “happen” in some communities, while other communities of similar size and stature, “never get things done.”

The difference between communities that do and communities that don't is quite simple: people. People in active, vibrant communities, do not let dreams and projects go. They push and push and push until things are accomplished. Do not let the naysayers tell anyone in Glenrock things can't be done. Because they can be done—if the people are

willing.

Yvette Wilson
USDA – Rural Development

Rural Development Specialist
508 N. Broadway
Riverton, WY 82501
307-856-7524 Ext. 4
307-856-2383 Fax
E-mail: yvette.wilson@wy.usda.gov
RD website: <http://www.rurdeve.usda.gov/>

First and foremost, I would like to thank the communities of Glenrock and Rolling Hills for their exceptional hospitality, participation and honesty during our visit. Your people are the strongest asset you have and it was a pleasure to meet and listen to each and every one of you. I was very impressed with everything the town of Glenrock had to offer for having a population of only 2500 people.

However, many of your concerns are common to many small communities in rural America. The problem of youth leaving is similar to the problem of why no one wants to move here, there are not enough jobs.

It was apparent to me that there is a strong sense of community pride. The annual Deer Creek Day's, the Paleon Museum and mostly the small town atmosphere are great assets to the community that not only hold local folks, but also draw tourists. The elected officials are to be commended for their dedication and commitment to the towns they serve. There appears to be a challenge of getting more folks to volunteer. We heard that there are the "movers and shakers" that seem to always get things done and then there are those who do nothing but complain. Everyone has to work together to build a consensus and remember that every time you point your finger, that fingers point back at you.

I hope the resources will help you to achieve your goals and we look forward to hearing about your success! This report is organized around some of the major themes identified by the resource team.

HOUSING

Affordable, decent housing is a concern in any community. Rural Development offers several programs to assist the very low, and low and moderate income families in their dream to purchase an existing home, build a new home or repair an existing home. The following programs are available:

Affordable and Subsidized Housing

1. RD's 502 direct housing program assists very low and low income families, the maximum loan for this community would be \$86,317 and the interest rate can go as low as 1% based on annual income.
2. Rural Development Guaranteed Loan program assists the low to moderate-income families. The loans are originated and made by the bank and RD will guarantee the loan the bank makes, unlike the typical conventional loans, this loan does not have Mortgage Insurance Premiums and there is no down payment requirement.
3. Rural Development 504 loan and grant program. This program is designed to assist very low-income applicants with a 1% loan to make repairs to the home they own. If the applicant is 62 years old or older and does not show repayment ability for a loan, they may qualify for a grant to make repairs.
4. Rural Development's Multi-Family Section 515 Loan program. This program is administered by the use of a Notification of Funds Availability (NOFA), which is published in the Federal Register. Generally these funds are made available around the first of each year. Rural Development also has a guaranteed loan program under Section 538. These loans are designed for low and very low-income tenants.

Assisted Living

There were many comments that the town is becoming a retirement community. The challenge is being able to provide assisted living for the seniors in the community as the local population ages. If this isn't met you will continue with out migration as these folks move to towns where the facilities are available. The communities need to start the process that will ultimately meet the needs of these residents.

5. Rural Development has a Community Facility program that can assist in building an Assisted Living Facility. This program has funds for direct loans and guaranteed loans.

For more information regarding any of these programs Rural Development has to offer you may contact:

Bill Garrett
Rural Development Manager in Torrington
307-532-4880 ext. 4.
bill.garrett@wy.usda.gov

6. Wyoming Community Development Authority (WCDA) is the State Housing Authority. They have control over low Income Tax Credits and the HOME Investment Partnership Program. These funds can be used for development costs if a subsidy is passed to the tenant. WCDA also has a Multi-Family bond authority but this generally works with projects of 150 or more units. Contact is:

Cheryl Gillum
Housing Programs Director
155 N. Beech, Casper, WY 82601
307-265-0603

Economic Development

It was very obvious that the residents are concerned about economic development in Glenrock. There is a desire by many to create more primary jobs in the community so that fewer people have to work outside the community and so that the young people will have a reason to come back after college graduation. There are also desires of retail and service businesses in the community so those residents don't have to travel to the larger communities to buy basic necessities or get services.

The development of services and retail business is dependent on population growth. When a market develops generally business follows or is developed by local entrepreneurs. In general, however, the community must be willing to support growth in population if it expects to see growth in services and retail.

Business loans are available through the USDA – Rural Development’s Guaranteed Loan program. This program is available to anyone who would like to start a new business or expand his or her existing business. The loan is originated by the bank and guaranteed by Rural Development. Hotels/Motels are an eligible loan purpose, which was a major concern for the town of Glenrock.

The community could set up a business incubator to help new businesses get started. For help with this as well as assistance in developing business plans and marketing studies you may contact:

Wyoming Small Business Development Center

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

Wyoming Women, who are entrepreneurs, are currently in business, or would like assistance with business planning, marketing, or just general information you may contact:

Wyoming Women’s Business Center
1-888-524-1947

The USDA – Rural Development also has two federal grant programs that could assist small and emerging private businesses.

1. USDA - Rural Business Enterprise Grant (RBEG) – This grant is made to a public body and private non-profit corporations, which includes towns, counties, states, authorities, districts and Indian Tribes. The applicant applies for the grant on behalf of the business owner, also known as the Ultimate Recipient. The grant funds do not go directly to the business owner. The purpose is to provide Technical Assistance to a small and emerging private business. An example of this would be to obtain a feasibility study for a potential new business, send a business owner to a trade show, a market study, create business plans etc. This may be a great way to market the existing businesses in Glenrock.
2. USDA - Rural Business Opportunity Grant (RBOG). The purpose of this grant is to promote sustainable economic development in rural communities with exceptional needs. This is accomplished by making grants to pay costs of providing economic planning for rural communities, technical assistance for rural businesses, or training for rural entrepreneurs or economic development officials. You must be able to show that the funding will result in economic development of a rural area. This program is similar to the RBEG. You may contact:

Bill Garrett
Rural Development Manager – Torrington
307-532-4880 ext. 4
bill.garrett@wy.usda.gov

FACILITIES

Bike Path, Roads, Community Center, Rec. Center, Animal Shelter, Public Transportation and Medical Facility.

RURAL DEVELOPMENT’S COMMUNITY FACILITY LOAN/GRANT

FUNDS MAY BE USED FOR ANY OF THE ABOVE PROJECTS.

IN ADDITION TO FUND RAISING EFFORTS THE COMMUNITY MIGHT
CONSIDER THE FOLLOWING:

1. FORM A NON PROFIT ORGANIZATION.
2. THE TOWN OF GLENROCK OR ROLLING HILLS COULD APPLY FOR
LOANS AND GRANTS.

FUNDING SOURCES:

1. RURAL DEVELOPMENT – COMMUNITY FACILITY LOAN/GRANT.
CONTACT BILL GARRETT, RURAL DEVELOPMENT MANAGER, 307-
532-4880 EXT. 4.
2. LOCAL BANKS HAVE FUNDS AVAILABLE FOR PROJECTS AND THE
LOAN CAN BE GUARANTEED BY RURAL DEVELOPMENT.
CONTACT A LOCAL BANK OR CONTACT RURAL DEVELOPMENT
AT THE PHONE # ABOVE.
3. ANY OF THE BOND COUNCILS IN THE STATE CAN HELP SET UP
BOND ELECTIONS AND GIVE ADVICE AS TO THE BEST BONDING
ROUTE TO PURSUE. THREE BONDING COMPANIES ARE:
 - A. BORTHWICK LAW FIRM, 1312 CAPITOL AVE., SUITE 506, P.O. BOX
1124, CHEYENNE, WY 82001, PHONE 307-635-2433.
 - B. HERSCHLER, FRUDENTHAL, SALZBURG & BONDS, 314 E. 21ST
STREET, P.O. BOX 387, CHEYENNE, WY 82003-0387, PHONE 307-
634-2240.
 - C. WIEDERSPAHN, LUMMIS & LIEPAS, PC, 2020 CAREY AVE., SUITE
700, CHEYENNE, WY 82001, PHONE 307-638-6417.
4. STATE LOAN AND INVESTMENT BOARD, BRAD MISKIMINS. PHONE
307-777-6646.
5. PRIVATE FOUNDATIONS CAN BE FOUND THROUGH THE
INTERNET AT THE FOUNDATION CENTER. THEIR WEB SITE IS
WWW.FDNCENTER.ORG.

Youth Issues

Your kids are a great asset to your community. The migration of youth is a problem every small

community has to face. Although we will never be able to keep all our young adults from leaving their hometowns, it is our obligation to do all that we can to make our community one they would like to return to and raise a family. With the continuous complaint from the youth that there is “nothing to do”, integrating them into community activities could be a win/win situation. Not to mention, they will have the feeling that they are contributing and making a difference in their community that could change their attitudes.

A suggestion would be to consider selecting (or allowing the students to select) a junior representative to serve on a few community boards. (Chamber, City Council, or other organizations that are created from this assessment). This representative should have a teacher sponsor who can support them and assist them in reporting their board activities back to the students through a school newsletter or through school civic clubs. This youth representative should also speak on behalf of the students and could work to link school/community activities and goals together.

We also heard that substance abuse is a problem among many young adults. The following is a well-respected program that serves as a mechanism for occupying students’ time after school and also providing education opportunities to combat drug and alcohol abuse. The 21st Century Community Learning Centers (CLC) program enables schools to stay open longer, providing a safe place for homework centers, intensive mentoring in basic skills and drug and violence prevention counseling. They also help middle school students to prepare to take college prep courses in high school, enrichment in the core academic subjects, as well as opportunities in participation in recreational activities, chorus, band and the arts, technology education programs and services for children and youth with disabilities. Contact:

21st Century Community Learning Center Program

21st CCLC@ed.gov

Website: www.ed.gov/21stcccls/

Glenrock/Rolling Hills Community Assessment

Deborah Hinckley

Qwest

Public Affairs Manager

(307) 771-6843 - tel

(307) 771-7603 - fax

Email: dhinckl@qwest.com

THANK YOU FOR HOSTING OUR TEAM DURING THE ASSESSMENT. AS I MENTIONED TO MANY OF THE ATTENDEES, GLENROCK HAS ALWAYS BEEN ONE OF MY FAVORITE TOWNS IN WYOMING AND THIS IS PRIMARILY BECAUSE OF THE NICE PEOPLE I'VE MET FROM YOUR AREA OVER THE YEARS. IT WAS APPARENT TO ME BEFORE THE ASSESSMENT AND CERTAINLY AFTER, THAT YOU HAVE MANY ACTIVISTS IN YOUR COMMUNITY WHO CARE ABOUT THE FUTURE OF YOUR COMMUNITY. YOUR COMMUNITY SPIRIT CAN AND WILL LEAD TO CONTINUED SUCCESS. I HOPE SOME OF OUR IDEAS CAN ASSIST YOU IN YOUR EFFORTS.

Economic & Community Development

The need to diversify the economy was mentioned several times. In the 1999 Glenrock/Rolling Hills Area Business Survey, 41 businesses said that attracting manufacturing businesses would be the most beneficial to them.

There are several programs than can assist an enterprise in developing a manufacturing component. The Mid-America Manufacturing Technology Center (MAMTC) has offices in several communities in Wyoming. MAMTC provides low cost, hands-on consulting to improve profitability and business performance, and has several engineers on staff to help provide technical assistance to businesses.

Contact: Larry Stewart

MAMTC Regional Operations Director

The University of Wyoming

Wyoming Business and Technology Center

Education Annex, Room 169

P.O. Box 3362, University Station

Laramie, Wyoming 82071-3362

307-766-4811 – tel

lstewart@uwyo.edu - email

Glenrock has become quite a niche for businesses that support the hunting industry and this should be built upon and advertised thoroughly throughout the state and region.

BUSINESSES SUPPORTING THE HUNTING INDUSTRY SHOULD WORK TOGETHER, IF THEY ARE NOT CURRENTLY DOING SO, ON JOINT ADVERTISING OPPORTUNITIES, PARTICULARLY BEFORE AND DURING HUNTING SEASON. ADVERTISEMENTS IN THE CASPER STAR TRIBUNE AND REGIONAL HUNTING MAGAZINES COULD PRODUCE

ADDITIONAL TRAFFIC TO YOUR BUSINESSES. YOU MIGHT EVEN HAVE A "GLENROCK HUNTERS DAY" RIGHT BEFORE HUNTING SEASON AND SPONSOR EVENTS, RAFFLES AND A YEARLY SALE TO ATTRACT THOSE PREPARING FOR THEIR HUNTING TRIPS. IN ADDITION, FOR LONG-TERM PLANS, CONSIDER THAT THE NATIONAL RIFLE ASSOCIATION FOUNDATION SPONSORS GRANTS TO SUPPORT VARIOUS GUN SAFETY PROGRAMS FOR ADULTS AND YOUTH. THESE CAN BE ADVERTISED AS STATEWIDE EVENTS AND AGAIN WILL DRAW THIS MARKET TO GLENROCK.

Contact: National Rifle Association Foundation

<http://www.nrafoundation.org/foundation/grants.asp>

or the NRA Foundation Secretary at

703-267-1131 or selkin@nrahq.org.

Several attendees also mentioned the need for technology training and improving the skills of the current workforce in Glenrock, including adults and teenagers.

Ongoing technology training is critical for all workforces. The Internet Masters Program sponsored by University of Wyoming Cooperative Extension and the Wyoming Rural Development Council will provide 30 hours of intense Internet training to interested participants. These training classes are scheduled throughout the state. The cost of the course is only \$90 and the classes have received great evaluations. For information on the next Internet Masters class contact the following:

Contact: Mary Randolph
(307) 777-6430
mrando@state.wy.us

Continue Technology Training - use those trained in the Internet Masters Program to train others in Glenrock and Rolling Hills to extend this training opportunity to all that are interested.

There were many questions about Glenrock's access to high-speed data services. Between the Glenrock Chamber and GEDC, I understand you are working with a wireless provider to provide an economical high-speed data service for businesses and residents in Glenrock and potentially Rolling Hills.

Once this wireless provider begins providing services, I would recommend a chamber-sponsored event to discuss the services that are available and to inform your businesses about these new services. Several years ago, U S WEST (now Qwest) held a Solutions Seminar in Glenrock to present our high-speed data products that are available to your community and to also discuss applications and prices. If you are interested, we could come to town again to discuss our products and services and I recommend you ask the same of other telecommunications providers. Although the data services that we can provide costs more than a dial-up service, the speeds are much faster. Depending on the size of your business and your budget, a high-speed data service might be an option that you can explore. Regardless of who provides you the service, the most important thing to remember, particularly as it relates to economic development, is that high-speed data services are available in Glenrock today. The services and prices vary greatly, but I believe it is critically important to send positive messages to businesses wanting to relocate in your area. Even though you don't have every flavor of high-speed data service available, you can access several different services.

Work with the Wyoming Community Network (WCN) to help in your community development initiatives. The network has a database of resources to help connect communities with the resources that are needed to reach your community development goals. The network is also set up to distribute community grants. Although Glenrock was not chosen in the first round of grants, I encourage you to hold another community meeting, perhaps through the Glenrock Economic Development Corporation, to determine a key community project that needs funding and apply for the next round of

grants. Since the Community Education Program is planning on soon hosting a computer lab for the public at the Rec. Center, the initial need for the CERA Tech Center might have changed. The WCN is working through a transition period but fully intends to give out more community grants in the future. Please call me or Mary below to discuss your ideas for your grant application to better determine the criteria and expectations from the WCN partners.

Contact: Mary Randolph

(307) 777-6430 - tel

email: mrando@state.wy.us

website: www.wyomingcommunitynetwork.com

Involve community members in community development by increasing the number of qualified and experienced grant writers in Glenrock and Rolling Hills. Ask local businesses or organizations to sponsor individuals by paying for their training. In return, these trained grant writers give back to the community by researching and applying for funding for community projects. The following grant writing workshop has proven to be very successful:

Bi-Annual Resource, Conservation & Development grant writing workshop. This workshop is considered to be one of the best grant writing schools in the region and the next workshop is scheduled for November 18th-21st in Jackson.

Contact: Kurt Heating

Resource, Conservation & Development

(307) 382-3982

After our meetings, it is apparent that you appreciate the value of the Glenrock Recreational Center. Many communities, particularly those similar in size to Glenrock are struggling to fund such a center. Your ability and foresight to take advantage of the school building to meet this need is a great accomplishment. Even though there are many questions about the long-term plan for the Rec Center and their ability to remain in the current location, there seems to be a commitment from the school board and education leaders to work with the Rec Center to ensure that if the school building sells, finding a new site for the Rec Center will remain a priority. Keep up the good work and remember how important the Rec Center is to your community. It is one of Glenrock's many strengths. However, if there is ever a need to build a new Rec Center, the following foundation could be a potential funding source. While many private foundations do not fund capital projects, 80% of Kresge's foundation dollars support capital projects. Be sure to check out the "Bricks and Mortar Program."

Contact: www.kresge.org

Youth

Create a formal job-shadowing program for youth to travel to Cheyenne during the legislative session to witness first hand the daily activities of the Glenrock/Rolling Hills legislators. Senator Anderson has been doing this informally for a few years. A more formal program should be established to ensure this effort continues. Developing this program through Glenrock High School will help to engage youth in the importance of becoming active in their community and in opportunities for a future in public office in Glenrock. The Wyoming Business Alliance sponsors a job-shadowing program with the Wyoming Legislature.

Contact: Wyoming Business Alliance

139 West 2nd, Suite 3-E

Casper, Wyoming 82601

(307) 577-8000 - tel

(307) 577-8003 - fax

The roadside benches and bike path in Rolling Hills are a great addition to your community. As you continue expanding the bike path and adding trees and benches, the following person can assist you with questions regarding their various grant programs. Also, funds from the Transportation Enhancement Activities Local (TEAL) program might also be available to you as you continue paving your roads in Rolling Hills

Contact: Dave Young

Local Government Coordinator

Wyoming Department of Transportation

5300 Bishop Blvd.

Cheyenne, WY 82009
307-777-4275
Dave.Young@dot.state.wy.us

Beautification

Consider participating in the National Trust for Historic Preservation Main Street Program to assist in preserving the historic downtown area. This program will assist in revitalizing the downtown area, help existing businesses to improve their storefronts and assist in attracting new businesses. Powell participated in this program and it was very successful.

Contact: National Trust for Historic Preservation

Main Street Program

1785 Massachusetts Avenue, N.W.

Washington, DC 20036

Phone - (202) 588-6219

Website: www.nationaltrust.org or specifically www.mainst.org

(be sure to look into their Small Town Main Street Program)

Email Dave Reetz in Powell for questions on their success: powell@wir.net

Community Promotion

I WAS IMPRESSED WITH YOUR TOWN SLOGAN, "BIG ENOUGH TO ENJOY, SMALL ENOUGH TO CARE." YOUR COMMUNITY TOOK THE INITIATIVE TO HAVE A CONTEST TO DETERMINE A SLOGAN AND PRODUCED A CREATIVE REPRESENTATION OF WHAT GLENROCK IS ALL ABOUT, NOW I SUGGEST YOU USE IT CONSISTENTLY IN EVERYTHING YOU DO. REPETITION IS A KEY PART OF MARKETING AND THIS SLOGAN SHOULD BE TIED TO EVERYTHING THAT IS PRODUCED TO PROMOTE GLENROCK. BILLBOARDS, BROCHURES AND ALL OTHER ADVERTISEMENTS SHOULD ALL INCLUDE THIS SLOGAN. I WOULD ALSO RECOMMEND ADDING THIS SLOGAN TO YOUR GLENROCK INFORMATION ON THE WYOMING TOURISM WEBSITE:

CONTACT: JUDY JOHNSON RE: WYOMING TOURISM WEBSITE
CHANGES
307-777-2871

The Glenrock Paleon Museum is quite an asset to Glenrock and should be highlighted as much as possible. In reviewing their website minor adjustments should be made to highlight the fact that the museum is a non-profit 501© 3 and that funds are needed! The Paleon Foundation's goals and objectives for paying off the building and expanding the museum should be a prominent part of the website. Knowing the financial needs of the museum, all literature and information that comes from the museum needs to be used as a fundraising tool.

If you have not already done so, research should be done to get the Glenrock Paleon Museum listed on other popular dinosaur websites throughout the nation. Here is one idea, if you send in your information, you can link your museum's website to this website. There are also links to science foundations.

Contact: Paleontology Today

<http://www.paleontologytoday.com/>

When I searched for activities in Glenrock on the Wyoming Tourism Website, I noticed the Paleon Museum was listed but your website was not. With all the advertising the Department of Tourism is doing, it should be worthwhile to make that change and add your museum website.

Although I'm certain you are aware of this organization in Shell, Wyoming, I found their website interesting and easy to navigate through. You might use some of their ideas for your website.

Contact: <http://www.dinosaursafaris.com>

If I understood correctly, there are only a few dig locations in Wyoming. Because of this, we should be working together to promote these locations jointly. Perhaps all the dinosaur museums and dig locations could work together to request a link on the Wyoming Tourism website or the State of Wyoming website. If we can draw tourists from out of state, they will probably be willing to make a few stops throughout the state.

Community Vision

A key component of successful community development is the ability of city and county leaders to work together. It is also critical to include leaders from all age groups and sectors. A leadership program is a great tool for training leaders and for increasing critical dialogue among active community members. We heard many times that folks in Glenrock and Rolling Hills did not feel as if their needs were treated equally to the needs of those in Douglas. Creating a county-wide leadership program would bring leaders from Douglas, Glenrock, Rolling Hills and other communities in Converse County together and would create new conversations and plans for working together for economic development and planning.

A model program that is countywide is the Park County Leadership Institute. Although there are many leadership programs in communities throughout Wyoming, the Park County model seems to be a better fit for your needs. Because of the size of your communities, I recommend a countywide program.

Contact: Rhonda Shipp

UW Park County Extension Office
Courthouse, 1002 Sheridan Avenue
Box 3099
Cody, WY 82414-5905
307-527-8560
Park County Leadership Institute
Website: <http://www.wtp.net/parkco/extension/pcli.htm>

I was impressed with the many ideas of the elected officials in Glenrock and believe there is support for making improvements in your community. However, there is a need to continue communicating the vision of your community leaders and the need to build consensus in prioritizing your projects. This might lead to a series of community meetings that are facilitated by an outsider of the community. The success of the assessment process is partially due to the fact that the volunteers, who come and listen to your priorities and make recommendations, do not live in your community. We have the ability to deliver objective recommendations and ideas. In order to continue your community visioning and planning, you might need a facilitator to assist with your goals and objectives and to guide you through bi-annual or quarterly planning meetings.

The Wyoming Rural Development Council maintains a list of facilitators that communities can utilize at little or no cost.

Contact: Mary Randolph

WRDC
2219 Carey Avenue
Cheyenne, Wyoming 82009
307-777-6430
Email: mrando@state.wy.us

Housing

The need for an assisted living facility was mentioned many times. Although there are specific requirements that must be met to qualify for federal grants through the Wyoming Community Development Authority, there are three federal programs available that should be explored: the Home Program; the Community Development Block Grant Program; and the Low-Income Housing Credits. To find out the specific requirements for these programs and to receive information about applications, please contact the following:

Contact: Chad Curry – Multi-Family Programs Coordinator or
Gayle Brownlee- Director of Multi-family Division
Wyoming Community Development Authority
155 North Beech
Casper, Wyoming 82601
307-265-0603

Additional Resources

Additional resources to assist in your community development projects:

- The Foundation Center:
Consider subscribing to the Foundation Directory Online for \$19.95 per month. This will give you access and application information to over 10,000 of the largest U.S. foundations.
Contact: www.fdncenter.org
- The Kellogg Foundation for matching grants
Contact: <http://www.wkkf.org/Grants/Default.asp>
- National Center for Small Communities
Contact: <http://www.smallcommunities.org/ncsc/>

The Thriving Hometowns Network Database has more than 50 in-depth community and economic development case studies from communities of 10,000 people or less. Once you log onto the network, you can search the database to get ideas about economic development success stories of other small towns.

- Department of Commerce Technology Opportunities Program
Contact: www.ntia.doc.gov/otiahome/top/grants/grants.htm

Glenrock Community Assessment

Team Recommendations

Kim Porter
Administrative Services Manager
Wyoming Department of Agriculture
2219 Carey Avenue
Cheyenne, WY 82002
(307) 777-6575
kporte@state.wy.us

I want to start out by thanking the town of Glenrock for their excellent hospitality. Everyone was extremely friendly and I felt very much at home during my stay. Glenrock is very fortunate to have the leaders and facilities they have. Master planning has been done and is currently being updated. Research has been started on many of the projects we heard about needing to be done. The town seems to be very proactive when meeting their challenges.

Glenrock has so many things other small towns want – a recreation center and program, college classes in town, walking/bike paths a medical care center, a wonderful senior center, specialty shopping and daycare centers. The Paleon Museum is a fantastic museum, a true gem.

As with any place, Glenrock has a few challenges. Some of the challenges are going to be more difficult than others. I think many of your challenges can be solved in a short amount of time.

Youth

Include the youth in City/County Government

This would be a great learning experience for them, teaching them how government runs, what the issues are, problem solving, and developing leadership and public speaking skills. This would also be an opportunity for the youth to provide their ideas and take part in their community. This would also give the youth something to do and would provide the town with more volunteers on projects. I would suggest a meeting with the school district to work out a partnership to include a youth town government and a volunteer program. Other towns have been successful in setting up a Youth Junior Council. The towns of Lovell, Dayton and the city of Douglas have been successful with a Junior Council program.

Key Contact Info:

Todd Wacaser
City/Town Administrator
Town of Lovell
PO Box 188
Lovell, WY 82431
(307)548-6551
toltodd00@tctwest.net

The Town of Dayton:
Bob Wood, Mayor
608 Broadway
PO Box 100
Dayton, WY 82836
(307) 655-2217

The City of Douglas:
Joe Coyne, CANDO
PO Box 593
Douglas, WY 82633
(307) 358-6520

Facilities

Skate Park

This has already been started by a group of kids within the community. It is very impressive that they were able to raise \$3,000 and get this effort started. Planning fundraisers would be a good next step. If you don't have a plan on what needs to be done, and the cost – this would be a good place to start

First step:

Determining Your Unique Fundraising Needs

- How much money does your group need to raise?
- When are you planning on starting your fundraiser?
- When do you need your funds?
- How many participants do you think will be involved in the fundraiser?
- Do you have a volunteer base to help organize and run the fundraiser?
- How important is the ease of administration?

Set an objective: The objective you set for your group should include a financial figure, as well as a tangible element. For example, a group must **raise \$2,000** to pay for **the next phase of the skate park**

Set a deadline: Your campaign should run a maximum length of 1-2 weeks. Keeping the campaign short will keep your participants motivated and on track.

Know your group: Knowing how many of your group members will be participating in the fundraiser is important, since it will help you organize a selling strategy. This will help determine which geographic area to be covered by the participants, as well as the best time to solicit donations.

Motivate your group: It is important to maintain close and constant contact with your group members, and to motivate and encourage them constantly. Being a positive role model for the group is also important, not only in terms of how much money you raise, but also in terms of how much time and effort you put into your fundraiser to make it a success.

Key Contact Info:

The attached web site has fundraiser ideas, where you purchase something, such as candy bars and sell them for the fundraiser. <http://www.abcfundraising.com>

This web site is really useful – it has all kinds of do-it-yourself fund raising ideas. I liked the Cow Bingo for a fundraiser during Deer Creek days or during a rodeo. <http://fundraising-ideas.org/DIY/index.html>.

Movie Theatre

The first thing I would do is a business plan to see if this is a feasible business. This would be a great opportunity to involve your youth, have them prepare a business plan. It would be a great idea to involve the service group who ran the old theatre and start a committee. This group ran the theatre before and would have some information. If this turns out to be a feasible idea, this would also create jobs for the youth in the community.

Key Contact Info:

The attached web site has information on how to do a business plan. It also has information on how to fund a new business. <http://www.sba.gov/starting/indexbusplans.html>

Steve Elledge with the Wyoming Business Council is another source to use in this area.

Baseball:

Although it was not a major theme, I heard the town was going to build baseball fields in the next year or so and I came across the following information:

PROMOTING BASEBALL FOR YOUTH

Baseball Tomorrow Fund

Encouraging youth participation in the game of baseball is the goal of the Baseball Tomorrow Fund, which is a joint initiative between Major League Baseball and the Major League Baseball Players Association. The Fund strives to promote and enhance the growth of baseball in the U.S., Canada, and throughout the world by funding programs, fields, and Equipment purchases. Grants from the Fund are designed to be sufficiently flexible to enable applicants to address needs unique to their communities. Click here for application and contact information:

<http://coldfusion.affiliateshop.com/AIDLink.cfm?AID=019347>

Community Promotion

Distance from Highway/ Highway signage

During the listening sessions, there were many discussions on the distance the town is from the highway and lack of signage. One thing you might try is contacting a landowner near the interstate and see if they are willing to work out something where a sign can be placed on their land.

Key Contact Info:

Wyoming Highway Department
TEAL Grant

Dave Young
5300 Bishop Blvd.
Cheyenne, WY 82002
(307) 777-4275

Deer Creek Days/Paleon Museum

These are both assets mentioned in the listening sessions. It sounds like things are going good in both areas. The Paleon may want to have a booth at Deer Creek Days and do a fundraiser. (see above for ideas).

Community Vision

Community Vision

As I mentioned, in this area the town needs to think about where and what you want to be. As you do the master planning this is where you will begin defining the answer and from there you can focus on what needs to be done, if anything.

Leadership Development:

The first thing you might do, is contact the college and see if they would bring in leadership development courses as part of their program.

There is a wonderful program, Wyoming Leadership Education and Development (LEAD). This is an intensive 18 month program, whose mission is to: To develop highly-motivated, well informed rural leaders who act forcefully, serve effectively, and speak articulately for agriculture and Wyoming's rural communities. There are seminars about once a month for 3 days, held all over the state. There is a one week trip to Washington DC to learn about national government and an international trip. This is a big commitment, but well worth it. The website is <http://www.wylead.org/index.htm>

Another successful Leadership Program in Wyoming was developed by Rhonda Shipp in Park County. She originally developed the program for her county and has since done it in other counties. There are other people in Park County, who have experience with it too. She does offer the service in other counties.

Key Contact Info:

Cindy Garretson-Weibel
Wyoming Business Council
WY LEAD Program
2219 Carey Avenue
Cheyenne, WY 82002
(307-777-6589
cgarre@state.wy.us

Rhonda Shipp
655f East 5th
Powell, WY 82435
(307) 754-8836
rshipp@parkco.wtp.net

WHAT WAS SAID AT THE INTERVIEWS

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

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

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

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

- Town budgets are being cut
- Hard to support businesses in Glenrock because of Casper
- Communication
- Remaining small like rural way, yet making opportunities
- Fractured communities – especially Christian
- Not knowing how to find finances to start businesses
- Keeping people and functions in Glenrock rather than going to Casper
- Disintegration and respect for human beings, families and community
- Getting people to come to church in Glenrock rather than out of town
- Disintegration and respect for human beings, families and communities
- Doing more and letting other people know about it – more communication
- Ditto
- Keeping people in Glenrock
- Knowing we have good things instead of focusing on negative
- Moving from mining community to stable bedroom community-conflict
- Eyesores coming into town
- Not being treated well by Douglas, being treated well by Casper
- Volunteers criticized publicly
- Attitude towards old people by young people
- Insure the security of existing businesses
- Moving from a volatile rural mining town mindset to a stable bedroom community mindset:
- Disintegration of respect for individual humans, marriage, family and community
- No sustainable, broad based, family friendly economic development
- Crisis in volunteerism: Boards face abusive & uncivil treatment at public meetings
- Volunteers only help when their children are involved
- Parenting crisis: school district, boys/girls club, athletics and rec department are primary adult input for most youth-parents have other priorities
- Many new people find Glenrock a cold and distant community
- No full-time or part-time youth ministers in the churches
- Activities for youth - not all youth are sports-minded
- Need movie theater, bigger skate park,
- Attracting more permanent business, i.e., computer industry, phone center
- Small, not enough places to go
- Need more youth activities
- Not enough youth activities
- Not enough fun time - need more days like Deer Creek days
- Open campus in school
- There is nothing good in Glenrock

- Youth activities - regular dances
- Lack of leadership
- Proximity to Casper - close enough that it stunts business growth
- Lack of any marketable assets
- Maintaining a hometown business community
- Building a more positive, unified community spirit
- Not easily seen from the Interstate
- Not enough jobs for people who don't want to commute
- Not enough jobs to maintain the population long term
- Danger of schools declining without enough students to support them
- Community is made up of the elderly & families
- Not a large 25-30 age group of single people
- Very little activity to offer a young single person; many clubs are exclusive to those who are already here
- Keeping ahead of population growth by planning building sites suitable for all ages of buyers
- Shopping
- Not enough to do. No places to hang out without drugs or drinking
- Needs a movie theater
- Not very many food places - need McDonald's or Taco Bell
- I don't think there's a severe problem in this town - I really enjoy it here.
- Need more fast food places
- Not enough activities for kids
- Need a place where you can go and buy stuff like clothes
- Not enough things to do for the kids and adults
- Pollution from the mine and power plant makes Glenrock look really ugly
- Ranchers need more attention as a major part of Glenrock and its economy
- More forms of entertainment
- Need a fast food restaurant
- Need a bigger rodeo
- Need more stores
- There is nothing fun to do
- Everybody getting along and finding an activity that everyone will like
- Lack of people
- Lack of support for high school activities
- Nothing for teenagers to do
- Small crimes that happen to youth and aren't reported because of threat or being scared
- Not enough sports activities
- Nothing to do
- Not enough to do
- No work for teenagers
- Not much to do for fun
- Not many extra-curricular activities
- Sports programs (coaches)
- Things for kids to do away from school
- Having a life after school and football practice
- Competing in sports, academics & school standards of bigger schools in the state
- Need more entertainment than football and school
- Need somewhere to have fun on weekends
- The skate park sucks!
- Need more than just churches and bars
- Rolling Hills needs to be part of Glenrock

- Not enough housing for new people
- More business so people have a reason to stay here
- Town is too small so things spread easy
- No fast food joints
- Gas is too high
- No fast food joints
- We don't have a mechanics shop!!!!
- The curfew and no skate park or anything fun
- No auto shop
- Problems and challenges? There are none
- The curfew
- No skate park or anything
- There is nothing to do for fun, i.e., movie theatre
- Adults wonder why so many kids get into trouble-it is because there is nothing to do
- Kids still get in trouble with alcohol and stuff
- Not enough fast food places
- Need a rodeo team
- People being nice
- Too small
- Nothing to do
- The amount of vulgar language and the pressures of doing things
- They make too big a deal about grades
- The curfew
- There is nothing to do
- Nothing for the younger kids to do and it is really boring around here
- Not very much recreational stuff to do
- Not enough things to do
- Nothing to do around here
- Alcohol and drug addiction among the youth
- Low public support for student activities
- Low participation in anything that isn't school related or Deer Creek Days
- People aren't very social
- Not enough stuff to do for fun
- There is nothing wrong with the school
- The police - they barely do anything
- The drugs
- Nothing to do
- No activities for teens
- I don't think there are any major problems in Glenrock
- There is nothing for the teenagers to do - AT ALL!!!
- Things to do, boredom, cliques
- Drugs
- Town doesn't support the girls sports teams- they all go to the boys football games, but not the girls volleyball games
- How kids treat other kids; vehicles in the parking lot; better lunches
- Change the dress code to what it was before.
- Lack activities or businesses to go to; this in turn creates youth crimes
- Nowhere for sports like biking and skate boarding
- Keeping it clean
- Not enough business such as fast foods or places to buy things
- Teen drinking and smoking - tons of underage teens take part in it
- We need more places and things for youth like a movie theatre or skating rink.

- The Isolation makes technology scarce
- Nothing to do for the kids and jobs for mainly teenagers
- Finding jobs for people who have been laid off at the mines
- Things for the kids to do
- Town isn't very kid oriented so it's easy to get into trouble
- Businesses in town aren't very flexible with students working for them
- Newspaper isn't very supportive of school activities
- Nothing to do - need pool hall or movie theater
- Nothing for kids and teens to do in Glenrock
- Not many jobs for teens
- Not enough society - too little
- Not a lot to do and some of the alternatives are not so great
- Some challenges--doing things that won't get you into trouble with the cops/parents
- Nothing for kids to do-get into trouble
- No stuff for youth to do such as a movie or even arcade
- Law enforcement - innocent until proven guilty?
- Bored after school or work - no interesting things to do
- The way that people are viewed
- There is nothing to do
- Some of the kids think they are more than what they are (put someone down because they're different)
- Drug dealing/usage
- Sports are the only thing that gets news items
- The Glenrock Apartments are very poorly run and have problems with spiders
- A lot of people don't like each other
- Too many rulers, need better skate park
- Lots of mean people
- Bored - not enough for the kids
- The gossip and the nosiness of everyone
- Everyone knows you and your past and if it's good, then that's good, and if it isn't, then your rep is ruined.
- No big problems really
- When people try to make change, they have to go through so many obstacles
- Gossip, people fighting, teens and kids getting into trouble due to lack of things to do
- Nosy people (mostly kids and teens)
- Nothing fun for kids to do
- Nothing for kids to do
- Early curfew
- You have to go to Casper to do stuff
- There is nothing to do in this crappy town
- We have nothing for teenagers to do in the town; nowhere to hang out - have to go to Casper
- We don't have anything to do here except sports and school
- Nothing to do
- Nothing for kids
- Not enough activities for teens; not enough jobs for teens
- You have to go to Casper to have fun
- The coal mine is shut down and there are not enough jobs and things to do
- Nothing to do
- Nothing to do
- No fast food joints
- Gas is too high
- No soccer team
- Nothing to do
- It's too small

- Nothing to do
- Nothing to do
- The homework policies; the pop machines are always empty
- Not enough jobs
- Nothing to do - boring
- This school sucks
- Cops really suck
- No jobs
- We have no major problems
- Need movie theatre - nothing to do
- Not enough to keep kids busy so they turn to drugs/alcohol
- No name brand businesses, only Subway
- Take one of the bars out and put in something useful
- Staying in school
- Nothing to do
- Rumors get around too fast; everyone knows everything
- Nothing to do
- People need to be there for the schools more than they have been
- Drugs are a big problem - town should have a safe hangout
- Kids doing drugs
- Drugs and alcohol
- Drugs, alcohol, attitude
- Personal time after school
- Nothing to do - sit around and gossip
- Too cliquish - you know, the in-crowd type of thing
- Lack of places to go and activities for younger people
- Kids getting in trouble
- The kids not being able to have an extended dress code
- Keeping kids in school and get them to graduate
- Stereotyping of people because of the way they dress or what they like or because of their siblings and their last name!
- School attendance-the less people attend Glenrock schools, the less teachers we'll need
- No main attraction in Glenrock to draw people so this worries me
- Drugs
- People talking behind others backs
- Minors drinking and doing drugs-take action to stop these things
- Gossipy old women
- Small town politics
- No work for young adults.
- Affordable housing
- Being only a short drive from a large town and major shopping
- Day care for young children
- More activities for kids: outdoor swimming pool, ice skating, roller skating
- Drugs
- Nothing to do
- Drugs
- Nothing for the youth to do in the summer
- Limited job opportunities
- Technology infrastructure - availability of high speed broadband to residences for "work from home".
- Vandals - big problems with public property being destroyed
- No unity of purpose to inform tourists and prospective businesses of our existence
- Small patient base - too close to Casper

- Not a large enough customer base and too close to Casper
- People don't shop here
- Access to specialized health care
- Teen pregnancy
- Police department
- Judges
- Too many families in politics
- Shopping for sewing materials
- Housing
- Shopping
- Police department ignores and refuses to do anything about several individuals who are committing crimes because of who they're related to
- Lack of business choices
- Lack of community involvement at town functions
- Need a police force that will enforce the law and not show bias.
- Community is NOT open to change
- Everybody narks on everybody
- Nobody is friendly
- No bars
- Too small
- Everybody is selfish
- Everybody is greedy
- Bigger skate park
- More eating establishments
- Rumors, name calling
- Pollution, vandalism and no entertainment
- Not having a close enough school
- Not having enough fun places
- The big kids who make fun of you and call you names and try to hurt you
- The stupid cops are too strict and they make up stupid reasons to pull people over or get a ticket
- Not enough productive opportunities for youth, other than sports
- Not enough shopping
- Developing the town to a bedroom community. This will allow the maximum benefits and future growth by taking advantage of what Casper has to offer
- Clean up the old oil refinery
- Clean up junk cars around town
- Affordable housing for low-income families without drugs, violence and crime
- Promote more companies to come - more jobs
- Too much down time on cable TV - poor equipment?
- Eye sores: auto junkyards and house trailer junkyards
- People do not get along and spread rumors
- I wish they wouldn't have so much detention in school
- Too small/harassment problems
- The kids aren't listened to and we are ignored. We need to be listened to
- Too many bars, better skate park
- No McDonald's
- That old refinery needs to be torn down or replaced
- Not enough hotels and not much highway visibility
- Need more fast food places
- Drugs
- Drugs
- One grocery store

- No basketball hoops with lights
- Only one grocery store
- Not having a good skate park
- Too many bars, better skate park
- Need more restaurants
- Bigger skate park
- Skating rinks: ice and roller
- Not enough places to go
- Baseball field should be bigger
- Paintball field should be closer and bigger
- Practice field should have more grass than weeds
- Nice skate park
- More events like Deer Creek Days
- Roller rink
- Too much trash
- Too many abandoned buildings
- Shopping for school supplies
- People who gossip and put people down
- How people are doing in school
- Everything has to do with adults; they don't have any kid stuff
- Bad lunches at school
- Nothing to do
- Nothing to do
- Need greater variety of stores
- Clean up, i.e., the creek outside of town
- The gossip
- The grocery shopping
- The schools
- Not enough hotels
- Not much to do
- After school activities like bowling, swimming, movie theater
- Not much to do
- Only one auditorium
- Update the stores
- Not enough to do
- Need better places to hang out
- Never anything to do
- Need a video arcade and a House of Cheese!
- Conditions in the pet pound are awful!
- Not enough to do
- All the schools should have the same rules
- Need a mall
- People spread lots of rumors
- Everybody thinks everyone is talking about them behind their backs
- Glenrock kids!
- Too many drugs
- Need a theater
- A place for kids to hang out
- Should have dance parties every Friday or Saturday
- Not enough to do
- Old refinery needs to be torn down-it looks horrible
- Need to build new houses or jobs

- Faster Internet
- Nothing to do - boring
- Too many problems to write - I don't like Glenrock - period!!
- No fun places for kids to hang out
- The roads in Rolling Hills
- A business that stays in Glenrock and employs 1,000 people
- The trash around the roads and creek
- The prices of things at Super Foods
- People spreading rumors
- More commodity things
- Open 15 minutes every day of the week, even Saturday and Sunday
- Nothing to do
- Needs to be open swim on Friday or Saturday
- Cops should do better at there work
- More restaurants
- More sport activities
- Movie theatre
- Big arcade
- Some of the restaurants
- Nothing to do - movie theatre and arcade are gone
- Faster Internet service
- Nothing to do
- Nothing to do
- Nothing to do
- Small size of the community limits business and entertainment opportunities
- Not enough activities or places to hang out
- No place to shop for clothing
- No burger joint
- No theater
- Refinery is an eyesore
- Our sports teams need to work harder so we can actually win once
- No shopping mall with clothes
- Skating rink
- No dance associations, no movie theatre, no mall
- Nothing for teens to do
- The pool is only open one or two days a week
- No movie theater
- No mall
- Drugs
- No fast food
- No entertainment
- Nothing for kids to do but get in trouble
- Drug addicts
- Nothing to do here
- Empty buildings
- No movie theatre
- No movie theatre
- Not enough buildings
- No arcades
- Fix baseball field
- Places to shop
- Nothing for kids to do

- Bring back the movie theatre
- Better skate park
- Too many druggies and smokers
- Too much drugs
- No shopping
- Need more activities

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

- Clean well-kept town for being old
- School district
- Ditto
- Strong churches
- Good schools
- Glenrock is good size – able to get to know people
- Ditto – rural
- Friendliness and everyone believes in basic value of scriptures
- People come together for right reasons
- Casper is asset
- Police department responds quickly and finest police chief in the world
- Able to get to know leaders by a first name basis
- Geography, hunting, outdoors space
- Fire department
- Living in small town
- Can't pigeon hole Glenrock-people are open to being active determination
- Road systems, i.e. rolling hills, scenic, 3 ways into mountain
- Museums
- Parks always clean and mowed
- Strong internal network of leadership
- Volunteers who helped setup community
- Rolling hills is part of Glenrock – not excluded
- Senior Citizens
- Senior Apartments
- Recreation Citizen
- Small community - people live here to get away from Casper
- Affordable property to attract office or factories
- Geography: Wildlife, river, mountains and open range
- Transportation: Interstate, railroad
- Infrastructure: educational facilities, road improvements, downtown improvements
- Small town atmosphere: Knowing and being known in the community; secure community
- School district #2 is our major asset; people move here for the town & school
- Music, athletics, school order, quality teachers, teacher/student ratio
- Churches: Four churches have full time resident pastors; two have part-time pastors
- Small town where you know your neighbors
- Close to Casper and Douglas, but not too close
- Nothing really
- The Rec.....period
- The rec
- The cops are somewhat doing their job
- The cops are actually taking care of what little crime there is here
- The rec center
- Low cost of living

- Stable population
- Perception and perhaps actuality of good schools
- Perception that Glenrock is a good place to raise children
- Proximity to Casper
- Great location
- Good schools and modern facilities
- Excellent resource people if we get them more involved
- Unique opportunities for different kinds of recreation - tourism
- Good school with good teacher/student ratio
- Play outside more safely
- Quiet, clean air and access to mountains and Casper
- Glenrock has many hard workers who try for the whole community
- Strong school system
- Pride in community appearance
- Size: we know each other and our leaders know us
- Close to a major urban area
- Friendly people at church
- Not much traffic
- Lots of open space
- The schools are good and people are friendly
- Better basketball courts would be nice
- Schools are in great condition, teachers are great, and school is fun
- We have some good “hang out” places like Classic and Subway
- School is fun and teachers are nice
- Most people are nice
- People are mostly pretty good and kind.
- We have enough restaurants and our ground is pretty clean
- Small town
- People are friendly
- A good school
- Schools are better because you get more one on one
- Small and we know each other
- Small, strong, trustworthy town and community
- It takes pride in itself even when things don’t always turn out right
- Police and fire departments
- Good schools
- The town people
- The schools, school board and town council
- Nice people, not too many
- Good schools and sports teams
- Tight knit community
- Good schools
- Good authority figures
- Strong community, close and safe
- Good teachers
- Nice school facilities
- Good schools
- Football, basketball and track are giving Glenrock a good rep
- Subway, Classic Café
- Good schooling program
- Good businesses
- Strong, supportive community

- Football team
- We have many clubs and sports
- Many clubs
- No strengths
- Most essentials are available
- Close to Casper
- Supportive businesses
- How the community is involved with extra activities
- Kids are better than in most towns
- Everybody knows everyone else
- Rodeo arena complex
- Football team
- Small close community
- Football team
- Softball team
- Friendship, religion
- Good sports and teachers
- Glenrock is cleaner than most towns
- Supportive of sports
- Schools are great
- Not much violence
- My friends - not much else
- Care about each other
- Small town and good people
- Strong spirit in sports and hunting
- NOTHING
- Teachers
- Schools aren't the best, but they're pretty good
- Deer Creek Days
- Deer Creek Days
- That you know most of the people
- Major football town
- Community connection
- Friends, some good people
- Small town and knowing everyone
- Equipment for some of the sports, computers
- Deer Creek Days
- The cleanliness
- Good school and sports activities
- Good place to work
- Super Foods; Glenrock Bowl; flicks
- Good school
- Some of the businesses
- Nice parks
- Small size
- Community involvement
- Deer Creek Days
- Community involvement
- Deer Creek Days
- Deer Creek Days
- Museum
- Sense of community and the decorations on the medians

- Parks are very nice
- Everyone knows everyone else
- Community gets involved in school activities and sporting events
- Don't have to wait in traffic
- People know everyone
- Small town - everyone knows everyone else
- Location
- Sports programs
- We try to work as a community
- Nothing much
- People care for other people
- Some people are nice and considerate of others
- People know each other
- Pretty clean
- Cops
- Everybody knows you
- Good location - not too big or too small
- Mostly nice people
- Small - lots of room to build
- Sports
- Little
- Town supports the school district
- Everyone knows everyone - like a giant family
- Sports
- Small - lots of space for building
- There is a sense of community
- Good community for younger folks and little kids
- Good school system
- None
- None
- Nice people - know everybody
- Small businesses
- People get involved
- No parking meters
- Nothing
- Sports
- Schools
- Football team
- School system
- Supportive of all activities in Glenrock
- Small, quiet community
- Parents and teachers support us in school
- Sports programs
- Good teachers
- NOTHING
- Good school system
- School system
- Community coming together
- Good community - feel safe
- Nada
- None
- Small community

- Everybody knows everybody
- Good school system
- Sense of identity-fairly supportive of each other
- People staying in school
- How small the school is
- Sports, school and jobs
- Good school system
- Quality of education
- Curfews and rules
- Environment
- Small, clean community - pool and rec center
- Fire department
- Paleon Museum
- Community education - college courses available
- School system, low crime, and community spirit
- Rec Center, indoor pool
- Local pharmacist, dentist, health clinic
- Small community - safe
- Early Childhood Center
- Rec Center
- Indoor pool
- FCCLA
- Boys and Girls Club
- Public Schools
- Early childhood Center
- Rec Center
- Caring Community
- Agency networking
- Good schools
- School District
- Small town - people helping people, diversity of nationalities and religions
- Community entertainment at schools and Senior Center
- Many successful small businesses (firearms oriented)
- Excellent health care
- Small town bonding
- People are willing to help other people
- Tight knit community - help each other
- Small community
- Senior Center
- Health Center
- All the churches
- Able to cash checks anywhere
- Close to Casper
- Small town living
- Good clinic in town
- Stable economy
- People who care
- Great schools
- School spirit
- Senior Center
- Trees
- Don't have a roller skating rink or motor cross strip

- Deer Creek Days
- Cleanliness
- Football games
- Football, basketball
- Quiet and peaceful
- Lots of things to do
- Not a lot of bad things happen
- Football team and other sports
- Small town - can get around easily
- Rec Center
- Small town environment
- Close to Casper without being part of Casper
- The community and proximity to Casper
- Interstate
- Natrona Airport
- Casper businesses
- Beautiful
- Great water supply
- Small population
- Low crime rate
- Great school system
- Excellent opportunities to have business locate for use of land
- Strong Chamber of Commerce
- Deer Creek Days
- Good PR
- Friendly people
- Stores and parks and other stuff
- Everyone works together as a community.
- Lot of restaurants and good schools
- Wonderful community
- Knowing everyone - knowing where to go when lost
- Football team
- Schools
- Good schools, low crime, good football team, good sports facilities
- Good turn out at games
- Supportive town
- Good sports
- Rec Center
- Fun community
- Athletic staff - I stay here only for football
- Sports
- Knowing everyone in the community
- Deer Creek Days
- Football games
- Cleanliness
- Sports - football
- Football - staff and fans are good
- Sports
- Everybody is nice
- School
- Good police - good people
- Football team - other sports, sometimes

- Restaurants
- Subway and flicks
- River
- Businesses are very friendly, but they aren't too nice or sanitary looking
- Football team
- The community
- Lots of available sports
- Come close to wildlife in the wilderness and I want it to stay that way
- Football team
- We stay together and are mostly friendly
- Town people show spirit by putting flowers on Main Street and decorating the town for the holidays
- Quiet and peaceful
- FCCLA and stuff with the churches
- Deer Creek Days
- Small, safe community
- Rock in the glen
- Everybody know everybody
- Park is nice
- Sports
- Schools
- Saying no to drugs
- Sports
- Not a dangerous town to live in
- Deer Creek Days
- Friendly community - safe school program
- Know a lot of people
- Deer Creek Days
- Safe community
- Pretty good restaurants
- Schools
- Not too many people hold grudges
- The rock in the glen
- Fresh water
- Clean place
- Mountains
- Good schools
- Schools and the library
- Rock in the glen
- Sports
- School spirit!
- None
- Good athletic teams
- Buildings are nice
- Small town
- Small town
- Creek close by
- Not many bad things happen
- Everybody knows everyone else
- Schools
- Education
- Schools

- Nice people
- Companies
- Buildings
- Education
- Sports
- Pool
- Schools
- Trees for oxygen
- Football team
- Nice people
- Football team and lots of dances
- Small size contributes to less crime
- Schools
- Strong community
- We all have spirit
- Schools, video store, restaurants
- Small town - you can walk around town and not get tired
- Very involved community
- School is clean - no gangs
- Nice school and no gangs
- Schools
- Historical site
- Schools
- Gas stations
- Town is well kept and clean
- Team support
- Schools
- Nice neighborhoods

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

- Need theater groups
- Beautification of old refinery,
- Not going past dump to get to Rolling Hills
- Continue Community Christmas program with all churches
- Beautification
- Something done with vacant building downtown
- Another grocery store
- Church to build facility on property for youth programs
- Removal, renovation and recreation of commerce building, refinery and paint plant movie theatre, skating rink for young people
- Movie theatre
- Continue to support rec center
- Recruit volunteers
- Get younger people more involved
- Annual Thanksgiving gathering with all churches
- Job creation with industry
- Ditto
- High speed Internet capability for small businesses and personal
- More jobs

- Major company to put Glenrock on map utilizing natural resources
- Businesses in Glenrock that are family friendly
- Bring back food bank
- Businesses in the community - not out on the Interstate
- High speed Internet capability for personal and business use
- Removal, renovation or reclamation of the old: Commerce Building, refinery, and paint plant
- Community and Youth Center at Oregon Trail Elementary Building
- Implementation of a Healthy Family, Healthy Youth, Healthy Community Program
- Skate park, paintball, more youth activities
- Attract new 1 new business with 25 plus employees
- Attract 3 new businesses with 25 plus employees
- Burger King or Pamida
- Slamball court
- Basketball court lights
- Need open gym in the high school to practice basketball
- Slamball court
- Open gym at high school
- Grant Elementary lights
- I am not going to be here so do what you want
- I'm not going to be here
- Lights for Grant Elementary basketball court
- Open gym in the high school
- Walking and biking paths
- 18 hole golf course, redesign part of the current nine holes
- Modern motel/hotel structure
- Sidewalks that are not cracked and broken
- Getting rid of vacant structures even if the owners must be bought out
- Encouragement and support to contractors to build middle-income housing
- Permanent recreation center
- Strong support for the schools - better accountability
- Trees and flowers everywhere
- Support for capital facilities tax
- Reliable water supply for golf course
- Continue to develop our rec opportunities and facilities
- Downtown improvements - get it done
- Develop new areas for housing
- Continued and expanded support of local businesses
- Boys and Girls Club
- Mosquito control - West Nile Virus
- Community youth programs unrelated to the school
- City sponsored look at new home sites
- New business to replace power plant
- New cemetery
- Movie theater
- Youth Center with an arcade and different things to do
- Movie theater and better basketball courts
- Need a store for good clothes like Pac Sun or Target
- Wal-Mart
- More activities for kids
- Later curfew
- Mall
- Clean air, movie theater refurbished

- More farmland
- Restaurants
- Stores
- Something fun to do
- Build a better school
- Outdoor Pool
- Skate Park
- Something done with the Commerce Block Building
- More places for teens to go and things to do
- Don't really care because I don't plan to be here
- Better and bigger skate park
- Having more state championships
- BMX Park; new JJ's
- Movie theatre
- Motocross track
- Fast food restaurant like McDonald's
- Skate park
- More sports opportunities
- Fast food: McDonald's, Taco Bell, Panda X-Press
- Better sports programs and records
- More things to do
- More community involvement
- Fast food
- Skate park
- Fast food, theatre, different stores
- Maybe get 7 or 2 fast food places
- Sports activities
- Places for young kids to have fun
- Theater, arcade, diner
- Newly developed housing projects
- Town get bigger
- Taco Bell
- Mall
- AUTO SHOP!
- Mall, McDonalds, movie theater, ice skating rink
- Auto Shop
- Make it more natural, like in the olden days
- Mall
- Fast food
- Theater
- Ice rink
- Skating rink
- Movie theater, more fast food
- More places to eat and hang out
- Fast food
- Good restaurants
- Rodeo team
- Finish tearing down brick buildings on way out of town
- Rodeo team!
- More fishing spots
- Waterslide in the pool
- Movie theater

- Fast food
- Grading scale
- More fast food places
- Outdoor pool
- Things for young people to so they stay out of trouble
- More fun stuff
- More places for teenagers
- Turn the building in the middle of town into something for teenagers to do
- BMX park
- More stuff to do for fun
- Nothing
- Arcades, theaters, something to make it not so boring
- Tear down the refinery
- More stuff to do for teens
- More activities for teens
- A place where we can see other people in the community
- Movie theater, skating rink, arcade
- I don't know
- An FFA or 4H in Glenrock
- Main Street buildings cleaned up
- A new paint job on the Court
- A stoplight
- Pool hall
- More pool halls
- Bigger population
- Skate park
- Re-pour Main Street
- New recreation
- Weight and lifting center
- The biggest steel roller coaster
- Boys and Girls Club
- More community activities
- Outdoor swimming pool
- Technological Advancement
- Something that will attract people like an invention
- More jobs
- Theater/arcade
- Movie theater, arcade, roller skating rink
- Develop more interest in Glenrock's historical sites
- More jobs
- Good skate park
- A place for kids to hang out
- Outside pool
- More landscaping around town
- Re-open the movie theater
- Major motel such as Holiday Inn or Best Western
- Recreation center
- Things for kids to do
- Kids and adults more involved
- Skate park
- Skate park
- Putt Putt golf

- Drive-in movie
- Play-Plex (arcade games, laser tag, paintball)
- Punish drug users - not just warn them
- Get the roads fixed
- Skate park
- More things for the kids
- Doesn't matter to me
- The Glenrock State Park
- Arcade, fast food, movie theater
- Arcade
- Lessons such as kickboxing
- Tear down the refinery
- Race track
- More stuff to do
- Better skate park
- Variety of businesses
- Mall
- Theater, hang-outs
- More things to do
- Motocross track
- More things for teens to do
- Outdoor recreation
- More major businesses
- Shopping mall
- Arcade, superstore
- Taco Bell
- Mall
- Covering over the stadium
- I don't know - I'll be gone
- I don't care because in five years I won't be here
- Skate park
- New football equipment/pop machines upstairs/bigger lockers
- More things to do
- School and becoming a pastor or priest
- All the cops gone
- Better sports
- Indoor barn, roping
- Need a pool
- Skate park
- More recreation and entertainment
- Something done with the empty buildings across from Flicks
- No clue
- Fast food place
- New restaurants
- Movie theatre
- Skate park
- A bigger town
- I don't care cause I hate this town and I'm moving in the next year
- I don't really care because I really hate this town
- I wish it would stay small
- I'm not sure
- To become a stronger community

- The school board fulfill their vow and buy the uniforms, or whatever, every four years
- Have the town fixed up
- More jobs for teenagers
- New grass on football field
- A carnival
- Better skate park
- Skate park
- Grass on the football field
- High speed Internet
- Business retention
- Downtown beautification
- Gateways cleaned up
- Outdoor pool with things for toddlers
- Outdoor soccer program
- Outdoor swimming pool
- Outdoor pool
- Skate park
- Outdoor soccer
- Reopen movie theater
- Have a kids' night
- Open movie theater
- Jobs
- Technology infrastructure
- Target toward highway for visibility
- Infrastructure
- Community recreation
- Dances at recreation center
- Steel cut-outs depicting history of town on suitable sites
- Better electronic communication, E-mails, faxes, etc.
- Web site
- Industry that's not coal and gas related
- Specific training centers, such as welding, etc.
- School for handicapped
- Improve recreation
- Consider the proposed Deer Creek Dam work with Pacific Power & Glenrock coal
- Rec center
- More choices in shopping
- Paleon pushed for tourism
- Better location for Senior Center
- Good shooting range
- New Police chief and replace some officers
- Movie house
- Shuttle service for Monkey Mt
- Open up movie theatre
- More businesses
- Movie theater
- Sports parks
- NEW COPS!
- Movie theater
- Drive up windows on restaurants and bars
- Ice skating and roller skating
- Skate park, theatre, mall, K-Mart, Wal-Mart, Hobby Lobby, Blockbuster, Safeway

- Movie theater, arcade, more places to have fun
- Mall, shopping areas
- Skate park
- In 20 years I would like to come back and see it look like Florida
- Movie theater, outside swimming pool, basketball court, roller skating
- Walking path extended to power plant
- Build Golf course with adequate water
- Golf and housing developments
- House zoned for families
- Track of land for business
- Invite companies
- Clean up all the eyesores
- Clean up junk
- Clean up old oil refinery
- Skate park
- More stores, malls and a lot more land
- A bigger community
- Mall
- Deer Creek Days was once a thing for kids and it is now two activities for kids and everything else for adults
- Taco Bell, more parks, better care of Deer Creek
- Movie theater
- Clean up refinery
- More restaurants like Taco Bell
- Clean up refinery
- Fast food
- Skate park, indoor paintball field
- ATV race track
- Basketball court with lights
- More stores - not just food stores, but like an athletic equipment store like Garts
- Better skate park
- Burger King, better parks, more activities for kids, less bars, better teachers
- Ice skating rink
- Roller skating rink
- Fast food
- More things to do
- More decoration around town
- Outside swimming pool
- Good skate park
- Clean streets
- People continue being nice to others
- Roller rink, new pizza place, skate park
- Skate parks
- Dirt bike track
- Better baseball fields
- Clothing store
- Glenrock will be bigger
- Taco Bell and arcade; more stores in Rolling Hills
- Rec center
- Fast food
- Schools redone
- Movie theater

- Fast food
- Outdoor swimming pool
- Movie theater
- Fast food
- Wal-Mart
- Skate park
- BMX track
- Movie theater
- A stable for riding and learning how to ride horses with VERY low prices - I want it close to the high school
- More play things in the park
- In 20 years I would like to see Glenrock having more stores like Wal-Mart and a MALL!!
- After school program for kids who go home and are all alone
- A clean town with no junk houses
- Open the old theater
- Teen clothing store
- Movie theater
- Arcade
- Animal shelter
- Roller rink
- Movie theater
- Better skate park
- More things to do
- More things to see
- Movie theater
- Wal-Mart
- Mini-mall
- Race tracks
- Bumper cars
- Movie theater
- Better places to eat
- Bigger church
- Go-kart track
- Recycling center
- Mall
- Movie theater
- Clothing store for teens
- Park with a fountain
- Outside pool
- That we would have a mall and that we become a city
- Horse arenas
- Mall
- Boys and Girls Club gets a building
- Movie theater
- More restaurants
- More trees
- We should drive at 14
- Movie theater
- Movie theater, arcade and mini-mall
- Outside swimming pool
- Roller skating
- Rodeo team and movie theater

- Civil Air Patrol group
- Anything that would be more fun, like an arcade or skate park
- I'm not going to be here
- Good skate park
- Movie theater
- Place for people to hang out
- Shopping center
- Theater
- Bigger fair grounds
- Ice rink, skating rink, arcade, planetarium, outdoor pool
- Fast food
- Bike path from Glenrock to Rolling Hills
- Movie theater
- Movie theater
- Movie theater
- Skate park
- Dirt bike races
- Skate park
- Skate park
- Movie theater
- Outdoor pool with water slides
- Movie theater
- Movie theater and arcade
- Mall
- Stock the creek with fish
- Skate park
- Stock the creek
- Movie theater
- More than one mail drop
- Walking path along the river
- Movie theater
- Better downtown shopping
- Family center
- Develop the I-25 exits to attract people
- Develop the refinery property
- Roller rink
- Movie theater
- Shopping malls, new restaurants, skating rink, day care
- Outlet mall, restaurants, skating rink, skate park, college, hangout for kids
- Movie theater
- Shopping
- Outdoor swimming pool
- Ice skating rink
- Applebees
- Movie theater, shopping, roller rink, outdoor pool with slides
- Movie theater, shopping, skate park, outdoor pool, restaurants, college, arcade
- Mall, more stores, movie theater, skating rink
- Clothing stores, fast food, jobs for youth
- Baseball field
- Movie theater
- Outdoor pool, movie theater, arcade
- Movie theater, skating rink, more restaurants, outdoor pool

- Outdoor pool, movie theater, more activities
- Nicer park, more benches
- Clean up downtown, tear down old refinery
- Better shopping like Pamida

Glenrock Resource Team
September 24 - 26, 2002

**WHAT WE HEARD FROM WHAT WAS SAID
MAJOR THEMES**

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

MAJOR THEMES IN GLENROCK

Economic Development

Business Recruitment
Jobs
Workforce Development
South Project
High Speed Internet
Shopping
Support Local Businesses
Town Budget
Lodging
Youth Leaving
Restaurants/Fast Food

Youth

Nothing to do
Skate Park
Jobs
Drugs/Alcohol
Youth Leaving
Leadership
Arcade

Facilities

Bike Path
Movie Theatre
Roads – Rolling Hills
Recreation Center
Animal Shelter
Outdoor Pool

Community Promotion

Highway Signage
Deer Creek Days
Paleon Museum

Community Vision

Douglas Relationship
Bedroom Community
Leadership Development
Apathy
Zoning

Housing

Affordable Housing
Assisted Living
Subsidize Housing

Social Services/Issues

Medical Care
Public Transportation
Alcohol Abuse
Youth – Drugs/Alcohol

Beautification

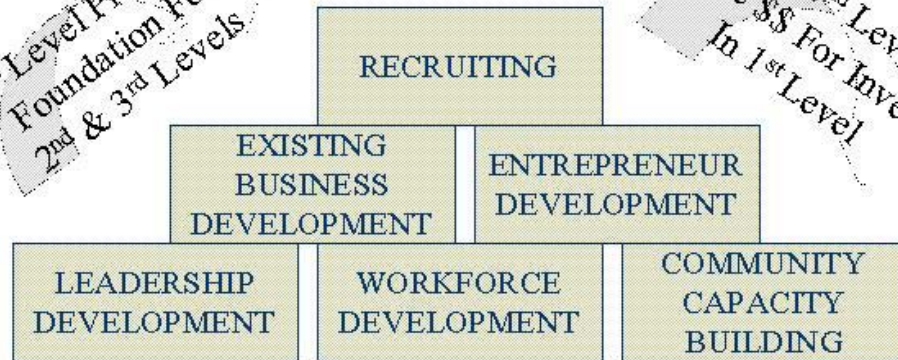
Commerce Block
Refinery
Paint Factory
General Town Cleanup

APPENDIX

Cycle of Development

1st Level Provides
Foundation For
2nd & 3rd Levels

3rd & 2nd Levels
Provide \$\$ For Investing
In 1st Level



LEADERSHIP DEVELOPMENT

1. Leadership Institute
2. Active Civic Clubs
3. Community Leadership Recognition
4. Youth Leadership Program
5. Shared Community Vision
6. Volunteer Programs



WORKFORCE DEVELOPMENT

1. Local Training Institutions (including Technology)
2. School-to-Careers Participation
3. Adult Literacy Curriculum
4. Local Work Force Development Participation
5. Human Resources Manager Network
6. Summer Intern Program
7. On-The-Job Training



COMMUNITY CAPACITY DEVELOPMENT

1. Comprehensive Community Plan
2. Cultural & Recreation Opportunities
3. Adequate & Affordable Housing
4. Adequate Infrastructure
5. Strategic Community Health Plan
6. Good Schools
7. Adequate Police & Fire



EXISTING BUSINESS DEVELOPMENT

1. CEO's/Plant Managers' Network
2. Community Business Advocacy Group
3. Main Street/Retail Business Development
4. Business Assistance Resources (SBDC, MAMTC, etc.)
5. Capital Resources Availability
6. Export Development



ENTREPRENEURIAL DEVELOPMENT

1. Community Based Venture Capital Group
2. Business Assistance Resources (SBDC, MAMTC, GRO-BIZ, RPC, WWBC)
3. Entrepreneurs Network Group
4. Business Incubators
5. Educational Programs
6. Mentoring Program
7. Business Challenge



RECRUITING

1. Local Economic Development Professional
2. Industrial/Business Park
3. Speculative Building Program
4. Marketing Program
5. Local Government - Anti-Red Tape
6. Local Incentives
7. Development Authority



20 CLUES TO RURAL COMMUNITY SURVIVAL

1. Evidence of Community Pride:

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

2. Emphasis on Quality in Business and Community Life:

People believe that something worth doing is worth doing right.

3. Willingness to Invest in the Future:

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

4. Participatory Approach to Community Decision Making:

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

5. Cooperative Community Spirit:

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

6. Realistic Appraisal of Future Opportunities:

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

7. Awareness of Competitive Positioning:

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

8. Knowledge of the Physical Environment:

Relative location and available natural resources underscore decision-making.

9. Active Economic Development Program:

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

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

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

11. Acceptance of Women in Leadership Roles:

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

12. Strong Belief in and Support for Education:

Good schools are the norm and centers of community activity.

13. Problem-Solving Approach to Providing Health Care:

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

14. Strong Multi-Generational Family Orientation:

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

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

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

16. Sound and Well-Maintained Infrastructure:

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

17. Careful Use of Fiscal Resources:

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

18. Sophisticated Use of Information Resources:

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

19. Willingness to Seek Help from the Outside:

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

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

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

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