

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 have 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

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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February 21-23, 2001

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PROCESS FOR THE DEVELOPMENT OF THIS REPORT

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

The town of Buffalo and the Buffalo Chamber of Commerce requested a community assessment from the Wyoming Rural Development Council. Nadine Gross 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 Buffalo officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the town and interviewed approximately 240 people over a three-day period from February 21-23, 2001. The team interviewed representatives from the following segments of the Buffalo community: Industry, telecommunications, business professionals, banking, law enforcement, emergency services, retail, community development and government, tourism, historical/cultural, nonprofits, social welfare and healthcare, youth, school administration, seniors, teachers, real estate and insurance, churches, mining, utilities, recreation, and agriculture. 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 Buffalo?
- ❑ What do you think are the major strengths and assets in Buffalo?
- ❑ What projects would you like to see completed in two, five ten and twenty years in Buffalo?

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 Buffalo.

The oral report was presented to the people of Buffalo on February 23, 2001 and many of the citizens of Buffalo who participated in the interviews were in attendance.

Following the oral report, a formal written report was prepared and presented to the Buffalo Chamber of Commerce. It was agreed that the chamber would print copies or summaries for each person interviewed.

EXECUTIVE SUMMARY

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

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

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

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

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

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

Sincerely,

Mary E. Randolph, Executive Director, Wyoming Rural Development Council

RESOURCE TEAM MEMBERS

Buffalo, Wyoming Resource Team February 21-23, 2001

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LOCAL CONTACTS/COORDINATORS

Core Group

Nels Lofgren, Mayor
Loretta Funk, City Council Woman
Ken Gross, Administrative Assistant
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46 North Main
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Dee Woodall, Administrative Assistant
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Sector Leaders

Agriculture	Tom Holt, Loan Officer First National Bank Box 400 Buffalo, WY 82834
Business	Dee Woodall
City Government	Ken Gross
County Government	Marilyn Connolley, Johnson County Commissioner 531 North Adams Buffalo, WY 82834
Economic Development	Steve Delger, Energy Representative Pacific Power Box 2719 Casper, WY 82602
Education	Jack Tarter, School Board Chairman Commandant of Veterans Home of Wyoming 650 Veterans Lane Buffalo, WY 82834
Emergency Services/ Law Enforcement	Smokey Wildeman, Johnson County Fire Chief 1221 Fort Street

Healthcare	Buffalo, WY 82834 Rose Davidson, Marketing Director Johnson County Healthcare Center 1291 Bruce Buffalo, WY 82834
Historical/Cultural	Nancy Jennings, Johnson County Library 171 N. Adams Buffalo, WY 82834
Human Services/ Social Service Providers	Shann Hauck, Executive Director Community Resource Center Box 363 Buffalo, WY 82834
Minerals	Gerry Powell, GEBO, LLC 902 Delaware Buffalo, WY 82834
Recreation	Mindy Martman, Executive Director Johnson County YMCA 101 Kondike Buffalo, WY 82834
Senior Citizens	Margaret Wilde-Meyer, Executive Director Buffalo Senior Center Box 941 Buffalo, WY 82834
Tourism	Steve Gunsolley, Chairman Johnson County Tourism Association, 660 East Hart Buffalo, WY 82834

Buffalo Community Assessment February 21-23, 2001

Resource Team Agenda

Wednesday, Feb. 15

	Activity	Location
7:30 to 8:30 a.m.	Breakfast	Tom's Diner
9:00 to 9:45 a.m.	Community Speaks – Steve Achter	KBBS – 1221 Fort
10:00 to 11:30 a.m.	Orientation and Organization Meeting (Resource Team only)	City Hall
11:30 to 1:30 p.m.	Lunch with Core Group	Stagecoach Inn
1:30 to 4:30 p.m.	Tour of Buffalo area	Various sites
4:30 to 6:30 p.m.	Social	Occidental Saloon
6:30 p.m.	Dinner	Winchester Steakhouse

Thursday, Feb. 22

	Activity	Location
6:30 to 7:30 a.m.	Breakfast	Country Deli
8:00 to 8:50 a.m.	Healthcare	City Hall
9:00 to 9:50 a.m.	Business-Retail, Professional, Manufacturing, Services	City Hall
10:00 to 10:50 a.m.	City Government	City Hall
11:00 to 11:50 a.m.	County Government	City Hall
12:10 to 1:00 p.m.	Lunch: with high school students	Buffalo BHS Lab room #100
1:30 to 2:20 p.m.	Education	City Hall
2:30 to 3:00 p.m.	Break	City Hall
3:00 to 3:50 p.m.	Agriculture	City Hall
4:00 to 4:50 p.m.	Emergency Services/Law Enforcement	City Hall
5:00 to 5:50 p.m.	Economic Development I: Construction, Economic Development, Utilities, Telecommunication	City Hall
6:00 to 6:50 p.m.	Economic Development II: Realtors, Banking	City Hall
7:30 p.m.	Dinner	Colonel Bozeman

Friday, Feb. 23

	Activity	Location
6:30 to 7:30 a.m.	Breakfast	Crossroads Inn
8:00 to 8:50 a.m.	Historical/Cultural	City Hall
9:00 to 9:50 a.m.	Human Services	City Hall
10:00 to 10:50 a.m.	Minerals	City Hall
11:00 to 11:50 a.m.	Senior Citizens	Senior Center
12:00 to 12:30 p.m.	Lunch with Senior Citizens	Senior Center
1:30 to 1:50 p.m.	Recreation	City Hall
2:00 to 2:50 p.m.	Tourism: Restaurants, Outfitters	City Hall
3:00 to 5:00 p.m.	Team prepares for town Meeting	City hall
5:30 to 6:30 p.m.	Working Dinner	City Hall
7:00 p.m.	town Meeting	Fairgrounds

**Buffalo Resource Team
February 21- 23, 2001**

WHAT WE HEARD FROM WHAT WAS SAID

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

MAJOR THEMES IN BUFFALO

Capital Facilities

Multi-Purpose Center

 Cultural events

 Meeting spaces

 In-door arena

School expansions

One-stop social services center

 Law enforcement

 Crisis center

 Emergency shelter/transitional housing

 Food bank

 Public health

 WIC

 Etc.

Storm drainage

 Build one

Added water storage facility

 Build

Expansions to

 Senior center

 Hospital

 YMCA

 Public health/nursing

Replace bridges (2)

Disposition of landfill

Housing

Increase

 Low cost/low income

 Affordable

 Assisted living

 Rentals

 More senior housing

Planning/Growth Management/Economic Development

- Adoption of county-wide land use plan and map
- Develop county land use controls to implement plan
- Strong city growth plan
- Downtown streetscape improvement
 - Historic
- I-90 & US 16 Interchange
 - Improve signage
- County addressing
- Business recruitment
 - 5 – 15 employees/clean
 - Database of graduates
- Existing business retention/expansion
- Entryway improvements
- Coal bed methane
 - Environmental concerns
 - Prepare for impacts
- Re-invigorate economic development group
- Agriculture
 - Preservation/enhancement
 - Air/water quality

Telecomm/Technology

- Task force/coalition
 - Study/recommend
- Economic incentives for T companies to serve Buffalo
 - Leverage resources to enhance services
- Direct contact with utilities
- Better wireless services to fill in voids with wire communications

Transportation

- Public transportation
 - In/out of town
 - BATS expansion
- Air
 - Low capacity
 - Expense
 - Reliability
 - Hangers
- Expensive gasoline

Workforce

- Recruitment of professionals
 - Teachers
 - Nurses

- Medical technicians (allied professionals)
- Determine livable/sustainable wage job amounts for Buffalo
- Increased jobs with benefits – i.e. health benefits
- Training/education
 - More offered
- Increase offerings from Sheridan College
- Child care alternatives
 - Very young children
 - After school/nights/weekends

Recreation/Tourism

Marketing

- Hospitality training
- Internet/website
- AAA
- Expand to year round recreation
 - Recreation other than sports/alternative sports
 - Lake DeSmet
 - Mountain biking
- Destination
- WBC Region – Big Horn

Facilities

- Extend/expand trails
- Recreation district
- Baseball/soccer complex
 - North Park
 - New equipment
 - Expand parks

History

- Preservation of buildings
- Resurrect Historical Society
- Historical resource coordinator

Culture

- Arts & music festivals
- Art museum
- Transport to Casper or Billings

Human Services

Seniors

- Lawn care, etc.
- Multi-age contacts
- Snow removal
- Volunteer resources

Youth/Families

- Arcade/place to loiter

- Activities
 - School/neighborhood center
 - Bike trail
- After school program expansion
- Younger people to volunteer/serve
- Retain youth in Buffalo
- Health
 - Drugs
 - Maintain
 - Telemedicine
 - Dentist
 - Nurses/CNA's
 - Insurance
 - Low federal reimbursement hurts providers/care
- Law enforcement
 - Equipment
 - Staff
 - Training
 - Community policing
- Communications
 - Limited media
 - Increase awareness of available programs
- Attitudes/Diversity
 - Perceived class by socio/economy
 - "Price tags limit thinking"

RECOMMENDATIONS SUBMITTED **BY RESOURCE TEAM MEMBERS**

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

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CAPITAL FACILITIES

Challenge: Numerous capital projects were mentioned during the listening sessions, however, none were mentioned as often as expansion of the YMCA and construction of a new multi purpose center capable of handling a variety of in door events and meetings.

Resource: Conduct a search of the Catalog of Federal Domestic Assistance and the Catalog of Wyoming State Grant Programs. The federal catalog can be searched online at www.cfda.gov and the state catalog can be searched at www.wsl.state.wy.us/sis/grants/index.html. Private foundations may be another possibility. The Wyoming State Library page contains a link to the Foundation Center as well as other useful grant searching tips.

For projects that demonstrate general public benefit and fall into the category of essential public facilities the Federal Mineral Royalty Capital Construction Account is a grant and loan resource. At the last legislative session an additional \$4.9 million was allocated for use within the account. Contact Brad Miskimins at 307-777-7309.

The Community Development Block Grant program (CDBG), which I manage, could fund a number of the projects listed. However, because the CDBG program is a federal program you have to demonstrate how a project would meet one of the programs three national objectives. Those objectives are 1) benefit to low and moderate income families, 2) elimination of slums and blight, and 3) meet an urgent community development need that impacts the health and safety of the community. Projects that are designed to serve low and moderate income person stand the greatest chance of being funded. For more information on the CDBG program go to the Business Council's web site at

www.wyomingbusiness.org and click on Communities then CDBG. You may also call Steve Achter at 307-777-2811.

Many of these types of projects are funding locally either thru private donations or local tax dollars. The special purpose sales tax, or the capital facilities tax as it is often called, is a common tool used by many counties in the state to fund capital construction. There are nine counties that impose this tax. The Appendix contains a copy that shows which counties impose the tax. The tax is allowed in increments as long as it does not exceed 1%. Campbell County imposes the tax at a rate of .25%. Refer to State Statute 39-15-201 to 39-15-211. Goshen County was successful in funding an events center at the fairgrounds using the special purpose tax. Scott Sutherland of the Goshen County Economic Development Corporation may be contacted at 307-532-5162 to discuss how this process worked.

HOUSING

Challenge: The assessment team heard time and time again about the need for affordable housing as well as the need for housing for families of all income levels.

Resources: Other communities have faced a similar problem and have used a variety of methods to solve the problem. The city of Powell prepared a housing demand study and in turned used it to persuade homebuilders that there was a market for affordable housing. This resulted in new housing construction.

The Wyoming Community Development Authority (WCDA), which is the housing finance agency for the state, manages the HOME Investment Partnership Program, or HOME for short, which helps pay for development costs if the subsidy is passed on to the homebuyer. A private builder along with WCDA will in the near future be constructing affordable housing as a demonstration project. This project will demonstrate the use of cost saving building and design techniques that can be adopted by builders throughout the state. In addition part of the demonstration will be an analysis of local building codes and land use requirements that may act as an impediment to affordable housing.

Cheryl Gillum, housing programs director for the WCDA, may be reached at 307-265-0603. Dave Reetz, President of the Powell Valley Economic Development Alliance, should be contacted to learn how the city of Powell solved many of their affordable housing problems. Dave may be reached at 307-754-2201.

PLANNING/GROWTH MANAGEMENT/ECONOMIC DEVELOPMENT

Challenge: Growth management, adoption of the county land use plan and a strong city plan, downtown planning and appropriate development of the coal bed methane resource were land use planning issues repeated by those at the listening sessions. Also, economic issues such as business recruitment, business expansion and retention, preservation of

agricultural and reinvigorating the economic development group were repeated numerous times. The county land use plan has been in the development stage for a considerable period of time. As coal bed methane activities increase in the county, the time may be ripe to move forward and approve the land use plan. Without a plan the coal bed methane industry develops there could be negative impacts, particularly adjacent to the town of Buffalo. The plan and appurtenant implementation regulation could be used to mitigate any negative impacts of the industry.

Recruitment of new business that would be appropriate for the community came up many times at the listening sessions. To better understand what types of businesses would likely locate in the state, the Wyoming Business Council engaged a consulting firm with a national reputation to prepared a targeted industry study which identifies, given the attributes of Wyoming communities, the most appropriate industries to recruit to the state. The analysis is from an objective, external corporate site selector's perspective of Wyoming. Even though the study focuses on business attraction, it is useful for business expansion and retention because it identifies the current business climate under which excising businesses operate. With a better understanding of the existing business climate local economic development professionals will be in a position to implement strategies that will assist existing businesses. The report also contains a guide for communities to follow to prepare themselves to attract the identified industries, as well as understand the critical location factors for each targeted industry. It is recommended Buffalo use the report as a starting point as it develops and refines both its recruitment and existing business and retention efforts.

A formal business expansion and retention program is an important component of any local economic development strategy. It is unlikely that the community will attract a company that will create a number of jobs in excess of one hundred. It is likely however; ten existing companies will create ten new jobs each. An existing business expansion and retention program will help to make this happen.

Downtown development and the need to expand retail were also topics mentioned by participants of the listening sessions. The National Main Street Program is a highly successful program that has proven useful to communities wanting to improve the viability of the downtown area. The Evanston Urban Renewal Agency, directed by Jim Davis, is a strong proponent of the Main Street Program and has successfully followed the four step process for a number years, resulting in a downtown that displays a vibrancy not found in many other communities. Jim is always willing to share his experiences with other communities.

Resource: The Wyoming Association of Municipalities on behalf of the Business Council has distributed the report along with a questionnaire to all cities and towns in the state. The report can also be reviewed online at the Business Council's web site. Go to www.wyomingbusiness.org, click on Business and Industry then on Deloitte Touche Study results.

Gaye Stockman of the Wyoming Business Council is currently working with local economic development groups and businesses to focusing on business expansion and retention. Gaye may be reached at 307-777-2807.

The National Main Street Program has a web site that describes the basics of that program. The address is www.mainst.org. Steve Achter may also be contacted at 307-777-2811 to discuss the progress of establishing a Wyoming Main Street Program. Jim Davis of Evanston may be reached at 307-783-6300.

TRANSPORTATION

Challenge: Many attendees to the sessions identified a need to expand the hours of the BATS bus system. I have no particular remedy or source for funding the expansion, however, oftentimes it is helpful to contact operators of similar systems within the state and other parts of the county to share experiences and learn if there are common problems and possible solutions to those problems. In the recent issue of Community Transportation there is a special section listing community transportation providers from all parts of the country. The publication has been made part of the Appendix.

WORKFORCE

Challenge: Childcare alternatives, specifically for very young children and care after school, nights and weekends were expressed as a need within the community. Lack of this type of care can have a direct and negative impact on workforce resulting in poor on the job productivity. This then becomes an economic development issue. The Wyoming Department of Family Services recently issued an RFP requesting proposals to contract childcare initiatives to increase availability and quality of childcare at the community level throughout Wyoming. The deadline date for proposals was January 31, 2001. Did any Buffalo childcare providers submit proposals? It is certainly worth checking into.

Resource: Sue Bacon with Wyoming Family should be contacted at 307-777-6848 to determine if any Buffalo childcare providers have been awarded contracts.

RECREATION/TOURISM

Challenge: Front line employees of businesses that have direct contact with the public must be able to communicate information about and activities and tourist sites available to the traveling public. These employees must also be able to communicate this information in a friendly hospitable manner. Customer service training and host training are essential for front line employees. The Tourism Division of the Wyoming Business Council is in the process of producing host training on videotape. The tapes are scheduled to be available in May. Contact Laurie Green at 307 777 2808.

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CAPITAL FACILITIES

Multi-Purpose Center

Of the facilities listed by Johnson County residents as being needed, my guess is that a multi-purpose center might be able to garner the most grant funding and private contributions due to its broad-based appeal. Often corporations -- utilities, transportation companies (i.e. railroads), chain operations, and mineral extractors, specifically -- are interested in leaving a lasting impression on communities where they have a significant presence due to the placement of their operations. In other words, they would like to have their names in prominent places on important facilities that are likely to be used by lots of different people over a long period of time. A multi-purpose center is unlikely to be funded with grants alone, however, and will need optional one-cent sales tax, and borrowed money (bond issues). Special fundraising events (golf tournaments, bake sales, raffles, balls and brawls) also might be a means of garnering additional dollars.

One of the biggest downfalls of facilities such as these is that not enough attention is paid to operating/maintenance costs that the town and/or county will have to incur in order to keep the doors open and culture happening. Communities want fees for using the space and events to be affordable, and if their tax dollars have been used to build the structure, they are particularly affronted when they are asked to pay large sums for concerts and other entertainment. A plan should be developed for attracting out-of-town conferences and conventions (which frequently have to be bid two and three years ahead of time) that will use the meeting space, performers who will draw people from the region -- not just the community, and auctions and horse shows and other activities likely to be popular.

The Art in Public Buildings program (for buildings that qualify under the 1991 Art in Public Buildings legislation) allows for 1 percent of building costs to be funded by the Legislature specifically for artwork in or out of the building. For more information, call Liliane Francuz, Visual Arts Program Manager, Arts Council, (307) 777-7742, or write to 2320 Capitol Ave., Cheyenne, 82002. Federal Mineral Royalty Capital Construction Account money is specifically set aside for incorporated cities and towns, counties, special districts and joint powers boards to plan, construct, acquire, improve or repair public facilities. Some matching funds are required. For more information, call Brad Miskimins, grant and loan program manager, (307) 777-7309, or write to him, Herschler Building, 3 W, 122 West 25th St., Cheyenne, 82002.

Although some motel owners indicated a lodging tax hike would negatively affect their businesses, I don't believe statistics support that argument. How many people do you know who ask how high the lodging tax is when they make reservations? Our overall tax rate is so low, people generally still think they're getting away with something regardless

of whether the lodging tax is one penny or five (if they're coming from out of state). I also doubt Wyoming residents will be deterred by having to pay a cent or two more on a dollar, given the fact they generally have their favorite "spots" and are not likely to be deterred from visiting that particular shop, stream, trail, or tavern. Increasing the lodging tax to the maximum allowed percentage points would permit Johnson County to capitalize on the attraction the multi-purpose building is going to hold to out of town guests.

School Expansions

To be determined by the Legislature and Supreme Court?

One-Stop Social Services Center

This is a vision of the Johnson County Community Resource Center's (CRC) leadership. The CRC is a network of health and social service providers in Johnson County partnering to fill gaps in services and eliminate duplication. A number of entities below on the list as being in need of new facilities are already being contacted by the CRC to discuss whether it is possible for them to relocate their offices, what their needs are and what they might be able to contribute to a shared facility. Where the money will come from to build a new or renovate an old building has not been determined. Again, an optional one-cent sales tax is likely to be the best alternative. Getting private dollars for a structure like this might be possible, but it is a less saleable product than a multi-purpose facility simply because fees are not going to provide lasting, sustainable support for a one-stop nonprofit center.

Community Development Block Grant dollars might be an option, having been set aside for community, housing and economic development needs. For more information, contact Steve Achter at the Wyoming Business Council, (307) 777-2810, or write to him at 214 W. 15th St., Cheyenne, 82002.

- Law Enforcement.
- Crisis Center
- Emergency shelter/transitional housing
- Food Bank
- Public Health
- WIC
- Etc

Storm drainage

Farm Loan Board? Optional one-cent sales tax funding again might be an option.

Added Water Storage Facility

The Wyoming Water Development Program (contact Mike Besson, Herschler Building, 4th Floor West, Cheyenne, 82002, (307) 777-7626, for information about loans and/or grants) might have funding for this?

Expansions to

Hospital

Hospital districts (assessments on property owners similar to school districts) are a means of funding some medical facilities. Charging more for medical care generates income for the hospital -- even if it's a nonprofit -- that can and should be plowed back into facilities and equipment.

Hospital foundations can be created (don't know whether Johnson County has one) that permit people to leave a portion of their estate to the hospital or donate money if property is sold, etc. The interest earned on the Foundation-held money is used to buy needed equipment and in some cases, build new hospital buildings (if permission has been given to spend, not hold, donated monies).

The Kresge Foundation is fond of building new and bigger hospitals, but a community match is required prior to release of grant dollars. A town or county's residents must pledge and deliver at least a third and as much as a half of the project's total cost before Kresge will make a grant. For more information, contact The Kresge Foundation, P.O. Box 3151, Troy, MI 48007-3151, call (248)643-9630, or visit the Foundation's website: <http://www.kresge.org/>.

YMCA

The YMCA could be part of the one-stop nonprofit center, if an entirely new facility is a cost-effective approach. The YMCA, being the only one in the nation in the community the size of Buffalo, is unlikely to be able to raise funds outside the community and the state for expansion. Private contributors, higher user fees, an optional one cent sales tax for capital facilities, and special fundraising events are likely to be the best sources of revenue to build a bigger Y. Corporations might be interested in being associated with a Y building project if their name is going to be in a prominent place and particularly if their employees are members. A Kresge Foundation grant might be an option.

Public Health/Nursing

See one-stop nonprofit center, above.

Replace Bridges (2)

Optional one-cent sales tax?

Disposition of Landfill

Because the community is scenically situated, land values are going to be escalating and available land that can be dedicated to a landfill will become scarcer. A plan for rapidly introducing curbside-pickup recycling, incentives for recycling, and expanded recycling (add cardboard, we heard!) needs to be developed first and foremost. Funding will be needed for collection bins for specific items that can be left on the curb for pick up by special trucks the town also will have to acquire, if a private company isn't not doing the work. A landfill site must be identified as part of the comprehensive land use plan, to replace the existing dump (expected to be "full" in 15 years). Studies must be made to determine the "best practice" for dumps with little land space (other resort

communities with lots of bucks, like Aspen, surely know how to keep their landfills small and efficient) to absorb the maximum possible amount of trash. The Wyoming Community Recycling Grant Fund (Department of Environmental Quality) offers mini or small grants to Wyoming public and nonprofit entities to promote recycling/composting/waste reduction in Wyoming communities. For more information, contact Ken Schreuder, 250 Lincoln St., Lander, 82520, or call (307) 332-6924.

HOUSING

Increase

Low cost/low income

In order for developers to be able to afford housing people with low or no income, government subsidy must be provided. Section VIII housing is the most common form, where rent is subsidized depending on the renter's income and ability to pay (their income may fluctuate month to month, depending on the work they are doing, or it may be stable but minimal if they are living on Social Security and food stamps). The Housing Authority is typically the means of accessing federal housing assistance programs like Section VIII offered by HUD. Developers can tap into federal programs designed to increase the supply of multi-family homes and sometimes single family units (see federal program information on last page).

The Steward B. McKinney Homeless Assistance Act is offered to school districts seeking to provide free and appropriate education to homeless children and youth. Grants range from \$30,000 to \$40,000. For more information, contact Carolee Buchanan with the Department of Education, (307) 777-7168, or write to her at the Hathaway Building, 2nd Floor, Cheyenne, 82002. I don't know whether this includes housing, but I would certainly investigate the possibilities encompassed by these grant funds.

Affordable

Apartments were cited as being in short supply in Buffalo. I wondered what the zoning laws permit -- can people rent rooms in their homes? Basements? "Studios" over their garages? Converted garages? In Laramie, people frequently build "mother-in-law houses" -- tiny, apartment-sized units meant for only one or two occupants -- on the back of large lots to capitalize on the prevalent need for student housing while remaining in close proximity where their property can be easily monitored. Apartments need not be built only big chunks (eight, 16, 32 and larger "plexes"), and perhaps are more aesthetic if spread throughout sections of the community. Modular and trailer homes are usually considered "affordable," although I am told lenders are not as willing as they once were to attach themselves to these sorts of dwellings, and communities often find trailer courts to be another form of "visual pollution" harboring socio-economic groups in clusters rather than mingling them in the town as a whole. "Stick-built" affordable housing is accessible for some families via WCDA financing programs designed to keep rates low enough and down payments manageable enough to present opportunities otherwise unavailable to **first-time** homeowners. For relocating families or large families with enough income to live on but not enough income to save up enough for a down payment for a larger home, other "creative" financing options might be attractive.

If indeed the community opts to pursue conversion of a public school to public housing, Community Development Block Grant dollars might be an option, having been

set aside for community, housing and economic development needs. For more information, contact Steve Achter at the Wyoming Business Council, (307) 777-2810, or write to him at 214 W. 15th St., Cheyenne, 82002.

Assisted living

Like low-income and no-income housing, assisted living requires government subsidy. See attached news article re legislation introduced this session by Fred Parady, R-Sweetwater, and passed by the House (Senate File 44).

PLANNING/GROWTH MANAGEMENT/ECONOMIC DEVELOPMENT

County Addressing

Is there a county that has "converted" in Wyoming? The towns of Jackson and Mills (off the top of my head) do not even have addressing and I'm not sure what is involved in making the switch from boxes to numbered routes, and what the cost might be. Can this be part of the comprehensive land use plan?

Business Recruitment

5 – 15 employees/clean

Health care, health care, health care. Health care is frequently overlooked as a "business," even though its employees are highly trained, well paid and in great demand. Laboratories can operate independently in any community, as well as home nursing services, prosthetic and other medical supply companies, and transcriptionists. They generally require little in the way of **industrial** facilities and need only office space and parking to function. Buffalo can't at this time fill a number of vacant positions (nurses, radiology technicians, teachers) due to the shortage of housing -- will new businesses provide housing for their employees? The Workforce Development Training Fund is available to Wyoming employers (only -- no government agencies or nonprofit entities may apply) and the money can be used enhance employment opportunities and help meet the training needs of existing and new industries in the state. Grants range from \$4,000 to \$300,000 and no match is required. For more information, call Jan Wilson with the Department of Employment, (307) 235-3294, or write to Box 2760, Casper, 82602.

Database of graduates

This should be relatively easy to do for a year or two, but people scatter and their addresses are lost -- ever try to help plan a 20-year, or even 10-year high school reunion? If anyone can do this, it's likely to be the high school. A staff person will be required to do an annual survey and enter the data and sort it into meaningful clumps. If the school is to set aside the resources, there should be some incentive -- perhaps they will get to know which kids go on to be teachers and therefore might be recruited back to the community to instruct their succeeding generations? I'm not sure what the sales pitch might be to the district superintendent, but I see this as a costly and time-consuming (although worthwhile) endeavor that will not "naturally" be institutionalized by the school district unless a "case" is made for how the district will benefit. Maybe it could become a permanent database management course students complete as part of their technology training?

Existing Business Retention/Expansion

Housing! And marketing. If we are talking about retail businesses, the lodging tax should be increased with the proceeds used to market the community to attract visitors to Buffalo as a destination. More retail means more jobs for high school students. More retail means more sales tax revenue. Tourism is one of Buffalo's chief sources of income but the seasons must each be promoted independently (snowmobiling/skiing, hiking/mountain biking, fall foliage, spring -- well, rain, but we like to think of it as a good time to read and nap). There also must be promotion of Buffalo's "fitness" as a place to settle as a retiree (and people find these places by visiting them before they retire and falling in love with them). And Buffalo should market itself IN WYOMING as a gathering place for people needing to be trained. People are encouraged in this state, particularly if they are state employees, to capitalize on in-state training opportunities. Countless meetings are held in Jackson and Casper -- Buffalo is as scenic as Jackson and nearly as centrally located as Casper and should make the most of that.

What about asking teenagers to take over a dying or long expired business (like the movie theater!) as a means of learning new skills and increasing opportunities for them to be involved in positive activities in the community. In Hatton, North Dakota, a lumberyard owner turned over the keys of his business to the school and the teens made it a success. The newspaper also later became a school project. For more information, call School-to-Work Coordinator Karen Howson, Hatton Public School, (701) 543-3015, or email khouson@sendit.nodak.edu.

Re-invigorate Economic Development Group

First question is, who's going to pay? Well, who stands to benefit the most? This might be a good city/county project with each contributing from discretionary funds or leveraging an extra dollar tax on something (license plates? balefill use?).

The Economic Development Administration in Washington, D.C., provides information on funding resources available to state, county, and local programs. This service is not available to individuals. For more information, write to the Economic Development Administration, 14th St. and Constitution Ave., NW, Rm. 7804, Washington, D.C., 20230-001, or call (202) 482-5081. The Administration's Web site address is: <http://ww.doc.gov/eda>. The Denver region address is 1244 N Speer Blvd., Room 670, Denver, CO, 80204-3584, and the phone number there is (303) 844-4714.

Agriculture

Preservation/Enhancement

If there are federal ranch subsidies that Wyoming is not already tapping into, those should be investigated and allocated (will require congressional lobbying, I'm sure). Given the potential conflict between minerals development, ranching and other interests in Johnson County and the presence of a soon-to-be-approved land use plan, it might be worthwhile to consider using a Coordinator Resource Management process (that brings together all the affected interests to effectively manage watersheds, parks towns, cities, farms and ranches). Local people solving local problems are the cornerstone of the process. For more information, contact Dennis Sun, Wyoming Department of Agriculture CRM Coordinator, (307) 777-7321.

Air/Water Quality

The Department of Environmental Quality's Water Quality Division offers cities, counties and conservation districts grants to assess water quality problems at the local level and develop implementation plans for addressing such problems. Grants range from \$1,000 to \$40,000 and require a 25 percent match. For more information, call Brian Lovett at (307) 777-5622, or write to him at the Herschler Building, 4 W, 122 West 25th St., Cheyenne, WY 82002. Funding also is available from the DEQ to address identified nonpoint source pollution problems through education, technical assistance or implementation of best management practices. Lovett also is the contact person for Nonpoint Source Pollution Control grants.

TELECOMM/TECHNOLOGY

Task Force/Coalition

Study/recommend

The Washington State Rural Development Council's telecommunications committee, active since 1996, is sponsoring a pilot telecommunications project to identify how to help rural communities access telecommunications as a community development tool for hospitals, education, libraries and public services. It is also trying to target how telecommunications access in rural communities could catalyze economic development. To find out what Washington has learned, call WSRDC Executive Director Jim Lowery, (360) 943-5151 or write to him, jlowery@scattercreek.com. The Web site for the Council is <http://www.yo-partner.com>.

I believe the Wyoming Rural Development Council is working on or has launched an Internet Masters program designed to train people to teach others of the value of using the Internet to market and sell their products. For more information, call Mary Randolph, 777-6430, or e-mail mrando@state.wy.us.

The National Center for Appropriate Technology focuses on connecting rural communities to the Internet to improve the quality of rural life. NCAT can provide information about websites relevant to the concerns of rural communities. For more information, contact Al Kurki, program specialist, 1315 Hauser, Helena, MT, 59601, (406) 475-9343, ALK@ncat.org.

Economic Incentives for T companies to serve Buffalo

I spoke with Wyoming.com technology vice president Frostie Sprout and he said his company can (and would happily!) provide DSL service to Buffalo right now -- although it may not be inexpensive. For more information, call Frostie at (307) 856-6400 ext. 161, or write to him at frostie@wyoming.com or 937 West Main St., Riverton, 82501.

Leverage resources to enhance services

I put Sandy Ward, Johnson County Memorial Hospital administrator, in contact with wyobeam.com's David Haid regarding telemedicine linkages. Haid specializes in telemedicine. I have attached a list of web sites on telemedicine and funding opportunities.

TRANSPORTATION

Public transportation

BATS expansion

The Federal Transit Administration (FTA) sections 5311 and 5310 grant rural public transportation funding to public agencies and non-profit agencies transit providers serving the elderly, disabled and general public. Grants are made on a reimbursement basis and range from \$10,000 to \$50,000, with a 30 percent to 50 percent local match required. For more information, call the Wyoming Department of Transportation's John Black, (307) 777-4181, or write to him at Box 1708, Cheyenne, 82003. Transportation Enterprise Grant and Loan money can be used by public entities to buy vehicles. For more information, call Brad Miskimins, Office of State Lands and Investments Financial Programs Division, Grant and Loan Program Manager, (307) 777-7309, or write to him at Herschler Building 3 W, 122 West 25th St., Cheyenne, 82002.

Since there's no taxi service in Buffalo, it might be worthwhile to make one vehicle a 24-hour service and charge taxi-equivalent fees (serving the general public -- the low- and no-income and seniors and the disabled would still just make a donation).

What about a taxi service in Buffalo? Has anyone gone into that business recently? All it takes is a car and a couple of friendly drivers, appropriate licenses and people willing to pay! Surely there is great potential in running a bus between Sheridan and Buffalo to the college, shopping, and the airport? Could a taxi also fill this need, if there is a need?

WORKFORCE

Recruitment of Professionals

Nurses

Allied health professionals

Wyoming Health Resources Network recruits physicians, physician assistants, nurse practitioners, nurses and other allied health professionals (including med techs) at low or no cost to Wyoming communities under an agreement with the Wyoming Department of Health. For more information, contact WHRN recruiter Billee Jelouchan in Rock Springs, 877-304-6138, or bjelou@yahoo.com, or Box 117, Rock Springs, 82902.

Determine livable/sustainable wage job amounts for Buffalo

Refer to Economic Development group, when it reforms and is re-funded.

Increased Jobs with Benefits – ie health benefits

Teachers and nurses get benefits.

Training/Education

More offered

The Arts and Technology Partnership offers educational institutions and nonprofit organizations up to \$5,000 for implementation or enhancement of arts education programs that use technology as a tool. Cash match is required. For more information, contact Robert Smith at the Wyoming Arts Council, 2320 Capitol Ave., Cheyenne,

82002, (307) 777-5305, or write to rsmith3@state.wy.us. Information on a Web site is also available: <http://spacr.state.wy.us/cr/arts>.

Child Care Alternatives

Very young children

After school/nights/weekends

Evanston's town Council is treating child care as an economic development issue and recently wrote a large federal proposal to expand their child development center's hours to offer care to working people who are not employed 8 a.m. to 5 p.m. Rock Springs' interagency coordinating council has made child care its priority. This is a statewide problem that screams for community activism -- involve legislators in discussions regarding creative solutions for meeting needs.

If a case is made for the fact that families often cannot stay together or fall apart over economic issues, Promoting Safe and Stable Families funding or a Children's Trust Fund grant administered by the Department of Family Services *might* be a resource. Grants range from \$5,000 to \$20,000. For more information, call Steve Vajda at (307) 777-6081, or write to them at the Hathaway Building, Third Floor, Cheyenne, 82002.

RECREATION/TOURISM

Marketing

Increase the lodging tax. Advertising costs money. That's why the lodging tax was created and that's what it's intended to be used for: advertising community tourist attractions.

Internet/website

How many websites does it take to market a community? There are already two: the Buffalo Chamber of Commerce website and the Community Resource Center website. Duplication of effort is something we seek to avoid in Wyoming -- combine efforts!

AAA

Join with Thermopolis in fighting for a presence on AAA's map. (See attached news clipping.)

Expand to year round recreation

Recreation other than sports/alternative sports

Lake DeSmet

Mountain biking

This requires marketing, and marketing costs money. The lodging tax is what helped build Jackson's shoulder seasons.

Destination

The Wyoming Business Council's Trade Show Incentive Program offers grants ranging from \$250 to \$2,000 (50 percent match) to encourage Wyoming businesses to participate in U.S. and international selling events. Wyoming outfitters, in particular, might capitalize on this opportunity. For more information, call Christie Pardue, (307) 777-2833, or write to her at the Business Council office, 214 W. 15th St., Cheyenne, 82002.

Facilities

Extend/expand trails

The Department of Transportation's TEAL program is one possibility (Transportation Enhancement Activities Local). Contact Rich Douglass or Dave Young, 530 Bishop Blvd., Cheyenne, 82009, (307) 777-4384 or 777-4275, or write to dyoung@state.wy.us. These grants are for projects that are off-the-state-highway system (non-highway department), transportation related, and that will add community environmental value to the transportation system. A 20 percent local cash match is required and project costs between \$100,000 to \$200,000 can be paid with grant funds. Project types include non-motorized transportation (walking/bike paths), scenic beautification (roadside landscaping), historic preservation (transportation related).

The Recreational Trail Fund Grants administered by the state Parks and Cultural Resources division require a 20 percent match and range in amount from \$2,500 to \$75,000. These dollars can be used for trail-related activities that further specific goals related to the trails in the Wyoming State Comprehensive Outdoor Recreation Plan of 1995. Eligible programs include: maintenance and restoration of existing recreational trails, trailhead and trailside facility development, equipment for trail construction and maintenance, construction of new trails where need is shown, easements and fee simple title to property for recreational trails and corridors and trail related safety and environmental education programs. For more information, contact the grants program specialist at the state Parks and Historic Sites office, 122 W. 25th St., Cheyenne, 82002, (307) 777-3483.

The Land and Water Conservation Program provides grants ranging from \$5,000 to \$50,000 (50 percent match required) to acquire and/or develop/renovate public outdoor recreation lands and facilities. For more information, call Todd Thibodeau with the state Parks and Historic Sites office, (307) 777-6478, or write to him at Herschler Building 1E, 122 West 25th Street, Cheyenne, 82002.

Casper's Platte River Parkway has expanded continuously since its inception and has successfully garnered private and public dollars. For more information, contact the Platte River Parkway Trust, (307) 577-1206.

Recreation district

Expand parks

Community Tree Planting and Education grant are available to community individuals, groups and organizations utilizing volunteers to plant trees on public property. A 50-50 cash match is required and grants range from \$500 to \$3,000. For more information, call Mark Hughes in the Office of State Lands and Investments Forestry Division, (307) 777-7586, or write to him at 1100 West 22nd St., Cheyenne, 28002.

History

Preservation of buildings

Resurrect Historical Society

Historical Resource Coordinator

If local government establishes a National Park Service certified historic preservation board, Certified Local Government Grants totaling \$500 to \$10,000 may be available from the state Parks and Cultural Resources Division. A 40 percent cash or in-kind match is required and projects must meet federal guidelines for historic preservation.

For more information, call Nancy Weidel, (307) 777-6312, or write to her at 2301 Central Ave, Cheyenne, 82009, (307) 777-6312, nweide@state.wy.us.

Culture

Arts & Music Festivals

Apply to the Wyoming Arts Council for a mini grant (up to \$1,000) to present arts programs in schools and the community (applicant must be educational institution or nonprofit organization). Find out what the Arts Council can offer in the way of speakers. For more information, call Robert Smith, (307) 777-5305, or write to him at 2320 Capitol Ave., Cheyenne, WY, 82002, rsmith3@state.wy.us.

The Arts Council also offers 20 percent (up to \$2,000) in Project Grant funding for some specific, one-time arts projects, events, limited series of events, or for technical assistance projects in communities, up to \$5,000 (but no more than 20 percent of total budget) for Multiple Projects. If an arts-related activity or activities were held to raise funds for the multi-purpose building, perhaps a small share of the upfront costs could be paid with Arts Council grant funds. For more information about the project grant money, call Rita Basom or Donna French, (307) 777-7109, or write to 2320 Capital Ave., Cheyenne, 82002.

To bring Arts Council fellowship award recipients' art to a community for display, \$500 grants may be obtained from the council as a stipend to cover costs of transporting the artwork. For more information, call Liliane Francuz, visual arts program manager, (307) 777-7742, or write to her at 2320 Capitol Ave., Cheyenne, 82002, or lfranc@state.wy.us.

Arts Across Wyoming offers \$300 grants to communities bringing Wyoming artists into their midst for performances, readings, workshops, presentations, etc. For more information, contact Rita Basom or Donna French (see info above).

Arts Access grants (no more than 50 percent of the project's total budget, up to \$1,000) are available for projects and events, including folk or traditional art, which address an "undeserved community" in which people lack access to arts programs, services or resources due to geography, economic conditions, cultural or ethnic background, disability, or age. For more information, contact Marirose Morris at (307) 777-7723 or write to her at 2320 Capital Ave., Cheyenne, 82002, or mmorri@state.wy.us.

Transport to Casper or Billings

Great opportunity for a new business for someone who likes people!

HUMAN SERVICES

Seniors

Lawn Care, etc.

Multi-age Contacts

Snow Removal

Volunteer Resources

Requiring high school students to do community service work to graduate might create a pool of ready-and-willing lawn careers, snow removers, and contacts for seniors seeking younger company.

Youth/Families

Arcade/Place to Loiter

I thought that was what "home" was for. In the alternative, I suggest more high-

school-aged after school activities, preferably work oriented, like running a lawn mowing/snow shoveling business (at very low rates) targeting seniors in the community.

Activities

School/Neighborhood Center

Bike Trail

The Department of Transportation's TEAL program is one possibility (Transportation Enhancement Activities Local). Contact Rich Douglass or Dave Young, 530 Bishop Blvd., Cheyenne, 82009, (307) 777-4384 or 777-4275, or write to dyoung@state.wy.us. These grants are for projects that are off-the-state-highway system (non-highway department), transportation related, and that will add community environmental value to the transportation system. A 20 percent local cash match is required and project costs between \$100,000 to \$200,000 can be paid with grant funds. Project types include non-motorized transportation (walking/bike paths), scenic beautification (roadside landscaping), historic preservation (transportation related).

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Younger People to Volunteer/Serve

The Learn and Serve America, K-12 school-based programs offer grants ranging from \$5,000 to \$15,000 to develop high-quality service learning programs in elementary, middle and secondary schools that provide school-aged children with classroom and community opportunities to develop their academic and civic skills by addressing real life problems in their communities. Programs are expected to address and help meet local community needs in one or more of the following areas: education, public safety, environment and other human needs. Contact Cathy Lyman at (307) 777-5396, clyman@state.wy.us, Herschler Building 1 W., Cheyenne, 82002, or Kathy Scheurman, Wyoming Department of Education, Hathaway Building 2nd Floor, Cheyenne, 82002, kscheu@educ.state.wy.us, (307) 777-7843, for more information. Also, contact Shann Hauck at the Johnson County Community Resource Center to determine whether these funds have already been tapped.

Students could be required to complete community service hours as a graduation requirement. Guidance counselors can inform students that college applications and job applications are enhanced by the performance of volunteer assignments, and competitive scholarship programs now often require community service, as well.

Retain Youth in Buffalo

The Carl D. Perkins Vocational and Technical Education Act of 1998 offers

funding to develop academic, vocational and technical skills of vocational students, link secondary and post-secondary programs and to increase flexibility in the use of federal funds. For more information, contact Heather Wagoner with the Department of Education, (307) 777-5329, or write to Hathaway Building 2nd Floor, Cheyenne, WY 82002. Grants range from \$10,000 to \$30,000 and no match is required.

Health

Drugs

Safe Drug-Free Schools and Communities grants are available to school districts. Call Dr. Paul O. Soumokil, (307) 777-7168, or write to him at the Department of Education, Hathaway Building, 2nd Floor, Cheyenne, 82002.

Adult drug use is a problem that will persist without viable treatment options at low cost in or near the community, because women with children abusing substances will not ask for help if they fear the loss of their children while in inpatient treatment. In addition, women on Medicaid do not have treatment coverage, and most insurance plans cover only minimal inpatient costs (\$5,000 of a \$45,000 bill). Outpatient services provided by community mental health centers and Alcoholics Anonymous and Narcotics Anonymous need to be widely advertised to promote utilization.

The mental health care providers in the state lobbied for passage of a mental health reimbursement "parity" bill this session that would have forced insurance carriers to pay more for mental health care. The bill did not pass.

Tobacco has been identified as a "gateway" drug for adolescents. Prevent tobacco use and it is possible (although a direct correlation has not been scientifically determined) that drug use also will diminish. Contact the Community Resource Center in Johnson County for information about the Buffalo-based tobacco use prevention coalition. Healthy Communities/Healthy Youth is a youth risk behavior strategy several communities have identified as a means of combating drug use. Contact the Community Resource Center for information about Healthy Communities/Healthy Youth of Johnson County.

The Park County Health Planning Coalition has made alcohol use by minors its priority and is working on a number of prevention alternatives primarily through positive youth involvement in the community. For more information, contact Rhonda Shipp at the Park County extension office in Cody, (307) 527-8561.

The state's underage drinking grant program in the Wyoming Department of Health Division of Behavioral Health distributes more than \$160,000 in community grant funds annually. For more information, contact Sharon Guerney, (307) 777-6885. The Division of Behavioral Health also is making plans for a structured assault on adolescent drug use. For more information, call division director Diane Galloway, (307) 777-6494.

Telemedicine

See telecommunication

Nurses/CNA's

The nursing and certified nursing assistant shortage is a critical national problem that Wyoming is only beginning to experience. Nursing programs at Wyoming colleges and university need to be promoted by high school guidance counselors. Exposure to health professions as a choice must occur in high schools (Natrona County has an allied health professional preparation course) if we hope to somehow Band-Aid over an insurmountable shortage of health care practitioners. The shortage should in fact be

promoted in the high schools so students are aware of the many high-paying jobs available to them after they obtain training for which they will not even have to leave the state.

Low Federal reimbursement hurts providers/care

Sen. Craig Thomas is working on this issue.

Communications

Limited Media

Increase Awareness of available programs

There are two websites in town, a community information "hotline" operated by the Community Resource Center, a weekly newspaper, and a radio station. That's significantly more than most communities this size can claim in the way of communication "channels." Maybe posters in popular gathering places would get people's attention. If the cable company permits it, there may be time for community announcements and public service announcements on channel 3 at some point during the day or night. Perhaps people should make a point to use and read the newspaper, contributing community announcements and subscribing to the Bulletin, listen to the radio and ask for announcements (daily) regarding upcoming activities in the community, and visit the websites frequently for information.

Attitudes/Diversity

Perceived class by socio/economy

"Price tags limit thinking"

One teenager, when asked how to change class striations and discrimination, said, "well, it starts with me." Wyoming's culture promotes being a "native" or "almost native" as a value. Being an "old timer" is akin to being among the first settlers and a part of the landscape. Everyone else is considered a newcomer and an outsider. How do we shift a culture that values keeping things the same to one that embraces the new? We start by examining our own stereotypes and considering new attitudes. It is very difficult to "make" people change their minds about things. Sometimes community dialogues and talking circles give people a chance to set aside their labels and roles. The Wyoming Council for the Humanities offers dialogue facilitation around sensitive issues. For more information, call Robert Young, (307) 766-5496.

Under any category:

The Wyoming Community Foundation's decision to allocate not one but two of its four full-time staff to listening to the listening sessions in Buffalo is remarkable and significant -- obviously the WCF (as stated at the sessions) is interested in investing in Johnson County. A conversation with WCF Executive Director John Freeman is highly recommended to determine which projects he thinks the community foundation (whose grants typically do not exceed \$5,000) is most likely to support. To reach John, call him at his office in Laramie, (307) 721-8300, ext. 11, or call Susie Mullen at WCF's Casper office, (307) 577-0648.

Much discourse among grantmakers and seekers has circulated around the Peter Kiewit Foundation, a huge giving entity based in Omaha that will contribute to Sheridan

charities, but will not support other Wyoming communities. It is possible a lobbying effort (positive, based on factual statements regarding the impact mining in Sheridan has had on Johnson County) might result in expansion of Kiewit's giving program, or so we have speculated from time to time.

WHRN provides communities with a list of grantwriters in the state available for contracting for services and a list of possible grant sources (attached).

I've enclosed the U.S. Department of Agriculture Rural Information Center publication, "Federal Funding Sources for Rural Areas: Fiscal Year 200" because it is a wonderful summary of the programs Buffalo is likely to be interested in, should they find someone who has the time and resources to pursue grant opportunities.

The Federal Assistance Programs Retrieval System (FAPRS) is an online, menu-driven system offering complete text searching of the Catalog of Federal Domestic Assistance. The Catalog contains information about all domestic federal programs including grants, loans, insurance, and training. Indexed by subject, function, and agency, information is available on eligibility, application procedures, selection criteria, and deadlines. For more information, visit <http://www.gsa.gov/fdac>, or call (202) 708-5126.

Derrel L. Carruth

P.O. Box 1831

Casper, WY 82602

(307) 235-3999

CAPITAL FACILITIES

The town of Buffalo should be complimented on their foresightedness as they have planned and developed water treatment and storage facilities, electrical generation, and medical facilities par excellence. Interestingly though, there were many comments heard at the listening sessions that indicted further expansion of facilities are needed, such as a multi-purpose center, new schools, storm drainage, additional water storage, and expansions to the hospital, senior center, YMCA, public health, and a one stop social services center.

MULTI-PURPOSE CENTER

The interest seemed to be in a facility that could hold cultural events, have larger meeting spaces than currently available and include an indoor arena. The community needs to evaluate the uses for each and decide on a facility that would be big enough to serve the intended purpose but not so big that full utilization would be difficult.

Natrona County recently completed an indoor arena complex that includes meeting rooms, offices for fairgrounds manager and staff, concession facilities, one set of bathrooms with showers for 4-H members during county fair, and several rooms that are used for meetings, etc. The cost of the "Arena" was \$3.8 million and has been funded through a 1% sales tax. Because the project was built prior to the sales tax monies being totally available, special financing was obtained through First Interstate Bank. A private foundation was also established to raise \$500,000 through donations and a variety of community events to indicate the significant interest for this kind of facility. Those dollars were deposited in a trust account and draws interest that is used to pay the maintenance and utilities at the "Arena". Gorder South Architects, 606 South David, Casper, WY 82601, 307-234-8968, designed the building.

I understand they are designing a similar building for Jackson, with a few design changes as a result of the experiences in Casper.

Further information on the building and financing can be obtained from Manager, Tom Jones at 307-235-5775, Fairgrounds, Casper, WY 82601. Karen True at 307-235-5339, 6000 Poplar, Casper, WY 82601 can tell you about the foundation.

There are several ways to fund this type of project. In addition to fund raising efforts the community might consider the following:

1. Use the Joint Powers Board between the town of Buffalo and Johnson County.
2. Form a Non Profit Organization.
3. The town of Buffalo could apply for loans and grants.

Funding sources might include:

1. Rural Development – Community Facility Loan – this would be for a direct loan or grant. Contact point is Lola Lucero, Rural Development Manager, Cottonwood Center, 1949 Sugarland Drive, Suite 118, Sheridan, WY 82801-5749. Her phone number is 307-672-5820, Ext. 4. Her email address is lola.lucero@wy.usda.gov.
2. Local banks have funds available for projects and the loan can be guaranteed by Rural Development. Contact a local bank or contact Rural Development at the address above.
3. Any of the Bond Councils in the state can help set up bond elections and give advice as to the best bonding route to pursue. Three bonding companies are:
 - a. Borthwick Law Firm, 1312 Capitol Ave., Suite 506, P.O. Box 1124, Cheyenne, WY 82001, phone 307-635-2433.
 - b. Herschler, Freudenthal, Salzburg & Bonds, 314 E. 21st Street, P.O. Box 387, Cheyenne, WY 82003-0387, phone 307-634-2240.
 - c. Wiederspahn, Lummis & Liepas, PC, 2020 Carey Ave., Suite 700, Cheyenne, WY 82001, phone 307-638-6417.
4. State Loan and Investment Board, Brad Miskimins. Phone 307-777-6646.
5. Private foundations can be found through the Internet at the Foundation Center. Their web site is www.fdncenter.org.

HOUSING

SENIOR
LOW COST
ASSISTED LIVING

The assessment team heard many comments regarding the need for more affordable housing as well as subsidized housing. We also heard that there is a need for more assisted living facilities. Rural Development uses a term “congregate” to describe senior assisted care projects. To obtain senior housing or low income subsidized multi-family facilities a need must be demonstrated in the community. Generally, this assessment is accomplished by a developer as part of the loan package.

But I understand that sometime ago a study was done to determine the need for housing, though nothing had been with the results of that study. I would suggest that it might be possible to take that report and update it using the current census data that will be coming out this month.

Affordable housing can take many forms, and has been at least addressed in part by the

town of Buffalo with the very recent approval of Greenleaf Estates which permits mobiles, modulars or stick built homes on smaller lots. And the North Ridge Subdivision that permits the building of patio homes.

Another alternative is a program within Rural Development called "Self-Help Housing". This program is designed to provide the construction of several homes built by the applicants under supervision by a construction supervisor sponsored by a Housing authority or other non-profit organization.

Recently Housing Partners in Riverton, Wyoming applied for a Self-Help Grant for Technical Assistance in the development of a Self-Help Project. Four homes are being built and I believe almost ready for occupancy, which were funded by Rural Development. A contact to learn more about their experience is Sue Hoesel at 307-857-1988.

There are several funding sources for these types of projects.

Funding sources might include:

1. USDA - Rural Development's Multi-Family Section 515 loan program. This program is administered by the use of a Notification of Fund Availability (NOFA) which is published in the Federal Register. Generally these funds are made available around the first of the year. Rural Development also has a guaranteed loan program under Section 538. This program is also handled under the NOFA system. These loans are designed for low and very low-income tenants. Specific details as well as developers who have worked in this program can be obtained from Lola Lucero, Rural Development Manager, Cottonwood Center, 1949 Sugarland Drive, Suite 118, Sheridan, WY 82801-5749. Her phone number is 307-672-5820 Ext. 4.
2. Wyoming Community Development Authority (WCDA) is the State housing authority. They have control over Low Income Tax Credits and the HOME Investment Partnership Program, HOME for short. These funds can be used for development costs if a subsidy is passed to the tenants. WCDA also has a Multi-Family bond authority but this generally only works with projects of 150 or more units. The contact person at WCDA is Cheryl Gillum, Housing Programs Director. Her address is 155 North Beech, Casper, WY 82601. Her phone number is 307-265-0603
3. Funding sources for an Assisted Living facility might be obtained through USDA – Rural Development's Community Facility program. This program has funds for direct loans and guaranteed loans. The same office listed in number 1 above handles these programs.
4. A local developer generally initiates single family housing projects. If no developer is available the community could initiate a development by purchasing and installing the needed infrastructure. Funding is available on a non-profit basis from Rural Development under its Section 523 program. This program provides loan funds at a very low interest for the development of building lots. These lots are then sold to

prospective low-income homeowners in conjunction with the building of a home. These homes can be financed with Rural Development funds under the Section 502 program. The area office in Sheridan handles these programs. Contact person is the same as in 1 above. Another source of funding is through the WCDA's HOME program, which has funds available to finance single family homes for low-income purchasers. This program involves an interested builder who will construct homes using HOME funds then sell them to authorized buyers. Rural Development can participate with WCDA in financing these homes. The contact for WCDA is Cheryl Gillum, Housing Programs Director, 155 North Beech, Casper, WY 82601. Her phone number is 307-265-0603.

5. Funding for the Self-Help Technical Assistance grants would be to a non-profit, such as the Buffalo Housing Authority under Rural Development's program. The same contact person as named above under number 1 is applicable.
6. A secondary moneylender recently moved into the state that is very interested in "affordable housing" is Fannie Mae, who established a partnership office in Cheyenne. You could contact Randy Dancliff at 2424 Pioneer Avenue, Suite 204, Cheyenne, WY 82001 or randall_1_dancliff@fanniemae.com.
7. Another Federal Agency with funding generally on an insured basis, but also participates with WCDA in issuance of block grants and rental subsidies is HUD. Contact person is Kelly Jorgensen, Community Builder, 100 east B Street, Casper, WY 82601. His phone number is 307-261-6250. His e-mail address is [Kelly L. Jorgensen@HUD.gov](mailto:Kelly.L.Jorgensen@HUD.gov).

As I mentioned at the town meeting, perhaps another approach in determining "affordable" might be to have first-time homebuyers take a "homebuyer education" course. Such a course is available through a partnership of several agencies such as Fannie Mae, HUD, WCDA, Rural Development and First Interstate Bank video conferencing. To learn about dates and locations where this course can be taken you should access WCDA's web page at www.wyomingcda.com.

HUMAN SERVICES

RETAIN YOUTH

This problem was discussed at several sessions. Generally this related to youth that have left the community to find good paying jobs after completion of college. This causes a "brain drain" on the local community. This is a problem with most communities in Wyoming. The only real solution is the creation of jobs in the community that are technical in nature. Many comments indicated the interest in keeping Buffalo like it is, so the logical solution would be high-tech jobs. These type companies have been moving into communities in the state. SENTO opened a business center in Evanston and is expanding into Green River. This is a Utah company that has employed several hundred workers in Evanston and plans on 200 more in Green River. They deal in computer technologies and are a clean business to bring into a community. You can visit their web site at www.sento.com. In Casper, Boise Cascade Office Products order center opened

about 2 years ago. That business has grown and now employs over a hundred employees. Their web site is www.bcpb.com. Businesses like these are becoming more common in rural America. They can conduct business from basically anywhere that rapid Internet access is available.

More companies like the “ American Cowboy” or the Zoo books Publishing” or similar “lone eagle” type enterprises can become ideal sources for retention of youth in jobs that are higher paying.

The following contacts are available for financial assistance to train and develop the workforce of the community:

1. Carl D. Perkins, Vocational and Technical Education Act of 1998. Contact Heather Wagoner, Hathaway Bldg., 2nd Floor, 2300 Capital Avenue, Cheyenne, WY 82002. Phone 307-777-5329. This program is available to develop academic, vocational and technical skills in vocational students.
2. Workforce Development Training Fund. Contact Jan Wilson, P.O. Box 2760, Casper, WY 82602-2760. Phone 307-235-3294. The purpose of this fund is to enhance employment opportunities and help meet training needs of existing and new industries.
3. Adult Educational and Literacy. Contact the Department of Education, Karen Milmont, Hathaway bldg., 2nd Floor, 2300 Capital Avenue, Cheyenne, WY 82002. Phone 307-777-3545. The purpose is to provide education for undereducated adults (those who have not graduated from high school or received a GED).

WORKFORCE

DAY CARE FACILITY

The need for a day care center was discussed at several listening sessions. A non-profit group who would be willing to spear head could develop this type of facility it. One such project that has been recently completed is the Children’s Discovery Center in Pinedale. The director of this facility is Carol Chidsey. Her address is P.O. Box 100, Pinedale, WY 82941. Her phone number is 307-367-6272.

A funding source for this type of project is through the Community Facility loan program of Rural Development. Contact Lola Lucero at the office listed above.

Diane Harrop

Wyoming Community Foundation
R-D Pharmacy & Books
PO Box 916
Douglas, WY 82633
307.358.4893 (H) 307.358.3266 (W)
Fax: 307.358.3268

Buffalo, Wyoming, is a *Community* in the finest sense of the word, and since Community Development is a necessary prerequisite for Economic Development, it follows that the people here are blessed with fertile ground that will yield up any kind of future they choose to design and work towards. Success will take the combined efforts of many, but such cooperative projects have the added benefit of drawing people closer together, of increasing tolerance and acceptance of diverse groups, and of strengthening the community from the inside out.

It is easy for “tourist” towns to lose their collective souls by putting the needs of visitors ahead of the needs of residents. Buffalo has not done this and thus has developed a distinctive *personality* that both residents and visitors alike recognize and appreciate. This must be spotlighted and protected at all costs! It will take continuing education, understanding, and compromise to keep it strong and unique.

My greatest fear for small towns is the loss of individuality that comes with the influx of chain and nationally franchised businesses. Once McDonalds, Wal-Mart, and Gap stores set their sights on your community, survival of one-of-a-kind locally owned restaurants and stores is threatened. A small town has to be careful about protecting and supporting it’s own retail and service providers. For it’s size, Buffalo has a dandy array of downtown retail offerings and those stores go a long way toward creating the very positive and optimistic attitudes people—both locals and visitors—have about Buffalo.

I encourage you to celebrate your individuality, to proclaim your authentic quirkiness from every Big Horn mountaintop! Let your uniqueness be a source of community pride and build upon what you have rather than trying to copy what others may be doing. One exception to this would be to seriously study the problems neighboring Powder River Basin communities are having with coalbed methane development. Right now Gillette is struggling to regulate well production in it’s city limits and is probably already too late to legally do so. They are, in essence, trying to put the chicken back in the egg after it has hatched. Buffalo needs to begin immediately researching alternatives for responsibly controlling this almost-out-of-control boom. Citizen responses during the community assessment should assure local and county elected officials that they have almost universal support in favor of managed growth and development—and for the land-use planning and zoning tools that will be needed in order to protect Buffalo’s physical environment, recreational assets, historic treasures, and scenic resources.

The process of discussing and considering solutions is, in and of itself, a valuable community process so I have every confidence that Buffalo will move boldly to solve problems and stay strong and beautiful. Good luck and have fun!

SHORT-TERM QUICK WINS:

1. **Assisted Living/Housing Shortages:** Assess the potential numbers of older residents who might be in the market for an Assisted Living arrangement. These statistics could encourage private developers who might be thinking of building such a facility and would have the added advantage of freeing up some existing housing and providing a degree of immediate relief for your significant housing-shortage situation. If you become convinced that such a facility is needed, the city and/or county might agree to foot the bill for a feasibility study that could be used for financing by either a non-profit or for-profit individual or group interested in building the facility. I would urge you to be very reticent about having the city or county construct and operate such a facility itself—this is a very specialized business to be in.
2. **Identifying Retail/Service Niches:** Have the Chamber of Commerce conduct an opinion survey of items/services which are in demand by local people but do not exist in Buffalo (the socks & underwear factor). This information would be valuable for Chamber members who could fill those retail/service gaps. It will also tell business people that they might need to advertise certain products/services better if they are already providing something that people think is missing.
3. **Attitude Changes Needed:** Advertise the fact that the highways run both ways between Buffalo and Sheridan; Buffalo and Gillette; Buffalo and Casper, etc. You do have a distinctive and vibrant downtown retail community, some very lovely B & B's, your YMCA, etc., that people from other towns will very much appreciate—IF they know about it!
4. **Cooperative Marketing Programs:** Encourage Buffalo businesses to create “packages” of goods and services that can be promoted to people who live outside of Buffalo but within a 2-3 hour driving radius. Weekend off-season specials that include lodging at motels or B & B's and discounts or specials at museums, galleries, restaurants and retail establishments could draw a lot of interest. The Buffalo Chamber would be a logical clearinghouse for such an idea.
5. **Improved City/County Communication & Cooperation:** City and County staff and officials should arrange casual but fairly regular breakfast or lunch meetings to improve communication and cooperation between entities. It is easier to work together with people after spending a little time with them. It also helps to hear and consider other perspectives. So, think about having regular LOF (Lunch On Fridays) or BOT (Breakfast on Thursdays) meeting times and rotate the location to give several restaurants a chance to capture this extra business.

6. **Senior Volunteer Opportunity:** Contact Chief Larry Majerus of the Douglas Police Department (307.358-3311) and ask for information about forming and operating an RSVP (Retired Senior Volunteer Patrol) group in Buffalo. In Douglas these volunteers perform a lot of patrol duties such as checking public restrooms and parks facilities. They add to the “visibility” of the Douglas PD, provide a good volunteer option for more active senior citizens, and allow regular officers to concentrate on more traditional policing duties. Officer Ron Casalenda of the Douglas PD is also a good contact. He spends most of his time interacting with kids in our schools and can give the Buffalo PD information and advice about this program.
7. **Developing Positive Ranch Relations:** Institute an annual community-wide “Rancher’s Appreciation Day or Week” that would culminate in a public celebration dinner where area ranchers could be recognized and thanked. I was struck by this comment made in one of the sessions: “Ranchers built and developed and protected many of the things people now come to Buffalo for.” Ranching is an industry in crisis in many ways and more cross understanding is needed between city and rural citizens.
8. **Little Things/Big Differences:** Do the simple and easy things to improve Buffalo’s appearance. Clean streets and sidewalks, shining shop windows, and open parking in front of businesses pay big dividends. Does Buffalo have an annual or semi-annual Clean-up Day? If not, free trash bags can be offered to people willing to clean up their own yards and/or public areas each spring and fall.
9. **Rolling Out the Buffalo Welcome Mat:** Periodically repeated “Good Host” programs for business owners and managers, store clerks, food-service workers, and the general public are very advantageous for a town that wants to encourage visitors to come back or stay a little longer. I found that most clerks and cashiers I talked with could not give me directions to facilities like City Hall or the radio station. Chambers of Commerce have access to information about these Host programs which effectively provide valuable customer-service training to large numbers of people. Group training sessions would save local businesses the time and expense of developing and delivering their own programs and also provide great opportunities to invite law enforcement officers to share safety and crime-prevention tips with the working public.

MID-RANGE TO LONG-TERM SUGGESTIONS:

1. **Responsible Growth Management:** Keep proceeding directly and enthusiastically toward adopting and implementing good and enforceable land use plans and/or zoning options. Both County and City officials should be encouraged to read the book: ECOLOGICALLY BASED MUNICIPAL

LAND USE PLANNING by William B. Honachefsky (Lewis Publishing—800) 272-7737—12/99 ISBN: 1-56670-406-5, \$69.96) This is a fairly costly book, but it is an invaluable resource for educating elected officials, zoning boards, and citizens about the justifications for adopting workable and sensible land use plans. The author makes complex legal, social and environmental issues understandable without over-simplifying and provides rational and logical suggestions for how to integrate sound planning into city and county management strategies.

2. **Strengthening Buffalo's Business Community:** Recruit members for a local downtown business committee that would devise a plan for supporting Buffalo's own home-grown businesses and possibly for discouraging certain kinds of chains or franchises. The Institute for Local Self-Reliance (1313 Fifth Street SE; Minneapolis, MN 55414 (612) 379-3815; fax: (612) 379-3020) has put out an excellent publication entitled THE HOMETOWN ADVANTAGE: How to Defend Your Main Street Against Chain Stores...And Why It Matters (ISBN: 0-91758208906 \$14.00). This book explores the many options available to communities that want to protect their independent businesses from encroachment by chains.
3. **Encouraging and Increasing Good Deeds:** Develop some structured and systematic ways of recognizing *Good Things About Good People* in Buffalo and Johnson County. Both City Council and County Commission meetings could be expanded to include regular agenda items for elected officials, citizens, non-profits, or school-based organizations to briefly announce and celebrate successes and noteworthy accomplishments by Johnson County people, organizations, agencies, or businesses. The local newspaper might also consent to give weekly or monthly space to highlight a deserving person or group.
4. **Multi-Purpose Facility:** Form a broad-based steering committee to begin the initial planning and research for developing the design of your new multi-purpose facility. Make sure many groups and lots of people are involved at this stage. Smaller working committees will ultimately be appointed from out of this first large group. Define the tasks that need to be accomplished and the important questions that need to be answered before progressing to design of the building. For example: Are all relevant and important community groups represented in the large steering committee? Who might be missing? Are there young people and kids involved? Are any factions over-represented? What kinds of activities need to be accommodated into the design of the facility? Will one building be able to do it all or should the new high school have a stage and auditorium and another fairgrounds building have other features?
5. **Expansion Funding:** Perhaps a separate smaller group of people should

simultaneously begin looking into possible funding mechanisms for this building and other future needs such as YMCA and hospital expansions. The group will have to look at the costs associated with both building and maintaining any new or enlarged facility. The state of Wyoming puts out a yearly publication that lists all state grants available and the Wyoming Community Foundation (307) 721-8300; Executive Director John Freeman; 221 Iverson Ave., Suite 202; Laramie, WY 82070, would also be a good resource for providing guidance about raising money from individuals for charitable and non-profit purposes. Any information needed about Wyoming's Capital Facilities Tax option could be answered by Wyoming Association of Municipalities (WAM) executive director George Parks. Phone: (307) 632-0398; Fax: (307) 632-1942.

6. **Intolerance of Diversity:** Contact either Ilene Morford-Raba or Bonnie Lane, (307) 358-2942 or (307) 358-2940, for information about a personal growth program for youths called Challenge Days. This is a terrific way of teaching large numbers of young people and adult volunteers about tolerance and acceptance. This daylong program is an effective and powerful tool for demonstrating the harms of social divisions and the benefits of treating all people with respect.
7. **Technology-Based Growth:** Contact Joe Coyne, Executive Director of the Converse Area New Development Organization at 307.358-6520 or CANDO@netcommander.com for information about Technology-led Economic Development. Douglas has just been recognized as one of twelve communities nationwide that is effectively using technology to enhance local development efforts, so Mr. Coyne should be able to direct you toward the kinds of information you will need to pursue your goals of increasing technology-based businesses in Buffalo.
8. **Building Community Bridges, Connections, and Interchanges:** Efforts should be made to solve multiple problems by recognizing potentials for inter-connectivity. Two examples: 1) Efforts to increase and foster connections between senior citizens and youth might be combined with the desire to develop an annual arts and/or music festival. The planning and implementation processes for such an event could involve kids of all ages, the senior center, local historians, museum personnel, artists, teachers, chamber members, local galleries, Healthy Communities/Healthy Youth, the YMCA, etc. 2) The George Knepper I-90/US 16 Yellowstone Interchange proposal would stand a much better chance with Wyoming's DOT if it was backed by the combined weight of many local forces including the chamber, historians, retirees, businesses and restaurants, the Rotary and Kiwanis clubs, the museum, and even the schools, city and county since increased tax revenues from increased traffic to and through Buffalo would benefit all three. The best connections are not always obvious at first glance and it does take extra work

and effort to draw people and groups together, but the results are worth it. The more people involved in the process, the more support there will be for the project and the better the chances of starting something sustainable.

9. **Be a Small town with a Big Heart:** Volunteers will contribute significant quantities of their time, intellect, energy and/or money as long as they are paid back by being allowed to feel good about what they are giving. It is essential to find meaningful ways to “pay” volunteers. Have serious and on-going community discussions—in both formal and informal settings—about how to encourage, recognize and reward these generous angels in ways that are comfortable and meaningful for them. Public recognition works for some but discourages others. Spending money on gifts to thank a volunteer is often seen as counter-productive to their volunteer efforts. But everyone likes to hear (or read) a sincere “Thank you!” How creative can Buffalo be in letting its people know they are needed and appreciated? Think of all the fun you will have in the process!

Ben Avery

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Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
Phone 307-777-2863
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E-mail: bavery@state.wy.us

I would like to thank the community of Buffalo for the great Western spirit of hospitality extended to the resource team during our stay in your town. You truly have wonderful resources in your citizens, the scenic location, community infrastructure and the Western Heritage of the area.

In my portion of the report I will try to address at least one area in each of the major themes. I will discuss briefly the challenge/problem that was brought to our attention by one or more of the local focus groups and will then discuss in narrative possible solutions/projects that may help correct problems or build upon strengths of the area.

Capital Facilities:

We heard from many of the focus groups the need for a multi-purpose center to hold cultural events, have meeting spaces for groups or larger conferences; some expressed interest in an indoor arena and the students wanted a place they could “just hang out”.

I would recommend that a volunteer committee be established to specifically explore each of these stated needs and the estimated costs related thereto. The committee should have representation from all interested groups.

Other counties in Wyoming have completed capital construction of this magnitude with multiple projects successfully. Fremont County, for example, passed a one-cent sales tax authorization in the amount of @ six million dollars for the construction of new senior citizen centers in Riverton, Lander, Dubois and Shoshoni. This additional sales tax is amount specific and expires when the total approved by the voters has been collected.

Resources:

State authorization for this revenue source is found in W.S. 39-15-203 (a) (iii)

Also contact Scott Harnsberger, Fremont County Treasurer
Fremont County Courthouse
450 North 2nd Street
Lander, WY 82520
307-332-1105

Housing:

Almost all of the groups that we listened to commented to the need for additional low income, assisted living, rentals and more senior housing. Several years ago a contractor in Lander, Wyoming recognized the need for senior housing surrounding the senior citizens center. He acquired the property and proceeded to construct all brick, low maintenance duplexes for sale and rent to people over the age of 55. All lots are landscaped with sprinkler systems. There is a homeowners association whose dues pay for all lawn maintenance and snow removal. Although this project is rather upscale the developer has kept prices reasonable and the domino effect resulted in 25 to 30 seniors selling their existing low to moderate priced homes to move into the convenience of this development. I have visited with the contractor and he is considering another similar project although the community has not been selected yet.

Resource:

Charles Carper
Carper Construction
PO Box 1228
Lander, WY 82520
307-332-4081 Phone
307-332-3105 Fax

Planning/Growth Management/Economic Development:

Most of the focus groups were very sensitive to the importance of the downtown streetscape and the historic value of the buildings as it relates to travel and tourism. I believe that there had been a downtown improvement committee in the past. A historic preservation/downtown improvement committee needs to be reestablished with the purpose of having specific attainable goals for the historic downtown district. Many Wyoming communities have completed successful downtown renovation/improvement projects.

Resources:

Wendy Bredehoft
State Historic Preservation Administration
Barrett Building, 2301 Central Avenue
Cheyenne, WY 82002
307-777-7013
wbrede@state.wy.us

Main Street Program
1785 Massachusetts Avenue NW

Washington D.C. 20036
202-588-6219
www.nationaltrust.org

Dave Reetz
Powell Economic Development Alliance
PO Box 907
Powell, WY 82435
307-754-2201

I also heard concerns expressed regarding the I-90/US 16 Interchange and the signage related thereto. In my opinion improved signage/interchange would also be a benefit to sister communities on the west side of the Big Horn mountains if more travelers were given earlier opportunities to go west rather than north. In order to effectively lobby WYDOT for changes I would recommend a strategic alliance be developed with Tensleep, Worland, Meeteetse, Basin, Greybull and other communities that may benefit from increased traffic and tourism possibilities (Thermopolis). Use the combined lobbying strength of all communities and their legislators to influence WYDOT for recommended changes.

Reference:

WYDOT
5300 Bishop Boulevard
Cheyenne, WY 82009
307-777-4437

Telecomm/Technology:

Many concerns were expressed regarding the infrastructure or deficiencies thereof in the area telecommunications technology. The Wyoming Business Council has completed a study of the state of Wyoming regarding the issue of telecommunications infrastructure. Identified in the study are strengths/weaknesses and timelines for improvement in various areas of the state. I would recommend that a small committee of interested citizens contact the Wyoming Business Council to assess what improvements are planned for the Buffalo area and the proposed timeline. From this information determine if a strategic plan needs to be developed to lobby providers of telecommunications for enhanced or different plan of improvement and/or possible change in timeline.

Resource:

Michael G. Stull
Telecommunication Director
Wyoming Business Council

214 West 15th Street
Cheyenne, WY 82002
307-777-2847
mstull@state.wy.us

Workforce:

I was very interested in comments made regarding the need to determine livable/sustainable wage amounts for the Buffalo area. Additionally jobs within an identified wage range need to have benefits also. The Department of Employment provides regular statistical information regarding wages for a wide range of employment opportunities in the state of Wyoming. This information could be used to determine which types of business or industry pays wages that would meet your identified criteria. Once the type of business or industry is identified it would result in a target market to pursue in the area of business expansion and/or recruitment.

Resources:

Tom Gallagher
Research and Planning
Department of Employment
245 South Center
Casper, WY 82601
307-473-3801

Alfrieda Gonzales
Office of Workforce Development
3120 Old Faithful Road
Cheyenne, WY 82002
307-777-3645
agonza@state.wy.us

Den Costantino
Director, Business and Industry
Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-777-2842
dcosta@state.wy.us

Recreation/Tourism:

Several comments were made regarding the very high level of arts in the Buffalo area. In addition comments were made about the need to expand the Jim Gatchell Museum. I would strongly recommend that interested groups explore expansion of the

Museum with an art wing as a new addition. This could enhance the museum rating and also increase potential for the museum to be a hub to attract visitors interested in the area history and culture.

Resources:

Cultural Trust Fund Board
Wendy Bredhoft
2301 Central Avenue
Cheyenne, WY 82002
307-777-7013
wbrede@state.wy.us

Human Services:

I was very sensitive to many comments regarding the need for more after school and summer activities for youth. I would recommend that interested individuals consider applying for a 21st Century Community Learning Center Grant. The 21st Century Community Learning Centers Program was established by Congress to award grants to rural and inner-city schools, or consortia of such schools, to enable them to plan, implement, or expand projects that benefit the educational, health, social services, cultural and recreational needs of the community. School-based learning centers can provide safe, drug-free, supervised and cost effective after-school, weekend or summer havens for children, youth and their families.

Resource:

21st Century Community Learning Center Program
21stCCLC@ed.gov E-Mail
www.ed.gov/offices/OERI/21stCCLC web site

Bernie Bornong

2013 East Side Second Street
Sheridan, WY 82801
307-674-2600
Fax: 307-674-2668
Email: bbornong@fs.fed.us

I thoroughly enjoyed our stay in Buffalo, and want to thank the community leaders who organized our visit and the community members who took the time to share their thoughts and ideas with us. It was a totally enjoyable three days!

Your community has many outstanding attributes and qualities. Many people identified that the people of Buffalo were the strongest asset. This is evidenced by the fact that so many citizens are involved in various community activities. In fact, in the February 22 edition of the Buffalo bulletin no fewer than 9 community activities were covered:

- “Habitat for Humanity eyes Buffalo project”
- “Area men appointed to boards” (Governors – State wide boards)
- Picture of the Giving Tree at Seniors Center
- “Buffalo’s food pantry well stocked”
- Thank you advertisement from Healthy Communities/Healthy Youth for job shadow day.
- “Donation will help fund assistance for Seniors” (Medication financial assistance)
- “After school program every Thursday at library” (Mentoring/activities for kids)
- “Arts and humanities council continues quest for ideas”
- “Pinewood Derby tops fun day for Buffalo Cub Scouts”

The fact that there are so many activities and organizations already established leads me to two initial observations, or recommendations:

- Compile, and publicize, a list of all the different activities/groups/organizations that exist in Buffalo – not only would you be surprised, I would guess, at the large number of groups, but this may be useful to get both “business” to the groups and volunteers to help.
- As you consider projects listed in this report, I would emphasize those that build upon efforts/activities already under way. While I am certain there are a few of your challenges that can only be met by a “new” effort, it does not make sense to dilute your volunteers on too many additional groups/boards/organizations, etc.

Challenge: Business/Economic Development, Existing Business Retention/Expansion

Some people in our listening sessions listed the challenge of consumer “leakage”: the phenomenon of Buffalo residents traveling out of town to Sheridan, Casper, or Billings to shop. These people listed the challenge of competing with Wal-Mart, the malls, etc. We

heard from numerous people about the challenge of even finding underwear in Buffalo. The prevailing thought was that if consumers would stop going elsewhere to shop that money would stay in Buffalo.

Solution: *Think about the leakage issue from a different perspective: rather than try and compete with the Sheridan Wal-Mart and the Mall in Casper, put your energy into promoting Buffalo for its strengths. Develop a theme or advertising campaign to capture shoppers and visitors from Sheridan, Casper, and Gillette with the strengths Buffalo has to offer. Get some of the people from those communities to economically “leak” to Buffalo.*

The following attractions have lured my family from Sheridan to Buffalo:

- The carousel, mini-golf, and restaurant at Colonel Bozemans.
- The winter parade.
- The pool, city park and Clear Creek trail. Sheridan’s city pool is quite small, especially compared to the Buffalo pool.
- We usually use the Bighorn National Forest above Buffalo along US 16, rather than the north end of the Forest accessed by either the Red Grade or US 14. From Sheridan, we can be to Tie Hack Reservoir in a shorter amount of time than it takes to get to Burgess Junction.
- My kids have been on a school field trip to the Jim Gatchell museum and Fort Phil Kearney.

These are just some of the things that have drawn my family to Buffalo; I am certain that other families could find other attractions. On each of those trips, we have made purchases at a variety of stores and restaurants.

Solution: *The following website is a list of public and private organizations whose primary purpose is to promote economic and community development:*

www.uwyo.edu/enr/ienr/wrdc.htm

Challenge: Recreation/Tourism: Extend/Expand Trails

The current Clear Creek trail system is a source of pride in the community. It extends west from Buffalo to the Mosier Gulch picnic area.

Solution: *Perhaps the trail system could be extended to Tie Hack reservoir on the Bighorn NF. There is private land involved, so this may or may not be feasible. However, some resources to explore this possibility are:*

Glenn Hare, Bighorn NF trail coordinator, 684-1114.

Wyoming State Trails website, <http://spacr.state.wy.us/sphs/trails/>

National trail funding and programs, <http://www.fhwa.dot.gov/environment/rectrail.htm>

International Mountain Biking Assoc.: <http://www.imba.com/resources/grants/index.htm>

Challenge: Recreation/Tourism: Recreation District
Challenge: Human Services: Youth/Families: Activities

People told us that neither the city of Buffalo nor the Johnson County has established a recreation district. Establishing a recreation district could consolidate the many club and team organizations that currently exist, and would create a funding source for youth sports leadership and maintenance of sport facilities.

***Solution:** Establish a recreation district under Wyoming Statute 18-9-101(a)(i) through (iii).*

I spoke with Richard Wright and Whitey Wells of the Sheridan Recreation District (674-6421) about some thoughts on how to get a recreation district started:

- Richard outlined the first steps as:
 - Get help from the city and school board attorneys in insuring compliance with the statute, setting up the proper tax exempt status, and establishing the proper representation on the board.
 - Develop a set of rules and regulations. I have sent a copy of Sheridan's as an example. The rules and regulations also list the other Wyoming Statutes involved in getting a recreation district established and organized.
- Although the county can be involved, Richard's recommendation was that a joint city – school district partnership works well. That would alleviate non-local county resident's concern over increased taxes, and would allow the recreation district to use school facilities such as gyms. If a joint city – school district organization is considered, one of the first steps would be to contact those entities.

Challenge: Human Services: Seniors: Lawn Care, etc; Multi-age contacts; Snow removal
Challenge: Human Services: Youth/Families: Activities; School/Neighborhood Center

Numerous people in many sessions told us that more youth activities were needed, especially for junior high and high school aged kids. In addition, we heard from the seniors that there were many jobs, such as lawn care, snow shoveling, painting, etc., that they needed to have done, but they were not able to find people to do them.

***Solution:** Develop a program that would get the kids and the seniors together. I recommend that a coordinator develop a list of things the seniors would like to have done, then go to the schools and develop a list of kids willing to work, and get them together.*

This does not necessarily just have to be work oriented. Many of the seniors have talents in art, or other craft activities. Perhaps a 'multi-aged' after school program could be

developed for grade school age kids, where the kids could go to the senior center after school and participate in art classes, or in other activities.

Challenge: Planning/Growth Management: Adoption of land-use plan and map
Challenge: Planning/Growth Management: Develop county land use controls to implement plan

One of the most consistent themes we heard from a broad cross-section of residents was the need for completing the county land use planning effort that has been underway for a number of years. This is a very difficult issue for communities in the rural west, which face the dilemma of dealing with some level of population growth and maintaining the qualities of the community, versus the heritage of our western culture which values individual freedom of choice. We learned that Johnson County has been working on land use planning for a number of years, so there is some relatively recent history on this topic.

Some of the comments we heard included:

- “manage growth”
- “need comprehensive land use plan”
- “zoning a necessity for above”

The planning effort has apparently been stalled for a few years because of what was termed “a small, but vocal” constituency. Perhaps the looming reality of coal bed methane development, and the associated increases in people and commerce, may be the impetus to take the final steps to adopting the land use plan.

There are two aspects to the land use planning effort. The first is the land use plan itself, which defines the planning area and provides a structure for planning, and the second is the adoption of ordinances to enforce the plan. Concerning the land use plan, several people we visited with said that this is ready to implement, that it is time to “just do it”, especially considering the number of years this effort has been underway. The more contentious aspect to the plan will be the enforcement, or zoning, ordinances. You may or may not be at the point where you are ready to “just do it” concerning the ordinances - the citizens and leaders of Buffalo need to decide that.

Solution: There are resources available to assist communities with land use planning and zoning issues, if you determine further discussion is necessary.

The University of Wyoming’s Institute for Environment and Natural Resources (IENR) offers a variety of information and services for communities dealing with the issue of land use planning. Their website (<http://www.uwyo.edu/enr/ienr.htm>) includes:

- The names and addresses of certified Alternative Dispute Resolution Facilitators for Wyoming, or contact Ann Boelter, at 307-766-2604 or boelter@uwyo.edu for more information;
- Selected References on Collaborative Decision Making.
- A link to “Ways to Conserve Wyoming’s Wonderful Open Lands: A Guide Book”

(<http://www.state.wy.us/governor/openspaces/openspaces.htm>). This includes information on different types and applications of zoning, and other open space preservation options. It also includes numerous references on how to apply zoning and preserve open spaces.

Another source for a mediator/facilitator is Andrea Brandenburg, a private consultant from Lander. Andrea was previously employed by the Montana Consensus Council, and has education and experience in rural community sociology. Her phone number is 307-335-7485. She said she recently attended a seminar where people use maps to express their ideas about land uses – this could be applicable in having citizens point out what types of areas and uses most need zoning.

The Montana Consensus Council works with citizens, communities, interest groups and businesses, and helps plan and coordinate consensus processes. Their website, www.state.mt.us/MCC, has information on consensus processes, including case studies of zoning efforts in Jefferson and Ravalli counties.

I spoke with Bruce Yates, Sheridan County Grantsman, 307-674-2915, concerning funding sources for a conducting a consensus building process. He directed me to two websites that he utilizes:

- The Foundation Center website, <http://fdncenter.org/index.html>, provides a database of 10,000 of the largest US foundations to generate targeted prospect lists. There is a \$20 per month or \$195 fee to utilize this service.
- At the website <http://aspe.os.dhhs.gov/> (a Department of Health and Human Services website) there is a Catalog of Federal Domestic Assistance Programs, a government-wide compendium of the Federal programs, projects, services and activities that provide assistance or benefits to American public. Once you are at that website, click on the Catalog of Federal Domestic Assistance, under the Frequently Used heading.

The cost of hiring a facilitator for a consensus building process might qualify for the Forest Service's Rural Community Assistance Program. Margi Brayton-Grey, 307-674-2600, currently oversees this program on the Bighorn National Forest.

WHAT WAS SAID AT THE INTERVIEWS

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

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

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

What are the major problems and challenges in your community?

- Shortage of dentists
- Nursing shortage
- No available housing nor affordable
- Problem with transportation system for elderly 24 hrs
- Need to promote local medical services
- Trying to increase technology in healthcare – reimbursement problem
- Affordable housing not available – unable to recruit candidates
- Low wages & child care costly
- Affordable assisted living needed
- Affordable housing
- Educational classes not available in all areas
- Need job opportunities for handicapped
- Housing shortage / wages low
- Need growth managed to preserve quality of life
- Gov't view of salary low – State
- Affordable housing
- Public health facility building needed
- Better shopping needed
- 2 groups – expand or not – need to think ahead
- Look at other towns with growth problems
- Problems w/growth – need growth plan
- County plan not being completed – need to start
- Affordable housing
- Assess what we have / get a handle on where to go
- Organized / controlled growth
- Zoning / planning needed
- Affordable housing –
- Cohesive idea of what we are – let tourists, etc know

- Lack of community image
- Facilities need to be assessed
- Need to create things for youth – affordable
- Community not pulling together – rich / poor
- Need stricter building rules
- Limited amount of resources – groups duplicating each other
- Need to coordinate above (recreation)
- Recreation is problem – need more for pre-teens and teens
- Ditto
- Need better wiring available
- Sewer/water lines old
- Expensive to replace
- Need out of landfill business
- Not adequate jobs – low pay
- Need affordable housing
- Affordable housing
- Not enough jobs for new people
- Low income housing needed
- Ditto
- More drinking water storage
- No jurisdiction in planning – no county planning
- Drug problem affects youth
- Need new businesses / look at 1st
- Need regulation for water / methane wells
- Need affordable summer youth program
- Storm water drainage problems
- WYDOT – access U.S. 16 / I-90
- No information booth
- Moderate growth experienced
- Land use plan close to being adopted
- Rural addressing / redoing county rd maps
- Implementing bldg. restrictions
- Econ. Dev. / seasonal / affordable housing
- Get contractors / financial together
- Need to follow thru / implement recommendations
- Follow thru / planning not being done
- Expensive to plan w/no follow thru
- Ditto follow thru
- Lack of adequate media resources
- Lack of education – to public
- Housing needs assessment done / no follow up – major concern
- To attract businesses – need housing
- City needs to be pro-active w/water

- City county need to cooperate re; surrounding areas
- Seasonal – need diversification
- Need to keep kids here – job opportunities
- Methane – problems – hired a coordinator
- Methane – water wells/methane
- Land use plan – needs to be adopted
- Zoning resolution needed now
- New high school – moving outside town = problems
- More input needed on new high school
- Lack of guidance from State Gov't = planning
- Lack of State Gov't 'umbrella' – different for all counties
- High School
- No major problems
- Acceptance of things printed
- Acceptance of difference / tolerance of difference
- Being different not accepted
- Anti movement against diversified people
- Not just community – includes police / parents /older generations
- Community is 'cliquey'
- No 'in-between'
- Police target youth
- Treated badly if dressed or look different
- Not a lot for kids to do – so do wrong things – drinking / vandalism
- Agree – not a lot to do – if not in sports – nothing to do
- Agree s/sports thing – parents name
- Sports thing – last name means starting place
- Coach's kid – his friends starters
- Lots of athletes drop because they are not started
- Favoritism w/ coaches
- There are a lot of clubs / more sports involvement
- School not open minded
- Conservative town – expected to conform (nothing like siblings)
- If you've been low – not accepted back
- Zero opportunity here
- Minimum wage in Buffalo / plus dealing w/minor problems
- Lifeguards make more in other community –
- ? chance to make it big in Buffalo
- LOTS of drug problems, parents aren't aware
- Not just "easy" drugs, meth, crack,
- People in community do it, police/adults/business people do it
- Very easy to get drugs
- Access to information on pregnancy, drugs is available, but not used to full potential, "possible to get", but not right there in front of you

- Limited activities for inter-generational activities. There is 5th grade adopt a grandparent, but not continued on
- Hard to get information on jobs, career information. Out there, but hard to get.(physiatrist – doctorate degree in physical therapy)
- Maintaining & developing a challenging curriculum for kids
- Post secondary education available in State – primarily 4 yr.
- Providing services for all areas
- Finding qualified instructors / enough students to fill classes (college)
- Hiring & keeping qualified staff members w/ offering low pay
- Ditto on low salaries for teachers
- Get more people involved for students
- Teacher’s salaries must be increased
- Need clear / concise communication
- Parent / teacher / community / triangle to educate child
- Get kids and businesses together
- Challenge & expense of old facilities that don’t meet needs
- Needing expansion & replacement of bldgs
- Recruiting / retaining quality staff – salaries are a factor
- Buildings not designed for today’s needs – funding approved / not released
- Affordable & available housing for recruiting teachers
- Computer skills – generation gap –
- Buffalo suffers from computer/internet skills – elder generation
- Attracting qualified staff
- Keeping students from dropping out –
- Keeping students involved / interested
- Drug / violence issues
- Agree with above + tobacco
- Need balance in community Few students moving in / elderly population
- No jobs for youth – not staying here
- Agree w/balance in community
- Agree with internet accessibility
- Community auditorium needed
- Education funding in state needs to be sustainable – statewide
- Reinforce education opportunities to jails
- Infra structure for technology to allow tech industries to look into state
- Environmental / public land use regulations in re: economics
- Overall economics – keeping ranches profitable
- Agree w/economic problems
- Value of land ‘going nuts’ – taxes ? keep affordable
- Protect / improve ground / surface water for area – quantity & quality
- Continued growth creates problems
- Focus too much on tourism / industrial businesses
- Need to understand ranchers

- Grazing rights – conflicts
- Agree with ground water
- No young customers in agriculture – lending at banks
- Agree w/all others concerns
- Coalbed methane: water quality / land use / effects on community
- This is a mirror of talk at Farm Bureau
- Opportunities limited for young people
- Ag being replaced by ‘city thinking’ people
- Johnson Co. still agriculture community
- Ag people not running for office any more
- Need to interest & keep young people here
- Future representatives not going to be agricultural
- Air quality – city/county need to be involved in permitting
- Air quality – smoke from sawmill – major challenge
- Methane – dewater coal zones / gas seeping into wells / safety aspect
- Lack of education on ag basics
- Ag business exchange – more involvement needed
- Ditto – environmental challenges – grazing / endangered species act
- No large civic center – is needed
- Handling/planning for growth
- Adequate manpower – numbers & equipment
- Family violence increasing
- More traffic stops / drug problems
- Agree w/ above & funding
- Public misconception re: officers’ roles
- Need more dispatchers / calls increasing
- Added problems w/ cell phones / etc. / ex: multiple calls for same accident
- Need more officers / positively affect kids lives
- Positive youth development training for officers
- Liability issues for officers / ex: use of force / lack of back-up
- Also safety issues created by above
- Aging equipment dangerous / unsafe for officers
- Only 1 communication center
- Difficult to find grants for qualify for
- A lot of time spent in tracking grants
- Minimum wages / no benefits – seasonal employees
- US 16 / I-90 exchange – need to direct traffic to Yellowstone
- Land use / responsible management of growth
- Seasonality of jobs / housing issues /
- Lack of focus of where we want to go
- Agree with land use & management of growth
- Major phone problems
- Communications a problem in whole state / internet / speed

- Maintaining an attitude of Econ. Dev. – a lot of status quo attitude
- Telecommunications is an issue – lack of fiber optics
- Lack of communications
- Winter is hard for area businesses – seasonal
- Need more businesses here – utility companies approached by companies wanting offers
- Telecommunications & accessibility / need infra structure
- Agree w/communications
- Agree w / above – problems w/internet
- Air transportation costly / availability
- Housing – lack of affordable – for young people
- Satellite wireless going to replace other forms
- Retired population / significant limited resources / high costs affecting
- Limited resources in towns / not good coordinated effort
- Barrier to econ. dev. now is lack of ‘class A’ office space
- Structural problems w/some of buildings on Main St.
- Shortage of affordable housing / rentals
- Real estate taken over by coalbed methane
- City/county gov’t need to be more pro-active
- Housing today lowest in 7 years / nothing coming in on low end
- Affordable housing / oxymoron
- Lack of affordable housing still on-going
- City/county need land/use plan
- Telecommunications infra structure unstable – hurts econ. Dev.
- Need permanent industry offering higher paying jobs
- Law enforcement lacking in ability / investigation / lack of wages?
- Need small companies w/good wage base
- Phone company – in rural areas needed to use cell phones waiting for upgrade
- On-going problem w/Qwest – lack of concern from phone company
- Pro-active gov’t – econ. Dev will happen w/better infra structure
- ? Wage to qualify for housing?
- Methane gas wells – uses a lot of electricity – taking away from service
- No major problems in cultural area
- Continuing advancement – funding needed
- Growth – creating challenge
- Housing & development included in above
- Concern re: growth need to support facilities
- Difficult to support business throughout season
- Small population = hard to support all
- Dependent on tourism / short season
- Agree with assessment on growth
- Affordable housing needed
- No big problems / challenge – see history marketed more

- Problem w/growth
- Housing hard for young people / prices for elderly
- Involve younger people in volunteering
- Need new source of volunteers
- No job opportunities for young people / don't want to be Jackson
- Utilities costs
- Agree w/lack of jobs / affordable housing
- Need young people / trying to involve them in programs
- Agree w/ young people involvement
- Housing expensive / two job households
- Minimum wage jobs / lack of
- Many single parents w/no time
- Short / long term impact w/methane affecting area
- Young people / Buffalo compared to Jackson
- Broader cultural / mono culture is problem
- Not developing what we do have
- Getting more diversification / not using
- Could do more for kids
- Lack of entertainment for older teens / w/parents
- Housing costs high w/available jobs
- Housing #1 / rent facility – getting costly / need bigger facility
- Lack of affordable housing
- Jobs in area / low skill / part time / no benefits
- Need better jobs
- Modernization or replacements of facilities for low income agencies
- Amen to housing / need better mix of housing
- Expand transportation / more evening hours
- Need vision development for long range development
- Most have no idea what human services are
- Regardless of how wonderful buffalo is / drug problem here
- Housing and transportation / jobs w/more than minimum wage
- Young people move away / not much holding them here
- Poor business climate / employment
- Ditto on housing and transportation
- Need reasonably priced gas
- Lack of competitive paying jobs / balance ranching w/new business
- Gas costly / one income families
- Sex education a concern
- Lack of adequate childcare – under 2 / & non traditional hours
- Methane / more turnover with families create problems
- Things for young people not in athletics
- Climate of prejudice / different cultures / discourages other races
- High support costs limit businesses / fuel / Internet /

- Public awareness of safety issues / get to the community
- High utility bills devastating
- Ditto / lack of emergency resources – shelters
- Need to expand YMCA facility / physical therapy & activity
- Reiterate expansion of YMCA
- Amen to everything
- Loss of young people / teenagers already talking going away
- No hope of staying – due to employment problems
- Positive development plan / forward – lack of vision
- Contribution to community good asset
- Effective/optimal development based on long range plan
- Trans/boundary issues
- Lack of strategic plan for development
- Impact on Buffalo / growth / maintain small Mt town personality
- Used to have rec. director / baseball/basketball / more kids now –
- Need director / different age groups / get more kids involved
- What is going to happen in Johnson Co?
- All infrastructure 1980 or earlier
- Need to define goals / preserve life style difficult w/growth
- Optimal utilization of Lake DeSmet acquisition = challenge
- Development near Buffalo / growth / noise pollution
- Compressor stations?
- Above not really noisy
- Lack of certification / licensing /
- Oversight / control / doing correctly on sites
- Careful in watching natural resources
- Effects on groundwater
- Acceptance
- Housing
- So many seniors / expand sr. center
- Snow problem / clearing snow in town
- Need another sr housing
- Smoke problem – air pollution
- Movement of people into town / young for schools
- Srs. Move here for good reason / love area / need affordable housing
- Not just ‘little houses slapped up’ – quality affordable housing
- Second / another senior housing unit / waiting list for current
- Gasoline prices highest in state
- Need adult day care program
- More home nursing needed
- Gas prices way out of line
- Growth / not controlled
- Air pollution

- Soaring prices for retirees
- No transportation after 3pm
- Gas prices dittoed
- Ditto on transportation / ditto again
- Snow removal on apartment area / parking lot
- Need more assisted living quarters
- Transportation – thru 8pm
- Heating fuel prices /ditto / ditto
- Shop at home – paper/radio advertise out of town businesses
- Should be competitive
- Local merchants need to recognize we can go elsewhere
- Need shopping for basic needs
- Need to get gas prices down
- Not enough low income housing
- Street snow removal would be nice / too many cars parked
- Accessibility in winter hard for handicapped
- Need for jobs / h.s. graduates / young people
- Seniors need lawns mowed / shoveled / houses cleaned
- Barking dogs
- Commercial development kept off mtns
- Don't want a tourist trap
- Need larger facility for large groups / fairgrounds only one – not big enough
- Problems w/drugs / maxed out of facility
- Add on to others – need larger facility
- Don't see problems / hear about them -
- How to retain values / qualities during growth
- Need to look at quality
- YMCA - good strength but has growing pains
- Systematic closing down of access to forest for public
- Poor maintenance of tie hack road
- Ditto to above / lack of county park / rec district
- Need indoor riding arena w/larger facility listed above
- Rec. area for kids on bikes / horse back riders / - trails
- Need general use trail / old sheep trails?
- Infrastructure within city / Internet / communications
- Local planning for future /
- Reconstruction of hwy 16w / not being told all
- Concern re; routing people around big horns
- Econ. Dev. / money to support / get more aggressive in this area
- Support trail / gas prices high
- More econ. dev. for community
- Need to meet needs of disabled /
- Provide diverse recreation / for all kids to be involved

- Shopping out of town / mini Wal-Mart here
- Leakage in retail sales / need to deal with
- Cost of living – housing / child care
- Movie theater closed
- Kids need movie theater here
- Buffalo not considered a destination
- US 16W / I90 exchange / improve access & signing
- People not aware of advantages here – ex: mtns
- Employees not knowledgeable about what to do here (‘nuttin to do’ here)
- How to treat visitors
- Agree w/all above so far
- Need to focus on year round traffic
- Would help to have more sports facilities / soccer fields / basketball, etc
- Have a drug problem
- Ditto on interchange
- Law enforcement shortage when busy in town
- Ditto on I90 access and ditto on employees not being knowledgeable
- Shortage of places for tourism information
- Ditto on I90 access / more of destination / not pass thru
- Temporary problem / reconstruction of 16W / problems w/AAA
- Health insurance / not reasonable costs
- Coalbed methane problem
- Destination / promote Mt biking / summer & winter attractions
- Public access to nat’l forest shrinking
- Insure that outfitters have a place in forest
- Ditto above suggestion / + is some illegal outfitting
- Low cost and reliable energy supply
- Impact of coal bed methane development
- Preserve the integrity of the area – not boom town hodge podge eyesore
- Lack of good jobs to draw kids back after college
- Adequate housing and infrastructure
- Lack of jobs for young families
- Lack of affordable housing for young families
- Low teacher income
- No job opportunities for young people
- Lack of shopping for younger women and teenagers
- Need quality jobs, environmentally friendly, well paying
- Affordable housing and help with infrastructure
- Drugs
- Work with good pay
- Low-medium income housing
- Landfill
- County building inspection program

- Comprehensive land use plan and adequate land use controls
- Lack of central guidance from state government on land use planning issues
- County economic development and future industrial tax base
- Adequate county office space
- Reaping the benefits of coal bed methane and other resource development without sacrificing environment, view and private property rights
- Lack of adequate media resources and efforts to educate the public on issues facing Johnson County
- Preserve integrity of the history and western culture of the area
- Loss of tourism dollars because tourists don't leave the interstate – just drive by on their way to Montana
- Improve and protect quality of ground and surface water and its effects on municipal/domestic water of Buffalo
- Air quality – emissions from coalbed methane gas development
- Plume of smoke from sawmill teepee burner
- Land use planning
- Impact of federal and state laws: roadless area initiative in national forest; removal of snow machine use, locking up of huge tracts of public lands
- Government ownership/control of much of the resources of the county/state.
- Making citizens aware of available healthcare options
- Not enough healthcare providers for homebound and elderly
- Have to travel for specialty care
- Lack of transportation to health care specialists in Sheridan, Casper, and Billings for the elderly and disabled
- Low paying jobs with no healthcare benefits
- Providing healthcare service to rural areas
- Exorbitant prices for fuel, food and clothing in Buffalo stores
- Prefers Buffalo for what it was not what it could be. Moving closer to a tourist economy
- Can't have economic development and small town character
- User conflicts in the Big Horns: loving it to death. Preserving integrity of the area
- Balance of freedom vs. rules and regulations – plan for the future
- Increasing cost of living
- Provide quality diverse recreation opportunities
- Meeting the needs of people with disabilities
- Loose and barking dogs
- Abandoned or seldom used vehicles parked on city streets for months or years – enforce the three day limit on parking on city streets

- City projects that are not properly engineered and projects that are never quite finished.
- Poorly designed street storm drainage
- Housing – urban sprawl
- Transportation
- Jobs for youth
- More T1 phone lines
- Affordable housing
- Illegal drugs and alcohol
- Healthy entertainment
- Low pay for teachers
- High prices for food, gas and clothes
- Lack of affordable housing
- Activities for young people
- Streets – major repairs and drainage problems
- Provide after school care for students not involved in school activities
- A well rounded education including sports and fine arts
- Infrastructure for Internet/Communications
- Keep Buffalo a « small town »
- More for kids to do
- Keep commercial development off the mountains so the Big Horns will not become a tourist trap
- Need a good indoor arena at the Fairgrounds
- Need horse riding trails near Buffalo
- High gas prices
- Expand the Senior Companion Program
- Expand transportation hours – need bus service thru evening hours
- Change the “Buffalo Senior Center” to the “Buffalo Community Center” to include all ages
- Prices for contractors, plumbers, etc. are out of line for people on fixed income
- Few jobs and low salaries for young people
- Limited shopping
- Public transportation
- Limited housing
- Need more employment opportunities
- Growth is a problem
- Air pollution
- Soaring prices for retirees
- Controlled growth
- Low cost housing

- Adult day care
- Public transportation
- Better snow removal
- High heating prices
- Competitive Underwear
- Jobs
- Service support
- Barking and free roaming dogs
- More low income apartments
- Busy Bee is for the rich people
- Need more bus services
- Patrol the parks
- Keep the air clean
- Dust on main streets
- Plugins for warming up cars at the Clear Creek Apartments
- Burning of sawdust by a local lumber company
- Develop a regional college in northeast Wyoming Business Council
- People who want Buffalo to stay the same
- Low wages
- Low wages
- Small labor force
- Leakage – going out of town to shop
- Healthcare
- Drugs
- Affordable housing for young families
- Lumber – smoke problems
- High heating costs
- Small labor force
- The beginnings of “sprawl
- Building outside the city limits to avoid zoning inspections, code and state law

What are the major strengths and assets of your community?

- Small town quality of life great
- Quality of life good
- town works together - support
- Good school / YMCA / hospital
- Good public services
- People work good together
- Quality of life good
- Ditto!
- People very caring
- Good hospital – nursing services
- Support for all institutions
- Largest assisted home in WY – Vets
- Visitors enjoy boutique-shopping etc
- Community works together
- Ditto
- People strongest strength
- Deep talent pool
- Small / attractive golf course
- Great destination place
- Quality of life – good location – historical
- Ditto
- Location is major strength
- Good retirement area
- Good senior programs
- Ditto
- Character!
- Good infrastructure
- Good attitude – caring community
- Good hospital – excellent
- ‘We are who we are’ – caring
- Number of volunteers and hours put in
- Teachers supportive of youth
- County needs to be included in assessment
- Need to combine efforts – city/county strengths
- Good city effort
- Methane gas needs to be tapped in to for resources
- Blessed with numbers & types of services
- Adequate infra/structure for growth

- Good management for growth done
- Community spirit / sense of past
- Not too large of community
- People major strength / solve problems
- Council willing to listen
- Agree with good infra/structure
- Community will to jump in / terrific volunteers
- Recreation offered – Big Horns
- Volunteers / pride
- Volunteers / projects / money raised by groups
- Many volunteers – great asset
- Collection/distribution problems w/wa & sw
- Sr center good asset
- Sr center / YMCA etc.
- Other towns don't have
- Municipal gov't progressive
- Collaboration – work together effectively
- Municipal gov't pro-active
- Econ. Dev. – two interstates good trans
- Location
- Best golf course / free swim pool in state
- Museum/ YMCA/ hospital/ library = highest quality
- Nothing to keep young people here
- Fortunate w/people serving on bds – free gratis
- Excellent inter-state system – (2) w/by-pass
- Good water supply / airport
- Good people in variety of areas
- People get involved
- Nat'l forest / recreation great asset
- No employment office in Buffalo (see below)
- Healthy communities / healthy youth group
- Lake DeSmet – w/Sheridan & Johnson & Campbell Co.
- Unappropriated water – Buffalo will thank
- Information Referral Helpline /community resource center
- Fairgrounds asset – could develop to greater
- Fairgrounds excellent asset
- Coalbed methane coordinator
- People, individuals, small diversities that exist do exist here
- Mountains, creeks, location
- Aesthetics of Buffalo, especially compared to WY

- Close knit small town
- Pride in sports, attendees aren't necessarily parents, other things
- Supportive community
- Small town
- Increase in population hasn't overwhelmed historic flavor of town
- Lack of crime
- Good town to raise kids in
- Lack of crime
- Schools good, scholarship opportunities are good
- Teachers care, will help struggling, all, students
- Ditto
- Location, hunt, fish, hike, outdoor opportunities
- Teachers volunteering time for students, support, know kids individually
- Lawns are nice
- Good speech team
- Lots of tourists, people like this place,
- People are friendly
- Community is involved and supports schools
- Ditto
- Agree
- Sheridan / Johnson. Co. partnership work w/schools
- Job shadow works w/schools
- Ditto w/community involvement
- School is ahead of game w/technology
- Students go on to schools / elaboration w/Sheridan
- Sheridan College classes in Buffalo – average age 44
- Support for early childhood / special education w/school
- Sheridan Col. Extension courses
- People educated / supportive / want quality / family oriented / demanding
- + Veteran staff / + curriculum is good
- Partnerships created with agencies & working together
- Recreational assets are bonus to community
- School to career program – wonderful opportunity
- Articulation agreements w/Sheridan College + tech school in Denver
- Family oriented community / community leaders have vision
- Location to mtns real asset / strong medical community for size of town
- Excellent special ed program
- People move here due to special ed program
- Strong community spirit
- Alternative school – get students back in school

- Very strong / knowledgeable administration
- Unv classes available thru internet
- Buffalo infrastructure good
- Strength / willingness to talk about issues
- Strong in combining efforts / open to suggestions
- Good transportation access
- People greatest asset / natural resources / aesthetics / values / agriculture
- People conservative & cooperative attitudes = greatest strength
- Proximity to Big Horns
- Overall good climate
- Location – location – location
- Community – not a city!
- Buffalo is not too big – too big would lose all we live for
- FFA still offered – many other programs cut
- Quality of life
- Everybody backs up everyone else
- Integrity and drive of officers
- Salaries low for law enforcement
- Bulk of officers established in Buffalo – helps
- Like the people
- Collaboration great / able to talk w/ chief & officers / open door policy
- Town council great to work with
- Picturesque
- Quality of life
- Educational system – safe
- Beautiful city
- Caring / enthusiastic population
- Willingness to participate
- Access to natural resources
- Location / quality of life
- Ditto / 2 inter states
- Wonderful communities / YMCA / pool / golf course
- Agree w/ all and ‘the elders’ and the trend they set
- Unusually strong healthcare system
- Oil/gas industries
- Easy accessibility to city council
- Location / facilities
- Public lands
- Thank predecessors / better off than other communities
- Amenities are top-notch – inter state highways

- Quality outdoor activities
- Ditto – 2 highways – recreation – clean restaurants / motels / safe env.
- School systems a draw
- Reasonable tax structure
- Use optional 1% sales tax well
- Excellent airport / small towns don't usually have
- Lots to offer retired people / senior care, etc.
- Real draw w/number of hospital beds and doctors
- Young retirees bringing skills w/them
- 4 well run financial institutions –
- Buffalo manifest destiny
- Historical resources
- Hard to find a town w/more historical area
- Cultural climate good to excellent
- Volunteer data base coming right along
- Agree with historical / cultural
- Excellent group of service clubs
- Excellent chamber of commerce group
- A lot of talent / & giving / for small community
- Agree w/history of west / Buffalo fortunate w/cultural things
- Buffalo has wonderful personality / caring / helpful
- Have resources above cowboys / Indians – loggers / forts etc
- Most live here by choice
- Even tourists comment on 'special / thriving' community
- Advantages w/medical / senior area
- People – best asset / support for library/museum/YMCA
- Ditto on people
- Complement on cultural program of Wexo's
- Willing to try something new / ex: skateboarding park
- Try to accommodate problems /
- Appearance of downtown area
- Community life values
- Exceptionally talented / resourceful people
- Ditto / + active – interest in youth
- Child centered community
- Immediate response of emergency services
- Exemplary cooperation between agencies
- Active health coalition
- Sr center and services provided
- Excellent health care facility

- Scenic & attractive area
- Ditto medical /YMCA
- Volunteer fire dept/search & rescue
- Ditto / on sr. center mini bus /
- Good school system
- Excellent collaboration of groups
- Family oriented
- Churches work well together
- Good educational opportunities for size of community
- Good golf course
- Schools great asset / good involvement
- Communication good with city/co officials
- Ditto above / caring & generous community
- Volunteers w/animal shelter – compassionate
- YMCA real strength
- Friendly community / feel at home / assimilate & participate
- Low tax environment / churches involved
- Like small town
- Good sewer/gb / parks / pool
- Pool / parks/ skating rink / walking trail
- Environment is positive
- Minerals improve employment to area
- Methane in general / good tax revenue
- Agree w/above / good revenue
- Encourage to keep rural landscape – Lake DeSmet
- Rural sprawl
- People engaged / active / concerned
- Ditto above
- General location / access
- YMCA / can grow w/trend
- Lots of assets / has a mystique /
- People committed to Buffalo / problem too
- CBM companies willing to work w/communities
- Methane Development wide spread thru area
- Agencies here – BLM/Game & Fish/etc.
- Sr. center
- Ditto / medical facilities
- Ditto 3 more sr centers
- Ditto / ditto
- Open door policy w/council / chamber / BLM/ Forest Service

- Sr center / bus system good – just needs more funds
- Meals on wheels one of best
- Sr center / library
- Park / swim pool / fairgrounds
- Agree w/above – proud of all
- So many good things – sr. center / library / bus / can't list all
- Glad I picked this town
- Like area and people / sr center
- Like just about everything
- So many activities for children
- Like small towns / medical facilities / all public facilities in general
- Support from local nurses / physicians for medicines
- Clear Creek Apt. Complex
- Sr housing / accessibility w/ breezeway
- People here nicer here than elsewhere
- Thankful for sr. center / apts.
- Ditto + YMCA / library
- Ditto / closeted w/out breezeway
- Altitude
- Blessed w/ good library/doctors/ schools/sr center
- Transportation / sr center manager /
- Friendliness of WY people
- Quality of life / mt. / air / water
- Walking trails / 2nd of sr center director
- Wonderful facilities / model for other centers / not w/out Margaret
- My wife Margaret
- Fitness program
- Lots of good things about Buffalo
- Lots of clubs / music / all can enjoy
- Need way to get there
- Best drinking water in country
- Healthcare system
- Volunteers
- More retirees / a lot of professionals / know benefits of education
- Untapped usage of retirees / provide expertise
- Public land / recreation available
- Retirees definite asset
- Wildlife & mtns definite strength
- Sportsmen – hunters / search & rescue facilities
- Retirees used in general / pass knowledge on to young people

- Access to add'l education opportunities – Sheridan College / UW
- Trail system – all volunteers and all groups
- Smallest independent YMCA in nation
- Agree w/all so far
- People have spirit & energy / donate time and money
- Hospital / largest employer / finest emergency healthcare in state
- See doctor same day availability
- Gatchell Museum / good for tourism
- Library / sr center
- Private ownership in Big Horns
- Excellent EMTs / police / sheriff / good officials
- Quaint and historical area / swimming pool
- Appreciation / broad appreciation
- School district / quality
- Medical facilities / YMCA
- Museum / golf course
- 2 dittos / outdoor activities in general
- Friendly people
- Community history / methane
- Ditto on above / volunteers / good schools
- Ditto 2 more / proximity to mtns
- Volksmarch – not enough people know about
- Trails sanctioned for above
- Wildflowers on mtns
- Echo above except for methane
- Big Horns half way /Yellowstone / Rushmore
- Petrified forest a secret
- Grouse in springtime – wonderful to watch
- People
- Potential for Development
- Excellent geographical location
- Good community spirit – Lifeline program
- Geographic setting
- Caring and active community members
- A vital Main Street district that has not been turned into a “theme” town
- Strong community leadership
- Strong community involvement
- Strong community support of schools and youth
- Pride in appearance of city and surrounding area
- Scenic beauty

- Adequate infrastructure water for three times our current population, treatment for twice the population and sewer for twice the population.
- Good city employees with low turnover
- Commercial Park with room to expand
- Great volunteer base
- Strong moral fiber good work ethic, safe, secure place to raise a family or retire
- Caring neighbors
- Council with foresight
- Volunteers
- Senior center
- YMCA
- Search and rescue
- Food Pantry
- Swimming pool
- Walking trail
- YMCA
- Walking trail
- Senior center
- Beautiful cemetery
- Hospital
- Library
- Parks, pool and fairgrounds
- Meals on wheels
- Water
- Beauty of area
- Fitness program
- Lots to do
- Business
- People who care about the community and each other
- Historical setting
- Historical Resources
- Excellent library
- Number of painters, sculptures, musicians, potter and the big Horn Center for the Arts and Humanities
- Good Interstate Highway system and a city bypass road
- Good water supply system
- Airport
- Beautiful environment
- Good people with education, experience and skills to accomplish things
- Excellent city golf course

- Largest free swimming pool in the state
- Museum
- YWCA
- Library
- Hospital
- Good road on to Yellowstone thru the Big Horn Mountains
- The people love their town, the area and the lifestyle
- Natural resources, the wildlife, the recreational amenities and aesthetic values
- Sustainable agriculture
- Vocational education
- Low tax rate
- Many natural resources
- Small friendly town
- No major traffic problems
- Close to mountains, outdoor recreation
- Strong, active local emergency planning committee
- Fairly quick access to medical care
- Affordable health care
- Active public health office
- Strong cooperative healthcare system
- People care and are motivated
- Library
- Gatchell Museum
- People
- People with a lot of spirit and energy
- Interest in donating time and money for community services
- Scenery
- Rich and exciting history
- Activities for recreation and enjoyment
- Senior citizen center
- Library
- Green space and ponds/walking path
- Ownership and pride in the Big Horn National Forest
- Appreciation of diversity
- Volunteerism
- Senior center
- Medical
- Library
- School
- YMCA

- Health care system
- Outstanding medical facility and nursing home; great library, YMCA and lots of cultural events
- YMCA
- Community support of youth oriented projects
- Quality of life
- YMCA, library, schools, museum, etc.
- Care about each other
- Hospital
- Walking path
- Wildlife and mountains
- Quaint town and historical area
- Major highways cross here
- Walking path, parks and swimming pool
- Clear Creek Apartment Complex
- Medical facility
- Great senior center!
- Great support of Buffalo businesses to the senior center
- School system
- Young people who read and visit shut-ins
- Senior center; YMCA; youth home; walking path; park; swimming pool; hospital, nursing home and clinic
- Ball parks, schools, mountains, creek, fishing, hunting
- BATS bus
- Open door policy
- Library
- Museum
- Small town living
- Medical facilities
- Library
- Senior center
- Senior center – food is real good
- Safe community
- Good air
- Good cooperation from service organizations to help out needy people
- Prime tourist spot
- Strong core area: downtown, museum, etc.
- Recreation: mountains, YMCA, gold course, walking trail, pool, park
- Community pride: people live here because they want to
- Health care: good hospital

- Community: People willing to work to improve charm & aesthetics of the town
- Location
- Recreation
- Open spaces

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

- Slow steady growth
- No environmental threats
- Steady growth
- Extended public transportation
- Ditto
- Schools – infra structure
- More shopping
- Ditto
- New public health bldg.
- More family stores
- Remodeling of hospital – expand
- Manage growth
- Ditto
- Ditto
- After school program – school based
- Ditto
- Affordable for youth to come back
- Ditto
- Ditto
- Increased number of patrol officers
- Upgrade schools / better auditorium
- Affordable = being able to afford rent
- Need regulation for water wells / methane wells
- Transportation = for employment = all hours
- More assisted living apts. – all full
- Need basic shopping / hard to compete w/Wal-Mart
- Tri-partide board studying all areas
- Positive projected growth
- County land use plan adopted
- City use as well for city growth
- City needs long term vision/goal
- Econ. dev. council has faltered lately
- Develop communication facilities – fiber optics
- Community planning map / long range for city & county
- Combat Wal-Marts of the world that compete w/small bus.
- Preservation of historical downtown continued
- Main St. improvement – be more inviting

- Natural recreation enhanced – streams preserved
- Beautification of main street / entries to town
- New high school needed
- Recycling needs promoted more – more county involvement needed
- Ditto recycling
- Beautification of downtown
- Attract new industry / expand
- Econ. dev. funding needed w/director – reinstate
- Funding needs to be pooled / coordinated for projects
- New landfill needed / cooperation needed
- Pick up recyclables at homes
- More retail stores needed
- Build up retail base
- More diversified stronger economy
- Recreation coordinator for summer program/activities
- 2 yr. – Tie Hack property transfer
- Street projects – safety wise
- Landfill transfer
- 1.5 million gallon storage tank
- Ditto 3 previous & sw/wa projects
- 2 yr. – small businesses – grow in time
- Continuation of infra structure improvements
- Ditto retail shopping needed
- Shopping here in the past
- Echo - retail shopping
- 2 bridges replaced (not Main)
- 5 yrs. – youth program
- Landfill to bale system
- Storm drainage program
- Shopping a real problem
- Storm sewers and street drainage
- Same – sewers / drainage / bridges
- New businesses / expand current
- Complete storm drainage
- Tank completed / upgrades to sw/wa plants
- Adequate housing / jobs
- Replace hydro generator
- ? use old high school for housing – when new school built
- Adopt a land use plan / zone
- County ownership maps

- Improve roads
- Public health bldg. replacement
- Greater use of grant funding programs / growth / landuse/ affordable housing
- Adopt land use plan / zoning
- Re-do interchange at US 16 & I-90 (to park)
- Improve courthouse facilities
- CJC facilities improved
- Long range strategic plan – w/city
- Improve courthouse facilities
- Improve CJC – increase manpower
- Pro-rodeo event
- Closer working relationship w/legislators / land use planning
- Indoor arena project at fairgrounds
- Arena before courthouse
- Finish planning & zoning
- Rural addressing important
- More follow thru / expertise in law enforcement
- Maximize lake DeSmet potential
- Fiber optics in Buffalo
- Develop & maintain a county web-site
- Need new businesses, more shopping opportunities
- Rework justice system in buffalo, flush out corruption
- More new businesses, mini mall, clothing, CDs,
- More places for kids to hang out, arcade, places to loiter
- Don't want Buffalo to get a lot bigger, no Jackson, but some new shopping – not too much
- Ditto
- Movie theater
- Would like to come back to a place like this
- More recreation, movie theater.
- There was arcade, but vandalism, abuse
- Place to “chill”, sit there, park, loiter, hangout
- More career opportunities for younger adults
- Things for kids to do
- More job opportunities
- Need more diversity, swarms of diversity needed, pink hair, cowboy hats, music
- Tolerance in town, open mindedness, acceptance of people
- Taco Bell, chalupa
- Ways to inform people of events,
- Trade people for different ideas, with say Boulder, CO

- Adults need to listen to kids
- Social acceptance: racism, religions
- Start the acceptance, diversity with youth
- Communication between generations, youth/adults
- There is some youth leadership/city leadership interaction, but could be better, facilitated
- Youth leadership through council doesn't represent all kids
- Infrastructure to diversify our economy
- New high school in Buffalo
- New middle school - 5 yrs. / remodeling grade
- 4 yr. Univ. in NE WY
- Expand early childhood special education / intervention
- Gen'l ed thru Sheridan College + degrees
- Ditto to new facilities
- Own Sheridan campus in town
- Community driven facilities
- Technology is main key – stay with or catch up
- New facilities for schools / new auditorium
- More business – school partnerships
- Alternative funding for technologies
- Competitive in hiring staff
- Community based schools
- Need in place 'tobacco free' in all schools
- Community service key part of graduation
- Group of individuals to seek funding from all grants available
- Head start program
- Sheridan College cooperation
- Need more youth on boards
- Nature Conservancy offers educational opportunities
- Land use plan needed
- Shut down teepee burner
- Water/sewer lines need replaced
- Serious need for all season / all purpose facility 2-5 year period
- Civic center
- Find ways to keep kids here
- Must grow or else go backwards – don't want a dying community
- More housing – good / reasonably priced
- Provide educational programs / ag expo / need more
- Youth empowerment opportunities –
- Community bldg.

- Streetscape on Fort Street
- Decorative lighting
- Develop trail system further / do more w/park
- Educate people on coalbed methane
- The state sold their soul on methane
- New people need to understand agriculture
- Organize trip / country classroom to physically see coalbed methane
- 2-5 yrs. – manpower to 2 officers each shift (12)
- Increase # of resolved cases
- 2-5 yrs. – place for kids to go / 6-8th / high school /
- 2 or 3 more dispatchers
- More camping / trips – for interested youngsters / place to play games
- More involvement w/officers in schools
- Police collaborate w/teachers to understand each other
- Guarantee some ‘DARE’ or similar program
- Driver’s ed added to high school curriculum
- Ride-a-long program w/officers
- Agree w/more officers at middle & high school
- DARE = 3rd & 5th grades
- Program for middle & high school = ‘one on one’
- Expand dispatch center
- More community re: 911 and what is used for
- More integration in programs w/smaller kids
- Larger facility needed for CJC
- 20 yrs. – stay in step w/growth
- Keep up w/technology / wages to at least state level
- Job shadow w/law enforcement
- Comprehensive land use plan
- Communications need to be addressed / technology
- Communications + cable provider
- Greatest risk is to ignore leverage – ex: franchises
- Use econ. dev. funds to private telecommunications
- Agree w/above – better to find platform to bring in other companies
- US16 / I-90 exchange – 2 – 5 years
- Ditto all communications
- Low wages breed low wages & ghetto mentality
- Envy people living in Buffalo / good steady growth / same environment
- Develop/adopt land use plan
- Zoning a necessity for above
- Better telecommunications over the mtns – 2-5 yrs.

- City / county go into gas business (methane fields around town) utility
- 5-15 new businesses to town w/5 – 20 employees each
- Buffalo in tandem w/Sheridan – why compete w/Sheridan – pool resources
- Inventory ‘class A’ office space in town / to fit smaller/movable companies
- Make use of micro companies
- City water to developments – expansion out of city
- Strong plan for Econ. Dev. – get more competitive
- Buffalo telecommunications / transportation commission - increase leverage
- Take advantage of beautification downtown
- Inventory previous residents / able to direct relocations
- Capital facilities tax
- Facilities tax – tie in to cjc center
- Land use planning / + zoning
- Also agree with land use / some day will be too late
- Ditto land use planning
- What is a livable wage? - Identify
- Beautification – need a ‘welcome to town’
- Ditto land use plan
- Foreign travelers – promote more
- 2 natural resources – 1 largest uncapped coal seam in world – 2 methane into pipe
- Agree w/Mr. Knepper – interchange at I-90
- Slow steady growth
- No environmental threats
- Steady growth
- Extended public transportation
- Ditto
- Schools – infra structure
- More shopping
- Ditto
- New public health bldg.
- More family stores
- Remodeling of hospital – expand
- Manage growth
- Ditto
- Ditto
- After school program – school based
- Ditto
- Affordable for youth to come back
- Ditto
- Ditto

- Increased number of patrol officers
- Upgrade schools / better auditorium
- Stable annual art festival – more than one day
- Art museum w/local artists / + WY artists
- Umbrella musical organization
- Need administrative home for above
- Music club good candidate for above
- Ditto
- Agree with talent in area
- Put together programs w/talent
- Larger meeting center for larger groups
- Agree w/art festival
- Ucross foundation – western cultural institute
- Need physical site for these
- Revolving type of music programs
- Charge for concerts / use to fund next / one grows on another
- People overlook cheap and easy things – sweep streets/don't park at own
- Business / elbow grease needed
- Van/bus to Casper / Billings for cultural programs
- Kids have good voice with city council
- Ditto transportation / doing Deadwood trips / doable to other places
- Magnificent group in historical society / disappeared
- Restore this group / energize
- Above involves getting young people involved
- Board not serve as officers – was a problem
- 2-3 businesses in industrial park
- During upgrade of school facilities / larger meeting place
- See young people come back / affordable housing
- Give reason to come back
- Aggressive econ. dev. plan / eager to recruit
- Need pediatric oral surgery / dentistry lacking
- In area won't take Title 19
- Ditto school bldg. / jobs / housing
- Continued growth in medical facilities
- Substance abuse / domestic violence – city/co help crisis center w/bldg.
- Plan for affordable housing
- Update park equipment
- Ditto on medical facilities / integrate seniors w/younger population
- DSL access / high speed communication access
- Police use seniors / 'senior patrol'

- 2nd on DSL infrastructure
- Affordable housing / increase low income housing
- Ditto on communications / expand YMCA
- Transitional housing / homeless to paying
- Ditto communications / after school programs for kids
- Tourist attraction – advertise – nationally
- Need a plan / then decide how much and when
- Expand YMCA
- Ditto long range vision / amen
- See entrances to town more attractive
- Stimulate agriculture
- Develop small group to develop strategic plan for methane development
- Integration of methane industry into community
- Educate current committees on methane development
- YMCA – no tax burden – continued utilization
- Boundaries of closeness of wells
- Expanded transportation system / and hours
- More assisted living facilities
- Ditto assisted living
- No smoke / no teepee burner
- More medium cost homes for young families
- No fireplace burning during inversion
- Scouting units help srs w/snow removal / supportive activities
- More inter-generational opportunities /
- Expand Clear Cr. Apt complex / low income housing
- Better animal control
- Storm sewer system / drainage improved
- Number of foundations and trusts who help agencies
- Expand on trusts
- Drainage behind apt complex
- Drainage by meadowlark school
- Example of sub-division housing / planned & controlled
- More community awareness of facilities
- Local businesses support sr center
- Underwear available in Buffalo / can afford
- More congregate meals
- Expand YMCA / pool area / weight rooms
- More child care / youth center for all / meeting rooms
- Larger meeting facility for large groups
- See movie theater reopened / grant / work experience project

- Trail extensions / acquire property east of I-25
- Trail extend to hwy 16w / vets home to Turkey Lane
- Extend hours of food bank or decrease stigma
- New crisis center
- Trails developed more /
- Some facilities extend their services / sr center ex: 'group fall between's'
- Indoor riding arena / bring in team ropers / rodeos / cutting events
- YMCA – land acquisition for future expansion
- Effort made to call AAA to task / why problems exist / rerouting
- Poor information generated
- More trails opened up / horsemen / ATV 4-wheelers
- More recreational activities in mtns
- Establish recreation district
- Reconstruction of downtown clear creek corridor
- Building on or new high school
- City park north of 1st interstate bank
- Support from WY Bus. Council to mitigate lack of tourism during
- Construction of 16w
- Web site for tourism activities = to 'Francis Thompson'
- Better working relationship w/state / more than 'Jackson Hole'
- Get theater up and running / keep leakage from going to Sheridan
- Marketing/promotion of buffalo as destination & year round activities
- Agree w/ above
- Entertaining way to show history of area to tourists
- Continued funding of Big Horn Mt. map –
- Tour guide business to go to historic sites – Wagon Box etc
- More smoke free environments for visitors
- Cautiously market Big Horns – 'love it to death'
- Enhance walking path / add to / lights / benches /
- Educate front line employees to for tourists
- Drug enforcement / education
- Econ. Council / 16w/I90 exchange visible & well used – to PARK
- WY Bus. Council has Buffalo in Devils Tower to Cody loop – need to break out – Big Horns destination
- Health insurance – pursue what Bus. Council is doing – pool
- 2 - Ditto insurance
- Historical district extended to I90/16W (just kidding, George)
- Sports facilities / city owned multiplex / softball / soccer /
- Front line people / go to FS information training's
- See city/county together more on combined projects

- Employees hand out brochures, etc for tourists / give directions
- Methane / regulations non-existent
- Great meeting / great people
- Affordable housing
- Satellite office of large corporations, i.e., insurance, computer firms
- Warehouse for Wal-Mart for Northwest region
- Diversification of the local economy, i.e., manufacturing and support companies for energy development
- Long range planning based on what's good for the community as a whole and not on individual greed or aspirations.
- More regional cooperation with Sheridan, Kaycee and Story
- Expand operation of recycling, composting – save landfill
- Outdoor basketball court
- Outdoor volleyball court
- Athletic/community events center – large enough to sponsor large tournaments, conventions, etc.
- Department store, Wal-Mart type of place
- 2 years: Finalize plans on land swap for Tie Hack; finish street safety projects; transfer of land file to county or Joint Powers Board
- 5 years: Youth program development. Land fill changes; storm water drainage program
- Complete storm water drainage program; complete tank on north end; start planning upgrades to sewer and water plants
- 20 years: Replace hydro generator
- Infrastructure repair and replacement
- Jobs with wages and benefits
- Adequate housing
- Storm sewers
- More and better transportation
- Better animal control
- Better drainage system
- Planned development
- Return of “Rangeland Tours” giving visitors a firsthand look at a real working ranch through the eyes of a rancher.
- Return of the father-son, mother-daughter dinners
- Decent convention center or community hall
- Art Museum featuring local artists and artists from throughout Wyoming
- Umbrella musical organization
- County wide comprehensive land use plan and adequate land use controls
- Building code and inspection program

- Greater use of federal and state grant funding programs to achieve affordable housing and other necessities for healthy economic growth and to assist with the development or revision of land use plans
- Closer working relationship with legislative representatives to lobby for a state land use planning program and other state support
- Closer working relationship with Buffalo, Kaycee, Chamber of Commerce, state and federal agencies
- Revision of the County's Subdivision Regulations Resolution to make regulations more user friendly and remove inconsistencies
- Change the county's subdivision review process to involve more agencies at the front end of the process so that problems and issues are addressed early in the process
- Make use of more committees to help solve problems and accomplish goals and objectives
- A greater dissemination of information to the public to make them more aware of issues facing Johnson County and their consequences and the local, state and federal services and assistance programs which are available.
- Review of county resolutions.
- Rebuild interchange to induce people to leave I90 for US 16; put a large rest stop at the interchange and give the traveler a photo opportunity of one of the most beautiful views of the Big Horns
- Shut down the teepee burner at the sawmill
- Replace old water and sewer lines
- Build an all-season, multi-purpose facility at the County Fairgrounds
- Support vocational education
- Remove government control and ownership of area resources
- Quality infant day care affordable to all
- Quality sick child daycare affordable to all
- Youth center
- Outdoor sports complex
- Higher paying jobs
- More emphasis on young families
- More kids covered by insurance available through the state
- Increased awareness of programs available in the community
- New Public Health/Home Health, Hospice/WIC Building
- Define the character, size and shape of the town 10-20 years downstream.
- Reopen the movie theater
- Establish an active community live theatre program
- Expand music events
- Reconstruct the downtown Clear Ck. corridor to provide a green belt extension of the park with easy access to the creek and a park-like area along the corridor that invites

use of the downtown.

- Weekend bus transportation to local Nordic and Alpine ski areas during ski season
- Public toilet facilities in the downtown area
- Make all businesses and facilities fully accessible
- More nature and heritage-based tourism opportunities developed with emphasis on more expansion to private land programs
- Provide more of a balance of programs for youth across multiple areas where kids are not excluded based on skill level and performance in competition
- Cooperative landowner effort to provide adequate hunter access during elk season to keep, elk herd numbers at desired levels and improve hunter satisfaction
- Increased natural resource education programs that promote understanding and appreciation of the natural environment, quality of experience and safety and responsible behavior that shows respect for the land and other users
- Implement local planning to retain the values of the area and allow the residents to determine the future
- Purchase of the Smith Trust property around the old sewer lagoon so the walking path system could tie into the Wetlands Pond and the Mountain Plains Heritage Park trail system
- Extension of the bike path along Hwy 16 West from its western end, up to Cold Springs
- Connection of the walking path from the Veterans Home pasture, west to the Turkey Lane trail head
- A Northside park, north of the First Interstate Bank
- Expanded housing-quality control
- YMCA expansions
- Improve schools
- Keep hospital current with equipment and medical personnel
- Youth center, expand YMCA, street repairs, affordable shopping, movie theater
- Teen council for Jr. High and High School in conjunction with YMCA
- YMCA facility expansion
- Bike path extension
- Fine arts center expansion
- Trail system extending into foothills
- YMCA Expansion
- New high school ; update Clear Creek School ; expand Meadowlark
- Indoor arena at Fairgrounds with facility for large gatherings
- More recreation for kids and adults
- More available shopping, but not Wal-Mart
- Keep swimming pool open later in evenings for families
- Expand Clear Creek Apartment complex

- More low income housing: senior and family
- Improve water drainage on streets
- Liaison between youth and churches
- Adult day care program
- More reasonably priced housing
- Larger community facility
- Better shopping
- More jobs with reasonable pay
- Smoke stack
- More medium cost homes to be built for young families
- Establish a place for high schoolers to go for fun
- Enlarge the dressing room for the females
- Better now and ice removal
- More meetings like this one
- Develop a regional college in northeast Wyoming
- Marina at Lake DeSmet
- Multi purpose athletic field for legion baseball
- New schools.
- Multi-purpose indoor arena at fairgrounds
- 20 Years:“Hillary will get elected president by the same idiots who sent her to Congress. She will pull our armed forces out of the middle east and Saddam will unleash biological weapons that will kill 90% of us, so why even think that far ahead?”
- Downtown renovation
- More small manufacturers
- Expansion of YMCA
- Health care
- Avoid uncontrolled growth
- Stoppage of burning at Buckingham
- Development of our fishery
- General clean up of town
- Improvements in City Park

APPENDIX