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### 20 Clues to Rural Community Survival

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## **THE WYOMING RURAL DEVELOPMENT COUNCIL**

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

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

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

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

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

Mary Randolph, Executive Director  
Wyoming Rural Development Council  
2219 Carey Ave.  
Cheyenne, WY 82002  
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307-777-6593 (fax)  
[mrand@state.wy.us](mailto:mrand@state.wy.us)  
[www.wyomingrural.org](http://www.wyomingrural.org)

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

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

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

The Resource Team toured the town and interviewed approximately 205 people over a three-day period from November 4-6, 2003. The team interviewed representatives from the following segments of Cokeville and surrounding community: high and middle school students, churches, public works, elected officials, water users, tourism, recreation, agriculture, senior citizens, education, civic groups, business/industry, utilities, emergency services, law enforcement, financial, healthcare, retail, and the general public. Each participant was asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing the action plan. The three questions were:

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

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

An oral report was presented to the people of Cokeville on November 6, and many of the citizens of Cokeville who participated in the interviews were in attendance. Following the oral report, a formal written report is prepared and presented to the town of Cokeville.

## COKEVILLE RURAL RESOURCE TEAM ASSESSMENT REPORT EXECUTIVE SUMMARY

It has been a pleasure to be involved with the Cokeville Community Assessment. Even though I've lived in Wyoming my entire life I had never been to Cokeville prior to the Assessment. When I arrived I went for a walk and was pleased to find a clean town with well-kept houses and yards, paved streets and nice public facilities. During the few days that the Resource Team was in Cokeville we had the opportunity to meet many of the residents and get a sense of what Cokeville is really like. We were all very impressed!

At the Town Hall Meeting, team member Fred Schlutt talked about several of the **20 Clues To Rural Community Survival** developed by the Heartland Center for Leadership Development. The Cokeville Community exhibits many of those 20 traits and I believe that they will ultimately lead to future success and viability for the community:

- Evidence of community pride – well-maintained houses, yards, streets and public buildings.
- Willingness to invest in the future – the support and belief in your youth is outstanding.
- Participatory approach to community decision-making – as evidenced by the huge turnout at the listening sessions.
- Deliberate transition of power to a younger generation of leaders – it was refreshing to see young people on the Town Council and in other leadership positions in the community.
- Acceptance of women in leadership roles – your mayor is an energetic and positive force in Cokeville!
- Strong belief in and support of education – this was very visible.
- Problem-solving approach to providing healthcare – your new medical clinic is already considering ways to expand services.
- Strong multi-generational family orientation – we saw many multi-generational families at the listening sessions.
- Strong presence of traditional institutions that are integral to community life – church and school were mentioned numerous times as assets.
- Careful use of fiscal resources – the Town Council is fiscally conservative and has very little debt.
- Willingness to seek help from the outside – as evidenced by inviting the Resource Team into the community.

The Heartland's 20<sup>th</sup> Clue to Rural Community Survival is "The conviction that, in the long run, you have to do it yourself." In this report there are some excellent solutions provided to help the community flourish and many resources cited to make the journey easier. I encourage all that get involved in using this report to remember that the Resource Team members and other resources are here to help at any point in the future. But, with that said, future success depends on individuals in the community rolling up their sleeves and making it happen. I have no doubt in my mind that Cokeville's residents are up to the challenge!

**Leah Brusino, Team Leader**  
**Wyoming Business Council**  
**143 S. Bent, Suite B**  
**Powell, WY 82435**  
**(307) 754-5785**  
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## **Resource Team Members**

**Cokeville, Wyoming  
November 4-6, 2003**

### **Leah Bruscano, Team Leader**

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### **Fred Schlutt**

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### **Jerry Tamlin**

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P.O. Box 820  
Casper, WY 82602  
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### **Community Contact:**

#### **Carol Reed**

P.O. Box 171  
Cokeville, WY 83114  
(307) 279-3386  
[jcreed@allwest.net](mailto:jcreed@allwest.net)

## COMMUNITY ASSESSMENT AGENDA

<b>TUESDAY, NOV. 4<sup>th</sup></b>	<b>Activity/Listening Session Group:</b>	<b>Location:</b>
9:00 a.m. to 10:00 a.m.	Breakfast	Clark's Bed & Breakfast
10:30 a.m. to 11:30 a.m.	Orientation and Organization Meeting (Team Members Only)	Town Hall
11:30 a.m. to 1:00 p.m.	Lunch with Community Resource Team Planners	Senior Center
1:30 p.m. to 4:30 p.m.	Resource Team leaves for area tour	Town Hall
5:30 p.m. to 6:20 p.m.	Agriculture	Town Hall
6:30 p.m. to ?	Resource Team working supper	Flying J Rest.
<b>WEDNESDAY, NOV. 5<sup>th</sup></b>	<b>Activity/Listening Session Group:</b>	<b>Location:</b>
7:00 a.m. to 8:15 a.m.	Breakfast	Stewart Petersen's Home
8:30 a.m. to 9:20 a.m.	Youth	High School Auditorium
10:00 a.m. to 10:50 a.m.	Emergency Services & Healthcare Providers	Town Hall
11:00 a.m. to 11:50 a.m.	City, County, State Governments, Utilities, Law Enforcement	Town Hall
12:00 p.m. to 1:30 p.m.	Lunch & Session with Senior Citizens	Senior Center
1:35 p.m. to 2:25 p.m.	BREAK: Review of Listening Session	Town Hall
2:30 p.m. to 3:20 p.m.	Churches, Non-Profit Organizations	Town Hall
3:30 p.m. to 4:20 p.m.	Business, Retail, Chamber of Commerce, Economic Development	Town Hall
4:25 p.m. to 4:55 p.m.	BREAK: Refreshments (furnished by Mary Lue Birch)	Town Hall
5:00 p.m. to 5:50 p.m.	West Side Development	Town Hall
6:00 p.m. to 6:50 p.m.	Educators, Parents	Town Hall
7:00 p.m. to ?	Dutch Oven Supper (prepared by Doug Prows)	Senior Center
<b>THURSDAY, NOV. 6<sup>th</sup></b>	<b>Activity/Listening Session Group:</b>	<b>Location:</b>
8:00 a.m. to 9:30 a.m.	Breakfast	Clark's Bed & Breakfast
9:30 a.m. to 11:00 a.m.	Free Time for Resource Team Members	
11:00 a.m. to 12:00 p.m.	Anyone May Attend	Town Hall
12:00 p.m. to 1:30 p.m.	Lunch	Senior Center
1:35 p.m. to 4:30 p.m.	Team prepares for Town Meeting	Town Hall
5:00 p.m. to 6:30 p.m.	Team working supper (catered by Paul Phillips & Country Shopper)	Town Hall
7:00 p.m. to ?	TOWN MEETING (Summarization of team Assessments)	High School Auditorium

## **MAJOR THEMES**

### **Economic Development**

- Jobs
- Housing – lack of available
- Business development
  - Develop Tri-Mart
  - Dentist
  - Bank
  - Car wash
  - Pharmacy
- Promotion – signage
- Beautification, museum
- Theme, image
- Showcase local talent

### **Quality of Life**

- Health care
  - Better, expanded EMS facilities
  - Expand clinic
- Pest control
- Small-town feel
- Lifestyle
- Assisted living
- Community center

### **Agriculture**

- Environmental issues
- Marketing (internal and external)
- Diversification
- Reservoir

### **Recreation**

- Swimming pool
- Recreation center
- Bike/walk paths
- Ski area
- Golf course
- KOA
- Bowling alley

### **Land**

- Public land
- Lack of available land for development
- Bird refuge

## TEAM MEMBERS RECOMMENDATIONS

**Name:** Leah Bruscano

**Introduction:** I'd like to start off with a heartfelt thank you to the residents of Cokeville who invited the Resource Team into their homes for meals and fellowship. It was a pleasure to visit and get to know people on a deeper level than the listening sessions allow. Thank you to the local team that coordinated this assessment – they did a great job and made the process smooth and enjoyable. I'd also like to thank everyone who took time out of their busy schedules to attend the listening sessions. In order for the Community Assessment process to be successful the community must get involved. Based on the wonderful turnout I have no doubt that the community will come together to plan and implement actions for a positive future. My recommendations include several “quick wins,” projects that can be implemented relatively easily, as well as projects that may take more time and integrated effort. I'd like to encourage the residents of Cokeville not to be afraid of the big projects because of the seemingly insurmountable obstacles because they are the projects that will ultimately make a huge impact on the future of Cokeville. Finally, I'd like to encourage anyone who reads the report and volunteers to make a difference to realize that they don't have to do it alone. There are many people who are willing to lend a hand through each project. Please remember that the members of this resource team can be contacted any time for advice, support and additional clarification to any solutions that they have recommended.

**Theme:** Economic Development

**Challenge:** In every listening session we heard about the need for job creation – both jobs for the youth and also livable wage jobs that would keep people in the community and encourage expatriates to return. While I believe that there are some opportunities to recruit business to Cokeville I also believe that most of the job creation will need to come from within.

**Solution:** Encourage business start-ups. The Small Business Development Center sponsors a NxLevel program that teaches existing and would-be entrepreneurs how to write and implement a business plan. Often the course will be organized on a countywide basis, moving it from community to community each week, or will be held in the community that has the most attendees. Several years ago Meeteetse (Park County, population 351) wanted to hold a NxLevel class in Meeteetse but didn't quite have enough people to make the class go. The local economic development organization felt it was important enough to hold the class locally that they paid the extra money needed to meet the minimum class fee. Several communities offer scholarships to offset the \$250 tuition fee. The Cody Country Chamber of Commerce offers several scholarships that are paid upon completion of a business plan. The scholarship recipient pays the \$250 tuition up front, and is reimbursed when they finish their plan. It is a win for the entrepreneur,



the community and the Chamber: the entrepreneur receives monetary assistance, Cody will have a new business and the Chamber may have a new member.

**Resources:** For NxLevel information contact Bill Ellis, Small Business Development Center Regional Director, P.O. Box 1168, Rock Springs, WY 82901, 800-348-5205, 307-352-6894, 307-352-6876 (fax), bellis@uwyo.edu. For assistance in identifying scholarship resources contact your local chamber of commerce, town or county government or Ray Sarcletti, Wyoming Business Council Southwest Regional Director, 1400 Dewar Drive #280A, Rock Springs, WY 82901, 307-382-3163, 307-382-3217 (fax), rsarcl@state.wy.us.

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**Name:** Leah Bruscano

**Theme:** Economic Development

**Challenge:** Growing existing businesses is another way to create jobs. The businesses that already exist in the area may have opportunities to expand into new markets or create new products but may not know about the resources available to help them with their expansion.

**Solution:** The Wyoming Business Council has several programs aimed at expanding business and creating jobs. The Trade Show Incentive Grant program provides monetary assistance to manufacturers interested in selling their products at trade shows. The Wyoming First Program notifies member businesses of selling opportunities, allows manufacturers to display “Made in Wyoming” stickers and hang tags, and offers Internet exposure for Wyoming made products. The Community Development Block Grant Technical Assistance program can provide grant assistance to expanding businesses interested in doing a feasibility study, creating a web site, prototype, packaging or designing a marketing brochure. Your regional director, Ray Sarcletti, can work with businesses to identify financial and other resources to help businesses meet their goals. The Small Business Development Center works with existing and would-be entrepreneurs on the various aspects of business planning and implementation. Their services are free and confidential. Bill Ellis is the Regional Director that covers Lincoln County. The Mid-America Manufacturing Technology Center (MAMTC) offers assistance to manufacturers. The first several hours of assistance are free and after that the business is charged on a sliding scale. The MAMTC Field Engineer for Lincoln County is George Twitchell. GRO-Biz offers assistance to businesses interested in selling to local, state and federal governments. Governments, especially the federal government, use all of the same products and services that anybody else does so all types of business can benefit by selling to the government. GRO-Biz services are confidential and the majority of them are free. Pat Stille is the GRO-Biz Counselor for Lincoln County. The Wyoming Women’s Business Center offers assistance to women in business or who are interested in starting a business. Types of assistance include help with business planning, networking and micro-loans.

**Resources:** Ray Sarcletti, Wyoming Business Council Southwest Regional Director, 1400 Dewar Drive #280A, Rock Springs, WY 82901, 307-382-3163, 307-382-3217 (fax), rsarcl@state.wy.us. Bill Ellis, Small Business Development Center Regional Director, P.O. Box 1168, Rock Springs, WY 82901, 800-348-5205, 307-352-6894, 307-352-6876 (fax), bellis@uwyo.edu. George Twitchell, MAMTC Field Engineer, P. O. Box 727, Rock Springs, WY 82901, 307-389-4856 Ext. 840, gtwitch@wyoming.com. Pat Stille, GRO-Biz Counselor, 1400 Dewar Drive, #280C, Rock Springs, WY 82901, 307-362-2110, stille@wyoming.com. Wyoming Women's Business Center, P.O. Box 3661, Laramie, WY 82073, 307-766-3084, 888-524-1947, 307-766-3085 (fax), wwbc@uwyo.edu.

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**Name:** Leah Bruscano

**Theme:** Economic Development

**Challenge:** Encouraging business start-ups is a great way to create jobs but if people don't believe that they have what it takes to be an entrepreneur or they don't even know that they can have a business that relies on non-local markets it will be difficult to have success in this arena.

**Solution:** Plant the seeds of entrepreneurship in the youth. Work with all students, especially the career/job conscious high school students, to teach them about the opportunities of starting their own business. With technology, UPS, FedEx, the United States Postal Service and the national and global business climate, there are endless opportunities to live and work anywhere. Two years ago I worked with a team of business people to sponsor a Young Entrepreneur Workshop for Powell High School students. We had sixteen students, one who already owned her own business, learn how to write business plans. We visited several local businesses so they could learn first hand about business issues, brought in local business people to teach the various aspects of business planning and then helped the students write and present their business plans to a panel of judges. I am currently working with Paul Thares, Executive Director, Big Horn County Economic Development Inc. on implementing entrepreneur training in the Greybull, Byron and Basin high schools. The curriculum and time frames are flexible and could be tailored to meet the needs of any class.

**Resources:** Ray Sarcletti, Wyoming Business Council Southwest Regional Director, 1400 Dewar Drive #280A, Rock Springs, WY 82901, 307-382-3163, 307-382-3217 (fax), rsarcl@state.wy.us. Leah Bruscano, Wyoming Business Council Northwest Regional Director, 143 South Bent, Suite B, Powell, WY 82435, 307-754-5785, 307-754-0368 (fax), lbrusc@state.wy.us. Paul Thares, Big Horn County Economic Development Inc., P.O. Box 7, Greybull, WY 82426, 307-272-5972, develop@tctwest.net. Bridger-Teton National Forest, Jay Anderson, 307-739-5500, Rural Community Assistance Grant.

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**Name:** Leah Bruscano

**Theme:** Economic Development

**Challenge:** Recruiting new businesses to a small rural community is very difficult.

**Solution:** Combine local energy and capital and purchase a business that is for sale and move it to Cokeville. If this is something that the community is interested in pursuing I recommend that you assess the local talent pool, needs and resources to determine what type of business may thrive. For example, you may have a number of people in the community with welding experience and other fabrication experience. You may also have a high need for a machine shop due to the agriculture and energy industries nearby. With these two factors, it would make sense to look for a machine shop that is for sale and purchase it with local capital.

**Resources:** There are many web sites that advertise businesses for sale. Two that I've looked at are [www.bizbuysell.com](http://www.bizbuysell.com) and [www.businessesforsale.com](http://www.businessesforsale.com). Both of these web sites can be searched by type, price, location, cash flow, whether or not the business can be relocated, etc. If you know the type of businesses that the community would be interested in purchasing you could advertise in trade publications or regional newspapers. Ray Sarcletti, your local Wyoming Business Council Regional Director, can help you determine what type of business you would like to buy and also avenues of finding businesses for sale: Ray Sarcletti, Wyoming Business Council Southwest Regional Director, 1400 Dewar Drive #280A, Rock Springs, WY 82901, 307-382-3163, 307-382-3217 (fax), [rsarcl@state.wy.us](mailto:rsarcl@state.wy.us). When The Stage, a men's, women's and children's clothing store, closed in Powell the local economic development group and the Chamber of Commerce began to look for a replacement. They were not able to find an established chain that was willing to move to a small town. They decided to be proactive and start their own store. Using sales figures from The Stage and Anthony's (The Stage's predecessor) a steering committee created a business plan, sold shares, hired a buyer and manager and opened the Powell Mercantile. I believe this concept could be replicated for many different types of stores. To learn more about the Powell MERC contact Sharon Earhart, Powell Valley Chamber of Commerce, 307-754-3494.

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**Name:** Leah Bruscano

**Theme:** Economic Development

**Challenge:** During many listening sessions we heard that Cokeville has a large talent pool of artists and crafters but they are limited in ways to promote their products and derive an income.

**Solution:** The Wyoming Women's Business Center (WWBC) recently received a grant through the Department of Family Services to implement a SITE Project (Sustained

Income Through Entrepreneurship). This project will fund the development of an arts and crafts marketing cooperative and an associated training program for low-income people in Wyoming. This project is in very early stages but stay tuned for more information on how to become part of the cooperative.

**Resources:** Contact Donna Cozzens, 742-0464.

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**Name:** Leah Bruscino

**Theme:** Economic Development

**Challenge:** One way to grow existing businesses is to encourage residents to “shop local.” This is hard to do if you don’t know about all of the goods and services that are available locally.

**Solution:** Jo Ferguson referenced a “Shop Casper First” campaign that the Casper Chamber of Commerce started several years ago. I like the idea of a shop local FIRST campaign because it lets the consumer know that it is okay to purchase goods out of town if they aren’t available locally. This type of campaign could be multifaceted: compare prices of local goods with the same product available in another town to show that goods are competitively priced. You could compile information on the actual cost of shopping out of town. The actual costs include gas, wear and tear on a vehicle, time, meals away, etc. An important component of a shop local campaign would be to compile a list of the goods and services that are available locally. The Meeteetse Economic Development Alliance publishes a Business Resource Guide that lists local businesses and the goods and services that they offer. It also lists churches, clubs, recreation opportunities, emergency numbers, local legislators and elected officials, etc. It is a great handbook for residents to use and is also a great tool to let newcomers know what is available in the area. Meeteetse is similar to Cokeville in size and it is amazing to see the number and breadth of businesses in their area. The Meeteetse Business Resource Guide was funded by a grant from the Forest Service and the County Commissioners.

**Resources:** Casper Area Chamber of Commerce, Chris Holden, P.O. Box 399, Casper, WY 82601, 307-234-5311, chamber@casperwyoming.org. Meeteetse Economic Development Alliance, Judi Boren, P.O. Box 238, Meeteetse, WY 82433, 307-868-2454, director@tctwest.net. A possible funding source may be the Bridger-Teton National Forest, Jay Anderson, 307-739-5500, Rural Community Assistance Grant.

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**Name:** Leah Bruscino

**Theme:** Agriculture

**Challenge:** We heard numerous times about the increasing difficulty of making a living in the agriculture industry. Low commodity prices, environmental issues, increasing regulations and public perception of the industry are challenges that the industry is facing.

**Solution:** I encourage people involved in agriculture in the Cokeville area to take a leadership role in affecting the future of agriculture. This takes time out of already busy schedules but I believe that understanding, change and influence begin at home. An excellent program that can provide a base of knowledge and experience is the Wyoming Leadership Education and Development program (Wyoming L.E.A.D.), designed for individuals involved in production agriculture or agri-business. The program strives to enhance participants' broad-based knowledge, decision-making abilities, and leadership skills for sustainable agriculture in Wyoming. Each class participates in 55 - 60 days of seminars over an 18-month period. Ten seminars are held throughout the state of Wyoming. In addition to presentations by various resource people, these three-day seminars include group discussions, tours, workshops and assignments on specific issues. A week-long travel seminar to Washington, D.C. and an international study seminar are also included in the curriculum.

**Resources:** Cindy Garretson-Weibel, Leadership & Diversification Program Manager for the Wyoming Business Council, 2219 Carey Avenue, Cheyenne, WY 82002, 307-777-6589, 307-777-6593, cgarre@state.wy.us.

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**Name:** Leah Bruscino

**Theme:** Economic Development

**Challenge:** The lack of a local bank was mentioned in every listening session as a challenge.

**Solution:** Work with Ray Sarcletti, Wyoming Business Council Southwest Regional Director, to identify existing banks that may be open to the idea of expanding into Cokeville. If a bank is interested but feels that there wouldn't be sufficient business, Ray could help the community conduct a survey to find out the potential level of business, etc. so that the bank would seriously consider the expansion. Meeteetse and Ten Sleep are two communities in my region that are smaller than Cokeville and have a bank.

**Resources:** Ray Sarcletti, Wyoming Business Council Southwest Regional Director, 1400 Dewar Drive #280A, Rock Springs, WY 82901, 307-382-3163, 307-382-3217 (fax), rsarcl@state.wy.us.

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**Name:** Jo Ferguson

**Introduction:** The morning of November 4, 2003, was a winter wonderland in Cokeville, Wyoming. The town opened its arms to the WRDC Community Assessment Team and welcomed us in a most positive way. Our days in Cokeville gave us an opportunity to view the past, present, and future dreams of this small Wyoming community. The glue is definitely its people, their values and concern for families. Growth is a major challenge as is bringing back young families. Goals can be accomplished by taking small steps and by approaching one problem at a time. Thank you for your generous hospitality to our team

**Theme:** Economic Development

**Challenge:** The listening sessions included comments on the loss of businesses on Main Street, on the appearance of many of the old buildings in the downtown area, and on the lack of the look of a thriving community.

**Solution:** Look into the Main Street Program which helps begin a revitalization process. This national program offers a framework to help communities restore economic health and vitality to their downtowns. The State of Wyoming is hoping to start some pilot programs that will help a community increase economic activity while preserving and building upon a location's historically significant characteristics.

**Resources:** Steve Achter, Wyoming Business Council, 214 W. 15th Street, Cheyenne, WY 82002, 307-777-2811, sachte@state.wy.uw Jim Davis, Office of the Mayor, 1200 Main Street, Evanston, WY 82930, 307-783-6300, jhdavis@allwest.net National Main Street Center, National Trust for Historic Preservation, 1785 Massachusetts Avenue, N.W., Washington, D.C. 20035, 202-588-6219, www.mainst.org

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**Name:** Jo Ferguson

**Theme:** Economic Development

**Challenge:** Lack of dental services in town.

**Solution:** Perhaps encourage a dentist in a nearby community to set up a branch office in Cokeville with a one-day-a-week schedule. This project would be regarded as business development.

**Resources:** Wyoming Dental Association, 307-755-4009, [www.medicinebow.org/wy dental](http://www.medicinebow.org/wy dental). Bob Tyrrell, DDS, Kemmerer, WY, 307-877-4715. Howard Rhodes, DDS, Afton, WY, 307-885-4337

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**Name:** Jo Ferguson

**Theme:** Economic Development

**Challenge:** Lack of a bank, or banking services in general.

**Solution:** Approach banking establishments in nearby communities to set up a branch location in Cokeville to provide at least basic services.

**Resources:** Dave Johnson, Wyoming Bankers Association, 200 E. 8th Ave., Cheyenne, WY 82001, 307-638-5008. Ben Avery, Wyoming Business Council, 214 W. 15th Street, Cheyenne, WY 82002, 307-777-2863, bavery@state.wy.uw.

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**Name:** Jo Ferguson

**Theme:** Economic Development

**Challenge:** We heard many times that there is little support to local businesses from community members or other businesses. It is understood that not all items are available in Cokeville, but local businesses would appreciate a chance to meet the customer's needs.

**Solution:** Many Wyoming cities and towns have run "Shop Locally" campaigns. Perhaps a survey of towns people shopping habits; their needs and wants; the prices they are willing to pay might be a first step. Cheyenne has a "Positively Cheyenne Gift Certificate" that is purchased at the Chamber and can be used in any Cheyenne business as cash. Casper ran a "Shop Casper First" campaign in 1996. Communication and PR are the prime parts of reaching out to new customers. Updating brochures will also create new interest.

**Resources:** Casper Area Chamber of Commerce, Chris or Nancy, (307) 234-5311. Tina Elhardt, Casper Star/Tribune, (307) 266-0500. Greater Cheyenne Chamber of Commerce, Larry Atwell, Executive Director, 301 W. 16th Street, Cheyenne, WY 82002 (307) 638-3388.

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**Name:** Jo Ferguson

**Theme:** Quality of Life

**Challenge:** We heard the terms "assisted living facility" and "retirement home" many times in the future projects section of the listening sessions. Many local elderly community people are now taken to out-of-town assisted living centers, creating a hardship on family members when visiting or trying to arrange proper medical services for their loved ones.



**Solution:** Begin planning process for development of an assisted living center in Cokeville. The Senior Citizen Center is a definite asset to the community now and perhaps residential services could be expanded to house the elderly who are unable to live alone.

**Resources:** Edna Vajda, Department of Workforce Services, 122 W. 15th Street, Room 2103, Cheyenne, WY 82002, (307) 777-8717, evajda@state.wy.us.

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**Name:** Jo Ferguson

**Theme:** Economic Development

**Challenge:** Lack of signage on Highway 30 inviting travelers into the downtown area of Cokeville seems to be perceived as a problem by community members. Many believe that the town of Cokeville is passed by because of insufficient signing.

**Solution:** Begin conversations with Department of Transportation in regard to their "Welcome to.." Signing Program. A broad marketing or promotional program plan would help to identify the messages that are necessary to lure people into the downtown area, ski area, etc. Touching base with billboard specialists might give the town some ideas.

**Resources:** Rick Keslar, Wyoming Department of Transportation, Cheyenne, 307-777-4169, [rkesla@state.wy.us](mailto:rkesla@state.wy.us). Lamar Outdoor Advertising, Del Wight, Marketing Mgr., P.O. Box 2918, Casper, WY 82602, [delwight@wyoming.com](mailto:delwight@wyoming.com).

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**Name:** Jo Ferguson

**Theme:** Economic Development

**Challenge:** We heard from retailers that they want to do expansion and marketing. We heard that there is a lack of businesses in Cokeville. We heard that there is no effective communication within the business community. We heard that there are low dollars for ag commodities. We heard lack of implement store, sale barn, entrepreneurs in general. We heard lack of economic base and lack of decent paying jobs. All these comments are related to the sub-theme of business development.

**Solution:** Small Business Development Centers can provide personalized consulting services to help entrepreneurs develop business plans, find capital and brainstorm marketing and other strategies. One of the projects offered by the SBDC is the NxLevel program, a training course offered throughout the state teaching business planning and marketing. GRO-Biz (Government Resources & Opportunities for Businesses) helps business firms market their goods and services to federal, state and local government. GRO-biz offers the Bid-Match program which provides businesses with daily e-mails of



potential bidding opportunities. Wyoming Women's Business Center provides training, business counseling and marketing assistance to new and established women business owners. The Center offers financial management, procurement training, mentoring, internet training and technical assistance as well as a micro-credit loan program.

**Resources:** Small Business Development Center, Bill Ellis, 1400 Dewar Dr. Suite #205, Rock Springs, WY 82901, (307) 352-6894; Toll Free in WY: 800-348-5205, Fax: (307) 352-6876, e-mail: [bellis@uwyo.edu](mailto:bellis@uwyo.edu). GRO-Biz, Rudy Nesvik, Director, [www.gro-biz.com](http://www.gro-biz.com). Wyoming Women's Business Center, Rosemay Bratton, Director, (307) 766-2520.

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**Name:** Jo Ferguson

**Theme:** Quality of Life

**Challenge:** The city fathers and others expressed interest in developing a museum and visitors' center by using the old Opera House keeping historical preservation in mind.

**Solution:** Explore all avenues regarding the historical preservation guidelines before renovating or moving the old Opera House.

**Resources:** Nancy Weidel, State Historic Preservation Office, 2301 Central Avenue, Cheyenne, WY 82002, 307-777-3418, [nweide@state.wy.us](mailto:nweide@state.wy.us).

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**Name:** Jo Ferguson

**Theme:** Economic Development

**Challenge:** Workforce is a big challenge in the State of Wyoming. It is the goal of many communities to bring their young people back.

**Solution:** As a point of general information for students in Cokeville, the new nursing career legislation that was just enacted by the Wyoming State Legislature is an exciting program. This initiative was passed in March, 2003, to help ease the nursing shortage in Wyoming. Young men and women can apply for an education loan without cash repayment by working in Wyoming as a nurse or a nurse educator after the student has completed the academic program. High School counselors can help our students determine career paths.

**Resources:** <http://legisweb.state.wy.us> Click on General Session Bill Information; click on Senate Files; scroll to SF22--Nursing Education; click on Enrolled Act 90. That will give the information that is contained in the Wyoming Statutes.

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**Name:** Jo Ferguson

**Theme:** Land

**Challenge:** Many community members commented on the bird refuge and federal control regarding the bird refuge. Some would like to reverse the bird refuge. Others would like better conservation efforts in the bird refuge area and better clean-up and maintenance of the area. A bottom line comment was that federal government should back out and quit buying our land.

**Solution:** Continue communication with US Fish and Wildlife Service and BLM. The US Fish and Wildlife Service operates the Cokeville Meadows National Wildlife Refuge (NWR). There are some parcels of public domain lands (normally managed by BLM) that are within the NWR and are, therefore, managed by the Fish and Wildlife Service as well. FWS has purchased private lands OUTSIDE of the NWR and may propose an exchange of BLM lands within the NWR for FWS lands (private acquisitions) that are outside of NWR. Rough Location: T23&24N, R119W; T23&24N, R120W.

**Resources:** Hal Graff, 303-236-8678, US Fish and Wildlife Service, Mountain-Prairie Region, P.O. Box 25486, Denver Federal Center, Denver, CO 80225-0486 BLM CONTACT: Kelly Lamborn, Realty Specialist, Kemmerer Field Office, 307-828-4505, 312 Highway 189 North, Kemmerer, WY 83101. Carol Reed, Cokeville, will have copies of maps and case records.

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**Name:** Jo Ferguson

**Theme:** Recreation

**Challenge:** One of Cokeville's assets is the Pine Creek Ski Area. However, the town's people noted some challenges--one being the lack of land for more parking areas. The ski area seems to be land locked and surrounded by federal lands with no place for expansion.

**Solution:** Communicate with County Commissioners and BLM. Check with County to see that all proper papers have been signed and filed. Request information on how to do expansion on the federal properties.

**Resources:** Kathy Davison, Lincoln County Commissioner, 307-877-5955, 925 Sage Avenue, Kemmerer, WY 83101. BLM CONTACT: Kelly Lamborn, Realty Specialist, Kemmerer Field Office, 307-828-4505, 312 Highway 189 North, Kemmerer, WY 83101. Carol Reed, Cokeville, will have maps and case records.

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**Name:** Peter Newell

**Introduction:** Thank you for the opportunity to participate in the Cokeville Community Assessment, November 4-6, 2003. The hospitality afforded us, the experience of meeting a community of people dedicated to, and supportive of, one another has been very inspiring to me. Virtually to a person, you characterized Cokeville as a great place to live and raise a family...in an environment unsurpassed by its beauty and availability of outdoor activities. You described a community of people who are united in their desire to help one another and who demonstrate strong values, beliefs and ethics...making Cokeville a great place to be! If there is a downside to all this it could be attributed to the recurring statements that Cokeville offered little economic opportunity for young adults to stay in the community or return after their education. Additionally, several comments were made relative to a need to get a clear picture of growth and viability for Cokeville, in light expressed concerns about how change would impact the community...sort of like protecting "what we have". Again, thanks. The listening sessions revealed five major themes that participants indicated as challenges to Cokeville community development. They are as follows: ECONOMIC DEVELOPMENT, QUALITY OF LIFE, AGRICULTURE, RECREATION, and LAND. Each of these themes had several sub-themes indicating many issues, challenges and needs to be addressed. What seems apparent from this is that these challenges should first be addressed with a view of the WHOLE community in mind...rather than its parts. Therefore, it is recommended that Cokeville participate in a VISIONING process that takes into account where the community has been, is and wants to be. Full community participation in this exercise would be essential. Visioning should consider issues about growth, change and viability. Subsequent to the development of a shared vision, a comprehensive master planning process could be initiated that would address all of the major issues previously mentioned. This would include proposals for infrastructure, all types of development (commercial, residential, industrial, agricultural), land use and open space preservation...to name a few. Help with visioning and planning processes can be found through the Cooperative Extension Services of the University of Wyoming. Milton Green University of Wyoming Cooperative Extension Service, 307-332-2681, [mgreen@uwyo.edu](mailto:mgreen@uwyo.edu). Some additional contacts that might provide assistance in addressing some of the major themes: Rural Business Cooperative Services, USDA/Rural Development Office, 100 E. B Street, PO Box 820, Casper, Wyoming 82602. Wyoming Business Council, 214 W. 15th St., Cheyenne, Wyoming 82002. USDA Rural Development, PO Box 190, Afton, Wyoming 83110. Wyoming Department of Transportation, 550 Bishop Blvd., Cheyenne, WY 82009. Wyoming Economic Development Association, 5319 Highway 287, Lander, Wyoming 82520, 307-332-5336.

**Theme:** AGRICULTURE

**Challenge:** Several issues emerged, e.g., wetlands, diversification, educating the public about working with environmentalists, multiple land use opportunities.

**Solution:** Ferreting out the salient features of the many parts to this challenge would seem essential. Some form of committee or task force seems warranted to determine where to start and what the priorities are.

**Resources:** Bill Bunce, Director, Agribusiness Development Wyoming Business Council, 300 S. Walcott, #200, Casper, Wyoming 82601, 307-237-4692

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**Name:** Peter Newell

**Theme:** AGRICULTURE

**Challenge:** The long standing planning process for a proposed reservoir that would address interests about water reserves, water quality, water systems, flood control and recreation is apparently in the hands of many people and still in proposal stages.

**Solution:** N/A

**Resources:** N/A

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**Name:** Peter Newell

**Theme:** LAND

**Challenge:** Several comments were made relative to the lack of "developable" land...that the government was buying private land, that there was a lack of access to some prime recreation areas, and that there was a need to study multiple land-use options. The lack of planning for land use a very strongly voiced concern.

**Solution:** There are significant multiple layers to land use issues. Several agencies have worked with these issues in other communities such as Thayne and Afton...both communities might be contacted for information.

**Resources:** Institute for Environment and Natural Resources, PO Box 3971, University of Wyoming, Laramie, Wyoming 82071, 307-766-5080. Wyoming Business Council, 214 West 15th Street, Cheyenne, Wyoming 82002, 307-777-2800.

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**Name:** Peter Newell

**Theme:** LAND

**Challenge:** The bird refuge designated by the Federal Government has created a fair amount of controversy...from "misuse of land to unfulfilled promises." It seems there is a need to provide the necessary information to clarify the issues.

**Solution:** A structured, well-facilitated meeting in which the principals involved can provide the necessary information to clarify all the parts to the agreements is recommended. Once clarified, then the community should be apprised.

**Resources:** I would volunteer to work with folks on this. Peter Newell, 9508 Yellowstone, Cheyenne, Wyoming 82009, 307-632-2744

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**Name:** Fred Schlutt

**Introduction:** First of all, like all my fellow assessment team members, I would like to thank the citizens of Cokeville for opening your homes and your community to us. What a wonderful community to be raised and live in. The enthusiasm of the community to our visit was exciting to see. This enthusiasm will be the fuel that you need to build a plan to make Cokeville the best that it can be. Cokeville was my third assessment to be involved in. I was surprised by the similarities of all three rural communities. They all seemed to have very similar problems. Most communities are trying hard to hang on to their rural community values and way of life. All of these communities have a desire to increase their economic base, create more jobs, and have more tourist stop in their town, all the time maintaining their quality of life. I have found in any community assessment or strategic planning session that the real work only begins after the assessment team leaves town. Prioritizing, planning and implementing goals takes time and a core of enthusiastic and dedicated volunteers. There are no simply solutions to rural Wyoming community problems. However, with a plan that the community buys into and citizens willing to sacrifice and work hard towards a common goal, visions of the future can be achieved.

**Theme:** Quality of Life

**Challenge:** A common problem addressed during the listening sessions was senior housing and the need for assisted living facilities.

**Solution:** I am certainly not an expert in and do not have a background in housing development but there are several agencies that I am aware of that can be a start or good resource to look into the possibilities of affordable senior and assisted living facilities. The Wyoming Community Development Authority (WCDA) is basically the state housing authority. WCDA has an important role in providing that housing, and in helping families take a first step on the road to fulfilling their American dream. In addition, every home built, rehabilitated or financed with WCDA funds means more Wyoming jobs and greater economic stability. Strong federal housing programs also help the WCDA

continue to provide decent, affordable homes to Wyoming citizens. They have a number of programs that might be able to help with the affordable housing and assisted living housing needed in Cokeville. A Federal entity that gives housing and community housing assistance is the United States Department of Agriculture, Rural Development Section. The Rural Housing section administers all housing programs for Wyoming Rural Development. This includes grants and insured and guaranteed loans for single family homes, multiple-family projects, and community facilities.

**Resources:** Wyoming Community Development Authority (WCDA), P.O. Box 634, Casper, WY 82602, 307-265-0603, Fax: 266-5414. USDA/Rural Development, Jack Hyde, Rural Housing Program Director, 100 E. "B" Street, Room 1005, Casper, WY 82601; (307) 261-6315, FAX (307) 261-6339.

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**Name:** Fred Schlutt

**Theme:** Recreation

**Challenge:** To improve the Pine Creek Ski Area and to attract more out of town visitors to the ski facilities.

**Solution:** The Snowy Range Ski and Recreation Area which is 26 miles west of Laramie, Wyoming, is a very similar property with similar problems. Snowy Range does not have overnight facilities, is within 100 miles of the major Colorado ski resorts and attracts visitors with limited marketing. Snowy Range Ski has been very innovative in their acquisition of equipment and building a new ski lodge. Their experience could be a valuable resource.

**Resources:** Rick and Terry Colling, Owners, Snowy Range Ski and Recreation Area, Centennial, WY 82055, (307) 745-5750, home (307) 745-8358.

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**Name:** Fred Schlutt

**Theme:** Recreation

**Challenge:** Snowmobiling is a very popular tourist activity in many parts of Wyoming. Snowmobiling is very popular in Fremont, Sublette, Park, and Teton, and of course Yellowstone National Park. There are extensive trails in Lincoln County that connect with various other Wyoming communities. With the pressure and publicity in recent years over the use of snowmobiles in the greater Yellowstone area, there does not seem to be a coordinated effort to promote snowmobiling in the much larger area of Fremont, Sublette, Teton and Lincoln counties. Cokeville is not even listed on the Wyoming Snowmobiling Grooming Report (<http://wyotrails.state.wy.us/template/groomcom.cfm>).

**Solution:** A meeting of snowmobiling groups, business, industry, etc. to explore the possibilities of developing a comprehensive marketing plan that showcases these four counties as alternatives to the Greater Yellowstone area for snowmobiling. It would seem logical that the Wyoming Travel & Tourism through the Wyoming Business Council be involved in this effort as well as local Chambers of Commerce and regional development directors from the Wyoming Business Council.

**Resources:** Wyoming Travel & Tourism, I-25 at College Drive, Cheyenne, WY 82002, TEL: 307-777-7777, FAX: 307-777-2877, TOLL FREE: 800-225-5996. Wyoming Business Council Regional Representatives, South West Regional Office in Rock Springs, Ray Sarcletti, Director, 1400 Dewar Drive, Suite 208A, Rock Springs, Wyoming 82901, rsarcl@state.wy.us, 307-382-3163. West Central Regional Office in Riverton, Roger Bower, Director, 213 W. Main, Suite B, Riverton, WY 82501, rbower@state.wy.us, 307-857-1155.

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**Name:** Fred Schlutt

**Theme:** Recreation

**Challenge:** In the majority of assessment listening groups, we heard a common theme on the need for community recreation. These community recreation ideas included biking and walking trails, swimming pool, teen center, recreation center, skate and BMX course and a track at the high school football field.

**Solution:** The answer to this challenge and many of the challenges and future projects came from folks in our first listening session. This group suggested that Cokeville needed a committee to address community issues and develop a Cokeville Master Plan. This is exactly what we will propose when our team comes back for the final report and follow-up meeting. A committee will be formed with community members interested in developing local recreation projects. This group must prioritize the recreation projects that need to be developed and incorporate them into a master plan.

**Resources:** There are a number of communities in Wyoming that have community/recreation centers. The one that comes to mind that fits the size of Cokeville is Hanna. I would think they can give you a good idea of how to go about the planning and building of a recreation center. They can also share some of their problems and concerns related to having a recreation center. Hanna conducted a community assessment in the spring of 2002. I would suggest contacting a member of the Hanna Economic Development Committee by contacting the: Hanna Town Hall, 301 S Adams, (307) 325-9424. The Hanna Recreation Center can be contacted at (307) 325-9402. On a larger scale, the City of Laramie has built a skate park, jogging, walking, biking trails, has a BMX park located on county property but located within the city, and is currently in the construction phase of a community recreation facility. In addition, they are in the process of updating a master plan. None of these activities were accomplished overnight. An



excellent resource who has been involved in most of the planning and building of recreational facilities within the city is: Mr. Paul Harrison, Parks and Recreation Director, City of Laramie, 406 Iverson Ave., Laramie, WY 82070. (307) 721-5260

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**Name:** Fred Schlutt

**Theme:** Land

**Challenge:** The one aspect of the Cokeville assessment that left more questions than answers is the bird refuge. I took some time to find out more information about the Cokeville Meadows National Wildlife Refuge (NWR). It would appear that there is a serious lack of information and communication between the US Fish & Wildlife Service's National Wildlife Refuge System and the citizens of the Cokeville area. This information and communication problem will only be more enhanced in the future as the refuge continues to expand by another 19,174 acres or by 72%.

**Solution:** While the solution seems simple, finding a satisfactory resolution will not be easy. My suggestion is to form a local committee whose responsibilities are to catalog all the problems and concerns with the refuge and to address them with the local NWR Seedskadee Office. It is also critical that this local committee develop several scenarios that look into the future of a 27,000 acre refuge and how the community can turn that situation into a positive economic situation.

**Resources:** U.S. Department of the Interior Secretary, Gale Norton, 1849 C Street, NW, Washington, DC 20240. US Fish & Wildlife Service, Director Steven A. Williams, 1849 C. St., NW, 3256 MIB, Washington, D.C. 20240, (202) 208-4717. William F. Hartwig, Chief of the National Wildlife Refuge System, 1849 C. St. NW, 3249 MIB, Washington, D.C. 20240, (202) 208-5333. Ralph Morgenweck, USFWS Regional Director, P.O. Box 25486, Denver, CO 80025, (303) 236-7920. COKEVILLE MEADOWS NATIONAL WILDLIFE REFUGE, Contact Information: Carol Damberg, (307) 875-2187, FAX (307) 875-4425. Seedskadee, NWR, P.O. Box 700, Green River, WY, 82935-0700.

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Jerry Tamlin

**INTRODUCTION:**

To start my report I would first like to say how impressed I was with how the Community pulled together to have everything in place for the Assessment, and how many individuals showed up for the listening sessions! I would also like to thank everyone for the respect and hospitality that was given. This is one Community that pulls together, from the kids, towns people, business owners, ag producers, etc. They all have a concern for each other and the Community.



## **Economic Development**

**Challenge:** Lack of Housing, and run-down Housing.

**Solution:** USDA Rural Development (RD) has several programs that could assist with this challenge. The first one is Section 502 Direct and Guaranteed Home Ownership Loans; these Home Ownership Loans may be used to buy, build, improve, repair, or rehabilitate homes. These Home Ownership Loans are offered to help families or persons with low, and moderate income. Loans may be made for up to 100%, and can be financed for up to 33 years. RD also has a Section 504 Rural Home Repair Loan and Grant Program. This program is available to assist eligible, very low income, homeowners with repair of their homes. Repairs may be made to improve or modernize the home, to make it safe, sanitary, or to remove health and safety hazards. Grants are only available for repairs that remove health or safety hazards. RD has a Rural Rental Housing Loan Program that is primarily to build, purchase and/or repair apartment style housing. Rental housing loans can be made to individuals, trusts, associations, partnerships, LLC, state or local public agencies, profit, nonprofit, etc. The housing is for families and individuals with very low, low, and moderate incomes, and may include persons age 62 or over.

**Resources:** USDA - RURAL DEVELOPMENT; Linda Ziegler, (307) 886-9001 ext. 4, 625 Washington St., Room B, P.O. Box 190, Afton, WY 83110-0190, linda.ziegler@wy.usda.gov.

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Jerry Tamlin

## **ECONOMIC DEVELOPMENT**

**Challenge:** Medical Facilities and Assisted Living Facilities

**Solution:** USDA - RURAL DEVELOPMENT (RD) has a Direct Community Facilities and a Guaranteed Community Facilities Program. These programs can be used to assist rural areas and towns in developing essential community facilities. Typical facilities include, but not limited to are: health care, assisted living homes, nursing homes, and ambulatory care centers. These programs can also be used for Public Safety concerns such as communication centers, police or fire stations, rescue vehicles, and for Public Services such as child care centers, adult day care centers, city halls and schools.

**Resources:** USDA RURAL DEVELOPMENT, Linda Ziegler, 625 Washington St, Room B, P.O. Box 190, Afton, WY, 83110-0190, (307) 886-9001 ext. 4, linda.ziegler@wy.usda.gov

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Jerry Tamlin

## RECREATION

**Challenge:** Track for the JR/SR High School

**Solution:** NIKE has a program called BOWERMAN TRACK RENOVATION PROGRAM. This program provides matching cash grants to community-based, youth oriented organizations (schools qualify), that seek to refurbish or construct running tracts. This program, administered by Nike's Community Affairs department, provides funds up to \$50,000.

**Resources:** [www.nike.com/nikebiz](http://www.nike.com/nikebiz) then click on Bowerman Track Program, it will direct you how to apply.

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Jerry Tamlin

## RECREATION

**Challenge:** Lack of a swimming pool, and having to drive approx. 50+ miles to use one.

**Solution:** The State Land and Water Conservation Program offers a reimbursable grant to acquire and or develop public outdoor recreational lands and facilities. Grants range from \$10,000 to \$100,000 and require a 50% match. Swimming Pools are an eligible facility for this program.

**Resources:** Todd Thibodeau, 122 W. 25th. St., Herschler Building, 1 East, Cheyenne WY 82002, (307) 777-6478.

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Jerry Tamlin

## ECONOMIC DEVELOPMENT

**Challenge:** Business opportunities for existing businesses and creating/recruiting new ones.

**Solution:** USDA- RURAL DEVELOPMENT (RD) has several programs that could assist in this area. The first program is the Rural Business Enterprise Grant (RBEG). It is a grant to a public body or a nonprofit corporation. They use these funds to assist small business enterprises by contracting or providing technical assistance. Examples of this are market studies, business plans, feasibility studies, training, etc. Another program is the Rural Business Opportunity Grant (RBOG). You must be a public body, nonprofit Indian Tribe, or cooperative to apply. RBOG funds may be used to pay costs of providing economic planning for rural communities, technical assistance for rural businesses, or

training for rural entrepreneurs or economic development officials. A program to assist with financial assistance to a business is the Guaranteed Business and Industry Program (B&I). It can be used for business acquisitions, expansion, repair, modernization or development costs, purchase equipment, machinery, or supplies, start-up costs, working capital, processing and marketing facilities, plus other business related expenses.

**Resources:** USDA RURAL DEVELOPMENT, Linda Ziegler, 625 Washington Street, Room B, P.O. Box 19, Afton WY 83110-0190, (307) 886-9001 ext. 4, linda.ziegler@wy.usda.gov

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Jerry Tamlin

## **AGRICULTURE**

**Challenge:** Lack of Income - Opportunities

**Solution:** USDA RURAL DEVELOPMENT (RD) has two programs that could assist with these areas. The first one is RD Cooperative Services. The purpose of this section is to enhance the quality of life for all Rural Americans by providing leadership in building competitive businesses by providing technical assistance, research, and education to help stimulate rural economic activity. The second program is the Value-Added Agricultural Product Market Development Grants (VADG). The purpose of this grant program is to help eligible independent producers of agricultural commodities, agricultural producer groups, farmer/rancher cooperatives, and majority-owned producer-based businesses develop business plans for viable marketing opportunities and develop strategies to create marketing opportunities.

**Resources:** USDA RURAL DEVELOPMENT, Janice Stroud, Federal Building 100 East B Street, Room 1005, P.O. Box 820, Casper WY 82602-0820, (307) 261-6301, janice.stroud@wy.usda.gov.

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Jerry Tamlin

## **ECONOMIC DEVELOPMENT**

**Challenge:** Lack of jobs/training.

**Solution:** The State of Wyoming has a Department of Workforce Services which has a program called, "Workforce Development Training Fund". The program will provide grant funds to train employees if they are creating new jobs or expanding their business, or relocating their business from another state. This program has been used with great

success in Afton for Aviat Aircraft. It has been successful through out the state with a wide range of businesses using this program.

**Resources:** <http://dswcb.state.wy.us/employers/information.asp>

# MATRIX OF RECOMMENDATIONS

### Economic Development

Issue or Project	Recommendations and Objectives	Resources
<p>The listening sessions included comments on the loss of businesses on Main Street, on the appearance of many of the old buildings in the downtown area, and on the lack of the look of a thriving community.</p>	<p>Look into the Main Street Program which helps begin a revitalization process. This national program offers a framework to help communities restore economic health and vitality to their downtowns. The State of Wyoming is hoping to start some pilot programs that will help a community increase economic activity while preserving and building upon a location's historically significant characteristics.</p>	<p>Steve Achter, Wyoming Business Council, 214 W. 15th Street, Cheyenne, WY 82002, (307) 777-2811, <a href="mailto:sachte@state.wy.uw">sachte@state.wy.uw</a>.            Jim Davis, Office of the Mayor, 1200 Main Street, Evanston, WY 82930, (307) 783-6300, <a href="mailto:jhdavis@allwest.net">jhdavis@allwest.net</a>.            National Main Street Center, National Trust for Historic Preservation, 1785 Massachusetts Avenue, N.W., Washington, D.C. 20035, (202) 588-6219, <a href="http://www.mainst.org">www.mainst.org</a>.</p>

### Economic Development

Issue or Project	Recommendations and Objectives	Resources
<p>Lack of dental services in town.</p>	<p>Perhaps encourage a dentist in a nearby community to set up a branch office in Cokeville with a one-day-a-week schedule. This project would be regarded as business development.</p>	<p>Wyoming Dental Association, (307) 755-4009, <a href="http://www.medicinebow.org/wyidental">www.medicinebow.org/wyidental</a>            Bob Tyrrell, DDS, Kemmerer, WY, (307) 877,4715            Howard Rhodes, DDS, Afton, WY, 307-885-4337.</p>

### Economic Development

Issue or Project	Recommendations and Objectives	Resources
<p>Lack of a bank, or banking</p>	<p>Approach banking</p>	<p>Dave Johnson, Wyoming</p>

services in general.	establishments in nearby communities to set up a branch location in Cokeville to provide at least basic services.	Bankers Association, 200 E. 8th Ave., Cheyenne, WY 82001, (307) 638-5008. Ben Avery, Wyoming Business Council, 214 W. 15th Street, Cheyenne, WY 82002, (307) 777-2863, bavery@state.wy.us.
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### Economic Development

Issue or Project	Recommendations and Objectives	Resources
We heard many times that there is little support to local businesses from community members or other businesses. It is understood that not all items are available in Cokeville, but local businesses would appreciate a chance to meet the customer's needs.	Many Wyoming cities and towns have run "Shop Locally" campaigns. Perhaps a survey of the town's people's shopping habits; their needs and wants; the prices they are willing to pay might be a first step. Cheyenne has a "Positively Cheyenne Gift Certificate" that is purchased at the Chamber and can be used in any Cheyenne business as cash. Casper ran a "Shop Casper First" campaign in 1996. Communication and PR are the prime parts of reaching out to new customers. Updating brochures will also create new interest.	Casper Area Chamber of Commerce, Chris or Nancy, (307) 234-5311. Tina Elhardt, Casper Star/Tribune, (307) 266-0500; Greater Cheyenne Chamber of Commerce, Larry Atwell, Executive Director, 301 W. 16th Street, Cheyenne, WY 82002 (307) 638-3388

### Quality of Life

Issue or Project	Recommendations and Objectives	Resources
We heard the terms "assisted living facility" and "retirement home" many times in the future projects section of the listening	Begin planning process for development of an assisted living center in Cokeville. The Senior Citizen Center is a definite asset to the community now and	Edna Vajda, Department of Workforce Services, 122 W. 15th Street, Room 2103, Cheyenne, WY 82002, (307) 777-

sessions. Many local elderly community people are now taken to out-of-town assisted living centers, creating a hardship on family members when visiting or trying to arrange proper medical services for their loved ones.	perhaps residential services could be expanded to house the elderly who are unable to live alone.	8717, evajda@state.wy.us
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### Economic Development

Issue or Project	Recommendations and Objectives	Resources
Lack of signage on Highway 30 inviting travelers into the downtown area of Cokeville seems to be perceived as a problem by community members. Many believe that the town of Cokeville is passed by because of insufficient signing.	Begin conversations with Department of Transportation in regard to their "Welcome to.." Signing Program. A broad marketing or promotional program plan would help to identify the messages that are necessary to lure people into the downtown area, ski area, etc. Touching base with billboard specialists might give the town some ideas.	Rick Keslar, Wyoming Department of Transportation, Cheyenne, 307-777-4169, rkesla@state.wy.us. Lamar Outdoor Advertising, Del Wight, Marketing Mgr., P.O. Box 2918, Casper, WY 82602, delwight@wyoming.com

### AGRICULTURE

Issue or Project	Recommendations and Objectives	Resources
Several issues emerged e.g., wetlands, diversification, educating the public about working with environmentalists, multiple land use opportunities	Ferretting out the salient features of the many parts to this challenge would seem essential. Some form of committee or task force seems warranted to determine where to start and what the priorities are.	Bill Bunce Director, Agribusiness Development Wyoming Business Council 300 S. Walcott, #200 Casper, Wyoming 82601 307-237-4692

### AGRICULTURE



Issue or Project	Recommendations and Objectives	Resources
The long standing planning process for a proposed reservoir that would address interests about water reserves, water quality, water systems, flood control and recreation is apparently in the hands of many people and still in proposal stages.	N/A	N/A

### LAND

Issue or Project	Recommendations and Objectives	Resources
Several comments were made relative to the lack of "developable" land...that the government was buying private land, that there was a lack of access to some prime recreation areas, and that there was a need to study multiple land-use options. The lack of planning for land use a very strongly voiced concern.	There are significant multiple layers to land use issues. Several agencies have worked with these issues in other communities such as Thayne and Afton...both communities might be contacted for information.	Institute for Environment and Natural Resources, PO Box 3971, University of Wyoming, Laramie, WY 82071, (307) 766-5080. Wyoming Business Council, 214 West 15th Street, Cheyenne, WY 82002, (307) 777-2800

### LAND

Issue or Project	Recommendations and Objectives	Resources
The bird refuge designated by the Federal Government has created a fair amount of controversy...from "misuse of land to unfulfilled promises." It seems there is a need to provide the necessary information to	A structured, well-facilitated meeting in which the principals involved can provide the necessary information to clarify all the parts to the agreements is recommended. Once clarified, then the community should be appraised.	I would volunteer to work with folks on this. Peter Newell, 9508 Yellowstone, Cheyenne, WY 82009, (307) 632-2744.

clarify the issues.		
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**Economic Development**

Issue or Project	Recommendations and Objectives	Resources
<p>We heard from retailers that they want to do expansion and marketing. We heard that there is a lack of businesses in Cokeville. We heard that there is no effective communication within the business community. We heard that there are low dollars for ag commodities. We heard lack of implement store, sale barn, entrepreneurs in general. We heard lack of economic base and lack of decent paying jobs. All these comments are related to the sub-theme of business development.</p>	<p>Small Business Development Centers can provide personalized consulting services to help entrepreneurs develop business plans, find capital and brainstorm marketing and other strategies. One of the projects offered by the SBDC is the NxLevel program, a training course offered throughout the state teaching business planning and marketing. GRO-Biz (Government Resources &amp; Opportunities for Businesses) helps business firms market their goods and services to federal, state and local government. GRO-biz offers the Bid-Match program which provides businesses with daily e-mails of potential bidding opportunities. Wyoming Women's Business Center provides training, business counseling and marketing assistance to new and established women business owners. The Center offers financial management, procurement training, mentoring, internet training and technical assistance as well as a micro-credit loan program.</p>	<p>Small Business Development Center, Bill Ellis, 1400 Dewar Dr., Suite #205, Rock Springs, WY 82901, (307) 352-6894, Toll Free in WY: (800) 348-5205 Fax: (307) 352-6876, e-mail: bellis@uwyo.edu. GRO-Biz, Rudy Nesvik, Director, www.gro-biz.com. Wyoming Women's Business Center, Rosemay Bratton, Director, (307) 766-2520.</p>

**Quality of Life**

Issue or Project	Recommendations and Objectives	Resources
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<p>The city fathers and others expressed interest in developing a museum and visitors' center by using the old Opera House keeping historical preservation in mind.</p>	<p>Explore all avenues regarding the historical preservation guidelines before renovating or moving the old Opera House.</p>	<p>Nancy Weidel, State Historic Preservation Office, 2301 Central Avenue, Cheyenne, WY 82002, (307) 777-3418, nweide@state.wy.us.</p>
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### Economic Development

Issue or Project	Recommendations and Objectives	Resources
<p>Workforce is a big challenge in the State of Wyoming. It is the goal of many communities to bring their young people back.</p>	<p>As a point of general information for students in Cokeville, the new nursing career legislation that was just enacted by the Wyoming State Legislature is an exciting program. This initiative was passed in March, 2003, to help ease the nursing shortage in Wyoming. Young men and women can apply for a education loan without cash repayment by working in Wyoming as a nurse or a nurse educator after the student has completed the academic program. High School counselors can help our students determine career paths.</p>	<p><a href="http://legisweb.state.wy.us">http://legisweb.state.wy.us</a> Click on General Session Bill Information, click on Senate Files, scroll to SF22--Nursing Education, click on Enrolled Act 90. That will give the information that is contained in the Wyoming Statutes.</p>

### Land

Issue or Project	Recommendations and Objectives	Resources
<p>Many community members commented on the bird refuge and federal control regarding the bird refuge. Some would like to reverse the bird refuge. Others would like better</p>	<p>Continue communication with US Fish and Wildlife Service and BLM. The US Fish and Wildlife Service operates the Cokeville Meadows National Wildlife Refuge (NWR). There are some parcels of public</p>	<p>Hal Graff, (303) 236-8678, US Fish and Wildlife Service, Mountain-Prairie Region, P.O. Box 25486, Denver Federal Center, Denver, CO 80225-0486.</p>

conservation efforts in the bird refuge area and better clean-up and maintenance of the area. A bottom line comment was that federal government should back out and quit buying our land.	domain lands (normally managed by BLM) that are within the NWR and are, therefore, managed by the Fish and Wildlife Service as well. FWS has purchased private lands OUTSIDE of the NWR and may propose an exchange of BLM lands within the NWR for FWS lands (private acquisitions) that are outside of NWR. Rough Location: T23&24N, R119W; T23&24N, R120W.	BLM CONTACT: Kelly Lamborn, Realty Specialist, Kemmerer Field Office, (307) 828-4505, 312 Highway 289 North, Kemmerer, WY 83101. Carol Reed, Cokeville, will have copies of maps and case records.
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### Recreation

Issue or Project	Recommendations and Objectives	Resources
One of Cokeville's assets is the Pine Creek Ski Area. However, the town's people noted some challenges--one being the lack of land for more parking areas. The ski area seems to be land locked and surrounded by federal lands with no place for expansion.	Communicate with County Commissioners and BLM. Check with County to see that all proper papers have been signed and filed. Request information on how to do expansion on the federal properties.	Kathy Davison, Lincoln County Commissioner, 307-877-5955, 925 Sage Avenue, Kemmerer, WY 83101 BLM CONTACT: Kelly Lamborn, 307-828-4505, Realty Specialist, Kemmerer Field Office, 312 Highway 189 North, Kemmerer, WY 83101 Carol Reed, Cokeville, will have maps and case records.

### Quality of Life

Issue or Project	Recommendations and Objectives	Resources
A common problem addressed during the listening sessions was senior housing and the need for assisted living facilities.	I am certainly not an expert in and do not have a background in housing development, but there are several agencies that I am aware of that can be a start or good resource to look into the	Wyoming Community Development Authority (WCDA), P.O. Box 634, Casper, WY 82602, 307-265-0603, Fax: 266-5414.

	<p>possibilities of affordable senior and assisted living facilities. The Wyoming Community Development Authority (WCDA) is basically the state housing authority. WCDA has an important role in providing that housing, and in helping families take a first step on the road to fulfilling their American dream. In addition, every home built, rehabilitated or financed with WCDA funds means more Wyoming jobs and greater economic stability. Strong federal housing programs also help the WCDA continue to provide decent, affordable homes to Wyoming citizens. They have a number of programs that might be able to help the affordable housing and assisted living housing needed in Cokeville. A Federal entity that gives housing and community housing assistance is the United States Department of Agriculture, Rural Development Section. The Rural Housing section administers all housing programs for Wyoming Rural Development. This includes grants and insured and guaranteed loans for single family homes, multiple-family projects, and community facilities.</p>	<p>USDA/Rural Development, Jack Hyde, Rural Housing Program Director, 100 E. "B" Street, Room 1005, Casper, WY 82601, (307) 261-6315, FAX (307) 261-6339</p>
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### Recreation

Issue or Project	Recommendations and Objectives	Resources
To improve the Pine Creek Ski Area and to attract more out of town visitors to the	The Snowy Range Ski and Recreation Area, which is 26 miles west of Laramie,	Rick and Terry Colling, Owners, Snowy Range Ski and Recreation Area,

ski facilities.	Wyoming, is a very similar property with similar problems. Snowy Range does not have overnight facilities, is within 100 miles of the major Colorado ski resorts and attracts visitors with limited marketing. Snowy Range Ski has been very innovative in their acquisition of equipment and building a new ski lodge. Their experience could be a valuable resource.	Centennial, WY 82055, (307) 745-5750, Home (307) 745-8358.
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### Recreation

Issue or Project	Recommendations and Objectives	Resources
<p>Snowmobiling is a very popular tourist activity in many parts of Wyoming. Snowmobiling is very popular in Fremont, Sublette, Park, and Teton, and of course Yellowstone National Park. There are extensive trails in Lincoln County that connect with various other Wyoming communities. With the pressure and publicity in recent years over the use of snowmobiles in the greater Yellowstone area, there does not seem to be a coordinated effort to promote snowmobiling in the much larger area of Fremont, Sublette, Teton and Lincoln counties. Cokeville is not even listed on the Wyoming Snowmobiling Grooming Report (<a href="http://wyotrails.state.wy.us/template/groomcom.cfm">http://wyotrails.state.wy.us/template/groomcom.cfm</a>).</p>	<p>A meeting of snowmobiling groups, business, industry, etc. to explore the possibilities of developing a comprehensive marketing plan that showcases these four counties as alternatives to the Greater Yellowstone area for snowmobiling. It would seem logical that the Wyoming Travel &amp; Tourism through the Wyoming Business Council be involved in this effort as well as local Chambers of Commerce and regional</p>	<p>Wyoming Travel &amp; Tourism, I-25 at College Drive, Cheyenne, WY 82002, TEL: (307) 777-7777, FAX: (307) 777-2877, TOLL FREE: (800) 225-5996.</p> <p>Wyoming Business Council, Regional Representatives, South West Regional Office in Rock Springs, Ray Sarcletti, Director, 1400 Dewar Drive, Suite 208A, Rock Springs, WY 82901, <a href="mailto:rsarcl@state.wy.us">rsarcl@state.wy.us</a>, 307-382-3163.</p> <p>West Central</p>

	development directors from the Wyoming Business Council.	Regional Office in Riverton, Roger Bower, Director, 213 W. Main, Suite B, Riverton, WY 82501, rbower@state.wy.us 307-857-1155.
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### Recreation

Issue or Project	Recommendations and Objectives	Resources
<p>In the majority of assessment listening groups, we heard a common theme on the need for community recreation. These community recreation ideas included biking and walking trails, swimming pool, teen center, recreation center, skate and BMX course and a track at the high school football field.</p>	<p>The answer to this challenge and many of the challenges and future projects came from folks in our first listening session. This group suggested that Cokeville needed a committee to address community issues and develop a Cokeville Master Plan. This is exactly what we will propose when our team comes back for the final report and follow-up meeting. A committee will be formed with community members interested in developing local recreation projects. This group must prioritize the recreation projects that need to be developed and incorporate them into a master plan.</p>	<p>There are a number of communities in Wyoming that have community/recreation centers. The one that comes to mind that fits the size of Cokeville is Hanna. I would think they can give you a good idea of how to go about the planning and building of a recreation center. They can also share some of their problems and concerns related to having a recreation center. Hanna conducted a community assessment in the spring of 2002. I would suggest contacting a member of the Hanna Economic Development Committee by contacting the Hanna Town Hall, 301 S Adams, (307) 325-9424.</p> <p>The Hanna Recreation Center can be contacted at (307) 325-9402. On a larger scale, the City of</p>

		<p>Laramie has built a skate park, jogging, walking, biking trails, has a BMX park located on county property but located within the city, and is currently in the construction phase of a community recreation facility. In addition, they are in the process of updating a master plan. None of these activities were accomplished overnight.</p> <p>An excellent resource who has been involved in most of the planning and building of recreational facilities within the city is Mr. Paul Harrison, Parks and Recreation Director, City of Laramie, 406 Ivinson Ave., Laramie, WY 82070, (307) 721-5260</p>
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### Land

Issue or Project	Recommendations and Objectives	Resources
<p>The one aspect of the Cokeville assessment that left more questions than answers is the bird refuge. I took some time to find out more information about the Cokeville Meadows National Wildlife Refuge (NWR). It would appear that there is a serious lack of information and communication between the</p>	<p>While the solution seems simple, finding a satisfactory resolution will not be easy. My suggestion is to form a local committee whose responsibilities are to catalog all the problems and concerns with the refuge and to address them with the local NWR Seedskafee Office. It is also critical that this local committee develop several scenarios that look into the future</p>	<p>U.S. Department of the Interior Secretary, Gale Norton, 1849 C Street, NW, Washington, DC 20240</p> <p>US Fish &amp; Wildlife Service, Director Steven A. Williams, 1849 C. St. NW, 3256 MIB, Washington, D.C. 20240, (202) 208-4717.</p>



<p>US Fish &amp; Wildlife Service's National Wildlife Refuge System and the citizens of the Cokeville area. This information and communication problem will only be more enhanced in the future as the refuge continues to expand by another 19,174 acres or by 72%.</p>	<p>of a 27,000 acre refuge and how the community can turn that situation into a positive economic situation.</p>	<p>William F. Hartwig, Chief of the National Wildlife Refuge System, 1849 C. St. NW, 3249 MIB, Washington, D.C. 20240, (202) 208-5333.</p> <p>Ralph Morgenweck, USFWS Regional Director, P.O. Box 25486, Denver, CO 80025, (303) 236-7920.</p> <p>Cokeville Meadows National Wildlife Refuge Contact Information: Carol Damberg, (307) 875-2187, FAX (307) 875-4425, Seedskaadee NWR, P.O. Box 700, Green River, WY 82935-0700.</p>
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### Economic Development

Issue or Project	Recommendations and Objectives	Resources
<p>In every listening session we heard about the need for job creation – both jobs for the youth and also livable wage jobs that would keep people in the community and encourage expatriates to return. While I believe that there are some opportunities to recruit business to Cokeville I also believe that most of the job creation will need to come from within.</p>	<p>Encourage business start-ups. The Small Business Development Center sponsors a NxLevel program that teaches existing and would-be entrepreneurs how to write and implement a business plan. Often the course will be organized on a countywide basis, moving it from community to community each week, or will be held in the community that has the most attendees. Several years ago Meeteetse (Park County, population 351) wanted to hold a NxLevel class in Meeteetse but</p>	<p>For NxLevel information contact Bill Ellis, Small Business Development Center Regional Director, P.O. Box 1168, Rock Springs, WY 82901, (800) 348-5205, (307) 352-6894, (307) 352-6876 (fax), bellis@uwyo.edu. For assistance in identifying scholarship resources contact your local chamber of commerce, town or county government or Ray</p>

	<p>didn't quite have enough people to make the class go. The local economic development organization felt it was important enough to hold the class locally that they paid the extra money needed to meet the minimum class fee. Several communities offer scholarships to offset the \$250 tuition fee. The Cody Country Chamber of Commerce offers several scholarships that are paid upon completion of a business plan. The scholarship recipient pays the \$250 tuition up front, and is reimbursed when they finish their plan. It is a win for the entrepreneur, the community and the Chamber: the entrepreneur receives monetary assistance, Cody will have a new business and the Chamber may have a new member.</p>	<p>Sarcletti, Wyoming Business Council Southwest Regional Director, 1400 Dewar Drive #280A, Rock Springs, WY 82901, (307) 382-3163, (307) 382-3217 (fax), rsarcl@state.wy.us.</p>
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### Economic Development

Issue or Project	Recommendations and Objectives	Resources
<p>Growing existing businesses is another way to create jobs. The businesses that already exist in the area may have opportunities to expand into new markets or create new products but may not know about the resources available to help them with their expansion.</p>	<p>The Wyoming Business Council has several programs aimed at expanding business and creating jobs. The Trade Show Incentive Grant program provides monetary assistance to manufacturers interested in selling their products at trade shows. The Wyoming First Program notifies member businesses of selling opportunities, allows manufacturers to display "Made in Wyoming" stickers and hang tags, and offers Internet exposure for Wyoming made products.</p>	<p>Ray Sarcletti, Wyoming Business Council Southwest Regional Director, 1400 Dewar Drive #280A, Rock Springs, WY 82901, (307) 382-3163, (307) 382-3217 (fax), rsarcl@state.wy.us. Bill Ellis, Small Business Development Center Regional Director, P.O. Box 1168, Rock Springs, WY 82901, (800) 348-5205, (307) 352-6894, (307) 352-6876 (fax),</p>

	<p>The Community Development Block Grant Technical Assistance program can provide grant assistance to expanding businesses interested in doing a feasibility study, creating a web site, prototype, packaging or designing a marketing brochure. Your regional director, Ray Sarcletti, can work with businesses to identify financial and other resources to help businesses meet their goals. The Small Business Development Center works with existing and would-be entrepreneurs on the various aspects of business planning and implementation. Their services are free and confidential. Bill Ellis is the Regional Director that covers Lincoln County. The Mid-America Manufacturing Technology Center (MAMTC) offers assistance to manufacturers. The first several hours of assistance are free and after that the business is charged on a sliding scale. The MAMTC Field Engineer for Lincoln County is George Twitchell. GRO-Biz offers assistance to businesses interested in selling to local, state and federal governments. Governments, especially the federal government, use all of the same products and services that anybody else does so all types of business can benefit by selling to the government. GRO-Biz services are confidential and the majority of them are free. Pat Stille is the GRO-Biz Counselor for Lincoln County The Wyoming Women's Business</p>	<p>bellis@uwyo.edu.  George Twitchell,  MAMTC Field  Engineer, P. O. Box 727,  Rock Springs, WY  82901, (307) 389-4856  Ext. 840,  gtwitch@wyoming.com.  Pat Stille, GRO-Biz  Counselor, 1400 Dewar  Drive, #280C, Rock  Springs, WY 82901,  (307) 362-2110,  stille@wyoming.com.  Wyoming Women's  Business Center, P.O.  Box 3661, Laramie, WY  82073, (307) 766-3084,  (888) 524-1947, (307)  766-3085 (fax),  wwbc@uwyo.edu.</p>
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	<p>Center offers assistance to women in business or who are interested in starting a business. Types of assistance include help with business planning, networking and micro-loans.</p>	
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### Economic Development

Issue or Project	Recommendations and Objectives	Resources
<p>Encouraging business start-ups is a great way to create jobs but if people don't believe that they have what it takes to be an entrepreneur or they don't even know that they can have a business that relies on non-local markets it will be difficult to have success in this arena.</p>	<p>Plant the seeds of entrepreneurship in the youth. Work with all students, especially the career/job conscious high school students, to teach them about the opportunities of starting their own business. With technology, UPS, FedEx, the United States Postal Service and the national and global business climate, there are endless opportunities to live and work anywhere. Two years ago I worked with a team of business people to sponsor a Young Entrepreneur Workshop for Powell High School students. We had sixteen students, one who already owned her own business, learn how to write business plans. We visited several local businesses so they could learn first hand about business issues, brought in local business people to teach the various aspects of business planning and then helped the students write and present their business plans to a panel of judges. I am currently working with Paul Thares, Executive Director, Big Horn County Economic Development Inc. on</p>	<p>Ray Sarcletti, Wyoming Business Council Southwest Regional Director, 1400 Dewar Drive #280A, Rock Springs, WY 82901, (307) 382-3163, (307) 382-3217 (fax), rsarcl@state.wy.us. Leah Bruscano, Wyoming Business Council Northwest Regional Director, 143 South Bent, Suite B, Powell, WY 82435, (307) 754-5785, (307) 754-0368 (fax), lbrusc@state.wy.us. Paul Thares, Big Horn County Economic Development Inc., P.O. Box 7, Greybull, WY 82426, (307) 272-5972, develop@tctwest.net. Bridger-Teton National Forest, Jay Anderson, (307) 739-5500, Rural Community Assistance Grant.</p>

	implementing entrepreneur training in the Greybull, Byron and Basin high schools. The curriculum and time frames are flexible and could be tailored to meet the needs of any class.	
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### Economic Development

Issue or Project	Recommendations and Objectives	Resources
<p>Recruiting new businesses to a small rural community is very difficult.</p>	<p>Combine local energy and capital and purchase a business that is for sale and move it to Cokeville. If this is something that the community is interested in pursuing, I recommend that you assess the local talent pool, needs and resources to determine what type of business may thrive. For example, you may have a number of people in the community with welding experience and other fabrication experience. You may also have a high need for a machine shop due to the agriculture and energy industries nearby. With these two factors, it would make sense to look for a machine shop that is for sale and purchase it with local capital.</p>	<p>There are many web sites that advertise businesses for sale. Two that I've looked at are <a href="http://www.bizbuysell.com">www.bizbuysell.com</a> and <a href="http://www.businessesforsale.com">www.businessesforsale.com</a>. Both of these web sites can be searched by type, price, location, cash flow, whether or not the business can be relocated, etc. If you know the type of businesses that the community would be interested in purchasing you could advertise in trade publications or regional newspapers. Ray Sarcletti, your local Wyoming Business Council Regional Director, can help you determine what type of business you would like to buy and also avenues of finding businesses for sale: Ray Sarcletti, Wyoming Business Council Southwest Regional Director, 1400 Dewar Drive #280A, Rock Springs, WY 82901, 307-382-3163, 307-382-3217 (fax), <a href="mailto:rsarcl@state.wy.us">rsarcl@state.wy.us</a>. When The Stage, a men's, women's and children's</p>

		<p>clothing store, closed in Powell the local economic development group and the Chamber of Commerce began to look for a replacement. They were not able to find an established chain that was willing to move to a small town. They decided to be proactive and start their own store. Using sales figures from The Stage and Anthony's (The Stage's predecessor) a steering committee created a business plan, sold shares, hired a buyer and manager and opened the Powell Mercantile. I believe this concept could be replicated for many different types of stores. To learn more about the Powell Merc contact Sharon Earhart, Powell Valley Chamber of Commerce, (307) 754-3494.</p>
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### Economic Development

Issue or Project	Recommendations and Objectives	Resources
<p>During many listening sessions we heard that Cokeville has a large talent pool of artists and crafters but they are limited in ways to promote their products and derive an income.</p>	<p>The Wyoming Women's Business Center (WWBC) recently received a grant through the Department of Family Services to implement a SITE Project (Sustained Income Through Entrepreneurship). This project will fund the development of an arts and crafts marketing cooperative and an associated training program for low-income people in Wyoming. This project is in very early</p>	<p>Contact Donna Cozzens, 742-0464.</p>

	stages but stay tuned for more information on how to become part of the cooperative.	
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### Economic Development

Issue or Project	Recommendations and Objectives	Resources
<p>One way to grow existing businesses is to encourage residents to “shop local.” This is hard to do if you don’t know about all of the goods and services that are available locally.</p>	<p>Jo Ferguson referenced a “Shop Casper First” campaign that the Casper Chamber of Commerce started several years ago. I like the idea of a shop local FIRST campaign because it lets the consumer know that it is okay to purchase goods out of town if they aren’t available locally. This type of campaign could be multifaceted: compare prices of local goods with the same product available in another town to show that goods are competitively priced. You could compile information on the actual cost of shopping out of town. The actual costs include gas, wear and tear on a vehicle, time, meals away, etc. An important component of a shop local campaign would be to compile a list of the goods and services that are available locally. The Meeteetse Economic Development Alliance publishes a Business Resource Guide that lists local businesses and the goods and services that they offer. It also lists churches, clubs, recreation opportunities, emergency numbers, local legislators and elected</p>	<p>Casper Area Chamber of Commerce, Chris Holden, P.O. Box 399, Casper, WY 82601, (307) 234-5311, chamber@casperwyoming.org. Meeteetse Economic Development Alliance, Judi Boren, P.O. Box 238, Meeteetse, WY 82433, (307) 868-2454, director@tctwest.net. A possible funding source may be the Bridger-Teton National Forest, Jay Anderson, (307) 739-5500, Rural Community Assistance Grant.</p>

	<p>officials, etc. It is a great handbook for residents to use and is also a great tool to let newcomers know what is available in the area. Meeteetse is similar to Cokeville in size and it is amazing to see the number and breadth of businesses in their area. The Meeteetse Business Resource Guide was funded by a grant from the Forest Service and the County Commissioners.</p>	
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### Agriculture

Issue or Project	Recommendations and Objectives	Resources
<p>We heard numerous times about the increasing difficulty of making a living in the agriculture industry. Low commodity prices, environmental issues, increasing regulations and public perception of the industry are challenges that the industry is facing.</p>	<p>I encourage people involved in agriculture in the Cokeville area to take a leadership role in affecting the future of agriculture. This takes time out of already busy schedules, but I believe that understanding, change and influence begin at home. An excellent program that can provide a base of knowledge and experience is the Wyoming Leadership Education and Development program (Wyoming L.E.A.D.), designed for individuals involved in production agriculture or agri-business. The program strives to enhance participants' broad-based knowledge, decision-making abilities, and leadership skills for sustainable agriculture in Wyoming. Each class participates in 55 - 60 days of seminars over an 18-month period. Ten seminars are held</p>	<p>Cindy Garretson-Weibel, Leadership &amp; Diversification Program Manager for the Wyoming Business Council, 2219 Carey Avenue, Cheyenne, WY 82002, (307) 777-6589, (307) 777-6593, cgarre@state.wy.us.</p>



	<p>throughout the state of Wyoming. In addition to presentations by various resource people, these three-day seminars include group discussions, tours, workshops and assignments on specific issues. A week-long travel seminar to Washington, D.C. and an international study seminar are also included in the curriculum.</p>	
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### Economic Development

Issue or Project	Recommendations and Objectives	Resources
<p>The lack of a local bank was mentioned in every listening session as a challenge.</p>	<p>Work with Ray Sarcletti, Wyoming Business Council Southwest Regional Director, to identify existing banks that may be open to the idea of expanding into Cokeville. If a bank is interested but feels that there wouldn't be sufficient business, Ray could help the community conduct a survey to find out the potential level of business, etc. so that the bank would seriously consider the expansion. Meeteetse and Ten Sleep are two communities in my region that are smaller than Cokeville and have a bank.</p>	<p>Ray Sarcletti, Wyoming Business Council Southwest Regional Director, 1400 Dewar Drive #280A, Rock Springs, WY 82901, (307) 382-3163, (307) 382-3217 (fax), rsarcl@state.wy.us.</p>

### Economic Development

Issue or Project	Recommendations and Objectives	Resources
<p>Lack of Housing, and run-down Housing.</p>	<p>USDA Rural Development (RD), has several programs that could assist with this challenge. The first one is Section 502 Direct and Guaranteed Home</p>	<p>USDA RURAL DEVELOPMENT, Linda Ziegler, (307) 886-9001, ext. 4, 625 Washington St., Room B, P.O. Box 190,</p>

	<p>Ownership Loans; these Home ownership loans may be used to buy, build, improve, repair, or rehabilitate homes. These Home ownership loans are offered to help families or persons with low, and moderate income. Loans may be made for up to 100%, and can be financed for up to 33 years. RD also has a Section 504 Rural Home Repair Loan and Grant Program. This program is available to assist eligible, very low income, homeowners with repair of their homes. Repairs may be made to improve or modernize the home, to make it safe, sanitary, or to remove health and safety hazards. Grants are only available for repairs that remove health or safety hazards. RD has a Rural Rental Housing Loan Program that is primarily to build, purchase and/or repair apartment style housing. Rental housing loans can be made to individuals, trusts, associations, partnerships, LLC, state or local public agencies, profit, nonprofit, etc. The housing is for families and individuals with very low, low, and moderate incomes, and may include persons age 62 or over.</p>	<p>Afton, WY 83110-0190. linda.ziegler@wy.usda.gov</p>
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### ECONOMIC DEVELOPMENT

Issue or Project	Recommendations and Objectives	Resources
Medical Facilities and Assisted Living Facilities	USDA RURAL DEVELOPMENT (RD) has a Direct Community Facilities and a Guaranteed Community	USDA RURAL DEVELOPMENT, Linda Ziegler, 625 Washington St, Room B, P.O. Box 190,

	<p>Facilities Program. These programs can be used to assist rural areas and towns in developing essential community facilities. Typical facilities include, but not limited to, are: health care, assisted living homes, nursing homes, ambulatory care centers, these programs can also be used for Public Safety concerns such as communication centers, police or fire stations, rescue vehicles, and for Public Services as child care centers, adult day care centers, city halls and schools.</p>	<p>Afton, WY 83110-0190, (307) 886-9001 ext. 4, linda.ziegler@wy.usda.gov.</p>
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### RECREATION

Issue or Project	Recommendations and Objectives	Resources
<p>Track for the JR/SR High School</p>	<p>NIKE has a program called BOWERMAN TRACK RENOVATION PROGRAM. This program provides matching cash grants to community-based, youth oriented organizations (schools qualify), that seek to refurbish or construct running tracts. This program, administered by Nike's Community Affairs department, provides funds up to \$50,000.</p>	<p><a href="http://www.nike.com/nikebiz">www.nike.com/nikebiz</a> then click on Bowerman Track Program, it will direct you how to apply.</p>

### RECREATION

Issue or Project	Recommendations and Objectives	Resources
<p>Lack of a swimming pool, and having to drive approx. 50+ miles to use one.</p>	<p>The State Land and Water Conservation Program offers a reimbursable grant to acquire and or develop public outdoor</p>	<p>Todd Thibodeau, 122 W. 25th. St., Herschler Building, 1 East, Cheyenne WY 82002,</p>

	recreational lands and facilities. Grants range from \$10,000 to \$100,000 and require a 50% match. Swimming Pools are an eligible facility for this program.	(307) 777-6478.
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## ECONOMIC DEVELOPMENT

Issue or Project	Recommendations and Objectives	Resources
<p>Business opportunities for existing businesses and creating/recruiting new ones.</p>	<p>USDA RURAL DEVELOPMENT (RD) has several programs that could assist in this area. The first program is the Rural Business Enterprise Grant (RBEG). It is a grant to a public body or a nonprofit corporation. They use these funds to assist small business enterprises by contracting or providing technical assistance. Examples of this are market studies, business plans, feasibility studies, training, etc. Another program is the Rural Business Opportunity Grant (RBOG). You must be a public body, nonprofit Indian Tribe, or cooperative to apply. RBOG funds may be used to pay costs of providing economic planning for rural communities, technical assistance for rural businesses, or training for rural entrepreneurs or economic development officials. A program to assist with financial assistance to a business is the Guaranteed Business and Industry Program (B&amp;I). It can be used for business</p>	<p>USDA RURAL DEVELOPMENT, Linda Ziegler, 625 Washington, Street, Room B, P.O. Box 190, Afton, WY 83110-0190. (307) 886-9001 ext. 4  <a href="mailto:linda.ziegler@wy.usda.gov">linda.ziegler@wy.usda.gov</a>.</p>

	acquisitions, expansion, repair, modernization or development costs, purchase equipment, machinery, or supplies, start-up costs, working capital, processing and marketing facilities, plus other business related expenses.	
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### AGRICULTURE

Issue or Project	Recommendations and Objectives	Resources
Lack of Income - Opportunities	<p>USDA RURAL DEVELOPMENT (RD) has two programs that could assist with these areas. The first one is RD Cooperative Services. The purpose of this section is to enhance the quality of life for all Rural Americans by providing leadership in building competitive businesses by providing technical assistance, research, and education to help stimulate rural economic activity. The second program is the Value-Added Agricultural Product Market Development Grants (VADG). The purpose of this grant program is to help eligible independent producers of agricultural commodities, agricultural producer groups, farmer/rancher cooperatives, and majority-owned producer-based businesses develop business plans for viable marketing opportunities and develop strategies to create marketing opportunities.</p>	<p>USDA RURAL DEVELOPMENT, Janice Stroud, Federal Building, 100 East B Street, Room 1005, P.O. Box 820, Casper WT 82602-0820, (307) 261-6301  janice.stroud@wy.usda.gov.</p>

## ECONOMIC DEVELOPMENT

Issue or Project	Recommendations and Objectives	Resources
Lack of jobs/training	<p>The State Of Wyoming has a Department of Workforce Services which has a program called, "Workforce Development Training Fund". The program will provide grant funds to train employees if they are creating new jobs or expanding their business, or relocating their business from another state. This program has been used with great success in Afton for Aviat Aircraft. It has been successful throughout the state with a wide range of businesses using this program.</p>	<p><a href="http://dswcb.state.wy.us/employers/information.asp">http://dswcb.state.wy.us/employers/information.asp</a></p>

# WHAT WAS SAID

## Problems and Challenges:

- Preserve ag for use by ag
- Growth
- Effective communication within community
- Remain viable community without too much change
- No job opportunities for younger people
- Water
- Develop water resources
- Grasshoppers
- Water
- Seepage control
- Low dollars for ag commodities
- Ag groups misunderstood
- Running out of kids and family in ag
- Others vying for land
- Water
- Hanging on to family farm
- Buy out by BLM of grazing privileges
- Water
- Federal Control on Bird Refuge
- Weed Control
- Need other job as rancher
- Can't afford to buy ranch
- Environmentalists
- Wolves
- Federal regs
- Water Development
- Lack of use of public lands
- Ranching education to public
- Cohesiveness of ranching community
- Pest control
- Create jobs
- Zoning restrictions
- Economic development
- Lack of small businesses
- Noxious weed control especially on federal lands
- Lack of industry
- Fed rules
- Lack of mining jobs
- Lack of use of railroad and pipe facilities
- Lack of capital and foresight
- Educating kids on wrong image of ranchers and farmers
- No job opportunities for our educated young people



- No productive jobs
- Isolation
- Lack of implement store
- Lack of sale barn
- Cost of irrigation
- Too much Fed control
- Have to work second job as rancher
- Lack of political clout for ag issues
- Lack of jobs
- Not much to do
- Not enough places to eat
- Not enough people
- Lack of jobs
- Lack of entertainment
- Bank
- Lack of jobs
- Place for kids to hang out
- Need another grocery store
- Lack of jobs
- Not enough to do
- Not enough to do
- Bunch of vacant buildings
- Not enough to do
- Nothing to do
- Not enough jobs
- Not enough to do
- Not enough job opportunities
- Roads need to be improved
- Not enough entertainment
- Lack of job opportunities
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- More activities to do
- Ditto
- Ditto
- Lack of entertainment
- Need a Wal-Mart
- Not enough jobs
- Not enough entertainment
- Ditto
- Too many run down buildings

- Too many mosquitoes
- Not enough to do
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Need a pool
- Lack of jobs and entertainment
- Ditto
- Ditto
- Lack of social events
- Lack of swimming pool
- Ditto
- Lack of jobs
- Ditto
- Isolated
- Not enough jobs
- Ditto
- Ditto
- Entertainment
- Not enough housing
- Swimming pool
- Not enough to do
- Not enough jobs and entertainment
- Ditto
- More businesses
- Jobs for youth
- Ditto
- More families
- More eating places
- Ditto
- Radio stations
- Not enough money for school
- New game warden
- Bank
- Lack of tourist interests
- No jobs
- Jobs
- Too many old vacant buildings
- Ditto
- Lack of entertainment
- Old buildings
- Ditto

- Land fill
- Lack of eating places
- Ditto
- Ditto
- Lack of housing and land
- Part of Star Valley School District
- Ditto
- Ditto
- Too few students
- Own school district
- More room for sports
- More jobs
- Isolated
- Ditto
- New game warden
- Better cops
- More people
- Lack of fast food
- Law enforcement
- Lack of tourist attractions
- Better cops
- No lights at ski resort
- Star Valley
- Star Valley
- Bird refuge buying all land
- Star Valley
- Better shooting range
- More people
- Not enough stores
- Star Valley
- Ditto
- Ditto
- Older houses
- Lack of museum
- Bank
- Everything is basically run by the LDS church. That is a prejudice. The whole town should not be controlled by the church.
- School needs a better computer lab with better computers.
- Bank
- Better place to eat
- More fast food choices
- Lack of jobs
- Too small
- Lack of personnel on the ambulance

- Need a way to keep the youth in the community or to encourage them to come back.
- Lack of EMS personnel
- Clinic needs more emergency equipment
- Lack of people involved in EMS
- Lack of businesses
- Lack of opportunities for youth to come back to Cokeville
- Community is resistant to change
- Clinic needs to be able to do more than they currently can do (this is partly due to lack of funding and client base)
- Few job opportunities
- Ambulance facilities are too small
- Ditto
- Ditto
- EMS training space is inadequate
- Ditto
- Ditto
- Skeleton crew on EMS
- Lack of economic base
- Lack of available property for business development
- Ditto
- Fear of change
- Lack of job base
- Lack of goods and services to be competitive in business development
- Lack of office space in Cokeville
- Lack of economic and job base
- Isolated from basic goods and services
- Lack of jobs
- Ditto
- Lack of available housing (housing and jobs go hand in hand)
- Lack of available land for building houses
- Ditto
- Ranchers are selling land to government – decreases tax base
- Lack of daycare
- Lack of living-wage jobs
- Lack of involvement
- Lack of housing
- Lack of jobs
- Lack of entrepreneurs and entrepreneurial spirit
- Lack of EMS staff
- Need an assisted living center
- No place to walk or run safely
- Lack of bank
- Community doesn't accept newcomers

- Community is aging, youth are leaving
- Depressing to see old buildings run down
- Lack of economic/job base
- Community looks run down
- Lack of jobs
- No assisted living or nursing facility to keep elderly in the community
- Lack of jobs
- Lack of money
- Gas is cheaper in Evanston and Afton
- Growth
- Housing or land within town
- Lack of rentals
- Difficult to find place to live
- City ordinances strict
- Small
- Low income
- Lack of progressive attitude
- Conservative
- Tough place to make a living
- Not much to do
- Lack of renewing population
- Lack of jobs for returning sons and daughters
- Lack of diversity in economy
- Lack of economic development
- Housing
- Land cannot be used for expansion of community due to cost
- Outfitting business difficult because of hunting license (ST) rules and draws
- Businesses charge high prices
- Land use county planning
- Not easy town to move into—some church related
- Non-profit leadership and support
- Lack of involvement by young people; i.e. Lions Club had to fold
- Private land is being bought by the federal government
- Ditto
- We're a small town that doesn't want to be run like a big town
- Ditto
- Lack of workforce
- Lack of available land
- Lack of support for existing business
- The population is aging
- Roads are deteriorating
- Bird refuge
- Lack of livable-wage job opportunities
- Ditto

- Better support of local businesses so business owners wouldn't have to have a second job to survive
- Ditto
- Lack of livable-wage jobs
- Ditto
- There are few things to hold travelers in town
- Declining population
- Lack of available land
- No place for people to walk safely
- Town and county ordinances are too strict
- Ditto
- Mosquitoes
- Buy local so grocery store can expand
- Lack of available land
- Ditto
- Downtown looks like it's dead
- Poor signage – WYDOT is too restrictive in signage
- Many properties are visually unappealing
- Ditto
- Lack of growth
- People are resistant to change
- Town council needs to commit to improve their lots
- Apathy
- Lack of livable-wage jobs
- Lack of available housing
- Community is secluded
- Businesses don't support other businesses. Example: In my motel rooms I put brochures promoting local businesses. Sounds good, right? Wrong. Pine Creek flyer is dated 1997. Country Shopper flyer is dated 2000. Flying J flyer is from June 2003. Cokeville brochure is from 1987. Suggestions?
- High cost of electricity
- Town's roads are crumbling
- Town water system is breaking
- Not as great as unity with working on community improvements.
- Lack of insect control
- No paved roads on West Side
- Lack of insect control
- Worry about water on West Side
- Ditto
- West Side covenants: too many animals in too small a space
- West Side covenants are not being enforced
- I don't like sheep and cattle drives through town
- Bird refuge refuses to maintain property
- Cost of goods and gas are too high

- Train traffic has increased
- Dilapidated buildings are an eyesore
- Population is aging
- Ditto
- Lack of available land and housing
- Lack of jobs
- Ditto
- Ditto
- Nothing to bring people here and nothing to keep people here
- Lack of industry
- Lack of jobs for youth during the summer
- Ditto
- Ditto
- Ditto
- Ditto
- Lack of recreation opportunities for youth
- Nervous about cultural/arts education opportunities going away due to dwindling population base
- Lack of housing
- Lack of jobs
- How do you convey that there are many things to do
- Ditto
- Youth are leaving
- Lack of jobs
- No place to build
- Ditto
- Ditto
- Misunderstanding of what growth can be and can do
- Growth isn't bad – it's not going to hurt us, lack of growth will.
- Maintaining quality of life without sharing it with too many other people
- Reliance on tourism can cause many problems
- Lack of informed leaders who are willing to step up to the plate to get things done
- Concerned about representation on school board
- The kids are trying to do it all and are too young to be so stressed
- Pest control
- Many dittos!
- Bird refuge
- Nothing here
- Kids do not come back after college
- No individuality in developing youth
- No swimming pool
- Fixing up Main Street
- Lack of care of property
- Lack of keeping people here

- No revitalization of jobs or buildings
- Lack of jobs
- Lack of interest
- No benches in park
- Lack of information to citizens on how they can help to change
- Local jobs
- More people
- Housing



## Assets and Strengths

- People
- Ski Area
- Hunting
- Fishing
- Mountain Biking
- Schools
- People
- Values
- Perfect place to raise a family
- Agriculture base
- Ag roots
- Great community
- Ditto
- Sheep marketing coop plan
- People
- Work ethic
- Commitment for one another
- Ag background
- Ditto
- Families
- Beautiful country
- Ski area, nice lodge
- Ditto
- Hunting, fishing
- Work ethic
- Recreational potential
- Great place to raise family
- Ditto
- Quality of life
- Good quality ag product
- Moral fiber of community
- No bad cattle in Cokeville
- Wonderful place to live
- No rules
- Western theme
- Support kids
- Pride
- Great renewable resources
- Love of land
- Ag provides good work ethic
- Nice school
- Ditto

- Friendly people
- Work ethic
- Great hunting
- Ditto
- Great school teachers
- School
- Church
- Everyone knows everyone
- School
- Good hunting
- Everyone knows each other
- Ditto
- Good hunting
- School
- School
- Good snow for skiing
- Clean town
- Safety
- People care about each other
- People willing to give
- Good sports
- Good solid families
- Ditto
- Good support
- Work ethic
- Ski resort
- Ag base
- Ditto
- People are united
- School facilities
- Ski lift
- Good school
- Sports
- Ditto
- Opportunities to excel in school
- Sports
- School
- Sports
- Ski resort
- Spring creek
- Great examples of people around you
- Ski resort
- Sports
- School

- Football team
- Ditto
- Ditto
- Good School
- Good people
- Make things work
- School
- Ditto
- Ditto
- Ditto
- People
- Sports programs
- Ditto
- Ditto
- Friendly community
- Safe community
- Everyone is involved in community
- High school and library
- Everyone knows each other
- School
- Ditto
- Ditto
- Ditto
- Holidays
- Sports
- Sports
- Dump is nice
- Sports
- School
- People
- Opportunity to excel in sports
- Small community
- Love for community
- Ditto
- Sport opportunities
- Good sportsmanship
- Churches
- Ditto
- Ditto
- Good football team
- Good ski area
- School opportunities
- Sports
- Community rallies in times of need

- Sports
- Unique traditions
- Strength of families
- Good sports
- Ditto
- Unique traditions
- Quiet at night
- Good mayor
- Community helps each other
- Nice park
- Good football team
- Flying J
- Ski resort
- Good athletes
- Ski resort
- Sports
- Few negative influences
- Ski resort
- People
- Ditto
- Ditto
- Game Warden
- School
- Church
- Flying J
- Mormons
- Close families
- Ambulance services
- More people
- Wal-Mart
- Mall
- Church
- Ditto
- Ditto
- Ditto
- Ski resort
- Ditto
- Ditto
- Ditto
- Holidays
- Ski resort
- Hunting
- Math Counts program
- People

- Fire department
- Close-knit community
- EMS/Fire department personnel are very dedicated people
- Close-knit community
- Community involvement
- Schools
- Churches
- EMS is very prepared for disaster
- Great hunting
- Ski lodge
- Flying J is a great place to shop
- Educated, talented people
- Great artist base in Cokeville
- People
- Church
- Schools
- Flying J
- People want to live in Cokeville
- Safe community
- Medical community is a great asset
- Hunting and fishing
- Tourism opportunities are plentiful
- Bird refuge will be an asset when it's set up
- Cokeville is on a bird flyway
- Great location
- Small town way of life (also creates challenges)
- People
- Work ethic
- People band together in time of crisis
- Ditto
- Ditto
- Ditto
- Sheltered from the outside
- Strength is in unity
- People
- Community size, location
- Safe community
- Clinic
- Fire department
- EMS service
- Everyone knows everyone
- Physical beauty
- Internet service
- Agriculture

- Outdoor recreation
- People
- Good leadership
- School system
- Small student/teacher ratio
- Incredible informal communication network in town
- Involved leadership
- Ski resort
- Hunting
- Fishing
- Town Council is frugal so community doesn't have a lot of debt
- Internet access (high speed DSL)
- Good craftsmen in community
- Potential for a great workforce
- Churches
- Schools
- People
- Excellent home health care
- School system
- School is safe
- People are welcoming
- Good kids
- Good people
- Good role models in the community
- Fabulous teachers
- People
- People band together in times of crisis
- Pioneer people are tough
- People work together, play together, cry together
- Low student/teacher ratio
- People
- Ditto
- Great, highly educated people in Cokeville
- Ditto
- Talented arts/crafts people
- People are active and involved
- Location
- Live on busiest highway in US
- Railroad
- Religious; more people per capita in church
- Four churches
- Youth excel
- Cheap housing
- Cheap land

- Diversity; partly through missionary program
- Strong family values
- Hard working people
- Good quality, educated people
- Ski hill
- National Forest
- BLM ground
- Trucking routes
- Great percentage of youth with good work ethic
- Family values
- Excellent school system
- Caring teachers
- Choice place to live and bring up family
- Unity in helping one another
- School district with great resources
- Strong family values
- Peaceful place
- Low crime
- Good DSL
- Highly traveled roads through Cokeville
- Have access to other communities
- Oregon Trail
- Electronics allow one to run a business from home
- Four seasons
- Moral character and fiber
- Wonderful school system
- General store
- Family values
- No drug culture
- Safe
- Low traffic
- Help raise each other's children
- Snowmobile trails
- Ski Hill
- Close to Bear Lake
- Technology/Allwest brings in necessary systems
- Empty, established building ready to move into
- Physical beauty
- Small town
- Fishing
- Good morals
- Most of Cokeville wants to grow
- Aging population
- People

- Neighbors are nice
- People are tolerant
- Great people
- Low crime
- Few drug problems
- Town infrastructure could support double or triple the population
- Moral fiber
- No state income tax
- Close to Utah and Idaho
- Nice people
- Great recreation opportunities
- Ditto
- School system
- People
- United community
- People rally around each other in times of crisis
- Infrastructure
- No state income tax
- Lower land prices if you can find available property
- Ski area
- School system
- Tight-knit community if you're part of the sweater
- Many good ranchers
- Ag base is important to the community
- Ski area
- Hunting, fishing, mountains
- Well educated population
- US 30 is an asset
- Businesses have networked and learned to work together
- Infrastructure could support more people
- Low drug problems
- Public land is an asset
- Good people
- Small town attitude
- State of the art telecommunications systems
- Location on a major highway on the way to Jackson
- Great place to raise kids
- Town wants to change if they knew what tools are available
- Senior Center is an asset
- Town council and Mayor are wonderful and work hard for the community
- Wonderful schools
- Great place to raise kids
- Everybody is nice to everybody else
- Historical value



- Youth
- People look out for each other
- Youth
- Highway 30 offer accessibility
- Pine Creek Ski Area
- People
- Unique opportunities with small town living
- Outdoor recreation
- People
- Cokeville could be a “slow growth” community
- People
- Ditto
- School system
- Good school
- Ditto
- Kids are able to participate in many activities
- Ditto
- Tradition and pride in community
- Youth are motivated to be winners
- Youth have great moral fiber
- Low crime rate
- Family orientation
- Ditto
- Ditto
- Ditto
- Well rounded youth because they can participate in a variety of activities (sports, cultural arts...) and academics
- Cattle and sheep drives through town
- Ditto
- Ditto
- Ditto
- Physical location
- Open spaces
- Agricultural heritage
- Quality of teachers
- Telecommunications/technology
- Strong work ethic
- Ski area
- Supportive community
- Railroad with potential of a spur
- Location on a major trucking route
- Flying J
- Take care of each other
- Location

- Beauty
- Unexplored areas
- Smallness
- Helpfulness
- Great place to raise a family
- Ski area
- Potential
- Highway 30
- Central location
- Good community for supporting each other
- Great place to raise children
- People like to live here
- Good internet connections for running businesses
- Education and educated people
- Great community to raise seven boys
- Kids

## Projects:

- Thriving small community not in fear of dying
- Beautification projects
- Ag base continue in community
- Great museum to display artifacts, etc.
- Retirement home
- Assisted living home
- Ditto
- Ditto
- Storage on Smith's Fork
- KOA
- Better access to federal fishing properties
- Industry
- Capitalize on western heritage
- Re-establish fish hatchery
- Water storage
- Clean industry
- Have Feds do something with bird refuge
- Better promotion of outdoor activities
- Community to stay same
- Keep Cokeville from becoming a ghost town
- Bank
- Two fuel suppliers
- Ditto
- Represent ag by establishing a committee to tackle problems
- Master plan
- Create some growth for viable community
- Museum
- Visitor Center
- Assisted Living facility
- Grants and funding for opening businesses
- Biking and walking trail
- Swimming pool
- Ditto
- Ditto
- Water storage
- Service station open for farm fuel
- Water storage through legislation
- Sage Junction project for establishing light industry
- Bank
- Car wash
- Light Industry
- Ditto

- Change attitude to “can do”
- Road from Canyon to Rock Springs improvement
- Water Project upstream
- Co-ops like feed mill
- Western events center – arena
- Plan
- Roads across the river south of town
- Options to trail cattle
- Think big
- Addition of current great rodeo
- Promote snowmobiling
- Sawmill
- I am hesitant about water storage projects
- Mall
- Bar
- Business opportunities
- Baseball team
- Swimming pool
- Baseball team
- Teen center
- Tennis courts
- More jobs for families
- More activities for kids
- Movie theater
- Bowling alley
- Rec center
- Ditto
- Ditto
- Industry
- Rec center
- Entertainment
- Bowling
- Youth center
- Own school district
- Rec center bowling alley
- Movie theater
- Bowling alley
- Super Wal-Mart
- Golf course
- Ditto
- Bowling alley
- Rec center w/indoor pool
- Pool
- Soccer team

- Bank
- Rec center
- Rec center
- Arcade
- Imax theater
- Skate park
- Golf course
- Rec center w/pool
- Bowling Alley
- Pool
- Wendy's
- Better cops
- Skate & BMX course
- Lights on football field
- Entertainment center
- Lights on football field
- Club league sports
- Fitness center
- A&W
- Take care of old buildings
- Museum
- Track and bleachers around football field
- Ice cream shop
- Jobs
- Full track
- New cops
- Car wash
- Nicer rodeo grounds
- Casino
- Rec center
- Pool
- Ditto
- Make narrow roads wider
- Tear down old buildings
- Ice skating rink
- Car dealership
- Jobs
- Lights for football field
- Ditto
- Ditto
- Ditto
- Beauty shop
- Tear down old buildings
- Rec center

- Golf course
- Industry
- Truck stop to give Flying J competition
- Cabela's
- Sportsman's Warehouse
- Indoor rodeo arena
- Indoor walking track
- Ski team
- Ditto
- Better law enforcement
- No out of state hunters
- Movie theater
- Rec center
- Ditto
- Ditto
- Subway
- Cabela's
- Burger King
- Food and clothing store
- Ditto
- Radio station
- More job opportunities
- Bank
- New game warden
- More families
- Skate park
- Thrift store
- Dollar store
- Cabela's
- Rec center
- Rec center
- Maverick
- Resort at top of Pine Creek
- Sporting good store
- Lights for football field
- Track field
- Rec center
- Skate park
- Pool hall
- More places to eat
- Take care of older buildings
- Place for kids to hang out
- Movie theater
- Fast food

- Skate park
- Skating rink
- McDonald's
- Ditto
- Bigger library
- Water slide
- Rec center
- Ditto
- Ditto
- Ditto
- Cosmic bowling
- Ditto
- Hospital
- Go carts
- Bank
- Rec center
- Movie theater
- Lights for football field
- Ditto
- Own school district
- Water park
- Own school district
- Get rid of bird refuge
- Food court
- Business recruitment
- Youth activities outside of school
- Rec center, swimming pool
- Swimming pool
- Tennis court
- Softball/baseball court
- Place for local artists to display and sell their wares
- Growth of medical services
- Rec center
- Clean-up and/or restore Main Street
- Cokeville should have amenities so that people don't need to travel for goods and services
- Dentist
- Bank
- Expanded grocery store
- More restaurants
- Beautify Main Street
- Capture more tourist dollars
- Continue to develop ski area
- Develop ski area to be a year-round facility

- Enhance the visual image of Cokeville – “We’re not dying, people actually live here.”
- Perform a job assessment to discover what the opportunities are
- Increase EMS staff
- Swimming pool
- Better ambulance and fire facility
- Ditto
- Swimming pool
- Increase EMS staff
- Basic goods and services
- Bank
- Critical for Town of Cokeville to let the community know what progress is being made due to the community assessment
- Assisted living facility
- Beautify 3K-Towing corner
- Place for people to walk or run safely
- Bank
- Walking path
- Small outdoor swimming pool
- Hospice
- Assisted living
- More sidewalks
- Continue to look into reservoir up the Smith’s Fork
- Rejuvenate old buildings for job creation/expansion
- Rejuvenate housing stock
- Senior Citizen’s center/community center
- Swimming pool
- Bank
- KOA Campground
- Walking trail
- Reservoir with camping
- Restoration of Main Street
- Restore old buildings
- Invite small businesses to community
- Signs to let people know that Highway 30 isn’t Main Street
- Ditto
- Grow the town of Cokeville
- Activities for kids
- Re-open Tri-Mart
- Form a co-op to get Tri-Mart open
- Hear from the youth about what the youth want
- More recreation – rec center, outdoor recreation
- Expand gun range
- Revolving Loan Fund to entice business



- Fully staff police department
- Fully staff EMS
- Expand medical clinic
- Expand Town Hall (it is a strong center of town)
- Increase economic base
- Increase people base
- Golf course
- Recruit a Maverick into the Tri-Mart
- Cabela's
- City should hire an economic developer
- Recruit successful business people who are originally from Cokeville
- Indoor swimming pool
- Ice skating rink
- Remove snow from the middle of the street after it is plowed
- Museum
- Visitors center
- Move opera house for a museum/visitors center
- Beautify Cokeville
- Welcome sign
- Walking path – work with WYDOT
- Utilize ski area more (year – round)
- Snow maker to increase ski-season
- Ditto
- Revitalize old buildings
- Advertise artists and craftsman in Cokeville
- Revitalize old buildings
- Commercial fishery to raise stock, supply restaurants, and fishing. Jobs could be created in processing, packaging, marketing...
- Nursing home
- Assisted living facility
- Extended care facility
- Bottled water business
- Assisted living
- Nursing home
- More businesses
- More people to support more business
- Strong CNA program in high school
- Increase EMS staff
- IHOP (restaurant)
- Ethanol plant
- Utilize empty buildings
- Farm fuel available locally
- Competition for Flying J
- Community could purchase Tri-Mart

- Bank
- Museum
- Reservoir on Smith's Fork
- Welcome Wagon
- Monument at "three corners"
- We need a drugstore. We see people in the clinic, but they have to go to Kemmerer, Montpelier or Evanston to pick up prescriptions.
- New recreational facilities
- Health Center
- Tennis, basketball courts
- Senior Care Facility
- Memorials to town
- Museum
- More development at airport
- Business center to tie in with historical events
- Walk trail or walk track
- Business district look alive
- Main street have businesses all the way up and down
- Large business come in; catalog fulfillment center
- Successful businesses supported by people
- Something like Star Valley Ranch development
- Market outside of our community for business
- Memorial for Cokeville hostage episode in 1985
- Art Museum with local artists featured works
- Bank
- Pharmacy
- Work out of homes; independently
- Develop a publishing company
- Reverse bird refuge
- Job creation
- Honk our own horn...we've got a great community, let's advertise it
- Increase the population
- Increase school population
- Rec center w/swimming pool
- Activities besides school sports
- Swimming pool
- Ditto
- Small industrial park
- Rec center
- Car wash
- Bank
- Assisted living center
- Employment (large industry)
- Property owners should clean up downtown

- Construct sidewalks, curb and gutter
- Raise money for non-profit organizations
- Create a master plan for the area
- Renovate old buildings
- Renovate an old building for artists and crafters to sell their wares
- Drugstore
- Café, restaurant, RV park
- Many people have small businesses in their homes that nobody knows about
- Welcome packet so new comers know what's available
- Expand grocery store which would also create jobs
- Implement assessment recommendations
- Stop travelers and keep them in town longer
- Develop area around Cokeville
- Master plan
- Community needs to work together
- Continue to develop ski area
- Mountain lodge for snowmobilers
- Snowmaking machines for the ski area
- Develop industrial park at Sage
- Bank
- Manufacturing facility
- Assisted living
- Expand clinic
- Dentist
- Bank
- Golf course
- Utilize ski resort year round
- Bike and walk path out Smith's Fork Road
- Recreation
- Golf
- Create a gathering place beside the schools and churches – something more community oriented
- Ski area should come under local Cokeville control
- Ski area to be a year-round facility
- Benches in the park for parents to sit while kids play
- Meeting/convention space
- Rec center
- Bike trail on West Side
- Maintain Senior Citizen Center meals and services
- Swimming pool
- Campground
- Need a craft shop in a museum
- Swimming pool
- Rec center

- Business development
- Overpass over the railroad tracks could save a life. Currently there are times when trains prohibit crossing.
- Annex West Side
- Increase space between railroad tracks so two trains can pass each other (this would increase safety and decrease waiting time for trains to pass)
- Water and sewer extended to West Side with annexation
- Railroad could move double tracks south so trains aren't passing each other so close to town
- Get rid of dilapidated buildings
- More enforcement of speed zones on highway
- Too much speed enforcement becomes harassment
- Rec center
- Ditto
- Ditto
- Ditto
- Assisted living
- Meeting/convention space (community center)
- Community space that is not part of the school or churches
- Track for school and walking/jogging
- Ditto
- Assisted living facility
- Rec center
- Reservoir on Smith's Fork
- Rec center w/swimming pool
- Ditto
- Walking trails
- Ditto
- Ditto
- Ditto
- Bank
- Ditto
- Affordable land opened up
- Tear down or fix up old, vacant homes
- Federal government should back out and quit buying our land
- Ditto
- Rec center
- Dentist
- Bank
- Car wash
- More businesses
- Ditto
- Community performing arts theater
- Ditto

- Ditto
- Golf course
- Trap shoot
- Businesses
- Ditto
- Ditto
- Best education opportunities for our youth
- KOA Campground
- Museum
- Highway signage promoting Cokeville
- Bank
- Refurbish opera house
- High school track that could be used for walking and biking
- Capitalize on outdoor and recreation opportunities
- Snow maker
- Restore old homes and buildings
- Swimming pool
- Movie theater
- Theme for the town
- One or two more eating establishments
- Ditto
- Open up land
- Ditto
- Expand class choices in school
- Ditto
- Ditto
- Livable-wage jobs
- Working ranch vacations
- Ditto
- Something to keep kids in Cokeville; fun, safe activities
- Extended care for elderly
- Expanded use of ski area (summer use)
- Bike trail near ski area
- Bank
- Larger grocery store
- Downtown refurbished
- Rec/community center
- Track
- Swimming pool
- Assisted living center
- Ditto
- Reservoir

- Ditto
- Golf course
- Community center
- More governmental offices
- Water slide
- Assisted living
- Airport expanded
- Sewer system improvements
- New subdivision opened
- Natural gas
- Bank versus Credit Union

# **APPENDIX**

# 20 CLUES TO RURAL COMMUNITY SURVIVAL

## **1. Evidence of Community Pride:**

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

## **2. Emphasis on Quality in Business and Community Life:**

People believe that something worth doing is worth doing right.

## **3. Willingness to Invest in the Future:**

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

## **4. Participatory Approach to Community Decision Making:**

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

## **5. Cooperative Community Spirit:**

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

## **6. Realistic Appraisal of Future Opportunities:**

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

## **7. Awareness of Competitive Positioning:**

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

## **8. Knowledge of the Physical Environment:**

Relative location and available natural resources underscore decision-making.

## **9. Active Economic Development Program:**

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

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

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

## **11. Acceptance of Women in Leadership Roles:**

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

## **12. Strong Belief in and Support for Education:**

Good schools are the norm and centers of community activity.

## **13. Problem-Solving Approach to Providing Health Care:**

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

## **14. Strong Multi-Generational Family Orientation:**

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

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

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

## **16. Sound and Well-Maintained Infrastructure:**

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

## **17. Careful Use of Fiscal Resources:**

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

## **18. Sophisticated Use of Information Resources:**

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

## **19. Willingness to Seek Help from the Outside:**

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

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

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

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