

## **THE WYOMING RURAL DEVELOPMENT COUNCIL**

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

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

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

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

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

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Resource Team Report  
October 14-16, 2008

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

## **PROCESS FOR THE DEVELOPMENT OF THIS REPORT**

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

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

The Resource Team toured the town and interviewed approximately 320 people over a three-day period from October 12-14, 2008. In addition over several hundred written comments were received. The team interviewed representatives from the following segments of Thermopolis and surrounding community: high and middle school students, churches, public works, elected officials, water users, tourism, recreation, agriculture, senior citizens, education, civic groups, business/industry, utilities, emergency services, law enforcement, financial, healthcare, retail, and the general public. Each participant was asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing the action plan. The three questions were:

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

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

An oral report was presented to the people of the Thermopolis area on October 14 and many of the citizens of Thermopolis who participated in the interviews were in attendance. Following the oral report, a formal written report is prepared and presented to the town of Thermopolis and Hot Springs County citizens.

**THERMOPOLIS/HOT SPRINGS COUNTY, WYOMING  
RESOURCE TEAM ASSESSMENT REPORT  
2008**

**EXECUTIVE SUMMARY**

On behalf of the Thermopolis Community Assessment Resource Team, I would like to thank the Towns and Thermopolis and Kirby and the community members who worked so hard to coordinate the Thermopolis Community Assessment. Through information gathered during the Community Assessment meeting, we compiled this report that contains an abundance of information that will hopefully be used by the people of Thermopolis to better their community and reach their goals.

While reading this report, you will find a variety of recommendations made by the team members on the issues that were identified during the listening sessions. We encourage the town to use these recommendations to build a plan for the future of Thermopolis.

Anything is possible if everyone works together to achieve a common goal, as the community-minded citizens of Thermopolis already know. Every step, no matter how small, is a movement in the right direction toward achieving goals.

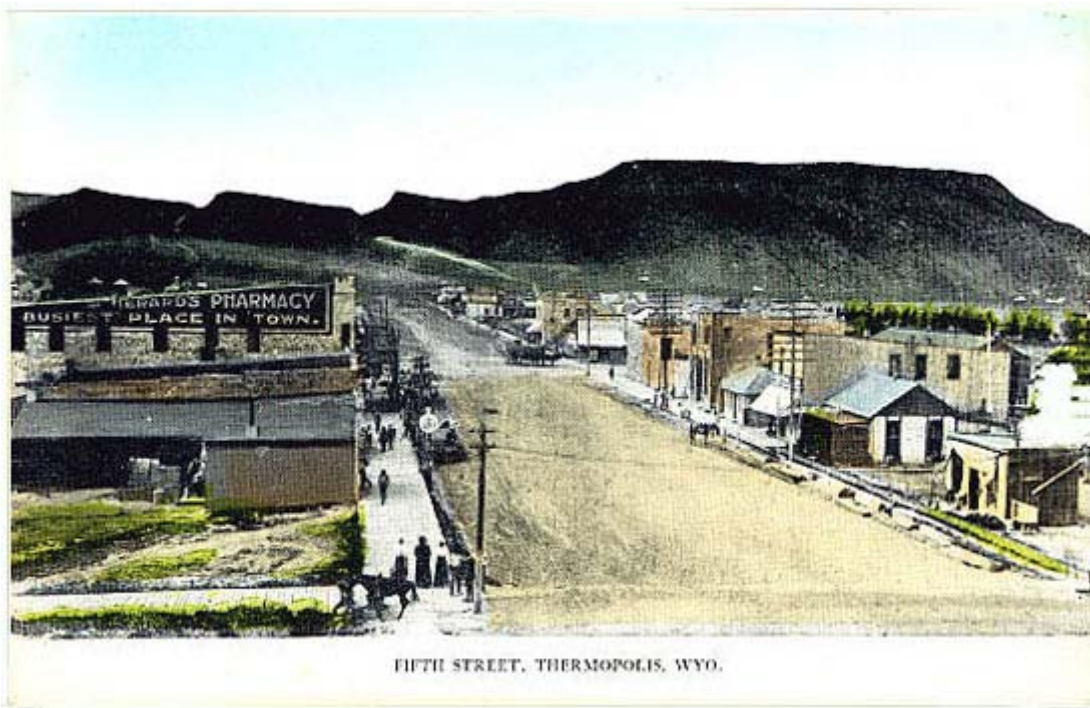
Members of our team will return to Thermopolis to facilitate a follow-up meeting in the near future. During this meeting, community members will set priorities and develop strategies for implementing them. We encourage everyone from the town to attend this meeting, even if they were unable to attend the community assessment meetings.

Thank you for the hospitality you gave to us during our time in your community and good luck in your future endeavors!

Sincerely,

*Pamela Downing*

Team Leader



Fifth Street, Thermopolis, 1908

Source: <http://www.wyomingtalesandtrails.com>

## THERMOPOLIS COMMUNITY PROFILE

(Elevation: 4,326)

Thermopolis, "Home of the World's Largest Mineral Hot Springs," was founded in 1897. The town lies on the southern edge of the Bighorn Basin, where the Owl Creek Mountains gradually close in around the desert country. It is one of two towns in Wyoming established because of the presence of a hot springs; the other is Saratoga.

Thermopolis is a name derived from the Latin *thermae* (meaning hot spring) and the Greek *polis* (meaning city). The city was named by Dr. Julius A. Schuelke, a pioneer German physician who was one of the first to recognize the medicinal qualities of the mineral waters.

Originally part of the Wind River Indian Reservation, the area was once considered sacred ground. The Shoshone and other Native Americans had appreciated its healing properties for generations, and called it the "smoking waters." Shoshone Chief Washakie and Arapaho Chief Sharp Nose sold the land to the United States as part of their efforts to make peace with the white man. The healing waters of the Big Horn Hot Springs thus became available to all people.

Because of their therapeutic waters, the hot springs attracted many people; and the town became a health center, particularly for those suffering from arthritis and polio.

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

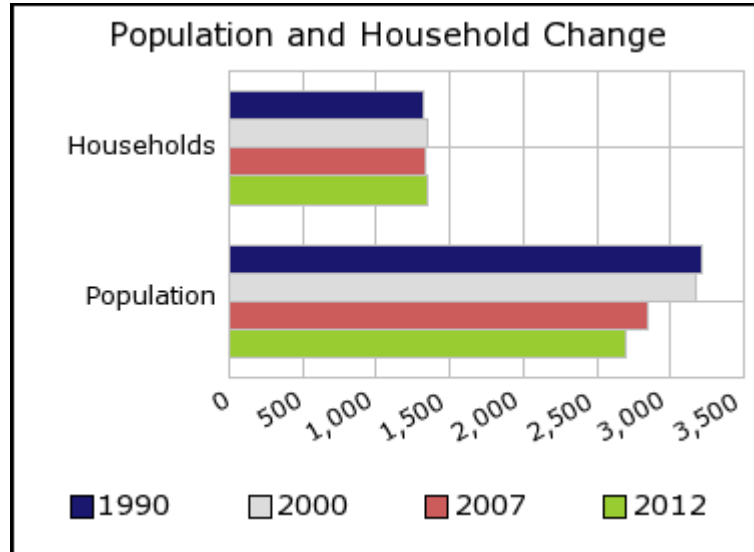
Sources: <http://wiki.wyomingplaces.org>  
<http://www.ultimatewyoming.com>

# Thermopolis Executive Summary

## Population Demographics:

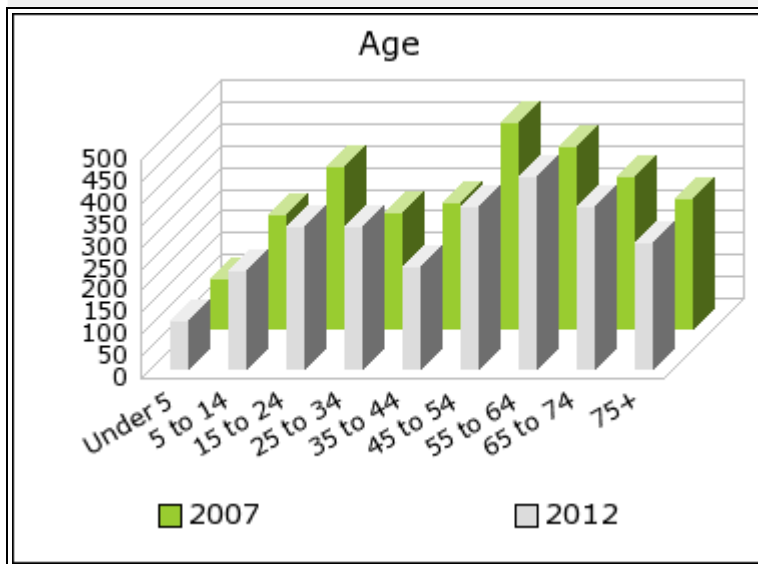
The number of households in Thermopolis in 1990 was **1,321** and changed to **1,342** in 2000, representing a change of **1.6%**. The household count in 2007 was **1,340** and the household projection for 2012 is **1,348**, a change of **0.6%**.

The population in Thermopolis in 1990 was **3,218** and in 2000 it was **3,172**, roughly a **-1.4%** change. The population in 2007 was **2,845** and the projection for 2012 is **2,691** representing a change of **-5.4%**.



	1990 Census	2000 Census	2007 Estimate	2012 Projection	Percent Change	
					1990 to 2000	2007 to 2012
Total Population	3,218	3,172	2,845	2,691	-1.4%	-5.4%
Total Households	1,321	1,342	1,340	1,348	1.6%	0.6%

## Population by Age



In 1990, the median age of the total population in Thermopolis was **38.9**, and in 2000, it was **43.3**. The median age in 2007 was **47.7** and it is predicted to change in five years to **49.1** years.

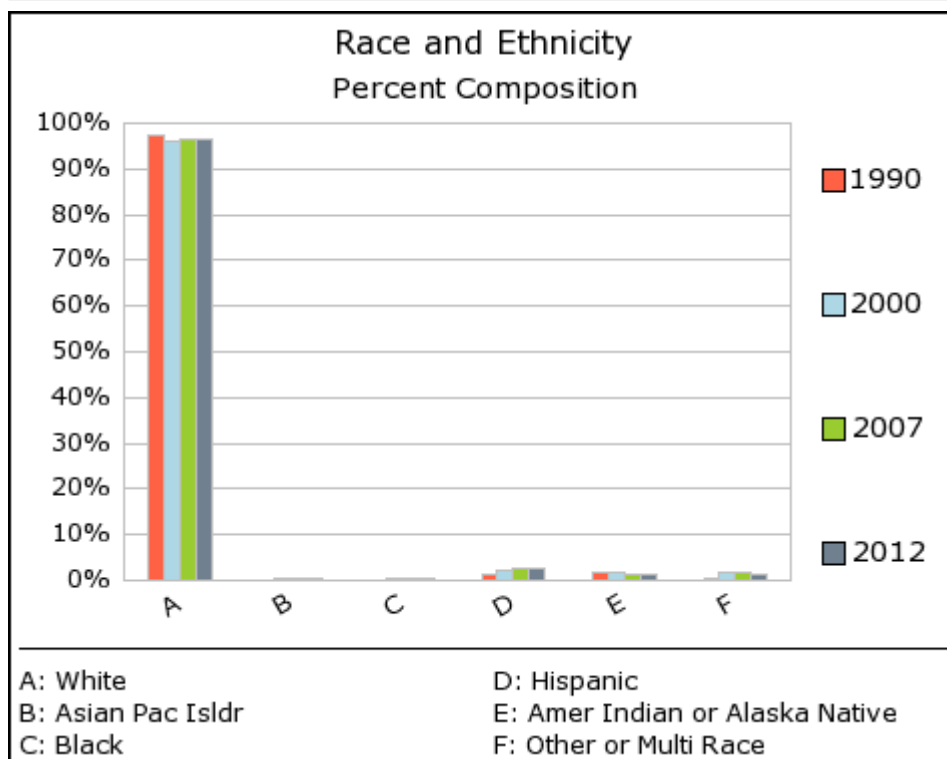
In 2007, females represented **52.5%** of the population with a median age of **48.8** and males represented **47.5%** of the population with a median age of **46.5** years. In 2007, the most prominent age group was **Age 45 to 54** years. The age group least represented was **0 to 4** years.

## Age Groups

Age Groups				Percent Change					
1990 Census	%	2000 Census	%	2007 Estimate	%	2012 Projection	%	1990 to 2000	2007 to 2012

0 to 4	179	5.6%	164	5.2%	117	4.1%	110	4.1%	-8.8%	-5.8%
5 to 14	501	15.6%	403	12.7%	264	9.3%	224	8.3%	-19.4%	-15.0%
15 to 19	228	7.1%	230	7.3%	168	5.9%	143	5.3%	1.0%	-14.6%
20 to 24	100	3.1%	127	4.0%	204	7.2%	181	6.7%	27.4%	-11.4%
25 to 34	418	13.0%	285	9.0%	267	9.4%	326	12.1%	-31.8%	22.2%
35 to 44	460	14.3%	462	14.6%	289	10.2%	232	8.6%	0.3%	-19.9%
45 to 54	350	10.9%	467	14.7%	474	16.6%	373	13.9%	33.2%	-21.2%
55 to 64	363	11.3%	405	12.8%	418	14.7%	440	16.4%	11.3%	5.4%
65 to 74	331	10.3%	330	10.4%	348	12.2%	372	13.8%	-0.1%	6.8%
75 +	288	8.9%	299	9.4%	298	10.5%	290	10.8%	3.9%	-2.6%

### Population by Race/Ethnicity



In 2007, the predominant race/ethnicity category in Thermopolis was **White**. The race & ethnicity category least represented was **Asian or Pacific Islander**.

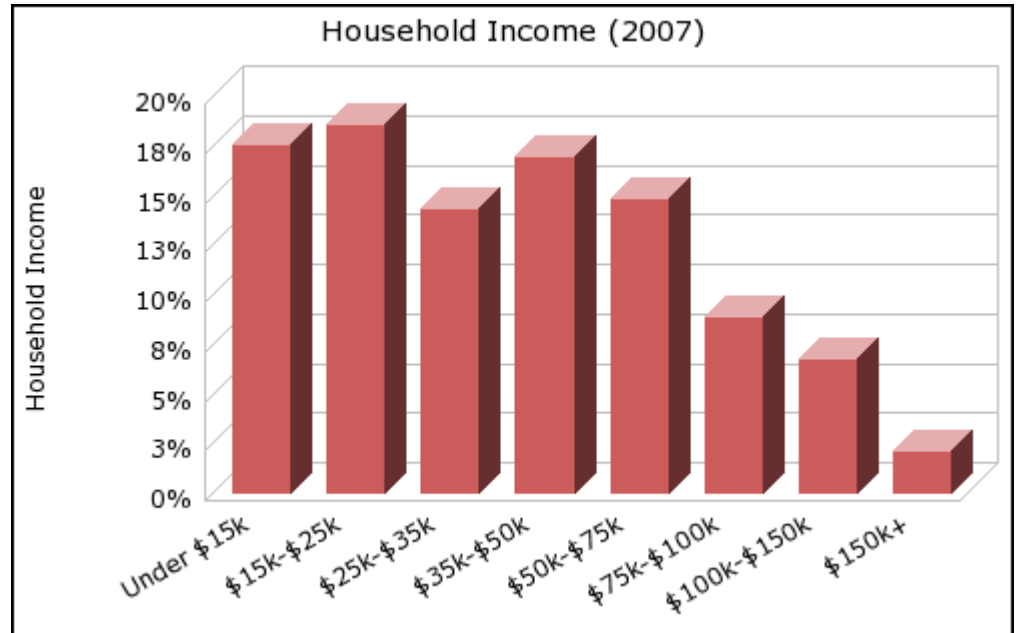
### Race & Ethnicity

	1990 Census		2000 Census		2007 Estimate		2012 Projection		Percent Change	
		%		%		%		%	1990 to 2000	2007 to 2012
White	3,138	97.5%	3,041	95.9%	2,740	96.3%	2,600	96.6%	-3.1%	-5.1%
Black	6	0.2%	15	0.5%	12	0.4%	9	0.3%	170.9%	-24.7%
American Indian or Alaska Native	58	1.8%	54	1.7%	39	1.4%	33	1.2%	-6.1%	-15.4%
Asian or Pacific Islander	1	0.0%	8	0.3%	10	0.4%	12	0.5%	674.1%	19.2%
Other Race	16	0.5%	16	0.5%	14	0.5%	11	0.4%	-0.4%	-21.4%
Two or More Races			37	1.2%	30	1.1%	25	0.9%		-16.4%
Hispanic Ethnicity	38	1.2%	73	2.3%	72	2.5%	71	2.6%	94.4%	-1.2%

Not Hispanic or Latino	3,180	98.8%	3,099	97.7%	2,774	97.5%	2,620	97.4%	-2.6%	-5.5%
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## Households by Income

In 2007 the predominant household income category for Thermopolis was **\$15k - \$25K**, and the income group that was least represented was **\$150k+**.

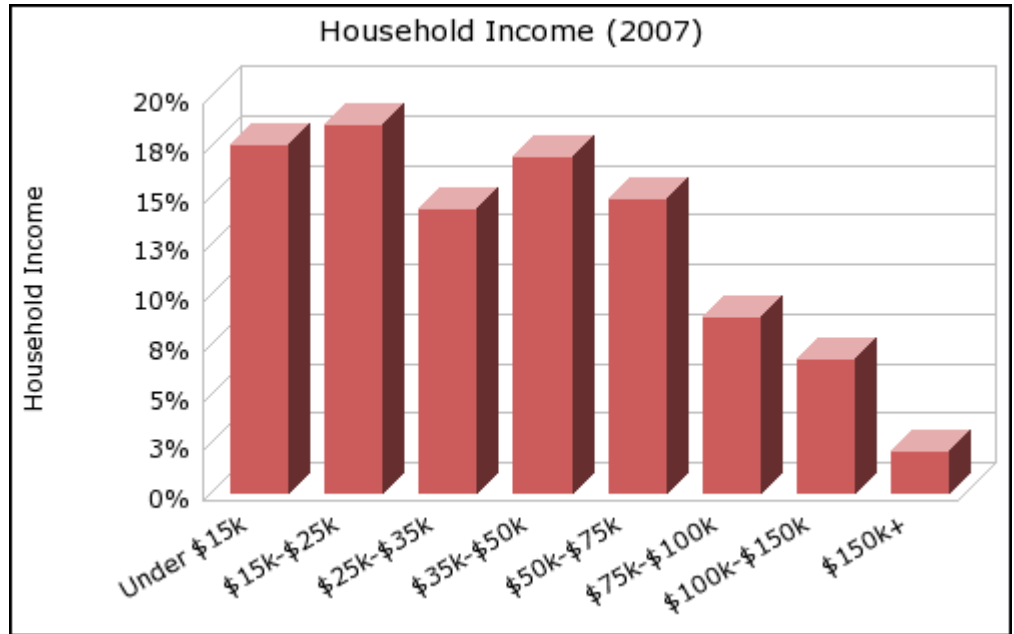


## HH Income

Categories	1990 Census	%	2000 Census	%	2007 Estimate	%	2012 Projection	%	1990 to 2000	2007 to 2012
\$0 - \$15,000	374	28.3%	286	21.3%	235	17.5%	212	15.7%	-23.4%	-9.8%
\$15,000 - \$24,999	270	20.5%	272	20.3%	249	18.6%	242	17.9%	0.7%	-2.7%
\$25,000 - \$34,999	278	21.1%	205	15.3%	192	14.3%	156	11.6%	-26.4%	-18.4%
\$35,000 - \$49,999	229	17.3%	265	19.7%	228	17.0%	220	16.3%	15.9%	-3.3%
\$50,000 - \$74,999	108	8.2%	150	11.2%	199	14.8%	244	18.1%	38.5%	23.0%
\$75,000 - \$99,999	41	3.1%	111	8.3%	119	8.9%	102	7.5%	168.2%	-14.5%
\$100,000 - \$149,999	22	1.7%	36	2.7%	91	6.8%	133	9.9%	67.0%	46.4%
\$150,000 +	0	0.0%	16	1.2%	29	2.1%	39	2.9%	6,734.4%	36.0%
<b>Average HH Income</b>	\$28,342		\$37,832		\$46,284		\$52,497		33.5%	13.4%
<b>Median HH Income</b>	\$25,453		\$29,479		\$34,699		\$38,338		15.8%	10.5%
<b>Per Capita Income</b>	\$11,955		\$16,007		\$23,497		\$28,338		33.9%	20.6%
Other Race	16	0.5%	16	0.5%	14	0.5%	11	0.4%	-0.4%	-21.4%
Two or More Races			37	1.2%	30	1.1%	25	0.9%		-16.4%
Hispanic Ethnicity	38	1.2%	73	2.3%	72	2.5%	71	2.6%	94.4%	-1.2%
Not Hispanic or Latino	3,180	98.8%	3,099	97.7%	2,774	97.5%	2,620	97.4%	-2.6%	-5.5%

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<b>Per Capita Income</b>	\$11,955		\$16,007		\$23,497		\$28,338		33.9%	20.6%

## Employment and Business Percent Change

	1990 Census		2000 Census		2007 Estimate		2012 Projection		1990 to 2000	2007 to 2012
Age 16 + Population	2,488		2,549		2,426		2,325		2.4%	-4.1%
In Labor Force	1,542	62.0%	1,567	61.5%	1,559	64.3%	1,493	64.2%	1.6%	-4.3%
Employed	1,448	93.9%	1,535	98.0%	1,503	96.4%	1,439	96.4%	6.0%	-4.2%
Unemployed	83	5.4%	32	2.0%	56	3.6%	53	3.6%	-61.5%	-5.3%
In Armed Forces	8	0.3%	0	0.0%	0	0.0%	0	0.0%	-100.0%	N/A

Not In Labor Force	946	38.0%	982	38.5%	866	35.7%	833	35.8%	3.8%	-3.9%
Employment in Blue Collar Occupations			746	48.6%						
Employment in White Collar Occupations			789	51.4%						

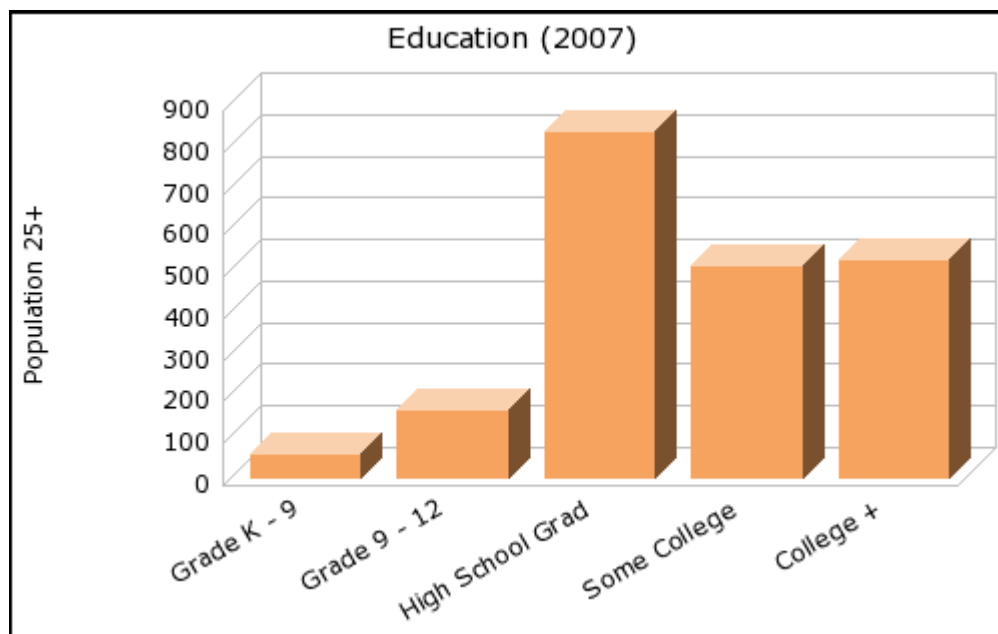
					Percent Change			
	1990 Census		2000 Census		2007 Estimate	2012 Projection	1990 to 2000	2007 to 2012
Total Housing Units	1,568		1,571		1,553	1,553	0.2%	-0.0%
Owner Occupied	876	55.9%	911	58.0%	914	58.9%	4.0%	1.3%
Renter Occupied	445	28.4%	431	27.4%	426	27.4%	-3.2%	-0.9%
Vacant	247	15.7%	229	14.6%	213	13.7%	-7.2%	-4.1%

					Percent Change			
	1990 Census		2000 Census		2007 Estimate	2012 Projection	1990 to 2000	2007 to 2012
Average Vehicles Per HH	1.60		1.60		1.90	1.90	-2.3%	2.8%
0 Vehicles Available	97	6.9%	70	5.2%	65	4.8%	-28.6%	-0.0%
1 Vehicle Available	506	35.9%	412	30.7%	379	28.3%	-18.5%	-5.2%
2+ Vehicles Available	807	57.2%	861	64.1%	896	66.9%	6.6%	3.2%

					Percent Change			
	1990 Census		2000 Census		2007 Estimate	2012 Projection	1990 to 2000	2007 to 2012
Age 15+ Population	2,538		2,605		2,465	2,356	2.6%	-4.4%
Married, Spouse Present	1,526	60.1%	1,526	58.6%	1,445	58.6%	0.0%	-4.4%
Married, Spouse Absent	40	1.6%	118	4.5%	111	4.5%	191.9%	-4.5%
Divorced	288	11.4%	299	11.5%	283	11.5%	3.7%	-4.6%
Widowed	268	10.6%	226	8.7%	213	8.7%	-15.5%	-4.2%
Never Married	416	16.4%	436	16.7%	412	16.7%	4.7%	-4.6%

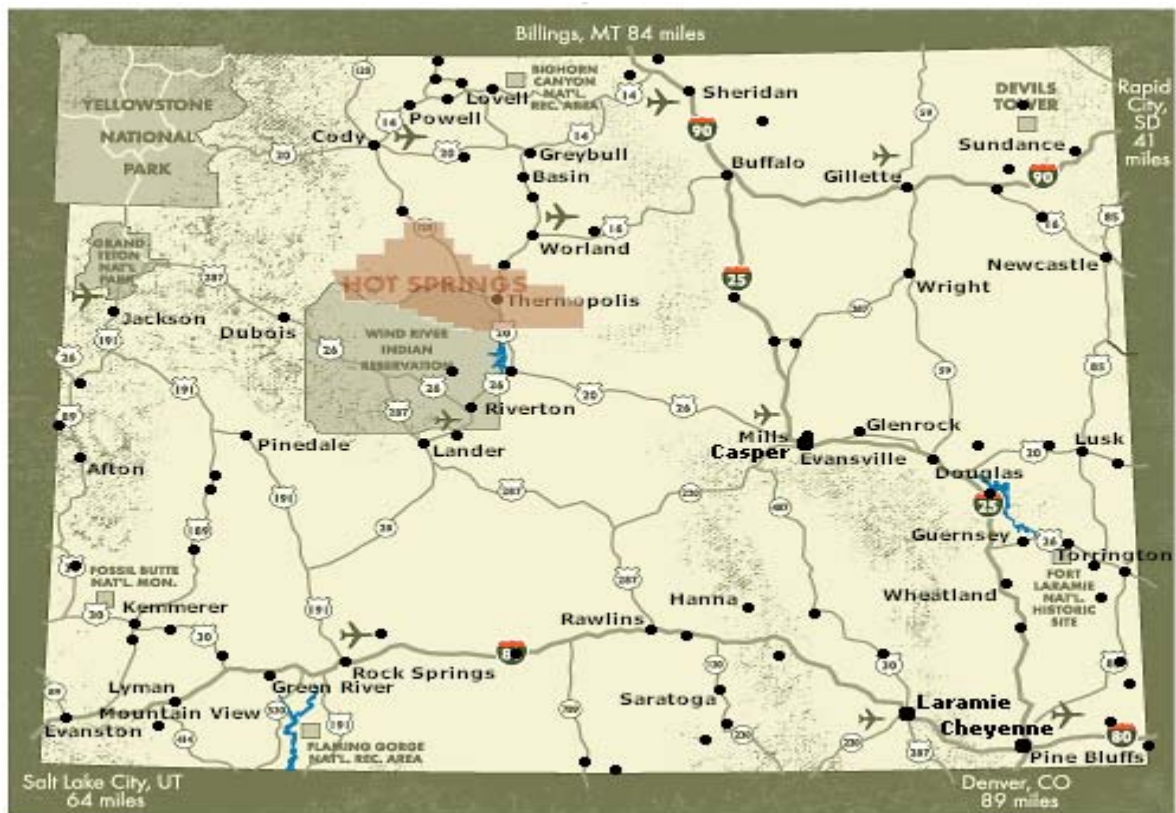
## Educational Attainment

	1990 Census		2000 Census		2007 Estimate		2012 Projection		Percent Change	
									1990 to 2000	2007 to 2012
Age 25+ Population	2,211		2,248		2,093		2,032		1.7%	-2.9%
Grade K - 8	207	9.3%	62	2.8%	58	2.8%	42	2.1%	-69.8%	-28.4%
Grade 9 - 12	303	13.7%	264	11.8%	164	7.9%	120	5.9%	-12.7%	-26.9%
High School Graduate	761	34.4%	806	35.9%	835	39.9%	859	42.3%	5.9%	2.8%
Some College, No Degree	455	20.6%	548	24.4%	508	24.3%	489	24.1%	20.5%	-3.7%
Associates Degree	125	5.6%	147	6.5%	140	6.7%	137	6.8%	17.8%	-2.0%
Bachelor's Degree	239	10.8%	244	10.9%	243	11.6%	244	12.0%	2.1%	0.6%
Graduate Degree	122	5.5%	153	6.8%	144	6.9%	141	6.9%	24.9%	-2.0%



Current year data is for the year **2007**, 5 year projected data is for the year **2012**.

(County highlighted)



**Resource Team Members**  
Thermopolis, Wyoming  
October 12-14, 2008

**Team Leader**

**Pamela Downing**

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**THERMOPOLIS/HOT SPRINGS COUNTY**

**FIVE-YEAR FOLLOW UP**

**COMMUNITY ASSESSMENT**

**OCTOBER 12-14, 2008**

**\*\*\*\*\***

**AGENDA FOR THE**

**TOUR, LISTENING SESSIONS, AND**

**TOWN MEEING**

<b>Monday, Oct 13</b>	<b>Activity</b>	<b>Location</b>
6:00 p.m.	Resource Team Check In	Best Western Plaza Hotel
<b>Tuesday, Oct 14</b>		
6:45am-7:45am	Breakfast with Community Resource Team Planners	Holiday Inn
7:45am-11:45am	Resource Team Area Tour	
Noon - 1:00pm	Civic Groups Rotary & Kiwanis	
1:15pm - 2:15pm	Lunch	
2:30pm-3:30pm	Government, Emergency Services & Non-Profit Organizations	Thermopolis Town Hall
4:00pm - 5:00pm	Education	Board Room, School Administration
5:15pm - 6:30pm	Supper	Butch's Place
7:00pm - 8:00pm	Public Listening Session in Kirby	Kirby Town Hall
<b>Wednesday, Oct 15</b>		
6:45am-7:45am	Breakfast	
8:00am - 9:00am	Tourism & Retail	Thermopolis Town Hall
9:15am - 10:15am	Health Care, Social Services & Religious	Thermopolis Town Hall
11:30am - 12:00pm	High School - Youth	High School
12:15pm - 1:00pm	Middle School - Youth	Middle School
1:00pm - 2:00pm	Lunch	Chamber Bucks/See List
2:00pm - 5:30pm	Free Time	
5:30pm - 6:45pm	Supper	
7:00pm - 8:00pm	Public Listening Session in Thermopolis	Thermopolis Town Hall
<b>Thursday, Oct 16</b>		
7:00am - 8:00am	Breakfast	
8:15am - 9:15am	Agriculture	Thermopolis Town Hall
9:30am - 10:30am	Industry & Services	Thermopolis Town Hall
11:00am - Noon	Seniors Listening Session	Senior Citizens Center
12:00pm - 1:00pm	Lunch	
1:00pm - 4:30pm	Team Preparation for Town Meeting	Hospitality Room, BHF
5:00pm - 6:30pm	Team Working Supper - catered	Hospitality Room, BHF
7:00pm - 8:00pm	Resource Team Town Meeting	Thermopolis Town Hall

## **Major Themes and Sub themes**

### **Community Facilities**

- Recreation Center
- Convention Center
- Community Center
- Senior Center
- Recycling Center

### **Infrastructure**

- Annex more city
- Provide water service to surrounding area
- Underground water and sewer pipes in downtown need to be maintained or redone

### **Housing**

- Low-income housing
- Affordable housing (\$150,000 - \$200,000 range)
- Renovate old housing
- Senior housing
- Lower property taxes

### **Healthcare**

- New hospital
- Need for dentist recruitment
- Shortage of RNs and CNAs and other medical staffing

### **Tourism**

- Promote tourism options in the area
- Promote the Hot Springs
- Extend days tourists stay by having evening entertainment for them
- Interpretive Center
- Promote agriculture's involvement in and contribution to tourism
- Rail or bus tours through the canyon/area

### **Economic Development**

- Job creation with livable wages
- Need for tradesmen
- Training and educational opportunities
- Promote and fill-in the Business Park
- Continue the EDC efforts
- Attract young families

### **Community Development**

- Cleanup the junkyards
- Beautify downtown
- Communicate amongst citizens about community efforts and what's going on in the community
- Smart growth
- Senior transportation options

### **Youth**

- Skate Park
- Recreation Center
- More activities to do in town
- Mall/Walmart/Shopping/Hangout
- Enforce drug, alcohol and partying issues
- Include everyone and everyone get along

## Team Member Recommendations

### **Pamela Downing**

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1001 W. 31<sup>st</sup> Street  
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Phone: 307-778-0094 ext. 116  
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[www.climbwyoming.org](http://www.climbwyoming.org)

It was a pleasure to serve as the team leader for the Thermopolis Five-Year Follow up Community Assessment. Looking back at the results of the first Community Assessment conducted in Thermopolis during September 2003, it is awesome to see the accomplishments that have been made by the townspeople. It is also important to see that there is still work to be done towards addressing some of the most challenging issues that confront the citizens of Thermopolis.

Thank you to the gracious members of the Thermopolis Planning Team who took great care of us while we were visiting their town: Lorraine Quarberg, Chris O'Bryne and Kathy Wallingford. It was a very fun assessment!

## COMMUNITY FACILITIES

**Challenge:** There was an overwhelming request that Thermopolis build a recreation center, community center, and convention center (or one building that will fit each of these needs).

**Solution/Contact:** At the time of the assessment, a Request for Proposals was out to conduct a feasibility study for such an endeavor. As a part of this feasibility study, the person or entity should consider the optional 2% local sales tax. Information on this tax can be found in the legislation cited below:

Title 39: Taxation and Revenue; Chapter 15: Sales Tax; Article 2: Local Sales Tax  
<http://legisweb.state.wy.us/statutes/statutes.aspx?file=titles/Title39/T39CH12AR2.htm>

For more information on this tax, contact:

Dan Noble, Administrator  
Wyoming Department of Revenue, Excise Tax Division  
Phone: (307) 777-3745  
Email: [dan.noble@wy.gov](mailto:dan.noble@wy.gov)  
[www.revenue.state.wy.us](http://www.revenue.state.wy.us)

## **YOUTH**

**Challenge:** When we visited with youth at the Junior and Senior High Schools in Thermopolis, we learned that they have great ideas, thoughts and concerns that they would like heard and addressed.

**Solution/Contact:** To allow these students to be heard, Thermopolis should form a leadership group similar to Cheyenne's "Junior Leadership Cheyenne" class. The City of Cheyenne built a Junior Leadership class in 2000 to foster and develop the leadership skills and abilities of the next generation of leaders in Laramie County. It is a seven-month program that provides participants with both educational and participatory experiences, with opportunities to meet community leaders and network with a wide variety of people. The program also provides participants with an understanding of their community, its resources, issues and potential. Junior Leadership of Laramie County was the class project of the Leadership Cheyenne 1999-2000 Class.

For more information, contact:

Jennifer Marks, Special Projects Coordinator  
Greater Cheyenne Chamber of Commerce  
Phone: (307) 638-3388  
Email: [jenniferm@cheyennechamber.org](mailto:jenniferm@cheyennechamber.org)

## **COMMUNITY DEVELOPMENT**

**Challenge:** Build a bicycle and walking path along the Big Horn River.

**Solution/Contact:** Either the town of Thermopolis, or a nonprofit organization setup to act as a fiscal agent for the project, could apply for grants to support a walking path. One organization that seems to support bike paths and gives grants to communities across the Nation is the Bikes Belong Coalition. Their granting calendar currently runs through November 2008, but it looks like funding will continue to be awarded through 2009.

Bikes Belong works to create better places for people to bicycle and get more people riding.

The town or nonprofit organization could also research other grant opportunities available in Wyoming through the Wyoming Community Foundation.

The Wyoming Community Foundation has an in-depth understanding of the issues, opportunities, and resources that shape the state and communities. They monitor all areas of community need - including human services, education, the environment, healthcare, the arts, and economic development. They invest in the long term and bring people

and organizations together, convening diverse voices to address local issues and opportunities. Their business is building communities.

Bikes Belong Coalition  
[www.bikesbelong.org](http://www.bikesbelong.org)

Wyoming Community Foundation  
[www.wycf.org](http://www.wycf.org)

**Challenge:** Concerns were expressed with a clean-up of the junkyards within town and just outside of its limits.

**Solution/Contact:** Form a town ordinance and county regulation and enforce them for beautification. For information, help, or training on local government issues such as these, contact the Wyoming Association of Municipalities (WAM). On the WAM website it says:

At **WAM** our passion is building strong communities. Each person in Wyoming lives, works, studies, recreates, shops, conducts business, or just spends time in our 99 incorporated cities and towns. We strive to make our communities the best they can be for the citizens who live there. From some of our smaller towns such as Kirby and Hartville Community Assessment, September 2007 *Hartville*, to the capital city Cheyenne, our communities offer people the chance to make a living, to create a home for their families, to create a future for themselves and to leave a legacy for future Wyomingites.

Wyoming Association of Municipalities  
Ginger Newman, Communications and Training Director  
315 West 27<sup>th</sup> Street  
Cheyenne, WY 82001  
307-632-0398  
[www.wyomuni.org](http://www.wyomuni.org)

**Challenge:** A need was voiced many times, although we didn't feel it was a major theme, to have a place where volunteers can register and volunteer opportunities can be posted. Even the youth voiced concerns about wanting to have more volunteer opportunities.

**Resource:** Contact ServeWyoming, a Wyoming non-profit organization whose mission is the enhancement of community and the empowerment of citizens through the development and promotion of service opportunities. ServeWyoming may have ideas to market and attract individuals to volunteer opportunities within Thermopolis.

For more information, contact:

Rachel Chadderdon, Executive Director  
ServeWyoming  
Phone: 1-866-737-8304  
Email: [servewyinfo@servewyoming.org](mailto:servewyinfo@servewyoming.org)  
[www.servewyoming.org](http://www.servewyoming.org)

## **ECONOMIC DEVELOPMENT**

**Challenge:** Merchants across town and the Senior Center, relating to Senior Transportation, cited a lack of workforce to either sustain their operations or expand hours of their operations.

**Solution/Contact:** Hire older workers! The State of Wyoming has started an initiative called Next Cycle Works that encourages businesses to attract, hire and retain older workers to meet their workforce needs. This is what their website says:

Competition for workers is fierce in Wyoming. Every industry is facing a labor shortage, and it's not just "warm bodies" that are needed. Managers need skilled workers who can hit the ground running.

Wyoming is bucking the national trend yet again. Our economy continues to grow and our population is increasing. The biggest growth is in young retirees.

While on the surface this may seem frustrating to a business looking for workers, it's actually a perk. Eighty percent of people over the age of 50 say they want or need to work - they just don't want to do it in a traditional way. They want to contribute their skills and knowledge; they also want the flexibility to work shorter hours or seasonally. They may not need access to a health insurance plan or a 401K, but they want money to contribute to benefits they have earned elsewhere.

If you are willing to consider who makes a good job candidate, you may find a wealth of experience and a strong work ethic at your door. And, you may be able to keep your best workers on the job long after you think they will retire.

For more information, contact:

Rob Black, Sector Strategy Program Manager  
Department of Workforce Services  
Phone: (307) 777-8514  
Email: [rblack@state.wy.us](mailto:rblack@state.wy.us); [www.wyomingworkforce.org/nextcycleworks/](http://www.wyomingworkforce.org/nextcycleworks/)

## INFRASTRUCTURE

**Challenge:** Many residents would like to see parts of the county just outside of the town limits annexed in order to provide water to the homeowners.

**Solution/Contact:** Although I do not have a solution, the legislation cited below could help leaders and members of the community understand annexation laws. Title 15: Cities and Town; Chapter 1: General Provisions; Article 4: Annexation, Determination of Boundaries, Addition and Exclusion of Land  
<http://legisweb.state.wy.us/statutes/statutes.aspx?file=titles/Title15/T15CH1AR4.htm>

## HOUSING

**Challenge:** There is a need for low-income housing, affordable housing and senior housing, as well as a need to renovate old housing within the town of Thermopolis. Housing options are limited and additional options would help attract young families to the area.

**Solution/Contact:** The Wyoming Community Development Authority has many programs listed on their website that would possibly help Thermopolis address some of its housing issues. Although no programs are outright grants, it looks as if the town could find a willing developer; these programs would help alleviate some of the risk of developing in Thermopolis. Their website states:

There is no question that Wyoming's families need decent, affordable housing. WCDA has an important role in providing that housing, and in helping families take a first step on the road to fulfilling their American dream. In addition, every home built, rehabilitated or financed with WCDA funds means more Wyoming jobs and greater economic stability. Strong federal housing programs also help the WCDA continue to provide decent, affordable homes to Wyoming citizens.

For more information, contact:

David Haney, Executive Director  
Wyoming Community Development Authority  
Email: [haney@wyomingcda.com](mailto:haney@wyomingcda.com)  
[www.wyomingcda.com](http://www.wyomingcda.com)

## HEALTHCARE

**Challenge:** There is a shortage of CNAs, registered nurses, other medical staff for the hospital, and a need for an additional dentist within Thermopolis.

**Resource:** Contact the Wyoming Health Resources Network (WHRN). WHRN is a public/private partnership dedicated to improving rural health in Wyoming. WHRN is composed of the state's leaders in health care working to support efforts to recruit and retain health care providers in Wyoming while encouraging healthy communities. WHRN's mission is to help improve and enhance rural health services and promote healthier individuals and communities in Wyoming.

For more information, contact:

Pennie Hunt, Executive Director  
Wyoming Health Resources Network  
Phone: 307-635-2930  
Email: [phunt@whrn.org](mailto:phunt@whrn.org)  
[www.whrn.org](http://www.whrn.org)

## **Elizabeth Parks**

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eparks@uwo.edu

### Introduction:

What a treat it was to spend time in your lovely community. Your hospitality was indeed gracious. I discovered that there are many fine reasons for coming to Thermopolis. I hope that the resources that I have provided will be of help as you move forward with accomplishing the goals you have set for your progressive-thinking town. If I can help further, please let me know.

### **Interpretive Center**

**Challenge:** To develop an interpretive center that will connect the history and cultures of the Big Horn Basin, become a source of education across demographics, increase tourism, and serve as a community meeting facility for Thermopolis and the region.

**Solution:** There are many resources available that will help you as you develop programming for this venture. The National Park Service (NPS) has developed a Thematic Framework for setting up interactive programming. The American Historical Society (AHS) is a tremendous resource for articles on how to market your center, as well as creative ways to bring history and local cultures alive through interpretation (type Interpretive Center into their search box). The Center for History and New Media is a great resource for teaching/learning resources, using digital resources to connect with visitors and archiving history. The Institute of Museum & Library Service (IMLS) also has several articles that will be of value in planning this center (type Interpretive Center into the box). Olmstead County Historical Society (OCHS) established interpretive center in 1999. Years later, this forward thinking organization hired a consultant to assess objectives and define and rank goals. Evaluation of measurable objectives begins on page 3. These numbers are things that should be considered as you consider potential revenues for your venture.

While this is a worthwhile endeavor for many reasons, caution should be taken as plans progress. As a business venture, the operations of the Interpretive Center must be financially sustainable. Revenues for operations will rise and fall with fluctuations in the local, state and national economies. Your current planning team includes architects, advisors, consultants and special interest groups. I recommend that you add a business plan expert, an accountant and a board member of a successful Interpretive Center to your team to ensure that operations continue once the center becomes a reality.

## Resources

:

National Park Service - Thematic Framework

<http://www.historians.org/perspectives/issues/2000/0001/0001pub2.cfm>

American Historical Society (type Interpretive Center into the box for articles related to programs)

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

Center for History and New Media at George Mason University

(click Teaching + Learning, Research + Tools, Collecting + Exhibiting)

<http://chnm.gmu.edu/>

IMLS Institute of Museum & Library Services (type Interpretive Center into the box for several articles related to operations and programs)

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

Olmstead County Historical Society (OCHS)

<http://www.ims.gov/applicants/samples/Olmstead%20County%20Historical%20Society.pdf>

## Business Park

Challenge: The Red Rock Commercial Center is ready for occupancy. How can this development be marketed?

Solution: The Wyoming Business Council – Why Wyoming web pages contain a listings of business/industrial parks and acreages that are being promoted for development. Click on Available Sites and Buildings in the sidebar and note the Brief Description fields. See where you are in comparison to what they have to offer. How do you compare? This site also has some great text for your marketing materials such as incentives and the cost of doing business in Wyoming. I recommend that you get your park listed on this site. You might also think about combining marketing efforts with other empty industrial/manufacturing sites in Hot Springs County. Potential tenants may stumble upon one of the other sites, which could lead them to the business park. Thinking beyond the business park, the ultimate goal could be thought of as bringing revenues, people and jobs into the county as a whole. As you plan your marketing strategy, don't neglect the power of Web 2.0 marketing, including You Tube. As an example, a video of a business park in Visalia, CA is included in the resources that follow. It is a virtual tour of the area and the park. There are several private websites that connect business owners with land and development opportunities. For small monthly fees, you can list your land on these sites. As an exhibitor at business park trade shows, you can get that added relationship building edge that could lead to tenants to your park. Your most important marketing

tool will be a professional website. Having other reputable sites link back to you will significantly increase your visibility on the internet.

### **Resources:**

Why Wyoming

<http://www.whywyoming.org/index.aspx>

<http://www.whywyoming.org/available.aspx>

Visalia, CA – You Tube Video

<http://www.youtube.com/watch?v=XeG6eAB6DbQ>

Business Development Trade Shows and Conferences

<http://www.colorado.gov/cs/Satellite/OEDIT/OEDIT/1167928102634>

The National Association of Realtors Conference & Expo

[www.realtor.org/meetings\\_and\\_expo/index.html](http://www.realtor.org/meetings_and_expo/index.html)

Site Selector Network (SSN)

<http://www.siteselectionnetwork.com/economicdevelopers/index.htm>

<http://www.siteselectionnetwork.com/about/index.htm>

<http://www.siteselectionnetwork.com/corporate/index.htm>

CoreNet Global

[http://www2.corenetglobal.org/home/economic\\_development/index.vsp](http://www2.corenetglobal.org/home/economic_development/index.vsp)

Rky Mt Chapter

<http://www.corenetglobal.org/chapters/rockymtn/>

Fast Facilities

<http://www.fastfacility.com/index.asp>

<http://www.fastfacility.com/SearchResultsAll.asp?Building>

<http://www.fastfacility.com/rates/results.asp> (list your properties)

LoopNet.com

[www.loopnet.com](http://www.loopnet.com)

LocationOne Information System

[www.locationone.com](http://www.locationone.com)

<http://www.locationone.com/join/> (become a member)

CoStar

[www.costar.com](http://www.costar.com)

[http://www.costar.com/AddListing/Default.aspx?ekmense1=8\\_submenu\\_82\\_btnlink](http://www.costar.com/AddListing/Default.aspx?ekmense1=8_submenu_82_btnlink) (add listing) A MLS (multiple listing service) aimed at commercial property.

Touchstone Energy  
[http://www.sitesacrossamerica.com/menu\\_sites.php](http://www.sitesacrossamerica.com/menu_sites.php)

Industrial-Space.com  
<http://www.industrial--space.com/Google.asp>

Commercial Source.com  
<http://www.commercialsource.com/broker/index.aspx/2818c06e3a8f4369b686ffdb2738/>  
<http://www.commercialsource.com/about/index.aspx>  
<http://www.commercialsource.com/broker/directory/wy.aspx?sid=2818c06e3a8f4369b686ffdb2738>

## **Commerce**

**Challenge:** The Town of Thermopolis is commerce challenged. During the Town Hall meetings, several comments were made about cleaning up the town to make it more attractive to shoppers, as well as new businesses. Specifically, they would like to see improvement in the downtown area that would lead to attracting more commerce to Thermopolis.

**Solution:** The first part of a two-part solution is developing community pride. Coming together as a community for the benefit of all can be a strong motivator to taking action. The second part is that often people just don't know where or how to start. They need education and training in implementing strategies that will move them forward. There are many institutes, conferences, trainings and workshops that are held on a regular basis that will act as motivators to change. Leadership training is often thought of as only for leaders; however, in a sense we are all leaders and must take personal responsibility for improving our town. The Wyoming Main Street Program offers excellent training in the area of commercial revitalization. Their four pronged program focuses on organization, promotion, design and economic restructuring. The Heartland Center for Leadership Development is another excellent source for training. Bringing local leaders together, training them to become better decision makers is their mission. WEDA offered scholarships to the 3 day training that was recently held in Billings. The National League of Cities - Leadership Training Institute (LTI) programs are designed to empower teams to work toward excellence and improve communication. There may be scholarships that cover the registration fee for LTI seminars. Seminars are held in various regional locations nationwide. Jon Schallert offers Destination Marketing boot camps in Longmont, CO on a regular basis. Topics include signage, cleaning up your storefront, customer service, why location doesn't matter and how to run your business (without letting it run you). There is funding available through Wyoming Department of Workforce Services – Workforce Development Training Fund Program.

National Trust Main Street Center – Main Street Program – Main Street Basic Training  
<http://www.mainstreet.org/content.aspx?page=227&section=5>  
Wyoming Main Street, Evan Medley, Program Manager, [evan.medley@wybusiness.org](mailto:evan.medley@wybusiness.org)

<http://www.mainstreet.org/content.aspx?page=7966&section=3> (Economic development Statistics)

<http://www.mainstreet.org/content.aspx?page=2454&section=4> (On-site seminars/workshops)

<http://www.mainstreet.org/content.aspx?page=15682&section=5> (main street webinars)

Heartland Center for Leadership Development

<http://www.heartlandcenter.info/>

National League of Cities – Leadership Training Seminars

[http://www.nlc.org/CONFERENCES\\_EVENTS/trainingseminars.aspx](http://www.nlc.org/CONFERENCES_EVENTS/trainingseminars.aspx) (check back for 2009 seminars)

Destination Bootcamp – Jon Schallert

<http://www.destinationbootcamp.com/program/default.aspx>

[http://www.destinationbootcamp.com/what\\_you\\_learn/default.aspx](http://www.destinationbootcamp.com/what_you_learn/default.aspx) (what you'll learn)

Wyoming Department of Workforce Services – Workforce Development Training Fund Program

<http://www.wyomingworkforce.org/wdtf/>

### **Recreation/Community Center – Brownfield site**

Challenge: To find a suitable location for a new Community/Recreation/Convention Center that will help to round out the town of Thermopolis as a great place to live and raise a family is important. As a very desirable place to hold large-scale conferences (500-700 people), Thermopolis could increase tax receipts if a conference center were to be built. One of the hurdles associated with the proposed plan for these types of centers is lack of physical space for this size of development.

Solution: Former Empire Oil site. I contacted Dan Clark, Carl Anderson (Cheyenne) and Vicky Meredith (Lander) of the Wyoming DEQ office for information regarding this site. As there are no grant funds available for brown field clean-up by private parties, the best solution offered is for the current owner to deed the property to the Town of Thermopolis. From there, the Town can apply for \$200,000 site investigation funds and further, \$200,000 for clean-up. There are significant tax benefits for donations of property. Another potential option is to have the site put on the Orphan Sites list. Orphan sites are those that are contaminated sites where parties responsible are either unknown or unable/unwilling to pay for needed remedial actions. In the case of persons claiming an inability to pay for cleanup, the DEQ gathers confidential financial information and makes a determination as to whether they can afford all or part of the cleanup. Another option is a volunteer clean-up program for owners of contaminated land. The State of Wyoming will work with them in making the land ready for development. The level of clean-up will vary depending on the intended development for

the site. For example, the level of clean-up would be higher for residential than for industrial. There is a new federal program, the New Markets Tax Credit Program, through the Community Development Financial Institutions Fund. Taxpayers receive credits for making qualified equity investments into designated low-income communities. The credit to the investor is 39% of the cost of the investment claimed over a 7 year period.

### **Resources;**

Department of Environmental Quality - Orphans  
<http://www.deq.state.or.us/lq/cu/orphans.htm>

Orphan Site – Identification, Evaluation and Prioritization Process  
[http://deq.state.wy.us/volremedi/downloads/Orphan%20Site %20Package .pdf](http://deq.state.wy.us/volremedi/downloads/Orphan%20Site%20Package.pdf)

Vicky Meredith, Solid & Hazardous Waste Division, DEQ, Lander office.  
Direct line 307-332-6924

Community Development Financial Institutions Fund – New Markets Tax Credit Program  
[http://www.cdfifund.gov/what\\_we\\_do/programs\\_id.asp?programID=5](http://www.cdfifund.gov/what_we_do/programs_id.asp?programID=5)

Elizabeth Parks

### **Community Development – Smart Growth**

**Challenge:** Thermopolis is in the difficult position of having many great resources that can be developed. While it is good in theory to increase tourism, develop the business park, build a new airport and invest in recreation, community and conference centers, some residents are concerned about what growth will do to Thermopolis.

**Solution:** This is a concern for small communities not only here in Wyoming, but across the nation. Growth is not always in the best interest of communities. Strengthening an already existing downtown is becoming a better alternative. Building the Wyoming We Want is Governor Freudenthal’s program to address smart growth. At a recent conference, the program was unveiled and representatives from Envision Utah were present to tell their story and offer their advice. The governor has appointed Jeff Fuller to direct the new program. He may have advice and resources that will help Thermopolis. Contact him through the governor’s office (307-777-7434). Smart Growth Online has a variety of resources and publications that will educate residents on how to intelligently tackle the problem. The Smart Growth Leadership Institute gives guidance on how to move forward with this effort. Other resources below address smart growth planning and housing.

## **Resources:**

Smart Growth Online

<http://www.smartgrowth.org/about/default.asp>

Smart Growth News - Wyoming

(scroll to Building the Wyoming We Want)

<http://www.smartgrowth.org/news/bystate.asp?state=WY>

Jeff Fuller

<http://governor.wy.gov/press-releases/leader-named-for-follow-up-to-building-wyoming-conference-governor-advocates-for-foresight-in-wyoming-planning-effort.html>

Envision Utah

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

This is Smart Growth (a publication)

<http://www.smartgrowth.org/library/articles.asp?art=2367> (scroll down to Electronic Copy and open to read or download)

A Guide to Smart Growth Planning and Cultural Resource Planning

[http://www.wisconsinhistory.org/hp/smartgrowth/smart\\_manual.asp](http://www.wisconsinhistory.org/hp/smartgrowth/smart_manual.asp) (download

Create Range of Housing Opportunities and Choices (scroll to view list of resources)

<http://www.smartgrowth.org/about/principles/principles.asp?prin=3>

Focus Study – Suisun City, CA

<http://www.smartgrowth.org/about/issues/issues.asp?iss=2>

Smart Growth Leadership Institute

<http://www.sgli.org/about.htm>

## **Training and Educational Opportunities - Youth Entrepreneurship**

Challenge: First, there seems to be a consistent pattern of youth leaving the area and not returning. Second, activities are needed to challenge the minds of youth. Third, small business is the foundation of our nation, and young people need resources and the training necessary to become the next generation of entrepreneurs.

Solution: Huge O'Brien Youth Leadership Seminar (HOBY) is a leadership program designed to motivate youth into making a difference in society. Seminars are held regionally. Cheyenne was the sponsor of the 2007 HOBY Wyoming conference. Converse Area New Development Organization (CANDO) sponsors statewide business camps through their Youth Business Camp funded by the USDA. Project Lead the Way (PLTW) is a not-for-profit organization that promotes pre-engineering courses for middle

and high school students. PLTW forms partnerships with public schools, higher education institutions and the private sector to increase the quantity and quality of engineers and engineering technologists graduating from our educational system. High schools can become certified to participate in this program. Jonathan Larson, Carbon County, has recently integrated this program into their high school (307-328-9274). SKILLS USA is a partnership of students, teachers and industry representatives working together to ensure that America has a skilled work force, helping students to excel. SKILLS USA Wyoming has several opportunities for youth who want to develop technical skills needed in this state. Toni Decklever is the State Director (307-426-4007). Youth can be challenged to become entrepreneurs by setting goals to participate in the National Federation of Independent Businesses - Young Entrepreneur Foundation scholarships that range from \$1000 to \$10,000. The Ewing Marion Kauffman Foundation is a source of information for math, engineering, technology, science and business programs. There are many more programs (other than the ones I have listed below) on the Kaufmann website.

### **Resources:**

Huge O'Brien Youth Leadership Seminar (HOBY)

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

Recruiting Young Business Leaders — Wyoming Business Council  
(307-777-2834)

[http://www.wyospace.com/youth\\_entrepreneurship/](http://www.wyospace.com/youth_entrepreneurship/)

Converse Area New Development Organization (CANDO)

<http://www.iedconline.org/EDAmerica/Winter2006/wyoming.html>

USDA Rural Development Awards Business Grant to CANDO

<http://www.rurdev.usda.gov/wy/docs/News%20Releases/RBEG%20-%20CANDO%20%20FY%202006.doc>

Project Lead the Way (PLTW)

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

<http://www.wyomingbusinessreport.com/article.asp?id=92979>

SKILLS USA

<http://www.skillsusa.org/about/facts.shtml>

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

<http://www.skillsusawyoming.org/EWCWorkshop.html>

National Federation of Independent Businesses - Young Entrepreneur Foundation

[http://www.nfib.com/object/IO\\_37512.html](http://www.nfib.com/object/IO_37512.html)

<http://www.nfib.com/page/YoungEntrepreneurFoundation>

The Ewing Marion Kauffman Foundation, Kansas - Math, Science and Engineering  
[http://www.kauffman.org/education/math\\_engineering\\_technology\\_science.aspx?ekmensel=e4e07dfa\\_12\\_0\\_3572\\_2](http://www.kauffman.org/education/math_engineering_technology_science.aspx?ekmensel=e4e07dfa_12_0_3572_2)

The Ewing Marion Kauffman Foundation, Kansas - Future of Learning  
[http://www.kauffman.org/education/future\\_of\\_learning.aspx?ekmensel=e4e07dfa\\_12\\_0\\_3568\\_3](http://www.kauffman.org/education/future_of_learning.aspx?ekmensel=e4e07dfa_12_0_3568_3)

All Terrain Brain  
<http://www.kauffman.org/entrepreneurship/all-terrain.aspx>

Hot Shot Business (used by Disney)  
<http://www.kauffman.org/entrepreneurship/hot-shot-business.aspx>

First LEGO League  
<http://www.kauffman.org/education/FIRST-LEGO-league.aspx>

FIRST Robotics  
<http://www.kauffman.org/education/FIRST-Robotics.aspx>

iBuild Academy  
[http://www.kauffman.org/education/math\\_engineering\\_technology\\_science.aspx?ekmensel=e4e07dfa\\_12\\_0\\_3572\\_2](http://www.kauffman.org/education/math_engineering_technology_science.aspx?ekmensel=e4e07dfa_12_0_3572_2)

## **Shannon Stanfill**

### **Community Facilities Grant and Loan Program Manager**

Wyoming Business Council

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307 777-2841

Shannon.stanfill@wybusiness.org

Thank you for an enjoyable week experiencing Thermopolis and meeting the people that make this community such a good place to work and live. Those same hard-working and determined people will be the reason that Thermopolis stays the course of focused and sustained growth. Recognizing the hurdles to growth is an important first step to developing a strategy to overcome those hurdles. Thermopolis has overcome many hurdles since the 2003 Community Assessment. These accomplishments can be used as motivational proof that collective citizen effort really can begin to move mountains.

## **Housing**

Low income, workforce and senior housing are issues very common throughout Wyoming. The downturned national economy resulting in large part from the mortgage crisis spurred the US Department of Housing and Urban Development to place federal funds in a Neighborhood Stabilization Program. The Wyoming Community Development Authority (WCDA) is in the final stages of developing detailed plans on how to utilize these funds but in general, funds can be used for:

- financing mechanisms for purchase and redevelopment of foreclosed homes
- purchasing and rehabilitating foreclosed and abandoned homes;
- establishing land banks for foreclosed homes,
- demolishing blighted structures, or
- redeveloping demolished or vacant properties for such uses as public parks, commercial uses, mixed use development, child care facilities, and former schools converted to housing.

This is a one-time injection of federal funds and Wyoming will have a limited time to encumber the money. Kirby, Thermopolis and Hot Springs County need to be poised to review this program and determine how best the funds can be used to address local issues. The program details as they develop, can be accessed on the WCDA website:

[www.wyomingcda.com](http://www.wyomingcda.com).

Wyoming Community Development Authority

PO Box 634 Casper, WY 82602

307 265-0603

## **Workforce:**

*Challenge:* It is a challenge to keep young people in the community after high school and a challenge to attract new faces into the area.

*Thought:* Just because there is not a simple solution to workforce shortages doesn't mean Thermopolis, and for that matter Wyoming, should give up. The effort may require incremental movements that open other opportunities, such as addressing water line extensions which in turn allow property development which in turn attract developers to build houses which in turn provide people a place to live which in turn can be shown to prospective workers.

A common question: Are people lured to an area by good quality of life or is a great place to live the result of a vibrant community? This rhetorical question assumes that one situation takes precedence when in fact, both are important and work together. A change in one is likely to influence a change in the other. Therefore, when a challenge exists in one area, consider making a step in the other. One thing that was clear during the listening sessions is that even though the community as a whole enjoys good quality of life, there are amenities that the citizens desire, namely recreation, conference center and a new medical facility. Proceeding with one or more of these amenities will affect the quality of life situation in Thermopolis and therefore provide another attractive feature with which to draw prospective workers.

A third thought is to maintain contact with all graduating high school seniors. An active alumni organization can communicate annually with alumni about Thermopolis' progress, inform them of opportunities and ask if they are ready for a move back home.

## **Recreation/Community Center/Convention Center/Senior**

Thermopolis has a wonderful state park, but not an abundance of available land around that park. This makes placement for new amenities difficult. Finding suitable locations for these facilities or even one multi-purpose facility will be a challenge. The riverfront property which was once occupied by an oil company has great potential, but only if all environmental issues are clearly addressed. If this property is owned privately, and private owners are willing to explore options, the Wyoming Department of Environmental Quality operates a voluntary remediation program (VRP). <http://deq.state.wy.us/volremedi/eligibilityapplication.asp>

Another challenge in bringing a multi-purpose facility like this to life is finding the money. It is helpful to look at how other communities addressed their issues. Therefore included with this report is a spreadsheet with some of the basic construction costs, funding sources and operational data from a few other projects throughout Wyoming. Because aquatics have significantly higher costs than other facilities, the information is divided between aquatic centers and community centers. Along with that data is contact information for people at each of the facilities that have agreed to answer questions you

may have. I encourage the opening of these lines of communication because the more you can learn from others' efforts, the fewer challenges you will face in your own.

### **Beautification/Clean Up/ Downtown Development**

*Challenge:* Various comments related to clean-up/beautification were expressed.

*Thought:* As a guest in the community, my observation was of a nicely maintained and clean community. I commend the efforts that are obviously already being made. I also respect that citizens would like take this a step further. This topic seemed to group into two different areas: downtown beautification and junkyard clean-up. Downtown merchants are a key to downtown beautification and everyone benefits when collective efforts attract and keep customers downtown. Merchants can share their tips and tricks with each other on things as simple as how to care for trees on their property to combined efforts such as opening for extended summer shopping.

There were also comments about the need for recycling. The Mayor expressed that some movement had been made to bring that service to the citizens. Once the recycling service is available, the introduction of the service and continual reminder of its availability will be important. One flyer in one water bill will not be enough to get the word out. For the community to adopt the habit of recycling, it will require continual reminder that the service is available.

Which leads me to communication. Thermopolis has a lot going on but it does not seem that a lot of people know it. This goes for residents, businesses and visitors to the area. A collaborative effort among business, media, government and non-profits could result in a community-wide event listing sending a consistent message through all outlets. The example I recollect is the downtown effort to stay open late, yet some participants in the listening session did not recall that this opportunity was available.

The last suggestion I offer in this section relates to **downtown development**. Merchants will see results if they work together. However one of the hurdles in forming partnerships is knowing what those relationships should be. That is where the Main Street program can be of significant assistance. Wyoming's Main Street Program has a three tiered approach; the community's progresses up the tiers. The community first establishes a core group of volunteers, learns the basics of Main Street development and eventually works up to becoming a fully organized program with vision, mission statements and a work plan. I encourage downtown businesses and building owners to start learning about the Main Street Program framework then steadily build support among the downtown community with the goals to eventually participate in this valuable program.

For more information contact:

Evan Medley  
Wyoming Main Street Program  
214 W 15<sup>th</sup> St.  
Evan.medley@wybusiness.org

## **Tourism**

Thermopolis has the advantage of location in two ways, first the town is on route to Yellowstone and second the town is positioned with its own marketable assets (i.e.: the hot springs, park, canyon scenic byway and dinosaur center). Determining how marketing dollars and efforts should be split between these two advantages is challenging. Marketing does not mean that an area should be touted as being all things to all people.

In Thermopolis's case, a focused tourism marketing plan may be more effective. Developing a Thermopolis marketing plan needs to utilize--a Lodging Survey, Inquiry Profile & Conversion Study and a Visitor Profile Study created specific for your area. If these studies are complete, then I urge the community to take the next step and develop a marketing plan from the studies' data. If the studies are not complete, then I suggest that steps be taken since the information in the studies will form the foundation of your tourism efforts. If you have questions about this process, contact:

Leslie Kedelty  
Wyoming Travel and Tourism  
Industry Services Manager  
1520 Etchepare Circle  
Cheyenne, WY 82007  
Ph. No. 307.777.2839  
Fax No. 307.777.2877  
Email: [Leslie.Kedelty@visitwyo.gov](mailto:Leslie.Kedelty@visitwyo.gov)

I also encourage one or more representatives from the community to participate in the Destination Marketing Specialist Program - Wyoming Travel & Tourism has developed a professional certification program for individuals who work with the traveling public. The purpose of the program is to acknowledge frontline personnel as certified travel professionals, develop a trained and knowledgeable workforce for the travel and tourism industry, and create a more visitor friendly Wyoming.

The certification program consists of three levels of recognition with each level increasing in difficulty. Candidates will be tested on their knowledge of the state of Wyoming and how well they can access information. Topics include, but are not limited to, geography, history, culture, traveler safety, flora and fauna, attractions, hunting and fishing, and the economic impact of travel and tourism. For test dates and locations contact Leslie Kedelty, Industry Services Manager, 307.777.2839 or [leslie.kedelty@visitwyo.gov](mailto:leslie.kedelty@visitwyo.gov)

## **Kirby**

*Challenge:* We heard that there is no place for the kids to play, and that the town would like to develop a park.

*Thought:* Wyoming State Parks & Historic sites administers the Land and Water Conservation Fund program. This federally funded program has helped communities of all sizes develop open spaces including public parks. Grant applications need to be submitted no later than January 30 of each year. Website:

**<http://wyoparks.state.wy.us/Grants/lwcf.asp>**

For more information contact:

Mary Moore, Grant Specialist  
Land & Water Conservation Fund (LWCF)  
307 777-5598

The Rural Initiative Program is another source of funds that was designed to encourage collaborative and participatory efforts among citizens in rural communities. This program is part of the Laura Jane Musser Fund and can be used for economic development, business preservation, arts and humanities, public space improvements and education. Planning funds up to \$5,000 and implementation funds up to \$25,000 are available. These grants are reviewed once a year. For more information turn to their website at: <http://www.musserfund.org/rural.php>

## **Hot Springs County, Thermopolis, East Thermopolis and Kirby**

Last but not least, the Wyoming Business Council Regional Director in your area, Leah Bruscino, is a fantastic resource and sounding board for the entire Hot Springs county community. Whether you want to pursue an idea for a new project or just need some help to get over a particular hurdle, Leah can provide direction.

Leah Bruscino  
Regional Director, Wyoming Business Council  
307 754-5785  
[Leah.bruscino@wybusiness.org](mailto:Leah.bruscino@wybusiness.org)

## Steven Sigler

Community Programs Specialist  
USDA, Rural Development  
P.O. Box 11005  
Casper, WY 82602  
(307) 233-6721  
steven.sigler@wy.usda.gov

### Introduction:

I would like to thank the Town of Thermopolis and Hot Springs County residents for your warm hospitality. It was a real pleasure for me to get to know the members of your community and experience some of the great things that Thermopolis has to offer to its residents and visitors. Thermopolis is more than just the "world's largest mineral hot spring;" it is truly blessed with great weather, nature's beauty, a state-of -the-art high school, and small town coziness.

### **Drug/Alcohol Enforcement and Awareness**

**Challenge:** It was brought up by students of all ages that they would like to see more enforcement of drug and alcohol violations.

**Solution:** I know this a touchy subject and one that I witnessed a great deal of shock in people's expressions when it was mentioned during our final town meeting. It is a very difficult and timeless problem that has plagued society for years. It is difficult for law enforcement to pass down judgment on a young child that can ultimately affect their entire life. My hat is off to your local law enforcement officers, and I commend them on their "draw the line" program. The children have listened and are now voicing their proactive opinions.

My suggestion is one that several of my fellow schoolmates attended, and I witnessed the results. The program, which I believe is still active, is Scared Straight. The kids I know that attended were primarily first or second time offenders of drug and/or alcohol related problems, petty theft, and fighting. Rather than a child being shackled with a criminal record they were given the option to go through this program.

The program was set up to have the "offenders" take a tour of our local maximum security prison and visit with various inmates. Inmates on death row, violent offenders, etc. were all used. As it was described to me the teenagers were placed in a room with the prisoners. The prisoners would then address the children and tell them what prison life is really like, not the glorified movie and video versions. The prisoners get right in the face of these kids and explain to them what will happen to them if they show up in "my house.". One classmate was a good friend of mine that got caught stealing a pair of jeans at the mall. To this day he has never even thought of taking an item. He went on to

serve in the Navy and now owns his own construction company and employees several people. He claims to this day that having that "second chance" was a God send.

Resources: Department of Corrections. 700 west 21st Street, Cheyenne, WY 82002. (307) 777-7208.

## **Workforce**

**Challenge:** Lack of skilled tradesmen, alternatives to "college prep," training for jobs outside of oil and gas industries.

**Solution:** The Wyoming Department of Workforce Services program offers all types of assistance in the area of job training. The ETTS Grant, Employment and Training for Self-Sufficiency Program, is designed to train parenting adults living below the Federal Poverty Guidelines in a particular business or industry.

The Workforce Services program also provides business training grants, between \$1,000 and \$4,000, for new positions. The training grant was developed to primarily assist businesses that are expanding and looking to recruit.

They also provide an Apprenticeship Utilization Program designed to use registered apprentices on public works projects. Contractors' bidding on public works projects at or above \$1,000,000 receive a 1% preference in selection if they use the registered apprentices. Wyoming community colleges, school districts, and state agencies are examples of where this program has been utilized.

Resources: Visit their website at <http://wyomingworkforce.org> to view the many services they provide and obtain specific contact information.

## **New Hospital**

**Challenge:** Build a new hospital to maintain quality care and help attract/retain a quality medical staff.

**Solution:** The key to this project being successful is having strong community support. Thermopolis has an aging population, and the majority of you stated that the community wants to "attract young families." A new hospital is a huge selling point for any community. It can help attract young families concerned about their children's care, senior citizens, new medical staff and new businesses. Businesses can use the new school and a new hospital as an essential tool to help attract skilled and professional labor.

Personally, I feel that a new hospital is the most critical challenge I heard in our meetings. **Everyone** in Thermopolis and the surrounding area needs medical care. Regardless of race, gender, age, etc. you need, or will need, medical care.

Resources: The State Land and Investment Board has grant funds available for hospital districts. Office of State Lands & Investments, 122 West 25th Street, Cheyenne, WY 82002, (307) 777-7331.

USDA Rural Development can fund this project with a 90% Federal Guaranteed Loan through a local lender. The loan can also be used in conjunction with the state as "matching funds". Alana Cannon, Community Programs Director, USDA Rural Development, P.O. Box 11005, Casper, WY 82602, (307) 233-6701. [alana.cannon@wy.usda.gov](mailto:alana.cannon@wy.usda.gov).

### **Recreation Center**

Challenge: Construct a recreation center and/or convention center.

Solution: This is an idea I hear many communities calling for across the state. Thermopolis really needs to focus on which center you would like and/or which will benefit the community the most. A combination center could address both stated problems; lack of recreation and lack of capacity to handle conventions.

Resources: The Wyoming Business Council has a "planning only grant" that can be used to conduct a feasibility study. The maximum grant amount is \$25,000 and requires a 25% cash match. I highly recommend a study be conducted to ensure that the community will get a good return/value on their investment. I would also recommend contacting other communities, such as Casper and Cody, to discuss operating and maintenance costs associated with a recreation center.

### **Communication**

Challenge: Residents and business owners stated that there is a lack of communication in Thermopolis. Events are happening simultaneously; stores open and close at various times; residents are not aware what issues city hall is addressing, etc. People do not know what is going on in their own community.

Solution: Business owners, elected officials, and events coordinators need to inform the public better. A monthly guide or newsletter could be published by high school students and distributed throughout the community listing the next month's activities. Parades, conventions, school plays and activities, special events, a night on the town or sidewalk sale downtown businesses are planning, events on the reservation, activities at the senior center, musical performances in the park, a social gathering at the church, etc. This can be a small city budget item that allows high school students to gain valuable journalistic experience. Residents and visitors will be informed of "what is happening" in the area.

Personally, when I travel I typically look for one of these free papers to find out what events are going on in the area. Many of the publications are paid for by local advertising. They usually contain discounts for local restaurants, hotels, and admission fees. A visitor might stay an extra day because they want to experience an event or social gathering in your area.

Resources: Perhaps the Thermopolis Hot Springs Independent Record can run a special monthly addition, or work with high school students to create the aforementioned guide. The communications department and/or English department in the high school could form a special class or extracurricular activity geared toward this goal. My high school had an audio/visual department, yearbook staff and newsletter staff, so I am assuming your school has something similar.

The Wyoming Business Council has a Media & Public Relations division that accepts unique story ideas and compiles a list of what's new across Wyoming. They also have "Another Wyoming Weekend" that highlights tourism related events across the state. This is another forum that can help spread the word to Wyoming residents and tourists of the wonderful attributes Thermopolis has to offer.

Wyoming Business Council Travel & Tourism, 1520 Etchepare Circle, Cheyenne, WY 82007. (307) 777-2881

## What was said at the Listening Sessions

\* Indicates agreement with previous statement

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

- Not enough recreation or things basically for younger people and younger families to keep them in Thermopolis.
- Affordable house for people that want to move and work here.
- Don't have enough information about what we do here – signage – methods to show what we have available.
- Housing – in the 140-200 for the teachers that is affordable and ready to move into.
- Housing – in addition to affordable, need low-income housing – none in town.
- Don't have big companies, big career opportunities.
- Housing.
- Substandard housing, lack of skilled tradesman results in cost of rehabbing housing too costly.
- Housing.
- Craftsman lacking.
- Being able to put on a large convention center is not possible.
- Housing.
- Diversity in jobs that go all the way up the ladder to be able to attract young families.
- Need to look at industry and see what and who can attract to Thermopolis.
- 80% of taxes paid by mineral industry therefore don't have diversity in funds.
- Question on expansion, do we have the infrastructure.
- Housing.
- Infrastructure.
- Affordable housing – 200k ranges.
- Not a lot to do for younger age group other than bars and movies.
- Attract a more diverse group on young professionals and keep them here with recreation.
- Workforce, need to have way to educate workers that we have for more skills and attract other professionals.
- Healthcare, be able to bring parents and have a place to put them, assisted living.
- Attitudes in that sometimes only the ones heard are negative.
- Attract and create a labor force in the \$25-30 /hour range.
- Housing.
- Training for jobs, school district is working to provide some of that (put in strengths).
- Lack of skilled trades people, and facts that when new trades people come into town that we may not be as welcoming to those people--too closed of a community.
- In hiring people, the workforce in town, it is hard to find people that will work for a lower wage such as in the service industry, and hard to attract skilled professionals.
- Challenge now will be to attract industry to the business park.
- Businesses that want to start up and may compete with established business, may not want to start up.

- Communication can be a problem if you are a newcomer because much communication comes through word-of-mouth.
- Strength – emails from chamber of what is going on each weekend.
- Workforce training and education for our people needs help.
- Isolation can be both a problem and strength, not next to interstate and such limits transportation.
- Keeping tourists here.
- Infrastructure of the community: water, sewer and utilities.
- Beautification.
- Infrastructure, being able to keep up with the maintenance costs of cement, water lines, and sewer lines.
- Declining population since 1990 due to a lack of good jobs. Put more money into expansion of businesses.
- Infrastructure.
- Lack of investment capital – individuals who have the financial ability to invest in the community for things such as housing.
- Lack of affordable housing.
- Lack of people to work available jobs such as restaurants; help is hard to find.
- Keeping the tourists here for a longer vacation stay.
- Problems with drugs.
- Lack of affordable utilities.
- Lack of quality daycare and after school programs.
- The City not pursuing the opportunity to own windmills.
- The need for a detox treatment center.
- Need to diversify away from the base of oil and gas.
- Lack of workforce and affordable housing.
- Declining production in oilfields, severance tax is one-time shot and need to take advantage of it.
- Need to watch spending because need to have lower property tax.
- Aging population in town; need to entice younger people to stay.
- Lack of understanding (or wanting to understand) of public lands on the economic stability. BLM and Forest Service plans being re-written; town folks think it's an Ag problem, but it is also a town problem.
- Make sure that our voice is always heard in the forming of the Forest Service plan; can be draining on the town folks and the Ag folks.
- The issue of public lands is very important.
- Finding jobs that will support single moms and affordable housing.
- Opportunity to build a revolving restaurant on the top of Roundtop Mountain.
- Opportunity to turn airport into private golf course to make high-paying jobs available.
- Tie town's opportunities into treatment for individuals.
- Need dreamers around the town.
- Need dreamers around the town - - but with capital!
- Need to make the aging population a plus. Need to turn all that we have into a plus.

- Need to make a stopping point for Thermopolis so they don't just pass through on their way to Yellowstone.
- Keeping the small town atmosphere.
- No high paying jobs.
- People who have lived here a long time forget and do not see the amazing community.
- If we want to keep the quality of life, have to keep it a secret.
- Lack of daycare, weekends and outside of the 8 – 5 hours.
- Housing, particularly housing for the school staff (\$140 – 200 thousand home).
- Adult education opportunities in the community and advertising for what is available. Funding to help them go to school.
- Lack of high paying or well-paying jobs so that paying can afford proper housing.
- Proper parental involvement.
- Housing.
- Workforce – getting jobs that will pay high wages so that people will come back and stay in Thermopolis.
- Dropout rate.
- Smart-growth within the community with an aging population. Bring-in younger people and professionals to have growth in the community.
- Shortages in preschools – waiting list.
- Career and technical education – developing certifications through the Community Colleges where they can become employable right away. Students more likely to stay in the community.
- Declining population of the school – late 80s 1200 students, now 600 – 700 students.
- Multi-generation poverty – lack of awareness of poverty in the community.
- Increased participation in recreational programs, but have a lack of space to accommodate the increased participation. Currently use school district space, so have to work around their schedule.
- Need more proper parental involvement in the school all year round.
- Small businesses getting employees – hire employees and then they are gone two days later. Hard to find someone that will come to work, and then come back the next day.
- Utility lines are limited for housing growth.
- Low cost but good quality affordable housing.
- Not many plumbers and contractors.
- Lack a true sense of pride through community and how properties look, has been improvement but have a way to go.
- Communicating as business and compromising with each other for the betterment of each business.
- Housing.
- Jobs – hard time attracting good quality employees.
- Jobs – have a hard time with workforce.
- Adequate Paying jobs to keep younger people in this town.
- Labor force.

- Affordable housing.
- In terms of tourism, do not have solid infrastructure that will stop tourists on their way through.
- Infrastructure.
- Retail is doing better, more variety.
- Lack a skilled labor force.
- Get people to stay here once they grow up.
- Junkyards as people yards, old vehicles in yards.
- Lacks quality housing.
- Gasoline prices are continually higher than national average.
- Marketing ourselves – community not showing the hospitality.
- Marketing ourselves – locally and nationally.
- Problem getting and keeping workforce, and the ones we do have are lower paying jobs.
- Expand our educational opportunities to help with hospitality training and skilled development.
- Expand markets – lack ability to understand how to bring business in.
- Finding qualified help.
- People on welfare and they can work but they don't want to work.
- People need to educate themselves.
- Need to make community aware of what is available at the state level to help educate workforce.
- Opportunity to do destination healthcare or “healthcare tourism.” – Someone comes here for a procedure and during the process they are also a tourist, can also recuperate in the community.
- Hospital facility is over 50 years old, major challenge is finding funding to remodel or upgrade to the standards of a new facility.
- Housing problems for new doctors and people in the school systems.
- Keeping workers because they can make more money elsewhere.
- Transportation challenge – seniors getting to doctor's appointments in other communities.
- Workforce issues – shortages of nurses and CNAs. Thermopolis is down to one dentist.
- The age of the hospital.
- Thinking that we have to have the population before looking at updating the hospital facilities. The new hospital will bring people to the community.
- Outdated facilities.
- Staffing shortages.
- Lack of low-income housing.
- Lack of transportation (buses) to get around the community for appointments.
- Look into home health for elderly.
- Housing.
- Medical facilities are old.
- Down to one dentist in town.

- Closer resources for seniors rather than making them travel to resources out of town.
- Update the medical facilities to attract doctors.
- Health Spa incorporated with Hot Springs.
- New recreation department for all ages.
- Continue working on the airport.
- Better bus service.
- Better housing.
- Hospital building is 50 years old. Rooms having to be completely redone to accommodate updated equipment.
- Look at moving Hospital location to West Side of railroad tracks.
- New airport is very important to the hospital for life flights.
- Housing issues – need subdivisions. Subdivision laws need to be reduced and made easier.
- Annex more areas of town.
- Lack of jobs, lack of housing.
- Need a place for transients to go in the town.
- Need services for transients who do not fit into the model of other government services – only may need short-term help.
- Social services not tapping into a major volunteer pool available in the community. Being territorial about their services.
- Families moving in are unable to find good family homes that are in a decent price range. End up putting people in hotels to keep them here.
- There is a need to move the hospital.
- Workforce shortage of nurses in the hospital have to bring in pool nurses to help with the work...when they do come here there is no place for them to stay.
- Need a recreation center and a center to bring in large meetings.
- Look at having a health spa.
- Need a clearinghouse for volunteers.
- Lack of communication of what is going on and available in the community.
- Need a health spa.
- Need a recreation center.
- Need an updated hospital.
- Need to be able to recruit physicians (applied for State Legislature Physician Recruitment funding, but were not awarded the funding.)
- Lack of funds for recruitment of all occupations in the healthcare industry.
- Need to annex new parts to the town.
- Need new airport. With the new airport, will have radar to allow people to land in bad weather.
- Need for recycling facility.
- Need for IT.
- Need for housing for workforce.
- Need for recycling in the town.
- Lack of low-income housing.
- Current rentals here are not in good shape.

- Need a recreational facility.
- The town needs to be more ADA friendly and compliant.
- Finding housing for new families coming to town.
- Trying to figure out how to get more of the local oil money to stay in the community.
- Infrastructure (both underground and above ground) and how to keep up with the infrastructure.
- How to fund things that are mandated from above such as DEQ.
- Lack of medium housing from \$125 - \$225 thousand.
- Staffing and salaries.
- Need a new senior center.
- Housing issue – need low income housing.
- Need a recreation center for the youth – could also be a community center for meetings (multipurpose).
- Need more jobs that are paying a good wage to get younger people into the community.
- Community involvement in the BLM and Forest Service Management plans – think it’s an agriculture issue, but it is more than that (oil and gas and recreational activities are impacted by it too.)
- Keep more of the young people at home, have employment that have keep them from leaving to find good work.
- Housing for single moms, elderly and middle class that is affordable.
- Need a recreation center that has a regulation length pool.
- Need land that is available for housing, and money for the projects.
- Having a way of communicating the direction that the community is going and not duplicating efforts on the community efforts from the community committees.\*
- Middle class housing.
- Consider a new hospital.
- Workforce shortage.
- Infrastructure.
- Downtown parking.
- Recreation and community center to bring in additional possible income from banquets and other events.
- Have something for the children and grandchildren to do in the recreation center.
- Rise in property tax is driving senior people out of housing.
- Recreation center that can take care of recreation and conventions. People love to come to Thermopolis.
- Have more “beehives” and not just single-family homes.
- Multiuse recreation/convention center for the town.\*\*\*
- Need for recycling center..
- Size of the community and cost of services (the bigger you are the more efficiently you can operate) – need coordination amongst local governments to bring costs down and bring down property taxes.
- Need a convention-type center to be able to bring in the Wyoming Senior Olympics.
- Need additional housing that is close in for workers.

- Water is always a challenge.
- Property taxes are way too high for the production levels.
- The town is a long way from the markets.
- Need to keep working at development in Thermopolis and the County so that there is a viable community for the schools. Keep the town growing and diversify the economy.
- Need year-round jobs with good sustainable wages.
- Maintain the economic growth – some will drop off and so we need new coming in.
- Last year almost doubled or tripled the property taxes. Need to spread out the need for funding over the years instead of getting it all at once.
- Need stable, high paying jobs.
- Water continues to be a challenge especially up around Owl Creek. Major issues with DEQ trying to protect the water with the oil production in the area.
- The state and communities need to find funding to make the water projects viable (reservoirs with a low cost per irrigated acre), higher ratio of grant funding to loan funding to bring down the total cost. Save water going out of the state.
- Need to make agriculture sustainable.
- Nobody has given agriculture the recognition it deserves in the tourism sector.
- Agricultural sector doesn't get the recognition it deserves – its importance has gotten lost in Hot Springs County in the last couple of years.
- Have to fight the BLM and the Forest Service and deal with market prices.
- Not a lot of coordination on activities, community wide activities fall on same date, divides community.\*
- Concerned that bright people and retirement people are left stagnant, not enough to keep them interested and keep them going.
- Offer nothing for kids out of high school to stay here, employment or training.
- Have a duplication of some services therefore wasted resources.
- Community calendar – everything seems to fall on the same day.
- Workforce, hard to keep people in community.
- Housing – desperate need of attractive affordable housing.
- Rural community – both a challenge and asset.
- Need more bandwidth to be able to compete nationally.
- Town infrastructure – water/sewer, electrical lines old, gas company mains.
- Keep children here after high school or college.
- Too many low paying jobs or oil field jobs – not enough other opportunities.
- Workforce – brain drain, best and brightest leave because opportunities not here.
- This town sits on the edge of economic development and social development but these are not marketed.
- Need to continue the efforts to sustain the efforts to address workforce and housing.
- Need more outreach to recruit outside this area, for trades and young families.
- Railroad, not capitalizing on railroad.
- Have eight plus vacant city blocks in city limits, could use this to address housing and to improve lots.
- Don't have a community center.

- Like to see everything stay the same.
- The roads need to be fixed.
- The downtown needs more stores instead of having to go outside of downtown like Pamida.
- Need Senior Housing (possibly Section 8 Housing)\*.\*
- Major problems are water and energy.
- The town is getting tacky looking and used to be a neat, tidy town\*.
- Recreation doesn't have as much to do for the seniors as they do for the younger people.
- Need a swimming pool to be able to hold the Senior Olympics.
- Need help for the spouses to help keep them in the home – home health care.
- Help with the low water pressure.
- Need a new senior center – looking at it and would support it.
- Need help with the housing shortage.
- Need help with the wages – large number of service oriented-businesses and job and need to work on the wages they pay.
- Need some sort of raw water system to keep the yards green.
- Need help working with the Federal Government.
- Need a bus for the weekends for the people who cannot get around. Have a van during the week till 3:30, no evening or weekends.
- Need transportation for weekends and evenings for seniors who need to go somewhere and have no way to get around.
- Workforce issues are a problem for finding weekend and evening transportation.
- Property taxes for the houses – the amount that they are assessing for the value of the house.
- Some areas of town have little water pressures.
- Too many people look to someone else to do their work.
- Road condition at entrance to park.
- Clean up of junk cars and trash on private properties.
- No recycling program.
- Enforcement of laws on loud trucks and cars.
- Junk and vehicles left for neighbors to clean up.
- Enforce laws to keep vehicles from roaring down streets with loud boom boxes.
- Enforcement of trash, junk and derelict vehicles.
- Lack of accelerated programs for gifted students.
- Junk cars and empty camp trailers with flat tires.
- Trees that need trimmed.
- Yards of empty houses cleaned and mowed.
- Need better shopping opportunities.
- Lack of evening and weekend transportation.
- Chosen few running and deciding for entire population.
- Big projects instead of caring for infrastructure and junk.
- Attracting more companies to locate in the area to provide jobs.
- Lack of affordable housing.

- Finding qualified people to make our town and schools work smoothly.
- High property and payroll taxes.
- Lack of nice, affordable housing.
- Town cleanup of junk.
- Lack of nice shopping opportunities and restaurants.
- Landfill provisions.
- Annex additional properties.
- Marking of historical sites.
- The downtown needs to be a destination for tourists.
- More good jobs.
- Affordable, modern housing.
- Living wage jobs with benefits.
- A labor force with transferable skills.
- Need influx of new businesses to create more jobs.
- More creative thinking with the city council members.
- Streets, sidewalks; junk yards; vehicles not running stored in backyards; signs still up on closed businesses; oversize vehicle parking; street name signs updated and larger.
- High speeding fines.
- Need more affordable housing and rentals.
- People resisting change for the better.
- Need industry, more upscale downtown businesses.
- Nothing for the youth to do if they're not into sports.
- Entertainment.
- More lower-income housing.
- Not enough choices/activities for young people.
- Large elder population that doesn't like change.
- Keeping people in town to shop.
- Affordable housing.
- Need a recreation center.
- Need recycling.
- Affordable housing.
- Improved streets and sidewalks.
- Apathy about educating the youth.
- Focus on responsibility.
- Lack of nice housing that is affordable.
- Town clean up of junk and junk properties.
- Shopping and restaurants.
- Infrastructure.
- Economic Development.
- Affordable housing.
- Appearance of town.
- Deer.
- Leadership.
- Wasteful spending.

- No airport.
- 24/7 law enforcement.
- Property tax.
- Merchant pricing.
- Not enough higher paying/benefited jobs.
- Too dependent on the summer tourist season.
- Lack of quality housing and apartments.
- High rate of divorce, abuse and neglect.
- Alcoholism, sexual assault and drugs.
- People leaving town to shop.
- Lack of plumbers, carpenters, electricians.
- Jobs to keep young people.
- Better transportation.
- More room for growth.
- Need a recreation center.
- Better housing.
- Another dentist and eye doctor.
- Need recycling.

### Youth

- Used to have a problem with alcohol, but think that people are changing, but it is still a problem.\*
- Family life, not too many strong families because of broken-up families.
- Don't have good family lives, come to school dirty and have attitude problems. Maybe related to poverty.
- Not enough jobs in the town or families have to rely on government assistance.
- Kids need a place to go to do something – only thing to do is go to the Hot Springs.
- Need a recreational facility.
- Safety for the children.
- Dropout has happened a lot in the past. Due to pregnancy or kids not caring. Find out why the kids are dropping out in high school.
- Sports end when school ends, so need something to do in the summer.
- Need a place to recycle things.
- Lots of fights that breakout around town and in the high school.
- Came from a worse community, so like Thermopolis.
- Need a recreation center that includes racquetball and tennis.
- Access to a computer center.
- Like to see less kids partying – if caught drinking have stricter enforcement and tougher penalties.
- Lot of at-risk kids and kids who come from rough situations who do not fit in socially. Need to be nicer to these students.
- Police Department just randomly pulls over people - it embarrasses the students. Why can they pull them over without any reason?

- Need teachers to have incentive to be better teachers – no incentives available now.
- Credits needed to graduate – even if they meet the credits, the school board will not allow them to graduate early.
- Need a cold-water pool for the summer – the hot springs pools are too hot for the summer.
- Need to cut down on pollution, try to get in a windmill.
- People in the community are not working together, instead working against each other.
- The schools are not doing enough to work together. The middle school could go down to help the elementary school.
- Need to do more events in the community – carnivals, parades, and sled races.
- Take more school trips, but need more funding.
- Need a bigger skate park.
- Everything in town is overpriced.
- Lot of older people, need younger people to move in to grow the community (the range of 20 – 30 years).
- Need more places to hang out in the town – only swimming pool or movies. Places to go like skating rink, mall, a “hang-out” place for the kids.
- Why can’t all the schools be all the same color.
- Start club-type of activities instead of building facilities to teach kids new things.
- Need to get more people to support all of the schools.
- Need to fix the Midas Parking lot.
- Need stricter penalties for breaking the rules – drinking.
- Need more experienced substitute teachers.
- Need better school lunches.
- Do more about keeping children out of trouble.
- Need more stores around town – Walmart is still an hour away – Mall is two hours away.
- Need more sports in the school system – outside of football, basketball and track.
- Need more flexible on the curfew.
- No good law enforcement.
- There are too many fires.
- Littering.
- The deer in town.
- Not enough playground equipment.
- Road construction.
- Too many bars.
- No fun things to do.
- Not enough things for the youth to do.
- People aren’t open to new things.
- Tobacco
- Too many old people.
- People are too worried about other people; they need to mind their own business.
- Lack of size.

- Nothing to do, few restaurants.
- It has no place to have fun.
- People who make bad choices.
- Not enough young people.
- Too many old people, not enough young people.
- Not enough shopping or grocery stores.
- No things to do.
- Nothing to do with family and friends.
- Nothing to do; need a recreation center.
- No recreation center.
- No place for families to have fun.
- Nothing to do after school.
- There is nothing to do.
- Nothing for family and friends to do outside of school.
- Really bumpy roads.
- Do not have a recreation center.
- Nothing for people to do outside of school.
- Nothing to do with families.
- There is nothing to do as a family in town.
- Nothing to do outside of school.
- Nothing to do.
- Need a recreation center.
- Need play grounds.
- Nobody knows where Thermopolis is, need community advertising.
- Need more things in town for kids to do.
- Airport location.
- Wild game in town.
- No mall, places to hang out.
- Need more land.
- No Walmart or place to hang out.
- The population in Thermopolis is small and there are no job opportunities.
- There are not many things to do on the evenings and weekends.
- Need a bigger theatre.
- Not enough activities and need a cold water pool.
- High prices.
- No transportation for people without cars.
- Not enough to do.
- There is not enough area to support lots of people.
- Not enough living space for all people who want to live here.
- The new airport location, housing and new water systems.
- Affordable housing.
- Affordable housing.
- Not enough job opportunities.
- Too many people who smoke pot and weed.

- Finding affordable housing.
- Affordable housing, food prices and not enough jobs.
- More jobs.
- Less construction.
- Vandalism.
- Ride cars in the winter only.
- More trips in school.
- Need more businesses and a new hospital.
- More teen activities.
- Need a mall.
- Need a better swimming pool.
- Fridays off in school.
- Change the bump in the Pamida parking lot.
- Litter.
- Need a better variety of books in the libraries.
- More activities for kids to do to stay out of trouble.
- Bumpy roads.
- Not a lot to do.
- Have a lame skate park.
- Businesses need to stay open later in the evening and on the weekends.
- Lame skate park.
- More affordable housing.
- More affordable houses.
- Housing is bad.
- Nothing to do but swimming.
- Too many scary people.
- There isn't enough "togetherness" in the town.
- Drunk driving.
- Littering.
- The schools have different schools.
- Lack of good housing.
- Need a recreation center.

### Town of Kirby

- Workforce – jobs that pay a livable wage and benefits.
- Housing.
- Beautification of the area. Maintaining the roads properly.
- Spruce the whole town up a bit.
- Get the town council to clean up their own properties before they try to tell town members what to do.
- The folks of Kirby not knowing what they want from their own town.
- Beautify streets and fix up properties to attract more businesses to the town.
- Need affordable housing.

- Need law enforcement.
- Lack of citizen participation.
- Driving distance for recreation and education.
- Cleaning up the town.
- Kirby used to have more charm, restaurant burned down, restaurant that no longer exists. Population has always been a struggle. A little growth would be nice.
- Beautification.
- Lack of a school. Having own school gives the community an identity (especially for grade school aged kids).
- Fix the railroad crossing for driving across (should be done in the next couple of months.)
- Lack of a park (only park is in Thermopolis) – has had engineer look into park - currently looking for grants to fix the parks up.
- Some people in the town want change and some people do not want change.

#### Community as a Whole – Kirby

- Public transportation – now has a bus, but didn't have that for a while.
- Has an airport that can never be a commercial airport.
- Continue to need to develop good quality employment that is year-round with sustainable wages and benefits.
- Have a shortage of skilled workers.
- Lack of housing for families.
- Need a recreation center in Thermopolis for children.\*
- We need to promote and market what we have for tourism – history of area could people in town for three days.
- Have good quality living and need to let people know it.
- Need articles in the newspaper to let people know what is going on and give the community something to have pride in.
- Need police protection.
- Getting employees for businesses around the area.
- When County Commissions and Thermopolis have joint planning meetings, they do not invite Kirby or East Thermopolis.

## What are the major strengths and assets of your community?

- Have a wonderful school system.
- Low crime.
- Beautiful town – small town feeling which attracts and can attract young families and retired people.
- Downtown was a mess and is really starting to look better – an asset now.
- Water – hot springs water.
- In a state where we are economically different than others.
- Low cost of housing compared to other metro areas can be an advantage and attractive to retirees – but low wages make this not attractive to younger.
- Education system.
- Education.
- State park.
- Fabulous recreation environment – plenty of things to do (auditorium-concerts, park, river, ballparks).
- Weakness – you have to have people that will help out.
- The canyon and fishing.
- Location – strength.
- People – asset, can do and will do attitude.
- Beautiful area with a lot of attractiveness.
- Cooperative attitude among agencies to work on a set goal.
- Small community but has one of the better medical facilities.
- Weakness – only one dentist now.
- Prime location for development.
- People in community that have taken chances.
- People in the town-when need is made known, people will respond.
- People – helpful responsive and welcoming.
- Parks.
- Education system.
- Caring, compassionate people, when someone is in need – small town feel.
- Scenic beauty of area.
- Caring people.
- Have some real Characters too.
- Hot water.
- Weather – don't have wind, mild temperature.
- Medical facilities and providers.
- State park and the mineral hot springs.
- Canyon and the river through Thermopolis.
- Hunting and recreation.
- Museums – Dinosaur museum.
- Knowledgeable people in town.
- Geographic features and outdoor activities.
- Friendly small town and people are one of the strengths.

- People.
- People in agricultural because they are responsible for keeping the open spaces open. Good stewards of land and provide place for the wildlife.
- Small town friendly atmosphere.
- Beautiful surroundings.
- Keep small town atmosphere, but with good growth.
- Have a really good school district.
- Have a lot of non-profit organizations to serve the community.
- Like the area to retain its rural roots, caution to have slow growth that is sustainable.
- The community is transparent – it doesn't continue to hold a persona of a small group of people controlling the town.
- Hospital.
- Museum.
- Schools.
- Library.
- Variety of non-profits and social service programs the town has.
- Great outdoors, hunting, fishing.
- The way of life.
- Hospital, Goettsche.
- People – interesting people.
- Schools.
- The recreation programs and the director in the community – both adult and youth programs, lifetime fitness for adults, art and summer programs for the children.
- Schools.
- Thermopolis is the best-kept secret.
- Brag about the traffic – there is none.
- Slow, sustainable thoughtful growth.
- People that are here, efforts that happen in the community and the people who help put them on.
- Diversity of skills that people have and their backgrounds that they bring to the community (artists, businesspeople). Untapped potential, link the people of different generations together to strengthen the community.
- People of the community, ability to attract good quality people that understand the worth of the community.
- Lucky to live in the state of Wyoming and this area because of surroundings, hunting and fishing, scenery.
- School.
- School board and what they have done. BOCES and their dual-enrollment agreement.
- Education program and system, children are able to participate in 4-H, FFA, Speech, Drama Program, Athletics.
- Willingness of the community to invest back into the community through Mill Levies. Hopefully this will move farther into the recreation facilities.
- Hospital, medical, nursing home and Pioneer Home.

- The hot water is a major draw.
- The way that the community looks, very attractive area both in and out of town.
- The School Board and other boards around town – almost all are volunteers. They do not get the praise that they deserve. The number of boards this county has and the commitment that the people place into the boards.
- Invest in ourselves as a town. Recognize as a small community that we need to take control of our own destiny – this shouldn't be taken for granted.
- School facilities are phenomenal.
- New buildings, fire hall, police department, schools.
- People are living here because they want to live here – they are choosing to live here, which makes for a very nice community.
- People from many different locations, hardworking people.\*
- God given assets, beauty and aesthetic strengths.
- Strong historical background.
- The people that are active are very active.
- Natural beauty, but losing that with fighting with each other (fighting – in terms of people wanting growth and those that don't).
- Weakness (old-timers not wanting change).
- Hot springs.
- Dinosaur center.
- Outdoor recreation opportunities.
- People.
- Beauty.
- Have strong downtown business district.
- Hospital.
- Goettche medical.
- Two grocery stores.
- Agriculture is a strong point over the years.
- The same people that are working hard for development and on boards but they get burned out.
- Park and pool.
- Dinosaur museum.
- Developing other museums\*
- Wind River canyon becoming a scenic byway.
- Big Horn River promoted as a blue ribbon fishing.
- Medical.
- Strong leadership.
- More than the big three of park, pool and museum. Also need to focus on historical assets.
- Outdoor recreation.
- On the way to Yellowstone National park.
- Need a way to tell our story.
- Projects – need to work on keeping people here longer, a few hours.
- Schools – facilities are excellent, technology up to date.

- Accessibility – within one hour drive to three airports.
- EDC is a major asset.
- Our nice town looks, downtown and that highway was redone, Thermopolis has restored itself nicely.
- Community does good job of supporting events and projects in community, such as charity auction for interpretive center, fiddlers contest.
- Number of people who will volunteer and contribute to the community.
- People.
- Healthcare community, have a very strong and stable healthcare physician community.
- Hospital equipment has been updated.
- Town does a tremendous job with social services – town does a “tremendous job with what they have.”
- The people are what make the town.
- A large variety of churches.
- Fire Department.
- Recreation board and program that supports about 40 programs for the children.
- Service clubs that cater to the youth.
- Recycling will come to the town soon.
- Housing issues are being worked-on.
- The Pioneer Home is overlooked, but a huge asset to the community. The staff at the Pioneer Home is the best.
- Phenomenal doctors in the town who will take patients.
- Social services in the town that are unbelievable.
- The community is strong and people work well together with a strong work ethic.
- The community has a hospital that has been in the community for a long time.
- The new equipment that is coming into the hospital.
- Thermopolis is a senior community and the hospital is very important to this demographic.
- The community does an incredible job of trying to keep seniors in their own homes rather than having to send them into assisted living.
- Home health is supported by the hospital.
- The hospital facility (although it is outdated) is updated and bringing in good doctors and nurses.
- Thermopolis has many of the amenities that large communities have.
- Schools.
- The three-on-three basketball tournament.
- Healthcare.
- State park is a huge asset and a beautiful place. Good promotional tool for Thermopolis.
- Hot Springs.
- Events that are put on throughout the year that bring people to town.
- Aesthetics – least extreme of temperatures, less wind than around the state, is dynamite.

- Community involvement is the best seen in any other community.
- Close-knit community.
- The people are a tremendous asset – people step-up to do the things in the community.
- The schools – not overcrowded, new facilities, keeping up with technology.
- Have a good young workforce that works on the rigs, but this isn't something that the older folks can do. Need to figure out something besides the oilfields to keep our workers here.
- People – whenever there is a problem or need someone will step forward to answer the call.
- The healthcare system – hospital, Goetsche, Pioneer Home. There is a need to keep-up this system.
- Tremendous recreation program and Director that serves a wide-variety of people.
- After schools program, Lights On program, church programs.
- Schools and a wide variety of churches.
- The state park.
- Is a nice rounded community and not too far spread out.
- Great community for retired people and the younger people. Community works on different things for elderly people for fitness.
- The library has wonderful books and they will order books for you.
- The community is very open, friendly and welcome to new members.
- The quality of life, the affordability and the community is very friendly, cooperative, “work together” town.
- The people who volunteer their time to be on boards are a great strength and major asset to the community. Community-minded people.
- Quality of life – new school buildings, fire department, highway department. Have kept-up on the services in the community. Are proactive vs. reactive.
- The people, services and the size of the community. The community works together.
- So much community support of the events in the community.
- The healing waters are a great blessing.
- Community is unique in the collaborations; nobody is territorial, everyone is eager to work together.
- Thermopolis itself is an asset – everyone loves Thermopolis.
- The whole community as a people are great.
- Elected officials who work together.
- Medical community is strong.
- Businesses are one-on-one and will help you.
- The waters.
- The river – blue ribbon trout stream and rafting.
- The state park – everyone loves to come here.
- The Superintendent – he's doing a great job.
- Even though there are three towns – the area is really a one-town county. Everyone works together.
- Don't have Wyoming weather – has a tremendous climate.

- The community has a great start on projects, need to keep the momentum going and keep building on the strengths of the community.
- Agriculture is strength; it contributes to wildlife, recreation (hunting), etc.
- Good climate. Can graze out year-round. Hot Springs County is cow-country, ranching-country, it is good ground.
- Benefit the area by allowing people to hunt with no charge. This is a real asset to the community.
- Have three or four families whose children have come back to the community to help the family ranch. The young families are actively engaged in the family ranch and will carry on the tradition, which will build sustainability into the sector and preserve the lifestyle.
- Ditto on the hunting and the families who have come full-circle.
- The agriculture is a good solid base for the community as it teaches a good work ethic.
- Town has a low crime rate.
- Happy to have help from people around the community.
- Like the senior center – always something to do for the seniors.
- Blessed to live with the good healing water
- Like that the town only has one stoplight.
- State park is beautiful.
- The senior center bus is very accommodating – a few more hours would be good – but the service is wonderful.\*
- The people – everyone that is here. Everybody decided to pay for the gym.
- Tourism, the ways that people project it to encourage others to come here.
- The state park and the small town atmosphere, people.
- Lucky to have all the new schools – might help attract good teachers to the area.
- Have a lot of after school activities for the youth.
- Have a wonderful recreation program and Director for the youth that keeps the kids out of trouble.
- The people – both in town and out in the county. When the tough gets going, the town can do it.
- Likes the town the way it is.
- The senior citizens center and all of the programs that it offers.
- The people and the senior citizens center.
- The Goetsche Foundation that has brought a lot of people in.
- The parents of the community and the way that the community supports events.
- People are friendly and take the time to visit instead of rushing to their next appointment.
- People that really contribute to the community, volunteer boards.
- Water, river, hot springs, lake.
- Hot springs, mineral water.
- People.
- Feel safe.
- Great place to raise children.

- Natural beautify.
- People.
- Impressed by school system, teachers, facilities and opportunities provides to students, students seem to be well prepared for work
- Medical system good.
- Thermopolis has optical fiber connectivity to the world, will help to attract new business and expand existing business; will give Thermopolis a competitive advantage.
- Fine industrial park south of business.
- One community and county.
- Amazed at level of intelligence of people in county, high level of qualified people in terms of education and self-education.
- Railroad – Strength but we are not using it.
- Hot springs.
- River.
- Railroad – should use for tourism.
- Railroad – for service to whole Front Range.
- Therapy center –Goettche.
- State park – mineral springs.
- Dinosaur center – attendance (40-45k annually) exceeds all other paleontological exhibits in Wyoming – depository for Wyoming material.
- Medical facilities are great for a town this size.
- Outreach program at UW and CWC and well organized.
- Red rock industrial park; intend to feed the park with fiber therefore a foray into serving business.
- Reservation – provides opportunity such as white water rafting, possible casino.
- Holiday Inn (now Days Inn) is a quite an asset.
- People.
- Location.
- Climate.
- Unique community aesthetically, fishing, outdoor activities, blue ribbon fishing.
- New residents with talents, but they are untapped.
- Good public services.
- Good tourists attractions.
- Good schools.
- Our people.
- Planning for the future.
- Friendly people, churches and schools.
- Very quite and clean community.
- Pools and State Bathhouse.
- Hospital and Goetsche House.
- Friendly; scenic; small; a lot of outdoor activities.
- Excellent place for retirees.
- Hot Springs, state park, buffalo pastures and scenic drives.

- People are very friendly.
- Relaxed pace of life.
- Relatively safe place.
- Hot Springs, State Park.
- School System
- Beauty all around.
- Small town atmosphere.
- Close community.
- Good schools and health care.
- Small town atmosphere – safe, friendly people.
- Good location within state.
- Modern schools, fire protection and law enforcement.
- Healthcare.
- Friendliness.
- Leadership.
- Financial management.
- Team involvement.
- Beautiful landscape.
- Hospital – Gottsche.
- New schools.
- Fire hall.
- Healthcare services for the elderly.
- Western hospitality that is genuine.
- Many people live here because they want to live here.
- Hot Springs and Big Horn River.
- Location.
- Wide streets.
- Friendly, helpful people.
- Church opportunities.
- Weather.
- People.
- Hot Springs State Park and mineral Hot Springs.
- Sport Center and recreation available.
- Many historical places.
- Strong Chamber of Commerce.
- Good eating-places.
- City parks.
- The pools and Dinosaur center.
- Law enforcement.
- Medical.
- Maintenance.
- Schools.
- Tourism.
- Climate.

- Volunteers.
- Churches.
- State parks.
- Recreation.
- Concerts.
- Lodging.
- Minerals.
- Ranching.
- Senior Center.
- Bus Services.
- Friendly people.
- Cheap land and affordable houses.
- Good food in the restaurants.
- Small town that cares for each other.
- Safe place.
- Good hospital.
- Good schools.
- Very pretty area and good climate.
- Working to bring businesses in.
- The business park.
- Good hospital and doctors.
- The senior center.

### Youth

- The way the community takes care of the youth.
- The teachers, the adults try to help the kids.
- Have a lot of clubs and activities and the adults really try to help and give options for what to do.
- Everybody knows everybody. Small community feeling.
- Sense of security.
- The sports games bring the town together.
- The education system is good; teachers are passionate about what they do. Lots of activities to do. Opportunity to take college classes in high school.
- The school does community services to clean up the town. Good about giving back.
- Are able to have good technology in the school; able to access the Internet everyday.\*
- Lots of extra curricular activities - the community expects everyone to help out. Like to see more children volunteer.
- How active the teachers are towards the community.
- Teachers have time to see the children before and after school to help with tests, etc.
- Everything the school is involved in; the businesses in the community are willing to give away their hard-earned money to support them.
- Businesses reach out to the students who want a CRT or a coop to allow them to learn valuable skills.

- The school is wonderful about technology – this school has two or three computer labs setup in the school.
- The 4-H program is good because you can learn a lot and hang out with friends.
- Lights-on program in the summer is good because it give children lots of options.
- The community is safe and can be out later in the night.
- The Hot Springs and the buffalo pastures – lots of tourists.
- All of the kids hang out together – usually the parents who cause the fights.
- Like that the town is small and remote (but would like to see malls and stuff).
- Like that there is enough money for the middle school and grade school.
- Safe community, great community.
- Good fire department.
- The people.
- Good hospital and Hot Springs.
- Good hospital and firehouses.
- The park.
- The skate park and the play park.
- Know a lot of people.
- That the town is a tourist site.
- Community work.
- The Hot Spring pools.
- Old people, not a huge city and no crime that is serious.
- Old people.
- Tourism.
- Retirement homes.
- Wide selection of stores for so small a town.
- Pools/Hot Springs.
- The Hot Springs.
- A safe environment.
- The Star Plunge.
- Swimming pool.
- Safe environment for everyone.
- Have a safe town.
- Small town with not that much violence.
- Ritz, A & W Lanes, the Hot Springs and parks.
- Safe environment and everyone is nice.
- The Hot Springs.
- The Hot Springs as a tourist attraction.
- Volunteer Services.
- Can walk around town and it is safe.
- The pools and Hot Springs.
- The tourists who come every year.
- No gangs.
- Pamida.
- The three schools.

- Swimming pools, movies, and stores to shop at.
- Hot Springs and buffalo.
- That the town is remote.
- Swimming, buffalo, and parks to look at wildlife.
- The Hot Springs and Dinosaur Center.
- The community works together as a team.
- Many activities and the schools.
- The Pamida and other stores.
- Hot Springs and wildlife.
- Fairs.
- Hot Springs.
- Hot Springs and swimming that attract tourists.
- Hot Springs, oil fields and restaurants.
- Low crime rate.
- How the town has been taken care of over the last few years.
- Low crime rate.
- Hot Springs pools.
- That it is a small town.
- Money from oil.
- Mineral pools.
- The schools.
- A clean community.
- The Hot Springs.
- The nurses at the Hospital receive good wages.
- The carnival.
- Sports in the schools.
- No gangs.
- The Pamida.
- Hot Springs.
- That the town is a tourist attraction.
- The Hot Springs, have money to fix the town and have good schools.
- Good education.
- Have a Pamida.
- The movie theatre, the library and open gym.
- Have a good police force.
- No theft issues.
- The library, skate park, swimming pools, parks and friendly helpful adults.
- A good police force.
- The Hot Springs and swimming pools.
- Tourists and Hot Springs.
- Hot Springs that bring tourists.
- Working together.
- Low crime rate.
- Schools and education system.

- Small and feel safe.
- Nice parks and good roadways.
- Safety.
- The tourism and oil production.
- The students of the future.

### Town of Kirby

- Butch's Place – people come in from around the area to eat at the restaurant. It is also the only business in Kirby at this time.
- Not a crowded town.
- Strategically located between Thermopolis and Worland to access help from them.
- Low taxes.
- Quiet.
- In the process of joining the Big Horn water system – and putting water system around town.
- Raw water wells for people to use for irrigation.
- Butch's and Wyoming Whiskey are two of the major assets for this community.
- Quality of life – people can live here and still have access to job and business opportunities in Thermopolis and Worland.
- Butch's Place and the distillery.
- Butch's Place – has a good reputation, people ask for it when traveling through Thermopolis.
- The charm of the little town.
- A lot of potential for growth – but the community is going to have to grasp it and appreciate it.
- Kirby has so much potential.
- Kirby has one of the only private railroad spurs in the country. Huge asset for this community.
- 25% of the community is children – this is a huge asset if it can be harnessed.

### Community as a Whole – Kirby

- All of Hot Springs County is picturesque. The water is great for fishing. So many natural attractions that a lot of places do not have. The County should have a head start through its environment.
- Great location with the Yellowstone Park close by – fantastic location.
- The scenic value that the location brings – and weather – allows for a great quality of life.
- This part of the state has the best year-round weather.
- The area is so close to all types of recreation – the reservoir, hunting, fishing.
- The downtown part of Thermopolis is growing – new businesses coming to town.
- Town folks live here everyday – tourists remind them how lucky they are to live here.
- The area is gorgeous.

**What projects would you like to see accomplished in your community in the next two, five, ten and twenty years?**

- Beautification of town – especially downtown, major push to get businesses in there.
- Recycling facilities brought in.
- Adult education.
- Promotion of Thermopolis.
- Downtown is an asset and continue to develop.
- Business park, address as quick as possible.
- Medical, strength – great people and equipment.
- Strength - Great medical facility and equipment and professionals.
- Downtown development, uniform signage and canopies.
- Building trades program at the high school.
- Pursuing state funding to partner for teacherages (housing for teachers).
- Affordable and subsidized housing.
- Agree with ideas thus far.
- Recreation, fresh water swimming pool.
- Infrastructure under town, water pipes need s attention.
- Spruce up downtown.
- Address economics that are affecting price of housing.
- Senior or retirement housing, don't put on hold.
- Slow and steady growth, like with Whiskey distillery and Vast.
- Need a convention center that can hold at least 500 people.
- Get rid of junkyard on end of towns.
- Echo convention center that can hold 500 people.
- Three years ago, a public health office but this morning interview firms for break ground on a new public health facility – would like to see this accomplished.
- Infrastructure problem.
- Work harder on cleaning up buildings in town that are disastrous looking and some of the businesses close to downtown and homes close to downtown.\*
- Push for cleaning up junkyards, fence or something.
- Recycling center.
- Recycling center.
- Convention center.
- Big horn basin interpretive center would also help with partnerships and recreation and tell the area's story.
- Assisted living.
- Working with Heritage center – to get interpretive center.
- Hospital needs some updated.
- Attract young professionals from Thermopolis and bring back.
- Assisted living.
- Creating jobs – but doesn't need to be professional – needs to be a living wage.
- Interpretive Center, which would be an asset to the entire area. It would help promote the area.

- The town and the county working more closely together to set goals and work together toward the goals – especially when it comes to land use planning, infrastructure and working to bring in new businesses with good paying jobs.
- Bring in more sustainable, stable, higher-paying jobs.
- Managed, balanced, sustainable growth with good paying jobs.
- Interpretive Center with conference facilities.
- More emphasis put on energy resources that are available that will save energy in public and private buildings.
- Water – what can we do to save water?
- Job training in sales and taking change (cashier).
- Full-functioning after school program.
- Low-income housing - apartment or single-family homes.
- Training for stay-at-home moms to return to work.
- Non-evasive energy that is owned by all of the governments.
- Infusion of good creative talents into the rehabilitation process.
- Beautification of some areas of town. Make sure we are including the poverty aspect. Large amount of people who live below the poverty line, include these people in the community efforts.
- Interpretive Center, which would be a boost to Northwest Wyoming.
- New Public Health Building – possibly breaking ground next April.
- Analysis of energy needs for the County buildings.
- Community center that will support meeting or training rooms.
- City continues with their infrastructure improvements.
- Street and sidewalk projects – continue current efforts to make the town look like a town. Sidewalks in the residential areas.
- Public Health Building gets built.
- Great landfill – love to see people use it!
- Both level of governments set an example.
- Continue the fairground work – overlooked asset of the community.
- Community Center and make it a multi-purpose facility.
- Lots of businesses to come to the business parkway.
- Town people support Conservation District’s effort for a mill-levy (educate town’s people).
- Working with the BLM to get a shooting range and four-wheeler track designated-areas.
- Pump CO(2) into the region to do CO(2) injection.
- Recycling facility.
- Recycling facility – will get more important as we go along.
- Library – hours extended to be open on the weekends.
- Good, positive, sustainable growth...not jobs that will be here and then go away.
- Recycling program to expand the life expectancy of the landfill.
- Recreation center/Community center.

- Continue “systems approach” of the community. Create synergies by working together and sharing the resources. Museums and public and private facilities that can be shared with the students.
- Housing is an issue, get together as a community to brainstorm and think outside of the box on how to address the issue. Short-term goal!
- Build a recreation/community center.
- Build a convention center.
- Address the housing issue.
- Build a recreation center.
- Build a new hospital – the current one is old and outdated.
- Address the housing issue – too many people living in Worland to work in Thermopolis.
- Address the workforce shortage of nurses – currently rely on pool nurses.
- Need assisted living facility that is a big enough space to be “livable.”
- Keep the Interpretive Center going.
- Want a “world-class” P-16 education system that is tied into 21<sup>st</sup> Century skills. Tie pre-school in with preschool through college or technical school. Continue to do the good things were doing and look more closely at the P-16.
- See more young families.
- Continued economic base to get the young people in – they have children to in-turn keep the economy going.
- Community and Convention Centers.
- Community college classes offered in-town so that the children do not have to move away.
- Recreation Center.
- Support the hospital.
- Improve the graduation rate – as a community effort; not just a teacher or school problem. Direction from the school and school board on how the community can make a difference.
- Housing – take run-down houses and turn them into the new housing.
- Need a community center and convention center to increase tax revenues through the conventions that can be attracted to the town.
- Work on some of the convention/community/recreational centers to help attract business, not the other way around.
- Continue growth of community – distillery, company from California. Starting to see reversing of the trend.
- Interpretive center – showpiece for community and provide meeting facilities.\*\*
- Downtown would love to see total covered walkway – covered shopping over Broadway and Arapaho.
- Walking tour and driving tours developed for the area.
- Develop evening activities that do not include sitting in a bar.
- Tech school in the high schools.
- Airport.
- Interpretive center.
- More Industrial business come in.

- More support of chamber.
- Taxi or bus service – local.
- More horseback riding and cowboy.
- Entertainment to keep people here, have day activities need night activities.\*
- In next two years have all 14 lots in business park sold then build a new park.
- Convention/tourist center.
- Make Thermopolis a destination spot for 2-3 days.
- Have more restaurants open after 7pm.
- Evening activities like the Thursday nights stroll.
- Interpretive center.
- Promote the businesses so bring people into town.
- Develop housing subdivisions - Lightening up of the subdivision laws.
- Affordable housing such as whether trailer park.\*
- Completion of interpretive center, which would include an education center.
- Housing improvements.
- Interpretive center.
- Housing, rental in a mid-range and are decent.
- Annex south of Thermopolis out to industrial park.
- Would like to see living history – may be something to incorporate with the interpretive center, people in costume.
- Housing.
- Housing.
- Bigger and newer recreation center.
- Airport, helps medical service.
- Passenger car or bus tour from here to Billings or through canyon.
- Recreation center- keep young people in our community.
- Recreation center for adult recreation.
- More restaurants.
- Community is working together more and would like to see this continue to reduce duplication of efforts.
- Need grant writing training for people in the community to address needs in the community.
- New hospital.
- Convention center and recreation center combined.
- Interpretive Center.
- Recreation Center/Interpretive Center.
- Low-income housing.
- Create an interpretive center that is also an educational center that will improve the quality of life and create jobs. Also is a tourism center.\*
- Full business park.
- Annex south of town and west of town.
- Need an airport.
- Need a new hospital.
- Need for an Orthopedic Center.

- Need additional dentists.
- Recycling Center.
- Need low-income housing.
- Need new businesses.
- Need a recreation center.
- Need an updated hospital.
- Need water to go out to the west.
- Get builders interested in building housing for both ownership and rental.
- Build a “River Walk” like the greenway system in Cheyenne – community development project.
- In the process of building a senior project in town.
- Strong human resource council participants from agencies in the town – work together as a community to bring all the entities together to share resources.
- Need recycling – find a place to take recycling to.
- See a recreation/community center built in the next few years.\*\*
- See a recreation/community center that can handle a big convention (like to see it handle at least 800).
- Recreation/convention center.
- Regional landfill issue resolved.
- See the Interpretive Center become a reality.
- A new senior center.
- See the airport thing continue and move on.
- See 15 – 16 new businesses in the Business Park.
- See continued growth in businesses in the community (Pamida, Bentonite Facility).
- See a river walk that goes down to the canyon.
- See the housing issues resolved.
- Do a better job of letting people know what is going on.
- The Interpretive Center – will be good for the young people and the tourists (in the next 2 o 5 years).
- See a more fully developed branch community college in the area. Then see a vocational trades training center in Thermopolis.
- See the schools get back up to the population they were 20 to 25 years by recruiting new families to the town.
- See consolidation of services amongst local governments and see social services programs dovetailed together to allow the buck to go a lot further.
- See the town get involved in the Forest Service and BLM management plans.
- See the Conservation District receive a mill levy to protect the open spaces and public lands that will in turn protect the industries that rely upon the open spaces and public lands.
- See a recreation center/convention center.
- Keep the downtown area modernized.
- Modernize the highway since the only way in and out is the canyon (maybe widening the highway to make it safer and more reliable.)
- A new hospital to keep the strength in the medical community we have now.

- See the Interpretive Center be built.
- See the pathway extended along the river\*.
- See the airport come to fruition.
- See the golf course kept viable.
- See every side of Thermopolis extended with sewage and water to support the housing that is needed here.
- See the Interpretive Center developed – will be a great asset to the community. Include a liaison with the University of Wyoming and community colleges through the Interpretive Center.
- A recreation center that will accommodate larger groups to meet for conventions.
- The recycling facility.
- New projects will bring new jobs to the community.
- Recycling.
- Keep the community and the environment safe.
- This is going to be quite a place when all of this gets done – I hope that I live long enough to see at least some of it get done.
- Like to see the town go green.
- Like to see the town control the deer population – nuisance for town’s people and lots of deer automobile accidents.
- Like to see cooperative projects – Interpretive Center - tie a lot of things together to save on costs.
- Combine the senior center and the recreation center to economize and save money.
- Find a way to get the Legislature to change the law to get a hospital district.
- Support a mill levy to support a hospital district.
- Find a way to take advantage of the hot springs mineral water through a nice facility and great community. Need things locally that will attract people and keep them here – especially stuff to keep them here overnight.
- The whole community needs to get behind the control of the Russian Olive.\*
- Weed and Pest needs to become more aggressive to control Russian olive, it is going to cost a lot of money. Need a major infusion of money to control the problem.
- Need a good balance of herd size (have too many antelope).
- Game and Fish should allow Ranchers to have antelope and elk tags to be able to collect money to help with the costs associated with allowing folks to hunt on the land.
- Want to see some water projects come to fruition. The whole community needs to step-up to the plate and see the value of agriculture in the community.
- NRCS, EQUIP program has helped a lot. The Wildlife Trust Fund is starting to help with grants. So, stuff is being done, but it is not enough. Need to keep all programs going and add more.
- Like to see Game and Fish be more helpful to the community.
- Look at using a revolving loan fund through rural development through USDA – need more access to capital.
- Work with Colorado and Montana for passenger rail service.
- See more business structure – for incubator for service.
- Assist with bond issues to encourage and help new business.

- Transportation development from city to city.
- Eco-tourism and living history promoted more – eco-tourism with driving tours to see petroglyphs and animals or working farms and ranches.
- In next several years need a major project to address affordable housing – almost critical now.
- Continue to diversify economy, such a small logging or quarry that were reinstated.
- Railroad also has industrial aspects.
- Continue to work on downtown, which is the core.
- Recycling.
- Downtown, need to clean up junk so first impression is good for businesses wanting to come in, enforce ordinances.
- Downtown, put a moratorium on tearing down any old structures, make this a short-term immediate goal.
- Industrial park doesn't have city services, need to get city services to the park – annex the park.
- Railroad – bill through D.C. related to Hiawatha and put the line in.
- Railroad tracks are too slow, and passenger service can't go through Warren AFB, therefore passenger service cannot occur in Wyoming.
- Cultural tourism – such as interpretive center.
- If railroad for New Mexico through Billings occurs, then it should go through Big Horn area.
- Community center – need more activities for youth of town.
- Well paying jobs.
- Sustainable source of funding for EDC operation funds.
- Big Horn River is an asset but Russian olives need to be controlled – eliminate and reclaim the river from the Russian olives\*.
- High school could offer a technical, skill oriented training toward end of high school.
- Community center so kids have a place to go.
- Open library on weekends.
- Independent Record is a good newspaper.
- Workforce issues related to wage and available force.
- Schools – need an entrepreneurial center in high schools.
- Implement a junior achievement as an extracurricular activity in high schools.
- Increase water pressure.
- See a technical school and post-high school training. Losing a lot of the workforce – train them and keep them here.
- Interpretive Center.
- Affordable and low-income housing.
- Outgrowing the senior center – need a new senior center.
- Need a new senior center with the incoming baby boomers.
- Need more shopping.
- Like to see more businesses downtown to fill the empty buildings.
- Need a bigger senior center. Need to add joy to senior's years
- Need a convention/recreation center.

- Have the City make absentee owners responsible for the up-keep of their properties.
- Expand water delivery.
- Expand city limits.
- Daily newspaper service.
- Affordable transportation to Billings and Riverton.
- A new senior citizens center
- A community garden.
- A green team to education people on living conservatively, saving energy.
- Comprehensive volunteer program, city and countywide.
- Absentee owners held to account for their properties neglect.
- Place benches in downtown area.
- Senior housing.
- Home health care for seniors.
- Clean up the town.
- Resurface streets; address the dips; replace broken sidewalks; enforce junkyard removal, vehicle storage laws; enforce businesses to plow their sidewalks, remove summer weeds.
- Better housing for seniors.
- Better outside or inside lectures for both adults and school children.
- Solidify housing goals.
- Graduate kids who can read, write and spell.
- Be a regional leader for small to medium alternative energy companies.
- Complete the Interpretive Center.
- Business park establishments.
- New airport.
- Would be neat if could be a resort town with use of mineral water.
- Community center/recreation center (with a pool).
- Water west of town.
- Canyon widened to include bike lane.
- Community center that offers services/activities to all ages.
- Repair/maintenance of city's streets/sidewalks.
- Community/recreation center.
- Recycling.
- Streets, curbs, gutters, sidewalks.
- Develop riverfront.
- River walks and parks through town.
- Need new building for hospital and Gottsche.
- Entire community clean up.
- New home developments.
- Conference center.
- Develop more tourist attractions.
- Restaurants.
- Get rid of the individuals that vote or cause high property and payroll taxes.

- Continue to encourage or prod residents to clean yards to help make the town more attractive.
- Affordable housing.
- Eliminate junkyards.
- Enforce community zoning.
- Eliminate random subdividing of agricultural land.
- Water storage, not water pipeline.
- Hospital helipad, no airport expansion.
- The Interpretative Center.
- More promotion on the swimming pools and mineral water.
- New airport as required by standards.
- Water to citizens West of town.
- Water sources obtained and protected.
- More encouragement to Goettsche center.
- Library enhancement.
- Preservation of historic places.
- One stop center for Workforce Services, GED instruction, CWC outreach, and other local services (DFS, etc.)
- A recreation center.
- Create an ordinance that forces people to clean up trash.
- Control weeds in and around the town.
- Control the deer population.
- Growth.
- Tear down old housing and build new.
- New airport.
- New recreation center.
- A real skate park.
- Recycling.
- A convention center.
- More stores.
- Clean up of properties.
- Airport.
- Annex South of town.
- Recreation Center.
- Affordable housing.
- Updated hospital.
- Water west of town.
- Clean-up houses.
- Greater Learning Information Center.

### Youth

- Getting rural water outside of town. Folks on the west side do not have access to good water. Have to go without water.

- Like to see recycling.
- More fine arts or culture to the area.
- Focus on recycling\*
- Getting a recreation building- putting different programs inside of it like Pilates to get everyone involved.
- A recreation building.\*
- More programs to support band and drama. Lots of support for sports, would like to see it also for other options.\*
- Have a cold lap pool.\*
- Recreation Center and Recycling.
- Recreation center, but advertising to support it to encourage people to come.
- Have stricter rules for all of the partying that is going on.
- Like to see the community become a place that people “come to.”
- Need an arcade.
- Have a bus that drives up to Red Lodge for people to go skiing.
- Have a wider selection of stores or a mall.
- Need a YMCA to have families to get together.
- Need more family friendly places to relax and hang out together (parks to have picnics).
- Like to see people working together more to clean up the community.
- See more wildlife.
- Have more dances at the school.
- Have Fridays off like the town of Pavilion.
- Have more holidays off like other schools.
- Have a place to sell ice cream and hot chocolate.
- Fix the bumps in the roads or have signs to caution drivers.
- Have a smoothy shack.
- Need more church activities for people to talk about their religions.
- Need better law enforcement.
- More roads, better parks, and keep up good working skills.
- A bigger town and less litter.
- Take out all of the weeds in the BMX tracks.
- A new recreation center.
- Finish road construction all of the way.
- See some of the bars gone and put something good in their place.
- No curfew.
- Build a bigger movie theatre. No town curfew.
- Need a Walmart.
- No curfew and friendlier people.
- No more new people.
- No city curfew. More stuff to do.
- No town curfew.
- For the town to be smaller.
- Need a Sonic and no curfew.

- Have the middle schools colors be the same as the high school colors.
- More shopping places and things for teens to do.
- Need the BMX track fixed and a better skate park.
- An arcade or YMCA.
- A recreation center.
- A recreation center.
- Need a YMCA.
- Need a YMCA.
- A YMCA building.
- A recreation center and more stores.
- Need a recreation center.
- A YMCA.
- A recreation center.
- To get a better, cleaner pool.
- A recreation center.
- A recreation center, BMX track and a zoo.
- A recreation center.
- A recreation center.
- More playground equipment.
- Enlarge the motorcycle track.
- A cold water swimming pool.
- Need more things to do.
- Community clean-up incentives.
- Walmart and pet shop.
- More land in the town so people will come to Thermopolis.
- More shopping places.
- More families and restaurants and public transportation.
- Use less water.
- Less drunk people.
- A recreation center.
- A recreation center.
- Keep the environment clean.
- Recycling.
- A better skate park.
- Roller-skating rink and an arcade.
- More places to shop like Walmart.
- Need more shopping areas.
- Do not move the airport.
- More clothing stores.
- A college in town or around town.
- Ice Skating Rink.
- A recreation center.
- A better skate park and BMX track.
- An EB Games store.

- Affordable housing.
- Bigger fair grounds.
- A better skate park.
- People need to get paid more.
- A carnival.
- A mall.
- A Walmart.
- A cleaner environment.
- A multipurpose center.
- More book stores and a Walmart.
- People supporting all schools the same.
- A strip mall.
- Less parking at Pamida.
- A recreation center.
- A recreation center.
- More town dances.
- Recreation center.
- An accomplished animal museum.
- More libraries.
- A recreation center.
- A huge skate park.
- An event center/recreation center.
- A new recreation center.
- The new airport be built soon.
- See a Game Stop store.
- A new recreation center.
- A YMCA.
- Bigger stores and hotels.
- Recycling program.
- A recreation center.
- More family activities.
- A larger library.
- A recreation center.
- Get the old Trail Station back up and running.
- Parades and activities.
- A mall.
- Jobs for kids that are more than minimum wage.
- A Girls and Boys club.

#### Town of Kirby

- The small jailhouse and Gazebo should be restored and promoted to tourists.
- Beautify the town and get it ready for the visitors. Make it a destination for people to want to come to. Connect it to the other attractions surrounding Kirby.

- Get clean water in – the vegetation doesn't like alkaline.
- Beautification, roads, streetlights.
- Somewhere for the kids to play.
- Need to look at housing projects because housing is critical in the Basin. Kirby would be a great place to have affordable housing.
- Get the railroad spur hooked back up to the Burlington Northern for economic development purposes.
- \$150,000 project to complete the park. Need grants to cover the costs.
- Find law enforcement.
- Like to see affordable housing.
- Like to see sewers.
- In the past was a gas station and a garage. Would like to see a gas station in the town to have more convenience for people living here.

#### Community as a Whole – Kirby

- The growth of the housing, businesses coming to Thermopolis. Need to market the opportunity right and go forward.
- Educating a good workforce.
- Improving road between Kirby and Thermopolis.
- Remain committed to bringing in stable, higher paying jobs (fill the lots at the Business Park in Thermopolis).
- Possibly turn old school into recreation center – look into possible grant opportunity.
- Going to continue to grow and attract businesses – how do we manage growth within the Basin. All levels of government work together to plan.
- Get a recreation center for Thermopolis.
- Need skilled labor for electrical contractors and plumbers. Need general repair center for appliances (refrigerator, etc.)
- Need for people to buy-up land and invest in housing.

## 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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