

## **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.
- ❑ Promote, through education, the understanding of the needs, values and contributions of rural communities.

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

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

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

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

The town of Burlington requested a community assessment from the Wyoming Rural Development Council. Kelly Nicholson of the town of Burlington served as the community contact and worked with the Burlington community assessment team leaders in agenda development, logistics, and publicity in town for the assessment. The Big Horn Mountain Country Coalition and the Wyoming Community Foundation provided grants to help defray community expenses for the assessment. Resource team members were selected to visit Burlington; interview citizens, business and community leaders; and, develop a plan of recommended actions for the town.

The Resource Team visited Burlington over a two-day period from September 9-10, 2002. Our visit began with a tour of the town and facilities. During 11 listening sessions, the resource team talked to approximately 115 people with 50 written responses. Participants were 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 Burlington?
- What do you think are the major strengths and assets in Burlington?
- What projects would you like to see completed in two, five, ten, and twenty years in Burlington?

Upon completion of the interviews, the team met to compare notes and share comments following the two days of study. The team made a preliminary determination of the major themes. 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 Burlington.

The preliminary findings were presented to the people of Burlington on September 10, 2002.

Following the preliminary findings meeting, this formal written report was prepared and presented to the town of Burlington.

## **Executive Summary**

There are many strengths that Burlington has to build upon to have a successful future. To become and maintain a vibrant, sustainable 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. The work is not on just the big jobs; it is also on the small ones that can be achieved quickly.

There are a number of short term, accomplishable recommendations that the assessment 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, especially in a small community. Each small step, every accomplishment, no matter how limited, is movement in the right direction toward achieving Burlington's goals. It can be done! It is your choice, your decision; you can do it.

On behalf of the Burlington Resource Team, I want to thank the people and businesses of the community, and our sponsors, the town of Burlington and the Big Horn Mountain Country Coalition, for the hospitality shown to us during our stay. Thank you!

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,

**Dave Spencer**  
**Team Leader**

## **Resource Assessment Team Members**

### **Burlington, Wyoming Resource Team September 9-10, 2002**

#### **Dave Spencer, Team Leader**

Wyoming Business Council  
P.O. Box 962  
Gillette, WY 82717  
307-685-0283  
E-mail: [dspencer@wysbc.com](mailto:dspencer@wysbc.com)

#### **Rod Proffitt**

Washakie County Planning Office  
1001 Big Horn Ave., Suite 104  
Worland, WY 82401  
307-347-2741  
E-mail: [rodbp@trib.com](mailto:rodbp@trib.com)

#### **Heidi Stonehocker**

USDA Rural Development  
208 Shiloh Road  
Worland, WY 82401  
307-347-2456, ext. 5  
E-mail: [heidi.stonehocker@wy.usda.gov](mailto:heidi.stonehocker@wy.usda.gov)

#### **Michael Stull**

Wyoming Business Council  
214 W. 15<sup>th</sup> St.  
Cheyenne, WY 82002  
307-777-2847  
[mstull@state.wy.us](mailto:mstull@state.wy.us)

## **Local Contacts/Coordinators**

### **Kelly Nicholson**

Town of Burlington  
P.O. Box 38  
Burlington, WY 82411  
307-762-3668

## **Burlington Community Assessment Agenda** **September 9-10, 2002**

### **Monday, September 9, 2002**

8:00 am	Breakfast at Wheels with team and community organizers
10:00 am	Tour of community and Facilities
11:30 am	Lunch at Burlington Café
1:00 pm	Listening session with Agriculture
1:45 pm	Listening session with Senior Citizens
2:30 pm	Listening session with Minorities
3:15 pm	Listening session with Youth at School
5:00 pm	Snack break
5:30 pm	Listening session with parents
7:00 pm	Dinner

### **Tuesday, September 10, 2002**

8:00 am	Breakfast at Wheels Restaurant
9:45 am	Listening session with Emergency Services
10:30 am	Listening session with Churches
11:15 a.m.	Listening session with Otto Area
Noon	Lunch at Burlington Cafe
1:30 pm	Listening session with Business
2:15 pm	Listening session with Utilities
3:15 pm	Listening session with Educators at School
4:00 pm	Assessment Team Meeting
6:00 pm	Ice Cream Social and Assessment Team Preliminary Report
7:15 pm	Dinner at Burlington Cafe

## **What We Heard From What Was Said**

After listening to citizens of Burlington, the Resource Team reviewed what was said and condensed the comments into a few major themes. These are not in any particular order.

- Viability and Future of the Burlington Schools
- An organization or mechanism to deliver better services in Otto
- Development of community center, including senior services, youth and adult recreation, arts and music
- Financing, coordination and timing of infrastructure improvements, including water/sewer extension and street paving
- Economic growth and development of basic services. Including telecommunications, retail development and value added agriculture
- Planning for commercial growth and new housing development
- Further development of emergency services including: law enforcement, recruiting volunteer fire/emt personnel, emt conflicts with hospital in Cody

## **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.

A primary contact for general assistance and funding is the **Wyoming Community Network** ([www.wyomingcommunitynetwork.com](http://www.wyomingcommunitynetwork.com)). The Wyoming Community Network was developed to help communities develop plans, expertise, and infrastructure to take advantage of economic and community development opportunities. An affiliate of the Wyoming Rural Development Council, the Wyoming Community Network is a clearinghouse of information for communities. The website has a community development database, has links to funding sources, and can match communities with agencies and organizations that can provide assistance.

### **Resource Team Report**

#### **Town of Burlington**

**Rodney B. Proffitt**

Washakie County Planner  
1001 Big Horn Avenue, #104  
Worland, WY 82401  
Phone: (307) 347-2741  
FAX: (307) 347-7941  
[rodbp@trib.com](mailto:rodbp@trib.com)

#### **Introduction**

Thank you for the opportunity to visit your community and meet so many fine people. It is obvious from the good turnout we had for the listening sessions that this community takes a great deal of pride in itself. This is also reflected in the care the community expressed for issues and projects that went far beyond personal issues, and extended especially to issues and projects related to the youth of the community.

The community is actually growing when most of the neighboring communities are losing population. Bucking trends and setting a progressive path of its own seems to be part of the community culture. Burlington is ahead of its neighbors in creating a technology infrastructure, providing new homes for public services like a new fire **hall** and town administrative offices. The Town has also installed good leadership with the energy and intelligence to meet the challenges this community is facing.

## Schools

**Challenge:** Far-and-away, the issue that came up most in the listening sessions was the community's schools. Not only were citizens concerned with the immediate problem of the condemnation action taken, but with school programs, and the future of the their school system. Overwhelmingly, the community voiced its intent to keep the schools in the community and improve conditions within the schools to foster academic achievement. Therefore, the challenge facing this community involves finding the ways and means to accomplish those two goals. It is a daunting task, and one that many small communities across the country are facing.

From comments made regarding the history of the school district, one might conclude that the community is experiencing unanticipated consequences resulting from past decisions to avoid being pulled in by larger communities within Big Horn County. The district consists of a number of small communities all of more or less equal size all vying for finite dollars. The existing fiscal allocation system has not worked to Burlington's best interests.

A tug-of-war is going on at the State level involving policies, procedures, finance, and politics. Many communities in the State have been impacted by the fall-out resulting from this on-going transition how the State supports and manages its schools. The end is not in sight, but the existing confusion could provide an opportunity for those bold enough to show a great deal of initiative and resourcefulness. It will prove to be a challenge for this school system to make significant progress toward its goal given the existing environment.

**Ideas and Contacts:** Circumstances are changing, and I would urge the community to look at alternatives; one of which is to become a charter school, another is to negotiate with the Greybull and Basin districts to see if a change in districting would benefit the community, and a final alternative to investigate is formation of a new district carved from the existing districts.

The State recently created the **Wyoming School Facilities Commission**. This body has no regulations and no precedent to work from. It does not even have a mandate for its operations, but it is the next available resource after the local school board. It's always easier to be creative while there are no regulations. Once things are set, there will be only one way to do things.

**National:** CharterSchoolaw.com – A Guide to Charter School Resources on the Web  
Nationalcharterschools.org – National Charter Schools Institute

Nationaltrust.org - National Trust for Historic Preservation  
John Mitterholzer, IV [john\\_mitterholzer@nthp.org](mailto:john_mitterholzer@nthp.org)

**State:** Capital Financing - Bruce Hayes [bhayes1@educ.state.wy.us](mailto:bhayes1@educ.state.wy.us)

(307) 777-6198

Charter Schools – Kathy Scheurman [kscheu@educ.state.wy.us](mailto:kscheu@educ.state.wy.us)

(307) 777-7843

Complaints – Dr. Annette Bohling, Deputy Superintendent

[abohli@educ.state.wy.us](mailto:abohli@educ.state.wy.us) (307) 777-7674

Complaints – Mary Kay Hill, Consultant [mhill1@educ.state.wy.us](mailto:mhill1@educ.state.wy.us)

(307) 777-7720

Small Schools – Larry Biggio, Director [lbiggi@educ.state.wy.us](mailto:lbiggi@educ.state.wy.us)

(307) 777-7804

[www.k12.wy.us](http://www.k12.wy.us) Wyoming State Department of Education (“WDOE”)

2300 Capitol Avenue, 2nd Floor, Hathaway Building

Cheyenne, WY 82002

(307) 777-6268

Wyoming School District Organization Committee; C/O the WDOE

**Local:** Duane Edmonds, Member of the Wyoming Board of Education

(4<sup>th</sup> District - Powell) [duanee@wavecom.net](mailto:duanee@wavecom.net) (307) 754-9696

## Water

**Challenge:** Past farm practices, high ground water, and shallow wells for a public water system make for a risky combination for assuring safe drinking water. These are facts not lost on the citizens of Burlington and Otto. Otto has no public drinking water system at all and is in a particularly difficult position. It has some recreation facilities, but no way to get water to those facilities; thus they remain idle and unused.

**Ideas and Contacts:** Upon returning to Worland after the assessment, my first call was to the recently established joint powers board for the South Big Horn Water Users. They directed me to the Wyoming Water Development Office. I am told that a Level II Study has been authorized by the State to determine the feasibility of extending South Big Horn water to the Otto and Burlington communities. The study will be completed by June 2003, and should provide some guidance to the community. I am further advised that there is a great deal of concern at the State level that this study will find extension of water to Otto will not be feasible. Their cost estimates for feasibility indicate a threshold of \$20,000 @ tap. In other words, if the number of taps does not offset the costs of construction, etc., by at least that amount, then the project is not feasible.

The communities may want to consider jump-starting the process by creating local service and improvement district(s) of their own. By paying some of the costs through a district, the community would lower the costs of construction and thus, arguably, make the project feasible. The cost of extension will, of course, be most significant for the first leg – the distance between Basin and Otto. After that, it is then a matter of whether Burlington would join with Otto residents to extend the line further; and thus increase the number of taps on the line. Unfortunately, the Emblem bench area is not part of the study now underway.

The Otto group that met with the assessment team seemed split on the issue of incorporation. Creation of a service and improvement district is short of incorporation, but may be formed to provide many of the public services otherwise offered by a municipal corporation. A service and improvement district would have the power to issue bonds to pay for capital improvements, but as the Washakie Rural Improvement District found to its dismay, it does not have the power to obtain property through condemnation. Condemnation powers are reserved to only specific district entities, should that issue be of concern.

Creating a service and improvement district for the Town of Burlington could also be an option. It would allow the Town to extend public services beyond its boundaries, separate administrative costs for those services from that of the Town, and remove the infrastructure headaches in providing those services to an entirely different group. It would also have many downside consequences; including loss of control over just where, how and when those services are provided to Town residents.

**State:** Jon Wade, Administrator for River Basin Planning  
Water Development Office, Wyoming  
122 West 25<sup>th</sup> Street, Herschler Building, 4<sup>th</sup> Floor West  
Cheyenne, WY 82002      [wwdc.state.wy.us/](http://wwdc.state.wy.us/) & [waterplan.state.wy.us/](http://waterplan.state.wy.us/)  
Phone: (307) 777-7626      FAX: (307) 777-6819

**Local:** Wayne Voss, Commissioner  
Wyoming Water Development Commission  
(307) 347-9317      [wtvoss@tritnet.net](mailto:wtvoss@tritnet.net)

William R. Shelledy, Jr., Attorney  
Legal Counsel to the Washakie Rural Improvement District  
1015 Robertson Avenue  
Worland, WY 82401  
(307) 347-8257      [shells@trib.com](mailto:shells@trib.com)

Phillip Juillard, Mayor of Basin  
Member of the South Big Horn Water Users JPB  
209 South 4<sup>th</sup> (Town Hall)  
Basin, WY 82410  
(307) 568-3331      [townofbasin@tctwest.net](mailto:townofbasin@tctwest.net)

### **Administrative / Land Use Issues**

**Challenge:** The Town of Burlington has a very difficult challenge - to organize itself in the face of growth and changing needs. The Town's ordinances have not been codified; making research and enforcement very difficult, and impeding passage of

complicated land use measures that need to be very organized in a clear and comprehensive form if they are to be fully effective.

The assessment team heard considerable comment about land use issues, including rising expectations of citizens who are concerned that their property values may be negatively impacted by incompatible uses of property. These are not idle concerns. One can expect that people looking to relocate to Burlington will want assurances their future investment in the community will not be jeopardized by unwanted and inappropriate land uses. Therefore, the challenge is not only to provide for the health, safety and general welfare of the community as it presently exists, but provide land use regulation that will be attractive to new businesses and potential residents.

The core area of Otto is un-platted. The surveyed parcels are extremely large by municipal standards, but somewhat small for rural residential purposes (unless tied to central water and sewer systems). The fact that some surveyed parcels have been split from time to time over the years is also of considerable concern, and may deter future development (ie. Septic installation requirements).

The Wyoming Subdivision Act (1975) has not been effectively enforced in Big Horn County, and the changes in the law (2001) make that situation just that much more problematic. Although generally not a problem with local financial institutions, “illegal splits” are a concern for other lenders as are septic permits, and land use compliance in general. Real estate appraisers are taking these factors into account.

Recent State legislation mandates that platted ground can no longer be taxed as agriculture beginning January 1, 2003. Since there is property in both Otto and Burlington that might be impacted by this change in the tax law (property which is not otherwise in lots or blocks being taxed as Ag land) then the owner will soon be facing some difficult decisions. Park County recently asked for and received an attorney general’s opinion on this issue, and both communities may want to follow this issue. In Burlington, the consequences could be an attempt to de-annex land and/or develop property in the Town. In Otto, the issue is less clear, but nonetheless, may impact how owners make use of their property.

The municipal plat for Burlington is very unique; in fact, I have never seen one in such a configuration. The Town has not been laid out in a traditional lots and blocks grid, and the areas of residential occupation are not contiguous, but rather in opposite corners of the plat. This has already proven to create some problems in getting water and sewer services to residents, and will no doubt prove to be even more difficult if the Town continues to provide services on a response basis.

The Town of Burlington is almost built-out in areas that have been subdivided for residential purposes. However, there are no alleys, utility easements, or even right-of-ways established in much of the Town for infrastructure to go. This will certainly be a detriment to future growth and for the efficient use of public resources to provide services

within the Town. Accordingly, the Town has a two-fold problem even before it can effectively address the codification issue.

First, the Town needs to structure its plat for public and private use. Generally, commercial lots are arranged differently than residential lots to accommodate the expectations of businesses; thus alleys are extremely important in commercial areas. The lots are usually narrower and deeper than are residential lots. The Town residents will want to consider, for instance, if the Town's core should be off the State highway and if it wants commercial activity stretched out in one long line or pod-like, and then plan accordingly. This, in itself, will be a considerable challenge, but will further private property interests in the future.

Secondly, the Town will want to plan out its infrastructure needs. Such things as fire protection, drainage, sewer and water lines, traffic patterns, are all considerations. The Town may also want to plan safe walking and biking trails in its right-of-way plan to assure school children of safe access to home and school. Finally, parks and recreational considerations (playgrounds, tennis courts, etc.) should be considered. This challenge is directed at public infrastructure concerns, aesthetic amenities, and efficient use of taxpayer money to provide these services. User fees are an offset to higher taxes. Ideas and resources: My recommendations for regulation are simple. The Town really needs to look at what it has before it can determine what and where changes are needed. From comments presented the assessment team, it would appear that the Town has already reached that conclusion on its own. It was not until the Town of Crested Butte codified its ordinances that it found it had both ordinances for permitting and prohibiting outhouses. No doubt, Burlington will also find many inconsistencies in its own ordinances. Once its ordinances are codified, the Town needs to look first at enforcement provisions. There is no sense putting laws on the books if there is no ability to enforce them.

Codification, adjustments to the Plat and strategic planning for infrastructure needs can take place almost more or less at the same time, but their adoption, as law needs to be prioritized to make sure the pieces complete the jigsaw correctly. The Town will never have a better chance than it does now to complete this process. As more structures are completed and individuals take initiative in developing their properties, the options become fewer and much more political.

Many resources have already been provided the Town of Burlington. To those, I would add the following:

**National:** National League of Cities (see WAM website for link)  
Sterling Codifiers, Inc., an Idaho corporation  
(800) 338-7458 (Cowley is using this firm to codify its ordinances)

**State:** [www.wyomuni.org](http://www.wyomuni.org) Wyoming Association of Municipalities  
George Parks, Executive Director  
[gparks@wyomuni.org](mailto:gparks@wyomuni.org) phone: (307) 632-0398 FAX: (307) 632-1942

(WAM was kind enough to give me the cities with codes on-line. They are – Casper, Cheyenne, Gillette, Green River, Jackson, Sheridan, and Torrington)

Van Graham (Consultant / Codifier) of Pinedale, WY (800) 445-8444

Wydotweb.state.wy.us/ Wyoming Department of Transportation  
Richard Douglass, Local Government Coordinator  
(307) 777-4384      [rdoug1@state.wy.us](mailto:rdoug1@state.wy.us)  
Jay Meyer, Bicycle and Trails Coordinator  
(307) 777-4719      [jmeyer@state.wy.us](mailto:jmeyer@state.wy.us)

### **Miscellaneous**

**Challenges:** The community's concern for its youth went far beyond the schools; citing the need for a swimming pool, recreation center, arts programs, etc. These projects are very expensive, high maintenance cost, projects that may be beyond the financial means of the community. However, I do not wish to dampen the community's enthusiasm for pursuing these projects.

The community has an oversized fire station in need of funding to complete. At the time of the assessment things seemed to be at an impasse in getting the issue resolved. There was concern voiced by a number of people over this issue, and it behooves all involved, including the funding agencies, to finalize a resolution to this situation. The issue is disconcerting to the public and could have a negative impact on recruiting firefighters and providing a needed public service to the community.

The Big Horn County Sheriff's Department has coverage agreements with several of the smaller communities in the County according to a deputy Sheriff at one of our listening sessions. Although there was not any outpouring of concern for a greater law enforcement presence, some issues, like traffic control, were of concern.

Although no one mentioned the old church in any of the listening sessions, we were advised on our tours in town of the prominence this building has in the community. A quick look at the building revealed considerable deferred maintenance problems. It would be a shame if this building were not utilized more, and an even greater shame if it were to succumb to continued deterioration. It is truly a landmark.

Although emergency health care did not come up often in the listening sessions, when it did, the issues and challenges for reliable emergency health care were readily apparent. Use of facilities located in another County (Park) were of particular concern when transporting ambulance patients since the patients are required to change ambulances at the County line. This is not only impractical and time consuming, but potentially dangerous to both EMTs and patients alike.

**Ideas and Resources:** These issues have a common thread for me. They all are things that can be tackled by the community using its own resources - at little expense

very expeditiously. Let me address the last challenge mentioned above first. The emergency care services were transferred out of County at a time when the local facilities were having severe financial problems according to the information given us in the listening sessions. According to what we heard, those problems no longer exist. Therefore, I strongly urge local medical emergency folks to seriously consider returning to the use of in-County facilities and working with the Cody hospital for back up.

The Fire Station: My first suggestion is to work with USDA and the local recreation district to negotiate for room in the fire district's new building for recreational space and modest recreational opportunities like, pool, ping pong, a juke box, etc. for youth and seniors alike to use. Its close to the schools and, with other operations in the building, could be easily monitored and supervised by adults on-site that would not otherwise appear to be "watching them". Once use levels are established so that the community knows the need, then seek ways to expand the program. Several organizations in the State have mediation personnel and capabilities to facilitate meetings on this issue.

Youth in this community told us they want to stay in the community. This is contrary to what most communities in the State are experiencing. Therefore, it is likely the youth themselves will be a resource for getting a start-up center planned and operating. I urge the Town to contact other small communities in the County to determine their experience in dealing with the Sheriff's Department pursuant to cooperative agreements for coverage, and then enter into at least some agreement which outlines the expectations the community has for law enforcement. The new fire station could be used as a satellite Sheriff's Office to be used in case of emergency situations if nothing else.

The old church: Although it is a rather tedious task to go through, the community should consider nominating this building to the national register of historic landmarks. The community can complete the application doing its own research on the building and providing personal stories of its past. It would be a great project to bring the community together for a common purpose. Once on the register, the community is eligible for funding to save the building.

The old mercantile building: Like many Wyoming communities, this community has a sizeable senior population that is presently not being served by a center, an assisted living center or other resources found in other communities (ie., meals on wheels). The former fire station on the south end of Town was mentioned as a possible resource for the community to create a Senior Center, but my recommendation is to utilize the building now housing Winchester bronze sculptures. It is unique to the community, has a long history and may qualify for the National Register, and most importantly it has restaurant equipment in it going unused.

State law prohibits the use of funds derived from a Senior's District to be used for capital expenses, but such a district could be formed to provide funding to furnish and operate a Senior Center at a location chosen by the community. Creating a Senior Center would be a very worthwhile project for the community.

The old fire station: Although a possible location for public uses, this building is suitable for the Winchester bronze sculptures operation, or other similar light industrial use. I would urge the community to work with the Wyoming Business Council and other business start-up resources located in Powell to see if the building could not be used as an “incubator” for the Winchester operation. Perhaps a win-win agreement could be reached whereby the community gains not only jobs and a business, but also the ultimate sale of that building in the process.

**State:** Wyoming Bar Association  
P.O. Box 109  
Cheyenne, WY 82003-0109  
(307) 632-9061

Department of Agriculture  
C/O Mary Randolph, WRDC Executive Director  
2219 Carey Avenue  
Cheyenne, WY 82002  
(307) 777-6430      [mrand@state.wy.us](mailto:mrand@state.wy.us)

## Burlington Report

### **Heidi Stonehocker**

USDA Rural Development

208 Shiloh Road

Worland, WY 82401

307-347-2456 ext. 4

FAX 307-347-2802

E-mail: [heidi.stonehocker@wy.usda.gov](mailto:heidi.stonehocker@wy.usda.gov)

### **Introduction**

I would like to thank the Town of Burlington, its residents, and the residents of the surrounding area including Emblem and Otto for their hospitality. The individuals we met were friendly, welcoming, and open in their discussions with us regarding their towns. This is the second assessment I have participated in, and I can tell you that given the population base for the area, you had a wonderful turnout. It was obvious to us how much everyone cares about the community and its survival.

### **Infrastructure Development**

Challenge: A concern that was mentioned several times during the listen sessions was the development/improvement of the infrastructure including the extension of the existing water and sewer system to the exiting platted lots, paving the streets, and installation of street lighting. Water was also a concern for the Otto area. Currently individuals living in this area are hauling their water.

Ideas and Contacts: Since there are several infrastructure desires, I would suggest contacting the Midwest Assistance Program (MAP). This organization can assist in the planning of water and sewer projects and give some insight on the timing of the projects. For information visit their web site at [www.map-inc.org](http://www.map-inc.org) or contact:

Mel Oberholtzer, Rural Development Specialist

P.O. Box 1461

Laramie, WY 82073

307-742-2236

FAX: 307-745-0473

E-mail: [melober@aol.com](mailto:melober@aol.com)

Or

Mike Sposit, Rural Development Specialist

P.O. Box 688

Green River, WY 82935

307-875-4200

FAX: 307-875-6579

E-mail: [mike@fascination.com](mailto:mike@fascination.com)

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

Wyoming Water Development Commission  
Lawrence M. Besson, Director  
Herschler Building, 4W  
122 West 25<sup>th</sup> Street  
Cheyenne, WY 82002  
307-777-7626  
FAX 307-777-6819  
E-mail: [lbesso@state.wy.us](mailto:lbesso@state.wy.us)

The USDA Rural Development Rural Utilities Service (RUS) administers a water and wastewater loan and grant program. This program is administered by the State Office of Rural Development. For information contact:

Jerry Tamlin, C&BP Director  
USDA Rural Development  
100 East "B" Street, Room 1217  
P.O. Box 820  
Casper, WY 82602  
307-261-6319  
FAX 307-261-6339  
E-mail: [jerry.tamlin@wy.usda.gov](mailto:jerry.tamlin@wy.usda.gov)

The State Mineral Royalty Capital Construction Account (MRG) has matching grant funds that are available for public infrastructure and services. For information contact:

Brad Miskimins  
Office of State Lands and Investments  
Herschler Building, 3<sup>rd</sup> Floor West  
122 West 25<sup>th</sup> Street  
Cheyenne, WY 82002  
307-777-7331

The USDA Rural Development Rural Housing Service (RHS) administers community facilities loan and grant programs that can be used for paving, lighting purposes. The Area Office responsible for administering this program is located in Worland. For information contact Heidi Stonehocker. Contact information is located at the beginning of this report.

It should be noted that 100% grants are not an option. Every program that offers assistance requires some matching funds. Some programs allow for “soft matches” where services such as time spent planning are considered. Others require actual dollar matches. I would also like to point out that an entity such as a public body, special improvement district, etc., must be the applicant in order to receive the assistance.

Challenge: With a portion of the school facilities being condemned and the remaining facilities being stretched to the breaking point, the community expressed an interest in developing a community and/or recreation center where the youth could gather. There is also a need for a senior center where the senior citizens could gather, and possibly share a meal.

Ideas and Contacts: Due to the areas population base, and limited tax base, support of three different independent structures to meet the needs of the communities does not appear to be feasible. You may want to consider a single facility that houses several purposes. The community has an excellent opportunity with the new fire hall to determine the direction and use of the unfinished side of the building. This facility has the possibility of being used for several purposes such as a senior center, community use rooms, and/or a youth center. Another possibility would be for the community to purchase this structure from the fire district and remodel it for a community center. If these options are not workable, the community could look at building new, however this will be a much more costly venture. Regardless of the direction the community decides to take, the type of operating entity will need to be determined. Some possible forms would be to form a non-profit organization, start a recreation district, or have the Town of Burlington be the operating entity.

USDA Rural Development Rural Housing Service (RHS) administers community facility loan and grant programs to assist low-income rural areas and towns in developing or improving/remodeling essential public community facilities such as community centers and senior centers. A recreation center such as a swimming pool or ball courts would only be eligible for loan funds via a community facility guaranteed loan unless it can be directly tied to education. For additional information contact Heidi Stonehocker at the location previously indicated in this report.

Private foundations can be found through the Internet at the Foundation Center. Their web site is [www.fdncenter.org](http://www.fdncenter.org).

The North Big Horn Senior Center has obtained funding for additional projects through the use of a mil levy. To pursue this option, you will need to form a district. Please be aware that these funds are for use in operating expenses only, and must be voted on every two years. For insight on how this process was started, contact:

Denis Anderson  
Senior Citizens Center, NBH  
757 Great Western Ave.  
Lovell, WY 82431  
307-548-6556

I understand that your area is to be serviced by the Senior Center in Greybull. Meeteesee is in a similar situation where they are considered part of the Cody Senior Citizens Center. You may want to visit with them for ideas. For information contact:

Nancy Miers, Director  
Cody Senior Citizens Center  
613 16<sup>th</sup> Street  
Cody, WY 82414  
307-587-6221  
E-mail: [csc@wavecom.net](mailto:csc@wavecom.net)

### **Summary**

Again I would like to thank the citizens of the Burlington area for their participation in the assessment process. The Burlington area is obviously a wonderful place to live and raise a family. Although the area has several difficult issues to address, it also has a lot to offer in the way of its citizens. I hope the Town of Burlington continues this process of self-evaluation and growth in order to meet the needs of its people.

## Burlington Report

**Michael Stull**  
**Director, Telecommunication Division**  
**Wyoming Business Council**  
**214 W. 15<sup>th</sup> Street**  
**Cheyenne, WY 82002**  
**Phone: (307) 777-2847**  
**Fax: (307) 777-2838**  
**Email: [mstull@state.wy.us](mailto:mstull@state.wy.us)**  
**Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)**

### **Overview:**

Thank you to the town of Burlington for the hospitality extended to the assessment team. Burlington is a committed community; this was evident from the level of citizen participation at each of the listening sessions.

Throughout the listening sessions many opinions were expressed and from these opinions a number of key issues emerged. Below you will find recommendations that will help the community address many of these key issues. Please contact me if questions arise as the community works to solve the topics mentioned in this report.

### **Community Planning:**

**Challenge:** After touring the community it is evident that Burlington must focus attention on the development of a comprehensive community master plan. It is likely that as surrounding communities develop, so to will Burlington. This will make future planning critical to ensure the community develops in a way that benefits all of the citizens of the community.

**Recommendation:** Burlington should develop a comprehensive community master development plan. At a minimum such a plan should address:

- Infrastructure (sewer, water, paved streets, side walks)
- Locations for development (commercial, residential, industrial, agricultural)
- Development of parks, greenways and biking paths

The costs of these plans can run as much as \$50,000, but the cost is well worth it, especially when the plan can help to address key development issues. There are grants available to help defray the development costs associated with such a plan. For instance, a “planning only” grant available through the Wyoming Business Council’s Invest Ready Communities Division can provide up to \$25,000 in matching funds for this process. For additional information please contact either of the following:

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

Steve Achter, Director  
Investment Ready Communities  
Wyoming Business Council  
214 W. 15<sup>th</sup> Street  
Cheyenne, WY 82002  
Phone: (307) 777-2811  
Fax: (307) 777-2838  
Email: [sachte@state.wy.us](mailto:sachte@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

## **Infrastructure:**

### **Paved Streets and Concrete Sidewalks / Curb / Gutter / Signage**

**Challenge:** Citizens in nearly every listening session listed the installation of paved streets and concrete sidewalks / curb / gutter as a top priority. Several mentioned their concern that installation would result in higher property taxes.

**Recommendation:** Only the community can determine if there is a desire to pursue this project. In other Wyoming communities the paving of streets and installation of curb, gutter and sidewalks has made them more livable and resulted in significant increases in property value. Regardless, installations of this type are not completed overnight. Case in point is Dayton, Wyoming, where the town council worked for the better part of 15 years to pave and install curb, gutter and sidewalks throughout the community. Today it is reaping the rewards of this undertaking. Available housing does not remain on the market for long and the quality of life has improved markedly.

When and if the community undertakes this effort I would recommend the following sub-goals first be accomplished.

- Establish two plans – one to address improvements along Wyoming Highway 30 and one to address all other community streets. Each plan should outline all surface design details (e.g. width of streets, width of sidewalks, locations of handicap curb cuts, use of colored cements, coordination of styling and placement of benches, street lighting and street name and traffic signage).

This can be included in the community master plan I mentioned above. I would recommend local citizens be invited to serve on this committee because it will generate important “buy in” from local residents. I would also recommend that a representative from the Wyoming Department of Transportation be asked to participate during the development of in the Wyoming Highway 30 plan. There are many federal and state programs available to aid communities in the development and beautification of state and federal highways that also serve as main streets. WyDOT personnel are familiar with many of these programs.

- Assemble a subsurface infrastructure planning group to develop and coordinate the installation of infrastructures (e.g. installation of storm sewers, placement of storm drains, placement of properly functioning and well located fire hydrants, installation of additional and redundant water and sewer mains, installation of underground power company conduits to replace overhead poles, installation of telecommunications conduit and infrastructure, installation of natural gas mains, installation of street lights, etc.). All infrastructures must be installed prior to the installation of any blacktop or concrete and much of it can be installed at the same time and in the same trenches. This will save significant amounts of money and will prevent the need to open freshly paved streets for utility work. I would recommend a representative from each of the following entities serve on this committee: Town of Burlington (likely the town engineer), Tri-County Telephone, Wyoming State Fire Marshal (fire hydrant placement), Wyoming Department of Transportation (main street development and funding), gas company and the electric company.

Once preplanning is completed the community will then have to prioritize the amount of yearly paving that can be accomplished based on available yearly funding. Regarding funding, there are several avenues that bear exploring. First, local property owners must provide funding through improvement taxation. This will allow the community to utilize infrastructure bonding as a tool to accomplish the end goal. Second, the community may want to explore the creation of a special district in order to help raise the necessary revenues. Third, explore the wide variety of infrastructure grants and loans available to local communities. A “heads-up,” many of these funding sources will require that local property owners be are willing to participate in funding the installation of streets and sidewalks via tax assessments.

**Contact:**

Project contacts include:

Steve Achter, Director  
Investment Ready Communities / CDBG  
Wyoming Business Council  
214 W. 15<sup>th</sup> Street

Cheyenne, WY 82002  
Phone: (307) 777-2811  
Fax: (307) 777-2838  
Email: [sachte@state.wy.us](mailto:sachte@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

Brad Miskimins  
Grant and Loan Program Manager  
State Loan and Investment Board  
Herschler Building, 3<sup>rd</sup> Floor West  
122 West 25<sup>th</sup> Street  
Cheyenne, WY 82002  
Phone: (307) 777-7309

John Rogers  
Regional Representative  
Economic Development Administration  
Federal Building, Room 196  
301 South Park Avenue  
Drawer 10074  
Helena, MT 59626  
Phone (406) 441-1175  
Email: [edrmtda@aol.com](mailto:edrmtda@aol.com)  
Web: [www.doc.gov/eda/](http://www.doc.gov/eda/)

Catalog of Wyoming State Grant Programs  
Department of A & I  
State Library Division  
2301 Capitol Avenue  
Cheyenne, WY 82002  
Phone: (307) 777-6338  
Web: [www-wsl.state.wy.us/sis/grants/index.html](http://www-wsl.state.wy.us/sis/grants/index.html)

Wyoming Community Resource Network  
P.O. Box 3354  
Laramie, WY 82071  
Phone: (307) 766-2107  
Web: [www.wyomingcommunitynetwork.org](http://www.wyomingcommunitynetwork.org)

Foundation Center  
Web: [www.fdncenter.org](http://www.fdncenter.org)

Richard Douglass  
Local Government Coordinator  
Wyoming Department of Transportation  
5300 Bishop Boulevard

Cheyenne, WY 82009  
Phone: (307) 777-4384  
Web: <http://wydotweb.state.wy.us>

Jim Noel  
State Fire Marshal  
122 West 25<sup>th</sup> Street  
Herschler Building, 1<sup>st</sup> Floor West  
Cheyenne, WY 82002  
Phone: (307) 777-7288  
Fax: (307) 777-7119  
Email: [jnoel@state.wy.us](mailto:jnoel@state.wy.us)

### **Development of greenways and walking paths**

**Challenge:** Several citizens mentioned the need for recreation paths and a greenway system.

**Recommendation:** There are several programs the community may want to consider contacting that provide funding and support for these types of improvements. First, is the TEAL program. Grants obtained through this program can be used to fund non-highway related projects such as walking and biking paths, roadside landscaping and historic preservation. These grants usually range in amounts between \$100,000 and \$200,000 and require a 20% community match. For more information, contact:

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

There are also funds available through the Recreational Trail Fund Grant Program that is administered by the Wyoming State and Cultural Resources Division. Eligible projects include existing trail restoration and new trail construction. Most grants range between \$2,500 and \$75,000 and require a 20% community match. For further information, please contact:

Joann Buster  
Grants Program Specialist  
State Parks and Historic Sites  
122 West 25<sup>th</sup> Street  
Cheyenne, WY 82002  
Phone: (307) 777-3483

## **Economic Development:**

**Challenge:** Throughout the listening sessions there were numerous comments made about the need for economic development. Attendees are concerned that community youth are leaving due to a lack of business opportunities. Others are curious how the community can attract businesses that allow the area's agricultural sector to find employment opportunities during the winter months. Yet others are concerned that Burlington needs to diversify its economy into areas independent from the agricultural sector.

### **Recommendation:**

While it is unlikely that a community the size of Burlington will happen across a large "silver bullet" employer that will solve all of the community's economic and employment issues overnight, there are a number of things that can be done to spur localized economic development and that, in turn, generate jobs. In other words, it may be possible to grow 10 or 20 existing businesses that generate five to ten jobs each, rather than chasing after that elusive company that promises to bring 100 jobs to the community.

There are two approaches the community should consider; expanding and retaining existing business and, second, attracting new businesses that "fit" the characteristics of the community.

While in Burlington I noticed a number of businesses and business ideas that are ripe for either development or expansion, and most would create jobs within the community. Below are a few ideas that the community may wish to pursue.

1. Expansion of the existing grocery store.

Encourage the expansion of the store. Grocery is a capital-intensive business that generates a relatively small return on investment. Through the use of a local investment coop model it may be possible for citizens in the community to invest in the grocery thus providing capital for increased inventory variety and business expansion. Such a model provides several advantages. First, it allows the existing owner to retain majority ownership and, second, since local citizens are investors it provides an incentive for them to shop locally benefiting the grocery store and possibly adding jobs.

2. Formation of a local fuel, farming and clothing coop.

During several of the listening sessions the lack of shopping was mentioned. The community may want to consider forming local coops to provide residents with clothing, fuel and farm supplies. It might be possible to expand the grocery store into a coop general store that, in addition to groceries, also provides clothing and a commercial gas station. If the owner is not open to such an idea a coop providing clothing, fuel and farm supplies could be

pursued independently with local citizens and area farmers purchasing shares in such a venture.

To develop business retention and expansion ideas and to explore the formation and financing of local coops contact:

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

3. Development and clustering of existing industries.

The bean industry is a great industry and Burlington is fortunate to have several processing facilities. It is also fortunate to have a mayor who has been intricately involved in the industry. This experience may provide benefits in the further local development of this industry.

I would recommend the community develop a working committee composed of individuals that have worked in the production, marketing and sales of beans and bean products. This committee should develop a research document outlining numerous value added products manufactured from the local bean crop. After this is done, industry should be targeted in an effort to cluster small manufacturing facilities near Burlington that can use the local bean crop to create value added products and more importantly, local jobs. An example of value added agricultural clustering is the Libby pumpkin processing plant located in Morton, Illinois. Local growers provide the pumpkins and the processing plant produces canned pumpkin for Libby Foods. The plant operates until the entire crop is produced, which usually take until December. Such a clustering provides both seasonal employment and additional income for otherwise idol farmers.

To develop a local bean industry clustering concept contact Leah Brusino (above) and also consider working with the Wyoming Business Council's Agribusiness Division. The division can be contacted at:

Bill Bunce  
Director, Agribusiness Division  
Wyoming Business Council  
300 S. Wolcott  
Casper, WY 82601

Phone: (307) 237-4692  
Email: [bbunce@state.wy.us](mailto:bbunce@state.wy.us)

4. Formation of a community foundation to support business development.

The formation of a local nonprofit entity used to support and aid in the development of local business was mentioned during the listening sessions. Burlington should consider developing a Burlington Community Foundation and incorporating it as a 501(c)(3). This allows contributions from local citizens donated for both specific and general projects to be treated in a tax-deductible fashion. Several Wyoming communities have formed community foundations.

To explore the development of a local community foundation I would recommend contacting:

Tim Stamp  
President, Laramie Economic Development Corporation  
1482 Commerce Drive, Suite A  
Laramie, WY 82070  
Phone: (307) 742-2212  
Email: [ledc@laramiewy.org](mailto:ledc@laramiewy.org)  
Web: [www.laramiewy.org](http://www.laramiewy.org)

5. Develop a Business Challenge program.

A business challenge program has been developed in a number of communities. This tool is an excellent way for existing local businesses and professionals to contribute to the development of new businesses within their communities. The program utilizes in-kind donations to assist businesses. The donations can range from in-kind advertising to in-kind accounting services. The following chart demonstrates just how far these in-kind contributions can go.

## Business Challenge

**Business X  
Winner**

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

The main reasons for business failure (lack of cash, lack of support services, etc.) are readily addressed and minimized through each of the in-kind contributions.

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

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

For more information on this program, please contact:

Leah Bruscano  
Northwest Regional Director  
Wyoming Business Council  
143 S. Bent, Number B  
Powell, WY 82435  
Phone: (307) 754-5785  
Fax: (307) 754-0368  
Email: [lbrusc@state.wy.us](mailto:lbrusc@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

6. Contact high school alumni.

An interesting tactic that several Wyoming communities are trying is the contacting of past high school alumni in an effort to lure them and their

businesses back to the community. There is no reason Burlington should not develop such a program.

For more information on developing this type of an effort, please contact:

Ben Avery  
Wyoming Business Council  
214 W. 15<sup>th</sup> Street  
Cheyenne, WY 82002  
Phone: (307) 777-2863  
Fax: (307) 777-2838  
Email: [bavery@state.wy.us](mailto:bavery@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

OR

Linda Fabian  
Wheatland Area Development Corporation  
1560 Johnston  
P.O. Box 988  
Wheatland, WY 82201  
Phone: (307) 322-4232  
Fax: (307) 322-3823  
Email: [lfabian@communicm.com](mailto:lfabian@communicm.com)  
Web: [www.wheatlandecdev.com](http://www.wheatlandecdev.com)

7. Availability of an excellent telecommunications network.

In my role as Wyoming Business Council Telecommunications Director, I am well aware of the state of the art telecommunications network that Tri County Telephone has installed within the communities it serves. In fact, at this point it is the best telecommunications network in Wyoming. Tri County Telephone's Internet bandwidth pricing is reasonable and a variety of the latest advanced telecommunications services can be provided to almost any customer. Additionally, connectivity into Burlington is redundant, ensuring that businesses will receive reliable service. Burlington offers an available workforce and a low-cost operational environment. There are also available buildings.

Recently I attended the International Call Center Management Convention and was surprised at the number of call centers looking to diversify their operations. Many are exploring the placement of operations in the United States because it offers a stable political climate. The big issues in this industry are cost and the employing of educated employees. Even when paying call center employees \$6/hour in the United States, it is difficult to compete against India based call centers paying much less and recruiting

college educated work forces. Regardless, Burlington may have an advantage. If the community can provide office space in a local building at either no or little cost it is very possible that this, together with existing area pay scales and an educated workforce, would make a Burlington-based center financially viable.

If Burlington is interested in pursuing this type of a business I would suggest contacting:

Carol Sterns  
Corporate Contact Specialist  
Wyoming Business Council  
214 W. 15<sup>th</sup> Street  
Cheyenne, WY 82002  
Phone: (307) 777-2882  
Fax: (307) 777-2838  
Email: [cstear@state.wy.us](mailto:cstear@state.wy.us)

I would also suggest monitoring the following call center association website:

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

## **Water Related Issues:**

### **Irrigation Districts**

**Challenge:** There were comments made during several listening sessions that the existence of multiple irrigation districts is making water distribution a challenge and making it difficult to monitor water usage.

**Recommendation:** All the districts should consider consolidation, if possible. This will allow for the organized distribution and usage of water. It will also help with monitoring and remove the rivalries existing between districts. The pooling of financial resources will also make asset maintenance and replacement easier and will provide opportunities for system growth.

During one of the listening sessions it was mentioned that extension of irrigation water into Burlington would be a welcome addition. This is an issue that the districts might want to explore. I would suggest contacting the Wyoming Water Development Office for additional assistance.

L. Mike Besson  
Director, Wyoming Water Development Office  
Herschler Building, 4<sup>th</sup> Floor West  
Cheyenne, WY 82002

Ph: (307) 777-7626  
Fax: (307) 777-6819  
Web: <http://wwdc.state.wy.us/>

### **Drinking Water**

**Challenge:** While touring Burlington's drinking water system several potential problems came to mind that, if not addressed, could lead to significant future financial liabilities. Burlington's well field is drawing water out of the local aquifer at a very shallow depth. Even with the current well protection efforts I am concerned that the close proximity of agricultural operations will eventually lead to the introduction of unacceptable levels of nitrates or organisms that will contaminate the community's drinking water source. Additionally, safe drinking water standards are always being scrutinized and, as legal thresholds continue to be revised, it is possible Burlington could be forced into noncompliance and be required to make expensive water system modifications.

**Recommendation:** Apparently several communities in the eastern Big Horn Basin are considering the creation of a municipal water system that will deliver water to several communities (e.g. Thermopolis, Worland, Basin, Greybull). I would suggest the community explore becoming part of this effort. First, it will provide a reliable source of drinking water to Burlington. And second, the project can be engineered in such a way that water can also be delivered to the Otto area. Most of the costs for these types of multi-community projects can be largely funded through the Wyoming Water Development Commission. To find out more, contact the Wyoming Water Development Office at:

L. Mike Besson  
Director, Wyoming Water Development Office  
Herschler Building, 4<sup>th</sup> Floor West  
Cheyenne, WY 82002  
Ph: (307) 777-7626  
Fax: (307) 777-6819  
Web: <http://wwdc.state.wy.us/>

### **Community Disaster Alert System:**

**Challenge:** During the listening sessions several people mentioned the need for a community emergency alert system to inform local residence of severe weather or other emergencies.

**Recommendation:** The community may want to contact Tri County Telephone and determine if it is feasible to deploy a reverse 911-system covering Burlington. The software platform associated with this service would allow Tri County Telephone to dial

every telephone in Burlington within a matter of seconds and inform citizens, via a recorded message, of potential life threatening situations.

The Tri County Telephone Contact is:

Randy Lowe  
General Manager  
P.O. Box 310  
Basin, WY 82410  
Phone: (307) 568-2427  
Fax: (307) 568-2506  
Email: [rmlowe@tctwest.net](mailto:rmlowe@tctwest.net)  
Web: [www.tctwest.net](http://www.tctwest.net)

### **Codification:**

**Challenge:** Throughout the assessment the issue of local enforcement of ordinances was continually mentioned. Issues receiving comment were the need to locally control speed limits, patrol for drug offenses and enact and enforce stronger zoning codes.

**Recommendation:** The first thing the community must do prior to attempting to enforce anything is codify existing ordinances. Several people mentioned this is a priority and I would recommend contacting the Wyoming Association of Municipalities. I believe WAM is still operating a codification service that can save a community a great deal of money. After the codification process is completed the community can then – possible through community meetings – determine if there are issues that the codified ordinances do not address. Model ordinances addressing these concerns can then be acquired from WAM and passed and incorporated into the local code. At that point enforcement can begin. Some levels of enforcement – i.e. junk piling up on lots – can be addressed through the town council. Other issues, such as dealing with drug violations must be dealt with using professional law enforcement. The idea of contracting for law enforcement support through the county sheriff's office was mentioned and certainly is an option. The community may want to determine if this will provide enough patrol support or whether the community should pursue the hiring of its own officer. Again, WAM should be consulted on this issue.

WAM can be contacted at the following address:

Wyoming Association of Municipalities  
P.O. Box 3110  
Cheyenne, WY 82003-3110  
Phone: (307) 632-0398  
Fax (307) 632-1942  
Email: [wam@wyomuni.org](mailto:wam@wyomuni.org)  
Web: [www.wyomuni.org](http://www.wyomuni.org)

### **Excessive Traffic Speeds Along Wyoming Highway 30:**

**Challenge:** Concerns over the speed of vehicles passing through town was mentioned. Participants voiced concern that children and other citizens who cross or use the roadway for a pathway were at risk of injury or death. Several mentioned that they would like to see additional measures taken to slow traffic.

**Recommendation:** Since Highway 30 is a state highway the Wyoming Department of Transportation must be involved in any discussions to install traffic control devices. After contacting WyDOT, I would suggest inquiries be made into the installation of a 4-way stop and possible rumble strips at the intersection of Poplar Street and Wyoming Highway 30. This would impose a barrier that would force a reduction in speed. The rumble strips may cause noise so further reductions in the in-town speed limits along Highway 30 may want to be considered as an alternative to this option.

WyDOT contact information:

Vic Strube  
District Five Engineer  
218 West C  
Basin, WY 82410  
Email: [vstrub@state.wy.us](mailto:vstrub@state.wy.us)  
Web: <http://wydotweb.state.wy.us/>

Richard Douglass  
Local Government Coordinator  
Wyoming Department of Transportation  
5300 Bishop Boulevard  
Cheyenne, WY 82009  
Phone: (307) 777-4384  
Web: <http://wydotweb.state.wy.us>

## **Resource Team Report**

### **Town of Burlington**

#### **David Spencer**

Regional Director  
Wyoming Business Council  
PO Box 962  
Gillette, WY 82716  
307 685 0283  
[dspencer@wysbc.com](mailto:dspencer@wysbc.com)

### **Introduction**

On the behalf of the resource team I would like to thank the Town of Burlington for their hospitality in hosting the Community Assessment. The listening sessions and town meeting were well attended by local leaders and citizens of the town and surrounding community. The traditional family atmosphere and the close-knit nature of the community especially impressed us. It was apparent that community members care deeply about their community and one another and this forms an important foundation for implementing actions that will strengthen the community. It was also apparent the town has strived for improvements in services and infrastructure. The new fire hall, city hall building, water improvements and other actions the town has taken to improve the lives of its citizens evidenced this.

Another thing that impressed us was the attitude and interest of the youth in the community. It was apparent that they are knowledgeable about community issues and also care deeply about the future of the area. Nearly all said that they would like to find a way to continue to live there or come back and raise a family some day. The high number of teachers who graduated from Burlington High School and then returned to teach there was also further evidence of deep commitment to the community.

Finally the participation of the unincorporated communities of Otto and Emblem shows the broader depth of the community's influence outside of the town limits and into the surrounding countryside. This larger community beyond the 250 who live within the town limits adds to the diversity and human resource base of the community. This report comments on several of the major themes and issues areas identified by the resource team.

### **Viability and Future of the Burlington Schools**

**Challenge:** The number one community issue which the team identified in Burlington was the future of the schools serving Burlington and the surrounding area including Emblem and Otto. This issue cut across all age, economic and social groups that we spoke with. There is a clear consensus that retaining and improving the school facilities

speaks to the heart and soul of the community. It is clear that much of the social and family life of the community revolves around the school. It also knits together the rural area and the town as well as the unincorporated communities of Otto and Emblem. At the same time the schools in Burlington are now facing an immediate crisis with the closing of the Junior High Building due to health concerns at the beginning of this school year. In addition the general statewide debate on school funding and the large capital investment needed to bring schools up to a higher standard has also become an urgent issue for all school districts and the state as a whole. It is a time of uncertainty and certainly one that must command the attention of the Burlington community if the goal of preserving the local school system is to be realized.

**Ideas and Contacts:** Since the community assessment took place I have spoken with several resource contacts about both the short term and long term challenges faced by the Burlington Schools. What I have learned is that the local school superintendent is working diligently on finding a solution for the immediate problem of the closed Junior High. Solutions being examined are bringing in modular classrooms, cleaning the existing building and in a short time considering construction of a new facility. This said however, it must be understood that the decisions about both emergency action and a new school rest with the newly created **Wyoming School Facilities Commission** and ultimately with the **Wyoming Legislature**. Currently the Junior High is a very high priority project because of health and safety concerns. The High School has a rating of 73, which means it is a lower priority for replacement. The composite score for both the junior and senior high is 59. Under current guidelines those schools that have a score of 49 or lower are the highest priorities for replacement. The school district intends to pursue funding for a new Junior/Senior High School in the next legislative session. **Kevin Mitchell (307 548 2254) Superintendent of the Bighorn School District** has requested that parents and local leaders be prepared to support his request to legislators for a new school. He is available to meet with the community as the issue moves forward and wants to report regularly on progress. He said he would like to be invited to give regular reports to the community and would like to begin that dialogue as soon as possible. An invitation by the Mayor to a town meeting this fall to strategize with the community would be most welcome. **Don Bryngelson (307 777 8670)** is the **Director of the Wyoming School Facilities Commission** in Cheyenne.

One option with which the community should become familiar is that of a **Charter School**. Under Wyoming Law a school may petition the local school district for charter status and move to establish its own operational education plan. The charter school must still meet basic state education requirements and is eligible to receive 95% of the funding from the school district on a per pupil basis. Since it is run like a private school with its own board and business plan it can attract private grants and loans and charge supplemental tuition to help fund its activities. Wyoming has recently passed legislation to make it easier to form a charter school and one has begun operation in Laramie. If the community is threatened with consolidation of its school or simply feels that they might go it alone in managing the local schools to more closely match its needs and maintain academic excellence this might be an alternative to examine. One factor that indicates that such a venture might be a success in Burlington is that there is already a high level of

academic achievement and parental involvement in the schools. A second factor is the high number of teachers who are either from the community or highly committed to staying there. A list of starting resources to find out more about this option are:

**The Center for Educational Reform**

[www.edreform.com/charter\\_schools](http://www.edreform.com/charter_schools)

**Snow Range Academy**

**Laramie Wyoming**

**[www.geocities.com/snowyrangeacademy](http://www.geocities.com/snowyrangeacademy)**

**State of Wyoming:**

**Mr. James Lendino**

**Charter School Administrator**

Wyoming State Department of Education

2300 Capitol Avenue

2nd Floor, Hathaway Building

Cheyenne, WY 82002

(307) 777-6268

One final note should be added on the School issue. If in fact the Community is successful in replacing the high school, it will present the community with a unique opportunity to reuse the buildings as multipurpose community center. Parts of the buildings can be utilized to house a senior center, auditorium, fitness center and adult learning center. This opportunity will only come once and the community will need to be prepared to move quickly to secure the buildings and develop a reuse strategy. A resource for this type of undertaking is **John Mitterholzer (303 623 1504)** at the **National Trust for Historic Preservation in Denver**. The National Trust is currently working to preserve schools all over the U.S. for reuse projects such as this.

**Planning for Growth**

**Challenge:** There are a number of platted lots in and around Burlington that have no utility service to them as yet. These lots could be utilized for additional housing for new residents or expanding local population. In addition many residents expressed interest in seeing additional commercial development, especially a full-scale gas station/convenience store. In order to accomplish the orderly expansion of the town a land use plan is needed, supported by adoption of basic land use regulations, a subdivision ordinance and a utility expansion policy.

**Ideas and Contacts:** Generally, in most communities, extension of utilities, even to areas that are already annexed is done at the expense of those who benefit from the extension. The extensions are made to town specifications and accepted by the town after which the town is responsible for maintaining the improvements. A variation on this approach, when cost is a problem, is to apply for a combination loan/grant. A special improvement district is formed and assessments are collected for the life of the loan to pay it off. The grant is used to subsidize the cost of the assessments to the property owners. A contact for this type of grant/loan combination is **Brad Miskimmons ( 307 261 9056 )** at the **State Land And Investment Board**. Another source of funding is **USDA – Rural Development, John Cochrane (307 261 6300)**.

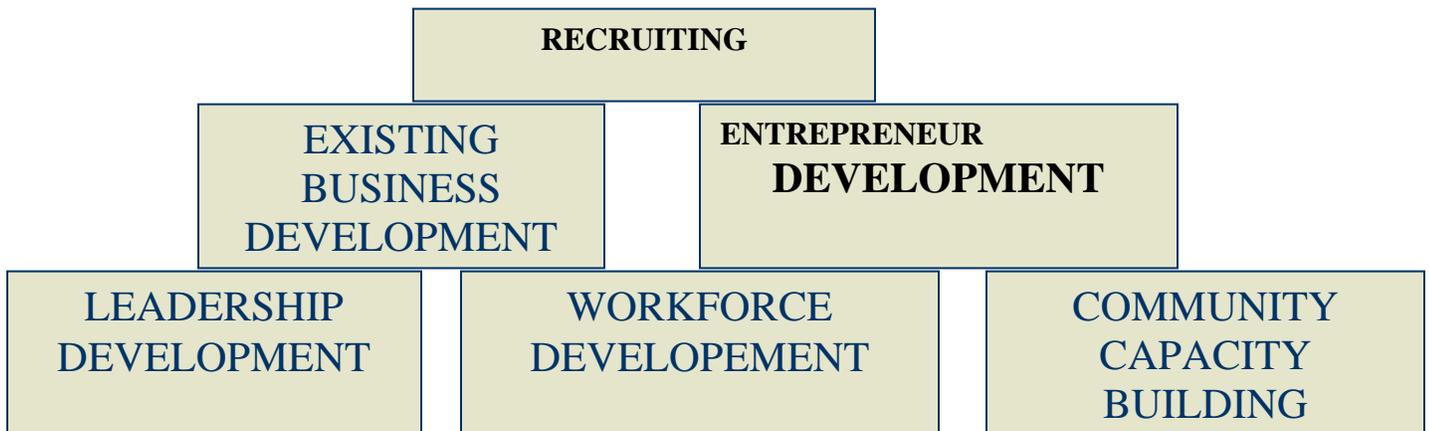
The **Wyoming Association Of Municipalities (307 632 0398)** can supply samples of community land use regulations and utility policies that could easily be adapted for local use. Be sure and ask for examples from smaller communities.

The **Wyoming Planning Association** may be able to supply examples of community land use plans. Call **Mike Archibald (307 877 9056 ext 337)** to see if their group can be of assistance. Grants for planning activities are generally difficult to obtain however assistance may possibly be obtained with the assistance of **Don McCracken at the Big Horn Mountain Country Coalition, (307 548 6153)**.

### Economic Growth and Provision of Basic Services

**Challenge:** Many communities wish to recruit new jobs and create opportunities for youth to find decent employment opportunities. Burlington is no exception and this was mentioned often in the assessment. However in order to do that a community must first address its basic level of services and protect what it already has in the way of business. The Wyoming Business Council has developed the following model in order to explain how these basic steps must work in order to ready a community to attract new employment. The economic building blocks must all be in place to have a healthy local economy.

## Economic Development Building Blocks



**Ideas and Contacts:** Many communities may never reach the top block of being able to recruit new business because they find that most of their economic needs are met by simply working on development of lower blocks in the pyramid. **Leah Bruscano (307 754 5785)**, Northwest Regional Director for the Wyoming Business Council, could assist the community with working on projects in support of the economic development building blocks.

One of the unique strengths that Burlington has is the first class broadband telecommunications system currently being installed by TCT West Broadband. This should be an important element in any economic development effort, which is undertaken by the Community. Having this service available gives the town an advantage in business development. It will also be a help to local entrepreneurs who might seek to sell products or services over the Internet. **Michael Stull (307 777 2847)** a member of this resource team and **Telecommunications Director for the Wyoming Business Council** could be of assistance in working with the community to fully exploit this advantage.

Another idea mentioned in the listening sessions was to develop more value added agricultural products locally. For assistance in this area contact **Cindy Garretson-Weibel (307 777 6589)** who is with the Wyoming Business Council Division of Agricultural Marketing.

## **Emergency Services and Law Enforcement**

**Challenges:** Emergency services personnel outlined several specific problems which would make the services offered more effective. This includes better street signage, street addressing and upgrading of the fire hydrant system. These are all functions that the town might undertake with some volunteer assistance. A second set of problems revolved around people needs and relationships. I will address some of these items in my report. A third area had to do with increasing law enforcement presence in the town. Another team member will address that item in his report.

**Ideas and Contacts:** One of the major issues facing local emergency services is availability of volunteers. This had two components. One was daily availability since many commute to work outside the community during the day. The second is the more long-term availability of new volunteers to maintain a steady flow of new volunteers for the Fire and EMT services. Both issues are ones that are not easily addressed and not uncommon in many small communities. One idea that some communities have tried is to have an annual “**Fireman’s Ball**”(also include the **EMT group**) and invite the entire community to attend. Food could be provided by the volunteers and a nominal admission (say 5\$) be charged so that entertainment could be provided and some funding gathered. As part of the program outstanding volunteers could be honored with awards from the

Mayor and a pitch made for people to volunteer. Follow up with a training schedule for those who are recruited. The point is to make it fun and also rewarding socially for those who are involved so that others want to join. **The new fire hall would be a perfect place for such an event.** A kickoff such as this is a perfect way to begin a regular annual recruiting and fund raising cycle.

One of the other concerns raised was the relationship and protocols between local EMTs' and Ambulance personnel and area hospitals. The hospital in Cody apparently requires the transfer of patients to their ambulance at the County line. There were also issues alluded to in dealing with the hospital/clinic in Bighorn County. It would seem that a discussion on protocol and procedure with both hospitals would be fruitful along with a written Memorandum of Understanding (MOU) outlining how services are to be delivered. Perhaps a contractual relationship, which makes the volunteer EMT's actual hospital employees, would help overcome some jurisdictional and legal issues. This might also strengthen the training relationship between the hospitals and the EMT service. **Dan Purdue (307 632 9344)**, Executive Director of the **Wyoming Hospital Association**, may have some ideas and examples of ways to improve the working relationships that are so critical to the community.

## **Otto Area Services**

**Challenges:** The unincorporated community of Otto was well represented in the assessment and faces many challenges. Generally those who attended the listening sessions felt strongly that the area needs better services especially water. Unfortunately without some type of formal organization, community assistance will be very difficult to obtain. There has been some discussion about incorporation of the area into a municipality however the population is not in total agreement that this is a good idea and several thresholds required by State Law for incorporation may be difficult to achieve. However without an organization the community cannot obtain grant money and other sources of funding for projects.

**Ideas and Contacts:** Wyoming State Law provides for two other forms of organization that could be useful in helping Otto meet its service needs. The first is the **"Improvement and Service District"** which can be voted in by a special election of property owners. This form of organization represents the next level of governance below a municipality and can be formed without the complicating population and area requirements of a town. Any group of adjacent property owners can form an Improvement and Service District by simply petitioning the County for a special election to elect a board of supervisors and filing a map of the proposed district with the County Assessor. The properties do not even have to be contiguous. Once formed the District has most of the powers of any other local government and can deliver utility services such as water and sewer, contract for services such as police protection or trash pick-up and enter into financing arrangements for such services. It pays for services by taxing itself and is eligible to receive most grants and loans available to other local governments. It can also levy user fees and administrative fees for its operations. The County collects and distributes all taxes levied by the district and enforces any delinquencies on taxes. The district can

amend its boundaries from time to time to service additional properties and adopts an annual budget and assessment schedule. It can also acquire property and equipment as necessary and have employees to carry out service functions.

To find out more about how to form an “Improvement and Service District” contact the **Bighorn County Assessor’s Office (307 568 2547)**

An additional resource is the **Wyoming Association of Rural Water Systems (307 436 8636)** located in Glenrock.

A second type of organization, which the community might find useful, would be a **501 c. (6) Non Profit Corporation**. This organization could be formed for “community betterment” purposes and would also be eligible for certain types of grants and assistance to accomplish projects for the community. Typically such an organization might engage in fund raising for community improvements, sponsor community events, deliver social services, act as a focal point for volunteer activities or any other activity that would enhance community life. This type of organization is formed simply by filing for corporate status with the **Wyoming Secretary of State’s Office (307 777 7 311)** and submitting a form to the Internal Revenue Service.

One example of a similar organization is **Moorcroft Community Development** formed to support community betterment projects in Moorcroft Wyoming. In the past the group has planted trees and flowers, erected welcome signs, worked on business development projects and other activities. A contact with that organization is **Ruth Jones (307 756 3392)**. A non-profit corporation does not have to be tied to a specific geographic area and it could be used to deliver services to the general area around Otto.

Another resource for non-profits is **John Freeman** at the **Wyoming Community Foundation (307 727 8300)** in Laramie. This organization provides small grants to Wyoming communities as well as technical assistance in organizing a community non-profit.

## **Burlington Assessment – September 9 – 10, 2002**

### **What Was Said At the Interviews**

The Resource Team spent 2 days interviewing local residents to hear what they had to say. Those being interviewed were directed to answer three questions:

1. What are the major problems and challenges in your community?
2. What are the major strengths and assets of your community?
3. 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.

#### **Problems and Challenges**

- Lack of economic growth – youth leave
- Ant progression – no roads paved
- Lack of economic viability
- Young people moving out
- Need to diversify crops and ag opportunities
- No jobs
- Gravel roads
- Law Enforcement
- More strict zoning
- Clean up vacant lots
- Lack of small industry
- No place for kids to hang out
- Lack of youth activities outside of school
- Ditto
- Bad roads
- Lack of industry
- School facilities
- Raw water system
- Economic
- Infrastructure is not available in new subdivision.
- Plan is lacking to get infrastructure to new subdivisions.
- Need to have a person to develop new ag markets
- Transportation
- Nothing to bring kids back after graduation
- Economic development
- Lack of trained electricians
- Lack of law enforcement and municipal judge
- Drug problems

- Price of prescriptions
- Availability of prescription drugs
- Medical expenses
- Lack of diversity in industry
- Lack of industrial development
- Lack of locker room space at school
- A lot of junk on lots
- Park is started, but has been finished
- Lack of jobs
- Lack of senior facilities
- Reduction of music and the arts at the expense of sports primarily in the school system.
- Lack of facilities for the arts in the school
- School structures
- School is too old and too small
- Limited growth opportunities in town because of availability of infrastructure
- Lack of jobs for youth
- Not enough space for a good art program in the school
- School space is limited
- Otto needs drinking water
- Lack of a physical meeting place
- No place for after school activities
- Bad roads
- No jobs
- Roads
- Zoning
- Replace school
- Track at school
- Underemployment
- Echo all of the above
- School facilities need to be replaced/expanded
- Need swimming pool
- Lack of paved roads
- Need an alternative raw water system
- Lack of jobs for the youth
- School is not on par with other schools in the Big Horn Basin
- Lack of paved roads
- Excessive speed on streets
- Improve school facilities
- Ditto
- Perception is that statewide political powers are trying to do away with the school in Burlington.
- Lack of jobs, businesses, business savvy
- Ditto auditorium

- Lack of 4-H facilities (especially livestock) and other activity facilities
- Otto lacks water and sewer system
- Competing with other communities for state resources
- Lack of opportunity to grow and build necessities
- Lack of medical facilities and personnel
- Lack of senior facilities
- Lack of downtown businesses
- Ditto auditorium
- Can't host tournaments because of lack of facilities
- Otto sewer and water
- No place to meet in Otto
- Youth have to travel for recreation and dating
- How to even the slate when Burlington lacks curb and gutter and other municipalities already have assets and are seeking more?
- Lack of local jobs
- Brain drain
- Limited availability of land for expansion and future projects, especially with sewer and water
- Lack of summer jobs
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Lack of recreational activities for youth
- Ditto
- Ditto
- Ditto
- Ditto
- Otto is cluttered
- Ditto
- Roads are unpaved
- Lack of street signs
- Ditto
- Ditto
- Lack of activities for young kids
- People unwilling to changes
- Lack of activities outside of school
- Ditto
- School and sports facilities need to be improved (gym, locker rooms, indoor and outdoor bleachers...)
- Ditto many times
- School building is dilapidated

- Unpaved roads beat up the cars
- Lack of street signs
- Lack of law enforcement personnel
- Lack of people who are available due to commuting for work
- Insufficient fire hydrants
- EMT's would like additional training and funding to keep supplies and equipment current
- Lack of street signage and inadequate address system is a problem for emergency ser Otto would like to have their own church
- Lack of employment opportunities
- Water and sewage issues in Otto
- Fire protection in Otto limited and water availability is limited
- Lack of people
- Lack of potable water
- Lack of sewer system
- No community meeting place
- Lack of potable water
- Water
- Irrigation and potable water
- Lack of natural gas
- Lack of potable water, sewer and natural gas
- Suppressed ag industry
- Lack of jobs
- Lack of community center
- Water
- Lack of natural gas
- Need maintenance for ball field
- Sewer
- Water
- Meals on Wheels
- Need free garbage days that aren't in the middle of farming
- Need natural gas
- Ditto all above
- Absentee landowners
- Clean up blighted areas
- Ditto all above
- Expanded access to landfill at a reasonable price
- Absentee landowners
- Water
- Sewer
- Road to Wardell Reservoir is not maintained well
- Improve dirt roads
- Nice personnel
- Need to keep the school

- Streets
- Lack of economic growth
- Lack of service in the community
- Some people are stuck in a rut
- Lack of jobs close by
- Ditto
- Lack of law enforcement
- Hard to find employees
- Little available housing
- Lack of fire, sewer, road to available property
- Too small to support businesses
- Burlington is not a destination
- People
- Strong, tight-knit community – often not open to new ideas or change
- Afraid that if Burlington is improved, outside people will move in
- Need more utility infrastructure
- Need to expand services
- Physical facilities at the school
- Lack of activities for kids outside of school
- Lack of law enforcement
- Lack of out-of-school activities for kids
- Ditto
- Ditto
- Ditto
- Money leaking out of community to Cody, Billings...
- Physical school facilities
- Ditto
- Ditto
- Fear of school consolidation as a solution to school physical facilities
- Lack of paved streets
- Ditto
- Group cohesion is good but if you don't belong to group (church, sports...) it's hard to get connected
- Not enough money for the cemetery
- If school goes, largest employer is gone
- Isolation
- Gravel roads
- Lack of Domestic Violence Awareness
- Lack of assistance for special need kids
- Kids are worried about fitting in and don't know how to be themselves
- Garbage disposal
- Potable Water
- Employment
- Weeds and drought

- Potable water and irrigation water
- Sewer system
- Garbage disposal
- Employment
- Drinking water
- Sewer system
- Natural gas
- Garbage disposal
- Utilities
- Lack of business
- No consistent water for farmers
- Not enough water
- Not enough businesses
- Politics
- Gossip
- Apathy
- No one wants to do anything
- No jobs for youth
- No grocery store
- Not many opportunities for women
- Can be a boring place
- All there is to do is work
- Lack of school and recreation facilities
- Housing
- Most of work available is only ag related
- Unreliable income from farming
- Not many options for making a living
- Otto area – need good potable water
- Getting long
- Keeping the community alive before we all have to move
- Lack of opportunity
- Water shortage
- Trash is everywhere
- Nothing to do
- Not enough recreation activities

## **Strengths and Assets**

- Ag industry is seasonal so people are available off-season to volunteer
- People
- People as a workforce
- Quality of life
- Families
- Small town
- Cemetery beautification
- Close relationship between residents
- The people are very caring
- Church
- Were strong as a town
- Everyone helps each other
- You always know who to go to for help
- Churches
- Schools
- Good people
- Everyone is there to help
- Hard working people
- Good schools and churches
- Recreation center
- People willing to help each other
- Fire hall
- New fire hall
- Nice town hall
- 2 excellent parts
- 2 good churches
- Town water and sewer development is starting to come together
- EMTs
- Churches
- School
- Co-rec department
- Park
- Good place for kids to grow up
- Beliefs
- Everyone is like a family
- Isolated, small town
- Pride in property
- Well educated and honest people
- Cohesive community
- Work ethic
- Strong youth
- Recreation district
- School

- Families
- Privileged to have little traffic
- Sunshine
- Communication
- A lot of educated people
- Internet bandwidth is affordable
- Telecom infrastructure is good
- Family oriented
- Small population
- Safe environment
- Good School
- Ambulance service is good
- Town hall and public access buildings
- Clean air
- Good people
- Lot of opportunity to do things
- Can grow excellent gardens
- Resources for self-sufficiency
- Medical clinic
- Good school system
- The people
- Quite place
- Good school system
- People get along
- Churches
- Small town atmosphere
- Stable community members
- Has basic amenities to survive
- Nice Park and recreation area
- No stop lights
- Fire hall – may be big enough for a rec center in part of it.
- Good cooperation between church and schools
- Close-knit community
- Schools
- Churches
- Two very nice parks
- School
- Churches
- Post Office
- Church
- School
- Fire Hall
- Friendly community
- Paved Main Street

- Paved Main Street
- People
- Friendly community
- People are willing to support projects
- Well educated, honest people – workforce
- People
- Wonderful EMT
- Good mayor and town council
- People
- Farm/ranch people have diverse skills
- Heritage of the people
- Great school system
- People want to stay here or move back here
- Infrastructure is here and available
- Youth
- Safe community
- People look out for each other
- Everyone knows everyone else
- Everyone watches out for others
- Quiet
- People are nice
- Church is strong
- Clean community
- Burlington is a clean community
- Nice parks
- Youth
- Good hard working people
- Ditto
- Churches
- People can make do with what they have – this is also a weakness
- Ditto
- Ditto
- Strong work ethic
- Youth
- People
- Houses are affordable
- Enthusiasm
- Cooperation among people
- Ditto the above
- Strong families
- Band together in times of need
- Heritage
- Ditto
- A lot of educated people in community

- Ditto
- Strong parent support of youth
- Good community to raise a family
- Strong family ties
- Good safe school for kids
- Isolation (also a weakness)
- Effort to improve the community in past 15 years
- Youth want to come back to community after college or other pursuits
- School is good even though the structures are lacking
- Creativity and resourcefulness of community members
- High-speed internet access
- Area is growing while surrounding areas are declining
- Extended family support
- Ditto
- Safe town
- Good school system
- Fire hall
- School system – heart of the community
- Everyone knows everyone
- Cohesiveness between the people
- Ditto
- Great fire department and EMS department
- Good mutual aid response and relationships
- Churches build strong families
- People
- Ability to work with what we have
- Good cooperation between churches
- Recreation district
- Good start on ball park
- Families
- People
- Young families are moving back
- Families
- Safe
- Cemetery
- Recreation district
- Small class size in school
- Strong community values
- Strong school system
- Light traffic
- Peaceful and quiet
- People
- Peace and quiet
- Wonderful recreation opportunities

- Wildlife
- Good garden climate
- People are self-sufficient
- County maintains roads in town
- A lot of opportunity to develop
- Sense of community
- Good school
- Good place to raise kids
- Excellent school
- Nice place to raise kids
- Quiet, rural area
- People
- Strong, tight-knit community
- Good telecom bandwidth available
- Parent involvement in the school
- Good place to raise kids
- Low crime
- Good place to raise children
- Small community feeling
- People
- Attractive to retiring people
- Abundant natural resources
- Excellent outdoor recreation opportunities
- Good access to public facilities (gym...)
- People trust each other
- Close to Powell, Cody, Greybull
- Good school
- Cost of bandwidth
- Youth
- Ditto
- Ditto
- Strong sense of community
- Ditto
- Ditto
- Parental support of kids and school
- Ditto
- People help each other out and look out for each other
- Kids are respectful
- Friendly
- Town has improved since Burlington incorporated
- Isolation
- Great principles in the school
- Teachers like each other
- Parents support the school

- Youth
- Strong churches
- Churches work well together
- Great place to grow up
- Everyone knows everyone
- Community-minded people
- Great fire hall and volunteer firemen and EMTs
- Dedicated people at the cemetery
- City council works hard
- Neighbors take care of neighbors
- Peace and quiet
- Youth
- Strong multi-generational family ties
- Community does a good job reaching out to the Hispanic population
- Most people help each other out
- Good families and community minded people
- Agriculture community is good
- School provides employment for a lot of people
- Small town, so easier to control bad situations and influences
- Small town atmosphere
- Good families
- Good people, hard working and looking for a good side
- Sports and school
- Good schools
- Wonderful parks
- Good place to grow up, everyone knows everyone
- Church and School
- The people

## **Projects**

- Canal system needs to be updated
- Public swimming pool
- Senior Center
- Paved roads
- Sidewalks and gutters
- Gas station
- New businesses
- Update school so that we can keep it.
- Diversify crops and economy
- Paved streets with sidewalks on both sides (5 yr)
- Recreation center (5 yr)
- Snack bar – place for youth to hang out (2 yrs)
- Traffic control with Justice of the Peace (
- Improve school – new Jr. High and High School (2 yrs)
- Additional housing to attract people (5 yrs)
- Utilities in subdivisions (5 yrs)
- Town to expand and operate local utilities (20 yrs)
- Recruit a dairy-this would create jobs and a market for crops
- Recruit a bank
- Paved streets with sidewalks
- Recreation center
- More businesses to hire local people
- More homes to rent or buy
- New High School and Middle School
- Recreation center with various types of activities
- Boys and Girls club
- Bigger gym
- More opportunities for kids that don't go to college
- That we are all still here and not gone to a worse place!
- Traffic control
- Service station
- Better school facilities
- New school
- Water line to Otto
- Water
- Sewer
- Streets
- Meals on Wheels
- Paved streets
- More sidewalks
- A bike path
- More adult education opportunities
- A track for students

- Better school facilities
- Laundry mat
- Pizza oven
- New coolers
- Swimming pool
- Recreation hall for the youth
- Better weight equipment at the school
- Soccer field
- Improve the roads
- More business
- Public place for career counseling with regular hours
- Better roads
- Recreation center
- Services (bank, grocery store)
- Paved roads
- Fix football and track field
- Some after school programs
- School needs updated
- Roads paved
- Better school facilities
- Finish the fire hall
- Job opportunities
- Re-tooling workforce
- Apprenticeship opportunities
- Paved roads
- Senior Citizen Center
- Predator control equipment
- Children's theater
- Cooperation
- Government contracts
- Business education
- Seed crop contracts
- Foundry
- Cemetery gazebo and benches
- Bury canal
- Available housing
- Assisted living/care facility
- Sewer system
- Sanitary landfill
- Seed money for business development
- Recycling
- Adding a reservoir for drought years
- Road signs
- Nuclear storage facility in BLM area

- International airport on top of Table Mountain
- Public area/riding area
- Kids Club
- Service station with convenience store that are open expanded hours
- Hardware store with expanded goods
- Senior center
- Finish fire hall and use part for a community/senior/youth center
- Something that would provide jobs for youth who aren't working on the farm
- A grocery store
- A bike path
- Pave the roads
- A public library
- Paved roads
- Bike path
- The Town People with the council to plan and develop long term goals
- More paved roads
- Better building for elementary and high school
- Town Policeman
- Paved streets with regulations
- Paved streets
- New School
- Alternative raw water system for town and cemetery
- Rec center w/indoor swimming pool
- Senior center
- Good gravel on roads in next 6 months
- Curb and sidewalk, landscaping with paved roads
- Walking/biking paths
- Rec center with an indoor walking path
- More aggressive zoning laws
- Codes for appearance of new construction and remodels
- Need economic development
- Canal consolidation and improvement
- Electrical generation with canal construction
- Expanded course offerings through Northwest college
- Ditto
- Streets paved with sidewalks on both sides
- Streets paved
- Streets paved
- Streets paved
- Streets paved with sidewalks and walking paths
- Senior center
- Streets paved and sewer upgrades
- Streets paved
- Streets paved

- More street signs and repair of existing signs
- Services for seniors
- Door to door delivery of mail
- Rec center
- Streets paved
- Upgrade school system
- Can water system be upgraded
- Improve the school
- Pave the roads and sidewalks
- Rec center for youth and seniors
- Ditto
- Streets paved
- A place for youth to “hang out”
- Senior center
- Senior center
- Senior center
- Swimming pool (indoor)
- Rec center for youth and seniors
- Upgrade school
- Upgrade streets and sewer
- Streets paved
- Rec center for youth and seniors
- Ditto
- Upgrade school
- Pave cemetery road
- Bronze art foundry
- Auditorium
- Paved roads
- Gas station/convenience store
- Ditto
- More trees
- More water
- Non-church oriented activities
- More shopping opportunities
- Rec center/auditorium/community center
- Senior center
- Better school facilities (a nice school building would instill more pride)
- Ditto
- Better gym with more seating
- Rec center or Boys & Girls club
- Commons area in the school
- Bigger school for upcoming large elementary classes
- Full-time medical clinic
- Better funding for better school lunches

- Auditorium with adequate seating, stage
- Speed bump to regulate speed
- Roads, curb and gutter
- Rec center, maybe combined with an auditorium
- Well in Otto to take care of park and cemetery
- Citizens/mayor/town council to work together on common goals
- Larger grocery store
- Gas pumps for traveling public
- Bike paths
- Local ag co-op
- Bronze foundry
- Do something with old fire hall
- Rec center
- Community center
- Landfill in area
- Community center
- Auditorium
- Ditto
- Pave the streets, curb and gutter – would also add to community pride
- Classroom space
- Upgrade school (2 yrs)
- Water system for Otto
- Ditto
- Build a bigger school to plan for future growth
- 4-H arena and livestock area
- Rec center
- Secure the school (2 yrs)
- Ditto
- Ditto
- Ditto
- Ditto
- Natural gas to homes
- Potable water
- Park finished
- Lots cleaned
- Meals on Wheels for Seniors
- Community Center
- Free garbage days for hauling
- Natural gas
- Ditto
- Ditto
- Ditto
- Track for school and community use
- School

- Auditorium
- Rec center
- Senior center
- School
- Improve aesthetics of Otto
- Auditorium
- School
- Ditto
- School
- Auditorium
- Light industrial or high-tech business recruitment
- Improve sewer lines
- Sound systems in classrooms
- Improve baseball field in Otto
- Otto or regional landfill
- Resident deputy sheriff in Burlington
- Finish fire hall
- Emergency warning system
- Ethanol plant with feedlot, dairy, cheese factory
- Value-added ag opportunities
- Keep up emergency equipment
- Pursue incorporation of Otto
- Clean-up Otto (beautification)
- Finish park
- Replace playground equipment
- Address water situation
- Community center
- Community center and water
- Ditto
- Ditto
- Address water situation
- Ditto all of the above
- Irrigation and potable water projects
- Sewer
- Beautification of community
- Water system
- Water system
- Community center
- Open the landfill
- More street lighting
- Paved streets
- Street lights
- Sidewalks on both sides
- Snow removal equipment

- Swimming pool
- Better landscaping
- Paved Roads
- More get togethers
- Soccer teams in the schools
- Streets paved
- New School and football field
- New businesses
- School
- 4-H arena
- Public corral and scale
- Alternate path to Yellowstone that goes to Yellowstone
- Non-profit to sprout/encourage business, including micro-lending or share ownership
- Traffic speed control
- Completion of irrigation pipe system, 2 years
- Central sewer system
- Water system
- Housing, possible low to mod income
- More water and sewer lines
- More streets
- Paved streets
- Continue to address “last mile” telecom issues
- Upgraded school
- Ditto
- Community center
- Ditto
- Ditto
- Ditto
- Paved streets
- Ditto
- Ditto
- Permanent school buildings
- Streets need some sort of covering
- Ball field (baseball)
- Track for the school
- Lights for the football field
- Computer generated business
- Make main street pleasing to the eye
- Build an indoor or outdoor arena
- Laundromat
- Paved Streets
- A place for teens to hang out
- Streets paved

- Car wash
- Recreation area, like a swimming pool
- Smoother roads
- Students and teachers need the security and stability of permanent school structures
- Ditto
- Finish community space at fire hall
- Ditto
- Bike and hiking trail
- Ditto
- Ditto
- Expanded street lights
- Track for track team
- Expanded fire hydrants
- Streets, curb and gutter
- Use of old fire hall
- Use available ware house
- Swimming pool