

## **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  
307-777-6430  
307-777-6593 (fax)  
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[www.wyomingrural.org](http://www.wyomingrural.org)

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

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

The community of Dayton requested a community assessment from the Wyoming Rural Development Council. Linda Lofgren served as the community contact and took the lead in agenda development, logistics and publicity in 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 Dayton officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the town and interviewed approximately 81 people over a two-day period on July 13-14, 2005. The team interviewed representatives from the following segments of Dayton: agriculture, retail, realtors, banking, city, county, law enforcement, fire, rescue, health care, churches, senior citizens, education, and the general public in Dayton. 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 Dayton?*
- *What do you think are the major strengths and assets in Dayton?*
- *What projects would you like to see completed in two, five ten and twenty years in Dayton?*

Upon completion of the interviews, the team met to compare notes and share comments following the two 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 the Wyoming Rural Development Council's final report to Dayton.

An oral report was presented to the people of Dayton on July 14<sup>th</sup> and many of the citizens of Dayton who participated in the interviews were in attendance. Following the oral report, a formal written report is prepared and presented to Dayton.

## **EXECUTIVE SUMMARY**

The Dayton Assessment Team – Karen, Lynne, Lola, Ben, Nancy – thank you so much for the opportunity to get an inside look at the wonderful community of Dayton. We were all so impressed with the place you call home. The steering committee, especially Susan and Linda, made our work so much easier by the terrific job of advance planning they did along with meeting our every need on the job.

The report includes a wide variety of recommendations for the major themes and sub-themes we identified from listening to the community. We will be returning to Dayton in October to facilitate a follow-up session in which we will help the town develop priorities and strategies for implementation. We urge all interested community members to get involved, attend this meeting if possible. You can help make Dayton an even better and stronger community by being part of this ongoing process.

The team members will assist in any way we can. You can always call any of us for clarification, more information, or just to talk over an idea you may have.

We are all looking forward to our return to Dayton and meeting with your dedicated leaders and citizens, you are a fortunate town!

Sincerely,

*Nancy Weidel, Team Leader*

The town of Dayton was incorporated in 1906 and had the first woman mayor, Susan Wissler, in 1911. The community has had a varied history including: housing a portion of Tie Flume, where logs from the mountains were floated down to the river below; the Dayton Flour Mill which provided the first electric power; and the Dayton Bell Tower which was built in 1910 for sounding fire alarms and for spotting airplanes during WWII. The war also produced an all woman volunteer fire department. The town of Dayton has a Bicentennial Park and community swimming pool.

Agriculture has played a large part in the history of Dayton and continues to do so today. Fertile land and abundant water attracted many ranchers and farmers. The Padlock Ranch, located just outside of Dayton, is one of the largest working ranches in the country. Another important asset to the area is the dude ranching industry.

Administrative Contact	
Town of Dayton P.O. Box 100 Dayton, WY 82836 Phone: (307) 655-2217 Web Site: <a href="http://www.daytonwyoing.com">http://www.daytonwyoing.com</a>	

Dayton Statistics	
County	Sheridan
Zip Code	82836
Elevation	3,962 feet above sea level
Latitude	44.87° north of the equator
Longitude	107.26° west of the prime meridian
Area	0.5 square miles
	Land Area: 0.5 square miles
<b>City Distances:</b>	
Ranchester, WY	6 miles
Sheridan, WY	21 miles
Buffalo, WY	56 miles
Cheyenne, WY	347 miles

Population by Age (2004 Estimate)	
Population Estimate	710
Median Age	42.3
0 to 4 years	4.3%
5 to 14 years	14.1%
15 to 19 years	9.5%

20 to 24 years	3.1%
25 to 34 years	8.4%
35 to 44 years	15.2%
45 to 54 years	17.9%
55 to 64 years	14.7%
65 to 74 years	7.7%
75 to 84 years	3.9%
85+ years	1.2%

Marital Status (2004 Estimate)	
Age 15+ Population	581
Married, Spouse Present	62.2%
Married, Spouse Absent	3.6%
Divorced	6.6%
Widowed	7.9%
Never Married	19.7%

Household Status (2004 Estimate)	
Total Households:	296
1 Person	28.6%
2 Person	34.4%
3 Person	14.5%
4 Person	12.4%
5 Person	6.9%
6 Person	2.1%
7+ Person	1.1%

Housing Units (2004 Estimate)	
Total Housing Units:	495
Owner Occupied	41.5%
Renter Occupied	18.4%
Vacant	40.1%

Households by Income (2004 Estimate)	
Total Households:	296
\$0 - \$14,999	14.2%
\$15,000 - \$24,999	19.1%

\$25,000 - \$34,999	14.7%
\$35,000 - \$49,999	20.4%
\$50,000 - \$74,999	17.6%
\$75,000 - \$99,999	6.0%
\$100,000 - \$149,999	7.3%
\$150,000+	0.7%

Income (2004 Estimate)	
Median Household Income	\$36,609
Per Capita Income	\$15,295

Vehicles Available (2004 Estimate)	
Average Vehicles Per Household:	2.1
0 Vehicles Available	2.3%
1 Vehicle Available	26.6%
2+ Vehicles Available	71.1%

Educational Attainment (2004 Estimate)	
Age 25+ Population	490
Grade KG - 08	2.3%
Grade 09 - 12	8.9%
High School Graduate	31.2%
Some College, No Degree	29.6%
Associates Degree	7.2%
Bachelor's Degree	14.9%
Graduate Degree	5.9%

Employment and Business (2004 Estimate)	
Age 16+ Population	561
In Labor Force	64.8%
Employed	96.6%
Unemployed	3.4%
In Armed Forces	0.0%
Not in Labor Force	35.2%

**Dayton Demographic Report (Estimate)**

**Population**

The estimated population for Dayton in 2004 was 710. The population in 1990 was 582 representing a 21.99% change. It is estimated that the population in Dayton will be 747 in 2009, representing a change of 5.21% from 2004. The 2004 population was 49.28% male and 50.72% female. The median age of the population was 42.3, compared to the U.S. median age which was 36.2. The population density was 1,496.1 people per square mile.

### Households

In 2004, there were 296 households in Dayton. The Census revealed household counts of 221 in 1990, representing an increase of 33.94%. It is estimated that the number of households in Dayton will be 320 in 2009, representing a change of 8.11% from 2004.

The median number of years in residence was 2.99. The average household size was 2.38 people and the average family size was 2.88 people. The average number of vehicles per household was 2.1.

### Income

In 2004, the median household income for Dayton was \$36,609, compared to the U.S. median which was \$45,660. The Census revealed a median household income of \$24,039 in 1990 representing a change of 52.29%. It is estimated that the median household income will be \$39,307 in 2009, which would represent an increase of 7.37% from 2004.

The per capita income in 2004 was \$15,295, compared to the U.S. per capita, which was \$24,583. The 2004 average household income was \$37,531, compared to the U.S. average which was \$63,396.

### Race & Ethnicity

The racial makeup of Dayton in 2004 was as follows: 95.01% White; 0.07% Black; 1.81% Native American; 0.29% Asian/Pacific Islander; and 1.52% Other. Compare these to the U.S. racial makeup which was: 75.05% White, 12.29% Black, 0.89% Native American, 3.66% Asian/Pacific Islander and 5.53% Other.

People of Hispanic ethnicity are counted independently of race. People of Hispanic origin made up 3.11% of the 2004 population, compared to the U.S. makeup of 14.27%.

### Housing

The median housing value for Dayton was \$56,639 in 1990, compared to the U.S. median of \$78,382 for the same year. The 2000 Census median housing value was \$95,579, which is a 68.75% change from 1990. In 1990, there were 144 owner occupied housing units in Dayton versus 277 in 2000. Also in 1990, there were 77 renter occupied housing units versus 85 in 2000. The average rent in 1990 was \$261 versus \$347 in 2000.

### Employment

*In 2004, there were 561 people over the age of 16 in the labor force in Dayton. Of these 96.62% were employed, 3.39% were unemployed, 35.19% were not in the labor force and 0.00% were in the armed forces. In 1990, unemployment in this area was 2.71% and in 2000 it was 2.16%. There were 20 employees (daytime population) and there 4 establishments.*

In 1990, 31.46% of employees were employed in white-collar occupations and 68.54% were employed in blue-collar occupations. In 2000, white collar workers made up 50.63% of the population, and those employed in blue collar occupations made up 49.37%. In 1990, the average time traveled to work was 11 minutes and in 2000 it was 25 minutes.

## Sheridan County Profile

PERSONAL INCOME	2000	2001
Total Personal Income (000s \$)	\$769,169	\$825,668
Per Capita Income	\$28,907	\$30,949
Per Capita Transfer Payment	\$3,704	\$3,957
Per Capita Dividend, Interest, and Rent	\$11,028	\$11,400

RACE AND HISPANIC ORIGIN	2002 Estimate	% of Total
TOTAL	26,908	100.0%
White alone	26,029	96.7%
Black or African American alone	70	0.3%
American Indian and Alaska Native alone	369	1.4%
Asian alone	132	0.5%
Native Hawaiian/ Other Pacific Islander alone	51	0.2%
Two or More Races	257	1.0%
Race alone or in combination with one or more races:		
White	26,286	97.7%
Black or African American	97	0.4%
American Indian and Alaska Native	542	2.0%
Asian	188	0.7%
Native Hawaiian/ Other Pacific Islander	52	0.2%
Ethnic Origin:		
Hispanic or Latino (of any race)	665	2.5%
Non-Hispanic or Latino	26,243	97.5%
White alone	25,424	94.5%

Source: U.S. Department of Commerce, Bureau of the Census

LANDOWNERS	Acres	Square Miles
United States Government		
National Park Service	0	0.0
Forest Service	393,627	615.0
Fish and Wildlife	711	1.1
Bureau of Land Mgt.	48,073	75.1
Bureau of Reclamation	0	0.0
Wyoming		
State Lands Comm.	212,095	181.2
Recreation Comm.	42	0.1
Game and Fish	8,507	13.3
Local Govt.		
County	0	0.0
City	0	0.0
School Dist. & Colleges	0	0.0
Other Lands	2,782	4.3
Total Public	569,681	890.1
Total Private	1,050,799	1,641.9
Surface Water	14,445	22.6
TOTAL LAND	1,620,480	2,532.0

Source: University of Wyoming, Department of Geography & Recreation

SALES TAX COLLECTIONS	FISCAL 02	FISCAL 03
Agriculture Sector	\$74,038	\$100,285
Mining Sector	\$1,465,725	\$1,096,476
Construction Sector	\$665,283	\$461,990
Manufacturing Sector	\$923,307	\$1,092,458
Transportation (TCPU) Sector	\$1,960,698	\$2,143,183
Wholesale Trade Sector	\$1,696,876	\$1,482,965
Retail Trade Sector	\$12,978,615	\$13,039,913
Finance (FIRE) Sector	\$13,390	\$18,830
Service Sector	\$2,995,871	\$3,151,953
Government Sector	\$2,362,667	\$2,400,522
TOTAL	\$25,136,471	\$24,988,577

Source: State of Wyoming, Department of Revenue

POPULATION BY AGE: 2002	
Population under 5 years	1,308
Population 5 to 17 years	4,693
Population 18 to 24 years	2,557
Population 25 to 34 years	2,701
Population 35 to 44 years	3,643
Population 45 to 64 years	7,871
Population 65 years and over	4,135
TOTAL	26,908

Source: U.S. Department of Commerce, Bureau of the Census

COUNTY EMPLOYMENT STATISTICS	
Labor Force (Jan 2005)p	15,474
Employed (Jan 2005)p	14,722
Unemployed (Jan 2005)p	752
Unemployment Rate (Jan 2005)p	4.9%
Ave Weekly Wage - Covered Emp (Q4_03)	\$538

Source: State of Wyoming, Department of Employment

p = preliminary

CRIME INDEX OFFENSES BY CONTRIBUTOR: 2003	
Murder	0
Rape	6
Robbery	1
Assault	31
Burglary	84
Larceny	507
Motor Vehicle Theft	35
Personal Crime	38
Property Crime	626
Crime Index Total	664

Source: State of Wyoming, Attorney General's Office, DCI

SELECTED STATISTICS SCHOOL YEAR 2001 - 2002	
Number of School Districts	3
Number of Schools	23
Fall Enrollment, 2001	4,248
High School Graduates, 2002	315
Average Daily Membership (ADM)	4,180
Average Daily Attendance (ADA)	3,943
Certified Teachers	378
Certified Staff	52
Classified Staff	284
Administration	31
Students Transported Daily	1,897
Bonded Indebtedness, 6/30/2002	\$1,155,000
Total General Fund Revenues	\$34,205,284
Total General Fund Expenditures	\$35,755,859
Operating Cost Per ADM	\$12,341

Source: State of Wyoming, Department of Education

COUNTY FINANCE	
Assessed Valuation (FY2002)	\$225,468,629
Total Taxes Levied (FY2002)	\$15,345,534
Sales and Use Tax Distribution (FY2002)	\$13,875,224
Bank Deposits (12/31/2002)	\$104,385,000
FY2002 Ave. County Levy (mills)	68.061

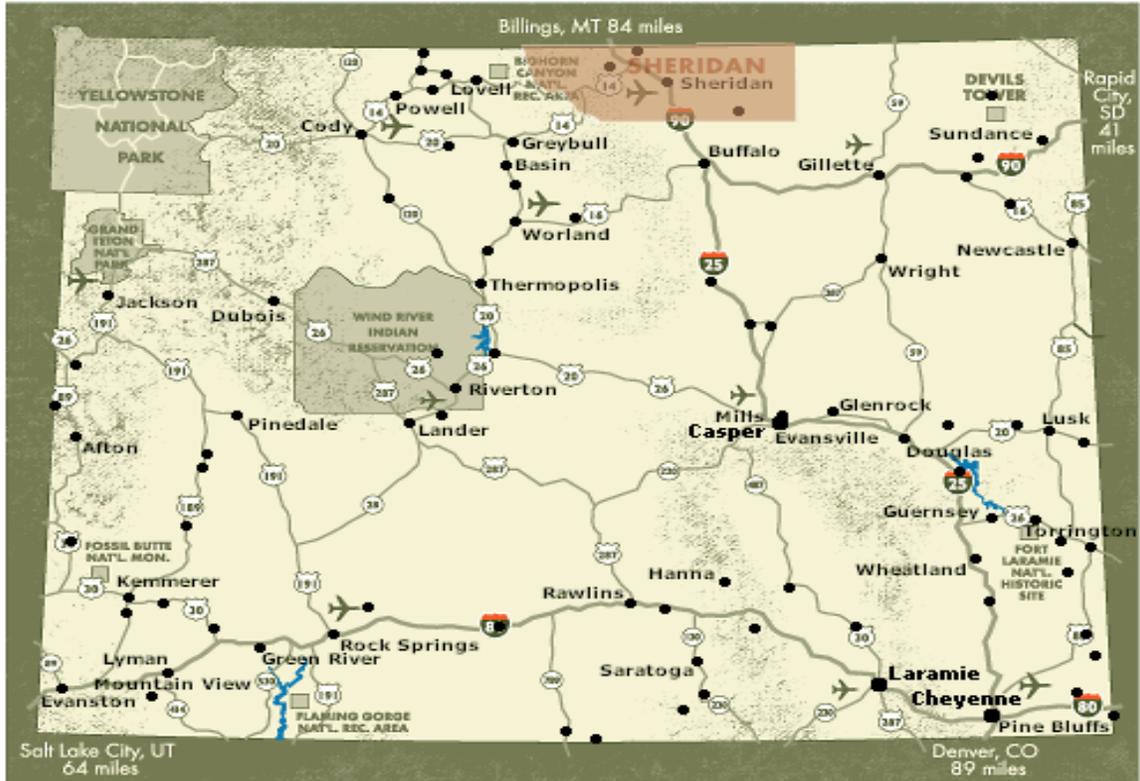
Source: State of Wyoming, Department of Revenue, Audit Department/Banking Division

<b>FULL AND PART TIME EMPLOYMENT</b>	<b>2001</b>
Wage and Salary	12,327
Proprietors	4,473
Farm	773
Forestry, fishing, related activities	199
Mining	195
Utilities	(D)
Construction	1,536
Manufacturing	394
Wholesale trade	(D)
Retail Trade	2,255
Transportation and warehousing	595
Information	214
Finance and insurance	663
Real estate and rental and leasing	651
Professional and technical services	947
Management of companies and enterprises	(D)
Administrative and waste services	(D)
Educational services	152
Health care and social assistance	1,511
Arts, entertainment, and recreation	324
Accommodation and food services	1,534
Other services, except public administration	979
Government and government enterprises	3,078
<b>TOTAL</b>	<b>16,800</b>

<b>EARNINGS (000s of \$):</b>	<b>2001</b>
Wage and salary	307,893
Proprietors	83,204
Other Labor Income	39,593
Farm	4,399
Forestry, fishing, related activities	2,906
Mining	17,579
Utilities	(D)
Construction	37,453
Manufacturing	11,359
Wholesale trade	(D)
Retail Trade	40,449
Transportation and warehousing	28,166
Information	6,821
Finance and insurance	21,037
Real estate and rental and leasing	8,924
Professional and technical services	28,702
Management of companies and enterprises	(D)
Administrative and waste services	(D)
Educational services	2,030
Health care and social assistance	40,429
Arts, entertainment, and recreation	6,134
Accommodation and food services	22,846
Other services, except public administration	14,823
Government and government enterprises	116,637
<b>TOTAL</b>	<b>430,690</b>

(D) - not shown to avoid disclosure of confidential information.

Source: U.S. Dept. of Commerce, Bureau of Economic Analysis (BEA), Regional Economic Information System



## Workforce Training

1. Wyoming Department of Workforce Services offers employers up to \$2,000 per employee for training. (<http://www.wyomingworkforce.org/programs/wdtf/index.asp>).
2. Quick Start

Wyoming is the first state approved to license the State of Georgia's Quick Start program. The Wyoming Business Council and the Wyoming Community Colleges are partnering to provide training in:

- Customer Service
- Manufacturing
- Warehousing and Distribution

([http://www.wyomingbusiness.org/workforce/Quick\\_Start\\_Programs/index.cfm](http://www.wyomingbusiness.org/workforce/Quick_Start_Programs/index.cfm)).

## State incentives

1. No corporate state income tax.
2. No personal state income tax.
3. Community Development Block Grants administered by Wyoming Business Council. (<http://www.wyomingbusiness.org/communities/programs/cdbg.cfm>).
  - Provides grants to local governments for community and economic development projects.
  - Provides convertible loans to grants based on job creation.

4. Partnership Challenge Loan Program administered by Wyoming Business Council.
  - Provides low interest loans to community development organizations.
  - Provides gap financing for projects with the Wyoming Business Council participating with a commercial lender.
5. Industrial Development Revenue Bonds. Cities and counties may issue tax-exempt bonds to provide financing for manufacturing.

## Taxes

1. No corporate state income tax.
2. No personal state income tax.
3. No inventory tax.
4. Sheridan County has a 6% sales and use tax (statewide base of 4% plus 1% optional county tax plus 1% capital facilities tax). *Source: Wyoming Department of Revenue, Excise division (January 2005)*
5. Unemployment Insurance - taxable base rate of \$16,400. Tax rates by industry grouping - WY Dept. of Employment. (<http://wydoe.state.wy.us/doe.asp?ID=617>).
6. Workers' Compensation - rates vary by occupation and can be found at: (<http://wydoe.state.wy.us/doe.asp?ID=480>).
7. Property taxes. Average tax rate in Sheridan County is 6.7237%.  
*Source: Wyoming Department of Revenue, Ad Valorem Division (September 2004)*

### Tax computation:

Fair Market Value of Property \* Level of Assessment (9.5% for Residential and Commercial Property) \* Tax Rate

**Example:** Tax on a commercial facility valued at \$1,000,000 is as follows: \$1,000,000 x

$$0.095 = \$95,000 \times 0.067237 = \$6,388.$$

State assesses agricultural lands at 9.5% of agricultural value, residential and commercial at 9.5% and Industrial at 11.5% of fair market value.

## Telecommunications

Available Services:

**Advanced Communications Technology, Inc. (ACT)**  
60 West Seymour Street  
Sheridan, WY 82801

Phone: (307) 673-0910  
Fax: (307) 673-0910  
Website: [www.actaccess.net](http://www.actaccess.net)

*Services offered: (Sheridan only) Local & Long Distance Service, ISP, ATM, Frame Relay, Ethernet, Web Services, DSL, T1, T3, SONET, Key/PBX.*

**All West Communications**  
P.O. Box 588  
Kamas, UT 84036

Phone: (435) 783-4361  
Fax: (435) 783-4928  
Website: [www.allwest.net](http://www.allwest.net)

*Services offered: (Clearmont, Dayton, Ranchester, Sheridan) Web Hosting*

**Contact Communications**

Phone: (307) 856-0980

937 West Main Street  
Riverton, WY 82501

Fax: (307) 856-1499  
Website: [www.contactcom.net](http://www.contactcom.net)

*Services offered:* (Banner, Cleramont, Dayton, Ranchester, Sheridan, Story) 56 & 64 Data Connections, Frame Relay, ISP, Network Security, PBX, Web Hosting, Private Line, T-1, Wireless Data

**Net Wright LLC**  
P.O. Box 1747  
Riverton, WY 82501

Phone: (307) 857-5800  
Fax: (307) 857-1053  
Website: [www.netwright.net](http://www.netwright.net)

*Services offered:* (Dayton, Ranchester, Sheridan) 56 & 64 Data Connections, Frame Relay, T-1, Web Hosting

**Qwest Communications**  
103 North Durbin, Room 1  
Casper, WY 82601

Phone: (307) 234-1107  
Fax: (307) 235-2618  
Website: [www.qwest.com](http://www.qwest.com)

*Services offered:* (Dayton, Ranchester, Sheridan) 56 & 64 Data Connections, ATM, Centrex, Digital Switched Services, DSL, Frame Relay, ISDN-BRI, PBX, Private Line, T-1, Web Hosting

**Range Telephone Cooperative**  
2325 East Front Street  
P.O. Box 127  
Forsyth, MT 59327

Phone: (406) 347-2226  
Fax: (406) 347-2401  
Website: [www.rangetel.com](http://www.rangetel.com)

*Services offered:* (Arvada, Clearmont, Decker, Southeast Sheridan) Local & Long Distance Service, ISP, Web Services, Key/PBX, T1

**Visionary**  
P.O. Box 2799  
Gillette, WY 82717

Phone: (888) 682-1884  
Fax: (307) 682-2519  
Website: [www.vcn.com](http://www.vcn.com)

*Services offered:* (Sheridan only) Dial Up, 256k Residential Wireless, 512k Business Wireless, T-1 & Frame, Web Design, Web Hosting. (All other incorporated communities): Web Hosting

Source: Wyoming Interactive Business Center, Wyoming Business Council

## Power Cost

<b>Weighted Average Cost per kWh of Power</b>	<b>2001</b>
Cents per kWh of industrial power	3.26
Cents per kWh of commercial power	5.14
Cents per kWh of residential power	6.58

	<b>Industrial</b>	<b>Commercial</b>	<b>Residential</b>
Big Horn County Electric Cooperative, Inc. (2000) 303 South Mitchell Hardin, MT 59034 (406) 665-2830	N/A	7.79	6.88

Big Horn Rural Electric Company (2000)  
 1187 Perkins Lane  
 Lovell, WY 82431  
 (800) 564-2419

4.08                      6.06                      7.78

MDU Resources Group, Inc. (2001)  
 918 East Divide Avenue, Schuchart Building  
 Bismarck, ND 58506  
 (701) 222-7900

5.76                      5.71                      7.61

PacifiCorp (2001)  
 825 NE Multnomah  
 Portland, OR 97232  
 (888) 221-7070

3.24                      5.14                      6.44

Powder River Energy Corporation (2001)  
 1095 East Brundage Lane  
 Sheridan, WY 82801  
 (307) 674-6466

3.38                      5.02                      6.71

Source: ACN (U.S. Department of Energy, Energy Information Administration)

**Cost of Living Index (Prices as of July 7, 8, and 9, 2004, Statewide Average = 100)**

Food	Housing	Apparel	Transportation	Medical	Recreation & Personal Care
108	104	125	100	108	107

Source: State of Wyoming, Economic Analysis Division (<http://eadiv.state.wy.us/wcli/NewsRelease-2004.pdf>).

**Average Price of Single-Family Home (2003)**                      \$146,776

Source: A Profile of Wyoming ([http://www.wyomingcda.com/PDFfiles/Profile04a\\_Vol\\_I\\_Fnl.pdf](http://www.wyomingcda.com/PDFfiles/Profile04a_Vol_I_Fnl.pdf)).

**Higher Education**

Sheridan College: Campuses in Sheridan and Gillette  
 University of Wyoming Outreach Program

## Transportation

### 1. Airports:

#### Sheridan County (SHR)

2 miles southwest of Sheridan

Commercial Service: Great Lakes (United Express)

Daily flights to: Denver

Fixed Base Operators: Big Horn Airways

Runways: 8,300 x 100 ft., asphalt

5,037 x 150 ft., asphalt

### 2. Highways:

Interstate 90

U.S. 14

### 3. Railroad:

Burlington Northern Santa Fe

### Sheridan County Business Report (Estimate)

Daytime Population: Total Employees	12,970
Business Counts: Total Establishments	1,694

<u>Employees By Occupation</u>	<u>2004 Estimate</u>	<u>% of Total</u>
<b>"White Collar" Employees</b>	7,492	57.76%
Administrative Support Workers	2,234	17.22%
Executive Managers & Administrators	1,262	9.73%
Professional Specialty Occupations	2,148	16.56%
Sales Professionals	276	2.13%
Sales Workers & Clerks	1,087	8.38%
Technical Sales & Administrative	25	0.19%
Technologies & Technicians	460	3.55%
<b>"Blue Collar" Employees</b>	5,415	41.75%
Construction, Repair & Mining	487	3.75%
Farming, Forestry & Fishing	440	3.39%
Handlers, Helpers & Laborers	330	2.54%
Machine Operators, Assemblers & Inspectors	234	1.80%
Other Services Field Based	120	0.93%
Other Services Site Based	2,205	17.00%
Precision Craft & Repair	1,033	7.96%
Private Household Service	0	0.00%
Protective Services	172	1.33%
Transportation & Materials Moving Workers	394	3.04%
<b>Establishments: Size</b>	<b>2004 Estimate</b>	<b>% of Total</b>
1 - 4 Employees	1,092	64.46%

5 - 9 Employees	306	18.06%
10 - 19 Employees	157	9.27%
20 - 49 Employees	95	5.61%
50 - 99 Employees	31	1.83%
100 - 249 Employees	10	0.59%
250 - 499 Employees	3	0.18%
500 - 999 Employees	0	0.00%
1,000+ Employees	0	0.00%

<b>Major Industry: Employees</b>	<b>2004 Estimate</b>	<b>% of Total</b>
Agricultural, Forestry, Fishing	346	2.67%
Construction	891	6.87%
Finance, Insurance & Real Estate	731	5.64%
Manufacturing	432	3.33%
Mining	86	0.66%
Public Administration	732	5.64%
Retail Trade	2,860	22.05%
Services	6,018	46.40%
Transportation & Communications	498	3.84%
Unclassified	38	0.29%
Wholesale Trade	338	2.61%

<b>Major Industry: Establishments</b>	<b>2004 Estimate</b>	<b>% of Total</b>
Agricultural, Forestry, Fishing	72	4.25%
Construction	129	7.62%
Finance, Insurance & Real Estate	151	8.91%
Manufacturing	56	3.31%
Mining	12	0.71%
Public Administration	87	5.14%
Retail Trade	319	18.83%
Services	695	41.03%
Transportation & Communications	71	4.19%
Unclassified	30	1.77%
Wholesale Trade	72	4.25%

<b>Retail Trade: Employees</b>	<b>2004 Estimate</b>	<b>% of Total</b>
Auto Dealers & Gas Stations	315	11.01%
Bars	89	3.11%
Building Materials Hardware & Garden	165	5.77%
Catalog and Direct Sales	18	0.63%
Clothing Stores	37	1.29%
Convenience Stores	85	2.97%
Drug Stores	20	0.70%
Electronics & Computer Stores	30	1.05%
Food Markets	209	7.31%
Furniture Stores	58	2.03%
General Merchandise Stores	446	15.59%
Home Furnishings	29	1.01%

Liquor Stores	31	1.08%
Music Stores	3	0.10%
Other Food Service	197	6.89%
Other Food Stores	35	1.22%
Restaurants	837	29.27%
Specialty Stores	256	8.95%
Total Retail Trade	2,860	100.00%

<b>Retail Trade: Establishments</b>	<b>2004 Estimate</b>	<b>% of Total</b>
Auto Dealers & Gas Stations	35	10.97%
Bars	14	4.39%
Building Materials Hardware & Garden	32	10.03%
Catalog & Direct Sales	4	1.25%
Clothing Stores	13	4.08%
Convenience Stores	13	4.08%
Drug Stores	4	1.25%
Electronics & Computer Stores	9	2.82%
Food Markets	8	2.51%
Furniture Stores	14	4.39%
General Merchandise Stores	7	2.19%
Home Furnishings	8	2.51%
Liquor Stores	7	2.19%
Music Stores	3	0.94%
Other Food Service	7	2.19%
Other Food Stores	10	3.13%
Restaurants	47	14.73%
Specialty Stores	84	26.33%
Total Retail Trade	319	100.00%

<b>Service: Employees</b>	<b>2004 Estimate</b>	<b>% of Total</b>
Advertising	16	0.27%
Auto Repair/Services	206	3.42%
Beauty and Barber Shops	98	1.63%
Child Care Services	64	1.06%
Colleges & Universities	200	3.32%
Computer Services	120	1.99%
Dry Cleaning & Laundry	37	0.61%
Entertainment & Recreation Services	170	2.82%
Health & Medical Services	448	7.44%
Hospitals	1,206	20.04%
Hotels & Lodging	481	7.99%
Legal Services	182	3.02%
Membership Organizations	195	3.24%
Miscellaneous Repair Services	43	0.71%
Motion Pictures	43	0.71%
Museums & Zoos	20	0.33%
Other Business Services	158	2.63%
Other Education & Library Services	54	0.90%

Other Personal Service	57	0.95%
Primary & Secondary Education	865	14.37%
Professional Services	534	8.87%
Social Services	821	13.64%
Total Services	6,018	100.00%

<b>Service: Establishments</b>	<b>2004 Estimate</b>	<b>% of Total</b>
Advertising	4	0.58%
Auto Repair/Services	44	6.33%
Beauty and Barber Shops	38	5.47%
Child Care Services	11	1.58%
Colleges & Universities	1	0.14%
Computer Services	16	2.30%
Dry Cleaning & Laundry	7	1.01%
Entertainment & Recreation Services	23	3.31%
Health & Medical Services	106	15.25%
Hospitals	18	2.59%
Hotels & Lodging	37	5.32%
Legal Services	64	9.21%
Membership Organizations	61	8.78%
Miscellaneous Repair Services	21	3.02%
Motion Pictures	5	0.72%
Museums & Zoos	3	0.43%
Other Business Services	36	5.18%
Other Education & Library Services	7	1.01%
Other Personal Service	24	3.45%
Primary & Secondary Education	23	3.31%
Professional Services	72	10.36%
Social Services	74	10.65%
Total Services	695	100.00%

### Sheridan County Consumer Expenditure Report (Estimate)

	<b>2004 Estimate</b>	<b>2009 Projection</b>	<b>% Change 2004 - 2009</b>
Total Households	11,728	12,388	5.6%
Total Average Household Expenditure	\$42,002	\$43,874	4.5%
Total Average Retail Expenditure	\$17,697	\$18,473	4.4%

### Consumer Expenditure Detail (Average Household Annual Expenditures)

	<b>2004 Estimate</b>	<b>2009 Projection</b>	<b>% Change 2004 - 2009</b>
Airline Fares	\$286.54	\$299.60	4.6%
Alcoholic Beverages	\$401.61	\$419.62	4.5%
Alimony & Child Support	\$128.86	\$134.24	4.2%
Apparel	\$2,267.55	\$2,369.71	4.5%
Apparel Services & Accessories	\$291.14	\$304.94	4.7%
Audio Equipment	\$63.99	\$67.04	4.8%

Babysitting & Elderly Care	\$223.77	\$233.82	4.5%
Books	\$77.49	\$81.02	4.6%
Books & Supplies	\$114.66	\$119.59	4.3%
Boys Apparel	\$120.90	\$126.12	4.3%
Cellular Phone Service	\$68.95	\$71.94	4.3%
Cigarettes	\$350.04	\$365.42	4.4%
Computer Hardware	\$335.49	\$350.46	4.5%
Computer Information Services	\$34.18	\$35.88	5.0%
Computer Software	\$42.77	\$44.68	4.5%
Contributions	\$1,253.59	\$1,312.45	4.7%
Coolant & Other Fluids	\$9.75	\$10.19	4.5%
Cosmetics & Perfume	\$91.59	\$95.92	4.7%
Deodorants & Other Personal Care	\$31.33	\$32.67	4.3%
Education	\$726.81	\$757.97	4.3%
Electricity	\$1,258.00	\$1,312.43	4.3%
Entertainment	\$2,154.56	\$2,252.73	4.6%
Fees & Admissions	\$541.83	\$567.04	4.7%
Finance Chgs Exc Mort & Veh	\$187.30	\$195.67	4.5%
Floor Coverings	\$68.83	\$72.10	4.8%
Food & Beverages	\$6,872.70	\$7,176.53	4.4%
Food At Home	\$4,081.27	\$4,257.91	4.3%
Food Away From Home	\$2,389.82	\$2,499.00	4.6%
Footwear	\$416.45	\$435.12	4.5%
Fuel Oil & Other Fuels	\$81.90	\$85.40	4.3%
Funeral & Cemetery	\$105.54	\$109.61	3.9%
Furniture	\$409.05	\$428.85	4.8%
Gasoline & Oil	\$1,489.14	\$1,558.19	4.6%
Gifts	\$1,268.33	\$1,325.16	4.5%
Girls Apparel	\$145.63	\$151.93	4.3%
Hair Care	\$59.11	\$61.70	4.4%
Hard Surface Flooring	\$11.39	\$11.87	4.2%
Health Care	\$2,735.96	\$2,852.13	4.2%
Health Care Insurance	\$1,300.37	\$1,355.07	4.2%
Health Care Services	\$834.03	\$869.12	4.2%
Health Care Supplies & Equip	\$601.56	\$627.94	4.4%
Household Services	\$342.34	\$357.69	4.5%
Household Supplies	\$656.61	\$689.54	5.0%
Household Textiles	\$102.19	\$106.99	4.7%
Housewares & Small App	\$888.17	\$928.82	4.6%
Indoor Plants & Fresh Flowers	\$68.33	\$71.36	4.4%
Infants Apparel	\$104.94	\$109.48	4.3%
Jewelry	\$103.22	\$108.32	4.9%
Legal & Accounting	\$92.38	\$96.60	4.6%
Magazines	\$47.59	\$49.70	4.4%
Major Appliances	\$189.41	\$198.16	4.6%
Mass Transit	\$86.78	\$90.71	4.5%
Men's Apparel	\$425.83	\$444.90	4.5%
Mortgage Interest	\$2,481.16	\$2,596.34	4.6%

Natural Gas	\$392.77	\$409.68	4.3%
New Car Purchased	\$1,061.68	\$1,107.01	4.3%
New Truck Purchased	\$804.75	\$839.49	4.3%
New Vehicle Purchase	\$1,866.43	\$1,946.50	4.3%
Newspapers	\$98.79	\$103.11	4.4%
Oral Hygiene Products	\$27.90	\$29.11	4.3%
Other Lodging	\$710.91	\$731.72	2.9%
Other Miscellaneous Expenses	\$95.16	\$99.43	4.5%
Other Repairs & Maintenance	\$86.45	\$90.21	4.3%
Other Tobacco Products	\$37.28	\$38.94	4.5%
Other Transportation Costs	\$704.59	\$735.26	4.4%
Other Utilities	\$342.15	\$357.45	4.5%
Paint & Wallpaper	\$42.18	\$44.11	4.6%
Personal Care Products	\$163.32	\$170.75	4.5%
Personal Care Services	\$452.59	\$473.32	4.6%
Personal Insurance	\$485.86	\$507.86	4.5%
Pet Supplies & Services	\$232.27	\$242.65	4.5%
Photographic Equip & Supplies	\$104.70	\$109.46	4.5%
Plumbing & Heating	\$52.99	\$55.45	4.6%
Property Taxes	\$406.62	\$426.19	4.8%
Public Transportation	\$450.22	\$470.61	4.5%
Records/Tapes/CD Purchases	\$110.70	\$115.60	4.4%
Recreational Equip & Supplies	\$809.27	\$846.56	4.6%
Rental Costs	\$3,197.79	\$3,337.30	4.4%
Roofing & Siding	\$69.24	\$72.23	4.3%
Satellite Dishes	\$6.79	\$7.12	4.9%
Shaving Needs	\$12.50	\$13.05	4.4%
Shelter	\$7,500.03	\$7,826.93	4.4%
Telephone Svc Excl Cell	\$1,068.89	\$1,116.54	4.5%
Televisions	\$93.71	\$97.98	4.6%
Transportation	\$8,735.14	\$9,129.85	4.5%
Tuition	\$612.15	\$638.38	4.3%
Used Car Purchase	\$1,230.16	\$1,289.25	4.8%
Used Truck Purchase	\$702.37	\$734.68	4.6%
Used Vehicle Purchase	\$1,932.53	\$2,023.93	4.7%
VCRs & Related Equipment	\$42.27	\$44.19	4.5%
Vehicle Insurance	\$976.78	\$1,021.47	4.6%
Vehicle Repair	\$959.73	\$1,001.59	4.4%
Vehicle Repair & Maintenance	\$969.48	\$1,011.78	4.4%
Video & Audio Equipment	\$803.46	\$839.13	4.4%
Video Game Hardware & Software	\$27.43	\$28.61	4.3%
Watches	\$20.60	\$21.60	4.9%
Women's Apparel	\$762.66	\$797.22	4.5%

# Resource Team Members

## Dayton, Wyoming

### July 13-14, 2005

**Nancy Weidel, Team Leader**  
State Historic Preservation Office  
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**Community Contact**  
**Linda Lofgren,**  
Assistant Clerk  
P.O Box 100  
Dayton, WY 82836  
307-655-2217

## RESOURCE TEAM AGENDA

City

State

County

<b>Dayton</b>	<b>Wyoming</b>	<b>Sheridan County</b>
<b>Wednesday, July 13, 2005</b>		
<b>10:00 a.m. to 11:30 a.m.</b>	<b>Orientation &amp; Organization Meeting (Team Members only)</b>	<b>Town Hall</b>
<b>11:30 a.m. to 1:30 p.m.</b>	<b>Lunch with Community Planners</b>	<b>Aspen Creek Galleria</b>
<b>1:30 p.m. to 4:30 p.m.</b>	<b>Area Tour</b>	<b>Aspen Creek</b>
<b>5:00 p.m. to 6:30 p.m.</b>	<b>Dinner with Mayor, Council, and Community Planners</b>	<b>Dayton Community Hall prepared by Dayton Benefit Club</b>
<b>7:00 p.m. to 8:00 p.m.</b>	<b>Youth-Listening Session</b>	<b>Town Hall</b>
<b>Thursday, July 14, 2005</b>		
<b>6:30 a.m. to 7:30 a.m.</b>	<b>Breakfast at Bed &amp; Breakfasts</b>	
<b>8:00 a.m. to 8:50 a.m.</b>	<b>Agriculture, Retail, Realtors, &amp; Banking</b>	<b>Town Hall</b>
<b>9:00 a.m. to 9:50 a.m.</b>	<b>City, County, Law Enforcement, Fire, Rescue, Health Care</b>	<b>Town Hall</b>
<b>10:00 a.m. to 10:30 a.m.</b>	<b>Churches</b>	<b>Town Hall</b>
<b>10:45 a.m. to 11:50 a.m.</b>	<b>Senior Citizens</b>	<b>Dayton Church</b>
<b>11:50 a.m. to 12:50 p.m.</b>	<b>Lunch-Senior Citizens</b>	<b>Dayton Church</b>
<b>1:00 p.m. to 1:45 p.m.</b>	<b>Education</b>	<b>Town Hall</b>
<b>1:50 p.m. to 2:50 p.m.</b>	<b>General Public</b>	<b>Town Hall</b>
<b>2:50 p.m. to 4:45 p.m.</b>	<b>Team Prepares Town Meeting</b>	<b>Town Hall</b>
<b>5:00 p.m. to 6:30 p.m.</b>	<b>Catered Dinner</b>	<b>Town Hall</b>
<b>7:30 p.m.</b>	<b>Town Meeting</b>	<b>Dayton Com. Hall</b>

**TOWN OF DAYTON COMMUNITY ASSESSMENT, JULY 14, 2005  
WHAT WE HEARD FROM WHAT WAS SAID**

**#1. Growth, how are we going to manage it?**

- a. Infrastructure
- b. Affordable housing
- c. Planning
- d. Viability of businesses
- e. Bringing in businesses that fit into community
- f. Sustaining businesses
- g. Employment opportunities for youth

**#2. Community Development**

- a. Need for a community center
- b. Preservation of town's history
- c. Transportation needs between communities
- d. Walking/Bike Path between Ranchester and Dayton
- e. Visitor Center

**#3. Social**

- a. Daycare/ Preschool
- b. Walk in healthcare clinic
- c. Local news publication
- d. Youth/Adult activities
- e. Recreational activities- all ages
- f. Evening activities for all ages

**#4. Business Development**

- a. The Mercantile
- b. Grocery Store
- c. Motel
- d. Sporting Goods Store
- e. Pharmacy
- f. Tourist Amenities
- g. Technology/Internet/Telecommunication

**Team Member Recommendations**

**Nancy Weidel, Team Leader**  
State Historic Preservation Office  
2301 Central Avenue

Cheyenne, WY 82002  
307-777-3418  
[nweide@state.wy.us](mailto:nweide@state.wy.us)

**Theme: Growth, how are we going to manage it?**

**Challenge: Planning:** Dayton already has a plan in place that was last revised in 2001 so it may be time to look at it again since recent growth is putting pressure on the town. There is a need, not just in Dayton but all around the state, to balance development and open space. The direction development takes will have a major impact on how our communities look long after we are gone. This issue can be divisive as it pits stereotypes of the green tree-hugger against the money-grubbing developer.

**Solution:** Before it gets to be a divisive issue, invite a neutral party to Dayton to do a presentation on the need for open space.

**Resource:** The University of Wyoming's William D. Ruckelshaus Institute for Environmental and Natural Resources (IENR) is a wonderful homegrown Wyoming resource. Diana Hulme of IENR has a presentation "Wyoming's Open Spaces" that she can present in Dayton. The IENR website is also a great resource for other issues related to growth.

Contact: Diana Hulme  
Phone (307) 777-5354  
e-mail: [ienr@uwyo.edu](mailto:ienr@uwyo.edu)  
website: <http://www.uwyo.edu/openspaces/index.htm>

**Resource:** The Center for the American West at the University of Colorado is another resource for research and ideas re: contemporary issues that will impact the future of the West. Their website is a valuable source of information including statistics and maps on the changing face of the West.

Phone: (303) 492-4879  
Website: <http://www.centerwest.org/>

**Theme: Community Development**

**Challenge: Preservation of town's history**

**Solution:** Dayton can become eligible to apply for historic preservation funding if they become what is known as "a certified local government" which is a bureaucratic name for a local preservation group.

**Resource:** The Certified Local Government Program (CLG) is administered by the Wyoming State Historic Preservation Office (SHPO). A town needs to pass an historic preservation ordinance and set up a preservation commission in order to be eligible for the funding. Although not a huge amount, preservation funds of \$5000 – 10,000 could be used to hire a preservation

consultant to coordinate an oral history program; write a National Register of Historic Places nomination; conduct an in-depth survey of the town's historic buildings; produce a walking tour brochure of Dayton's historic buildings; etc. a Sheridan County CLG program was established 11 years ago.

Contact: Nancy Weidel

Phone: (307) 777-3418

e-mail: [nweide@state.wy.us](mailto:nweide@state.wy.us)

website: <http://wyoshpo.state.wy.us/> and then go to Certified Local Government program

### **Resource: The National Trust for Historic Preservation**

The National Trust, familiar to many through its *Preserve* magazine, is the largest non-profit preservation organization in the country. Besides being an advocate for preservation and small towns, the Trust has several matching grants that can be used for preservation purposes such as a structural assessment of the fraternal hall; a preservation plan for the Mercantile; etc. The Trust has a Wyoming representative who works out of the Denver regional office. She would be delighted to meet with people in Dayton about historic preservation issues; there would be no fee associated with her visit to the community.

Contact: Sarah Hansen

Phone: (303) 623-1504

e-mail: [sarah\\_hansen@nthp.org](mailto:sarah_hansen@nthp.org)

website: <http://www.nationaltrust.org>

The National Trust also initiated the National Main Street Program twenty years ago which focuses its four point program on organization; economic development; promotion; and design. Wyoming now has its own Main Street Program that will include new Main Street communities in 2006. Dayton can apply to become a Main Street town in 2006. Main Street has proven to be a very successful program across the country and it could help solve some of the design concerns along Dayton's main street. I urge you to contact them.

Contact: Mary Randolph

Phone: (307) 777-6430

e-mail: [mrand@state.wy.us](mailto:mrand@state.wy.us)

website: <http://www.mainstreet.org>

Resource: The Wyoming Humanities Council offers grants for humanities projects such as one involving oral history (there was talk of such a project at a listening session). In order to apply for the funds, a group would need to go through a non-profit entity. The Humanities Council funds a wide variety of projects, including book groups, so they are worth contacting just to get familiar with and let them know of your specific project ideas.

Contact: Marcia Britton, Director Wyoming Humanities Council

Phone: (307) 721-9243

e-mail: [MarciaB@uwyo.edu](mailto:MarciaB@uwyo.edu)

website: [www.uwyo.edu/wch](http://www.uwyo.edu/wch)

**Theme:** Social

**Challenge:** Local news publication

**Solution:** It sure isn't high-tech but it is low-cost and it works in Meteetsee, population 351. Twice a week, the local bank prints out a legal size sheet of local news that is distributed in the morning to such local sites as the gas station; the various cafes and the museums. In this way, locals are informed of town meetings; yard sales; social and school events. Since so many people are now on internet, a woman in town also e-mails the newsletter to a listserv.

The town also communicates regular meeting dates of the city and various clubs through the school calendar and also a calendar produced by the local Lions Club as a fundraiser.

Contact: Bank of the West, Lois or Dawn  
Phone: (307) 868-2521  
No e-mail or website

Someone mentioned at a listening session that Dayton had a number of artists. The Wyoming Arts Council offers grants to bring art and artists to what are termed "underserved communities". Within this category there is also money available for art organizations if Dayton should form one.

Contact: Marirose Morris, Wyoming Arts Council  
Phone: (307) 777-7723  
e-mail: [mmorri@state.wy.us](mailto:mmorri@state.wy.us)  
website: [www.wyoarts.state.wy.us](http://www.wyoarts.state.wy.us)

**Theme:** Business Development

**Challenge:** The Mercantile; Motel; Tourist Amenities

**Solution:** As someone at a listening session said "Our history is our strength, we need to maximize it". Develop tourism in Dayton and Tongue River area: Dayton is a beautiful town in a beautiful location with direct access to the Big Horn Mountains for recreation and tourism potential (the tie flume history, dude ranch history) and nearby Plains Indian War sites. These two factors give it a real edge over a lot of Wyoming communities. Tourism is economic development; the fastest growing segment of the tourism industry is the niche market known as "Heritage Tourism". Studies confirm that the Heritage Tourist is well-educated, has above average disposable income, and desires an authentic experience in a "real" place. A well-defined heritage tourism program could attract out of state and in state heritage tourists as well as foreign visitors who continue to be attracted to the American West. Nationally, heritage tourism projects have been developed in many states, but Wyoming is lagging behind. Dayton could develop a heritage tourism program that becomes a model program for other communities in the state. The recent addition of Serle Chapman and his tours to the Dayton community already puts Dayton a step closer to such a program. The Wyoming Tourism Board within the Wyoming Business Council could offer assistance. A concerted effort at this type of tourism program has been long

overdue in the state. Few areas in the state have the variety of historic attractions that Sheridan County offers which makes it a natural place to pioneer heritage tourism in Wyoming.

Contact: Diane Shober, Director of Tourism, the Wyoming Business Council

Phone (307) 777-2800

e-mail: [dshobe@state.wy.us](mailto:dshobe@state.wy.us)

Chuck Coon, Manager, Tourism Media, the Wyoming Business Council

Phone: (307) 777-2831

e-mail: [ccoone@state.wy.us](mailto:ccoone@state.wy.us)

Dayton needs a motel. I have no resources for this just a few ideas. Perhaps a motel developer/owner could be recruited from another part of the country who would be interested in building and running a motel in Dayton, attracted by the community and surrounding area.? Perhaps even someone in Wyoming would be interested in such a venture? Could the town offer incentives for such a business? In order to be part of a successful heritage tourism program Dayton somehow needs to have a motel.

The Mercantile: Assuming that some type of heritage tourism gets going in the area, the Mercantile could reopen to serve both tourists and locals as well. The Mercantile could serve a variety of functions – as a visitor’s center; an internet café/coffee shop; an artist’s co-op; a specialty section could feature food and beverages not available in Dayton such as certain teas, chocolate, real milkshakes or lemonade, something that is not already being sold in the town that people would like for a reasonable amount of money. Again, no resources, just some ideas.

**Lola Lucero**

USDA Rural Development

Northeast Area Office

1949 Sugarland Drive, Suite 118

Sheridan, WY 82801-5749  
Phone: 307-672-5820 ext. 4  
FAX: 307-672-0052  
[lola.lucero@wy.usda.gov](mailto:lola.lucero@wy.usda.gov)

## **INTRODUCTION**

On behalf of the resource team I would like to thank the Town of Dayton for the warm, wonderful Western hospitality that was expressed during our stay. The logistics were excellent and it was evident that Susan Mclean and Linda Lofgren took extra steps to make the assessment a success prior to our arrival. The food was excellent and thanks to all of the citizens, businesses and students who had a part in making our stay memorable and enjoyable. The Town of Dayton can be proud of the Town leadership and the citizens' commitment to their community.

The Town of Dayton should be complimented on their foresightedness as they have planned and developed water treatment and storage facilities, new subdivision for homes reflect quality planning. The need for additional facilities, i.e. Community Recreation Center, development of The Merc, bike trail to Ranchester, and additional businesses on Main Street.

This report is organized around the major themes identified by the resource team.

## **RECREATION CENTER**

The interest seemed to be in a facility that would provide activities for all ages. There is presently a plan underway for a Tongue River Community Center with land donated contingent upon the facility being built within a specified time frame. The community needs to evaluate the use and programs that will be offered. The center should be big enough to serve the intended purpose but not so big that full utilization would be difficult. If the center is too large, the operation and maintenance costs could be more than the community is willing to pay.

Jay McGinnis, Sheridan County YMCA Director, would be an excellent contact for building costs as the YMCA recently completed a \$3 Million addition/remodel. Mr. McGinnis would also be an excellent resource for discussion of O&M costs. Mr. McGinnis can be contacted at:

### **Jay McGinnis, Executive Director**

Sheridan County YMCA  
417 North Jefferson  
Sheridan WY 82801  
(307) 674-7488  
[scymca@fiberpipe.net](mailto:scymca@fiberpipe.net)

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

Form Joint Powers Board between the Town of Dayton and the Town of Ranchester  
Form a Non Profit Organization.

The Town of Dayton could apply for loans and grants.  
Utilize Sheridan County School District #1 Recreation District as an applicant for loans and grants

Funding sources might include:

Rural Development – Community Facility Loan – this would be for a direct loan or grant.  
Contact point is: Jerry Tamlin Business and Cooperative Programs Director, 100 East B Street, Room 1005, PO Box 11005, Casper, WY 82602, His phone number is 307-233-6720. His email address is [jerry.tamlin@wy.usda.gov](mailto:jerry.tamlin@wy.usda.gov)

Local banks have funds available for projects and the loan can be guaranteed by Rural Development. Contact a local bank or contact Rural Development at the address above.  
Any of the Bond Councils in the state can help set up bond elections and give advice as to the best bonding route to pursue. Three bonding companies are:

Borthwick Law Firm, 1312 Capitol Ave., Suite 506, P.O. Box 1124, Cheyenne, WY 82001, phone 307-635-2433.

Herschler, Freudenthal, Salzburg & Bonds, 314 E. 21st Street, P.O. Box 387, Cheyenne, WY 82003-0387, phone 307-634-2240.

Wiederspahn, Lummis & Liepas, PC, 2020 Carey Ave., Suite 700, Cheyenne, WY 82001, phone 307-638-6417.

State Loan and Investment Board, Brad Miskimins. Phone 307-777-6646.

The Kresge Foundation provides challenge grants for the construction of community facilities. A community match is required prior to release of grant dollars. A city must pledge and deliver at least a third and as much as half of the project's total costs before Kresge will make a grant. For more information, contact The Kresge Foundation, P.O. Box 3151, Troy, MI 48007-3151, call (248) 643-9630 or visit the Foundation's website: <http://www.kresge.org/>

The Daniels Fund provides grants for community support including amateur sports and youth development. The contact for the Daniels Fund is: 101 Monroe Street, Denver CO 80206, call (303) 393-7220 or 1-877-791-4726. The Daniels Fund website is: [www.danielsfund.org](http://www.danielsfund.org)

Homer A. and Mildred S. Scott Foundation provides grants for community and youth activities within a 30 mile radius of Sheridan. Contact information is: PO Box 2007, Sheridan, WY 82801, 307-672-1448, contact at [info@scottfoundation.org](mailto:info@scottfoundation.org)

### **Other Resource Contacts:**

#### **Wyoming Community Network, Inc.**

GrantStation Insider

[WyomingCommunityNetwork/GSInsider@emailfactory.net](mailto:WyomingCommunityNetwork/GSInsider@emailfactory.net)

#### **Wyoming Foundation Directory**

Laramie Co. Community College Library

1400 East College Drive

Cheyenne, WY 82007

307 778-1215

### **RECREATIONAL/COMMUNITY SERVICES**

It appears the services of the Sheridan County School District #1 Recreation District are not being utilized to the maximum extent possible. The Recreation District has purchased equipment for the weight room at Tongue River High School. All activities and equipment is available for the Town of Dayton citizens. . The Recreation District distributes a quarterly news letter regarding their activities. Ms. Vits will submit articles to the Town Clerk for inclusion in the Town of Dayton monthly news letter. Shelli Vits, Director can be contacted at 307-674-7887 for times and activites The Recreation District has a website at <http://co.sheridank12.net>. The link to the Recreation District is under Student and Parents.

#### Business Development/Main Street

The Merc was mentioned by numerous citizens as a building that is presently under utilized. Usage of The Merc as a possible co-op general store, a small business incubator, and retail space were all items mentioned for future consideration. Assistance in development of a co-operative is available through the USDA Rural Development under the Cooperative Services. Contact point is: Jerry Tamlin Business and Cooperative Programs Director, 100 East B Street, Room 1005, PO Box 11005, Casper, WY 82602, His phone number is 307-233-6720. His email address is [jerry.tamlin@wy.usda.gov](mailto:jerry.tamlin@wy.usda.gov)

USDA Rural Development also administers the Rural Business Opportunity Grant (RBOG). The purpose of the RBOG program is to provide technical assistance for business development and conduct economic development planning in communities with a population of 10,000 or less. RBOG funds can be used to provide technical assistance to establish centers for training to existing and/or prospective rural entrepreneurs. The contact for the RBOG program is Contact point is: Jerry Tamlin Business and Cooperative Programs Director, 100 East B Street, Room 1005, PO Box 11005, Casper, WY 82602, His phone number is 307-233-6720. His email address is [jerry.tamlin@wy.usda.gov](mailto:jerry.tamlin@wy.usda.gov)

#### Bike Trail – Dayton to Ranchester

A need for a walking/bike path was identified. The comments from the listening session indicated a pathway from Dayton to Ranchester, approximately a distance of six (6) miles. The pathway could be used by all age groups to enhance healthy lifestyle as well as providing a connecting route, other than automobile traffic, to connect the two communities.

#### **Contact:**

##### **Pathways Program**

Mark Gillett, District Engineer  
Wyoming DOT  
PO Box 668  
Sheridan, WY 82801  
307 674-2316

The proposal should describe the project in detail, provide an estimate cost, source of the communities 20% match and preliminary plans, if available.

In closing, it was a pleasure to be part of the Dayton Community Assessment team. The pride and strong community spirit will allow your community to grow and continue to be an example for other communities to follow. It is evident there is a strong nucleus of community leaders who with the support of the citizens will continue to steer the Town of Dayton in the future.

**Ben Avery**  
Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne, WY 82002  
307-777-2863

[bavery@state.wy.us](mailto:bavery@state.wy.us)

**Theme – Growth, how are we going to manage it?**

**Challenge:** The assessment team repeatedly heard about the need for affordable housing. The comments mostly desired single-family housing for moderate-income people rather than multifamily low-income housing.

**Solution:** Other communities have faced a similar situation and have used a variety of methods to address the problem. The city of Powell prepared a housing demand study and used it to persuade homebuilders that there was a market for affordable housing.

Key Contact Information:

Dave Reetz  
Powell Valley Economic Development Alliance  
First National Bank and Trust  
245 East 1<sup>st</sup> Street  
Powell, WY 82435  
307-754-2201

**Solution:** The Wyoming Community Development Authority (WCDA), which is the housing finance agency for the state, provides numerous programs to assist with affordable housing.

Their programs are as follows:

- HOME Investment Partnership Program helps pay for development costs if the subsidy is passed on to the homebuyer
- CDBG revolving loan fund for housing
- Low-Income housing tax credit
- WCDA community assistance community based home ownership programs
- WCDA down payment loan program
- WCDA homebuyer assistance program
- WCDA single family mortgage purchase program

Key Contact Information:

Cheryl Gillum / George Axland  
WCDA  
155 North Beech  
Casper, WY 82601  
307-265-0603

**Solution:** U.S. Department of Housing and Urban Development has numerous programs to assist low to moderate income families with affordable housing. Their programs are as follows:

- CDBG revolving loan fund for housing (administered by WCDA)

- FHA 203K mortgage loans
- FHA Title 1 property improvement and manufactured home loan
- FHA-Insured mortgage program, section 203(B)
- GNMA Multi-Family mortgages
- Section 8 existing housing certificate program
- Section 8 existing housing voucher program

Key Contact Information:

U.S. Department of Housing and Urban Development  
Chris T. Stearns  
150 East B Street, Room 1010  
Casper, WY 82601  
307-261-6250

**Solution:** Fannie Mae also has a program called the Community Land Trust Mortgage Loan.

Key Contact Information:

Fannie Mae  
Randy Dancliff / Darwin Pace  
2424 Pioneer Ave. #204  
Cheyenne, WY 82001  
307-432-5505

(There are also numerous programs provided by USDA Rural Development, I am sure that Lola will cover those)

**Theme – Community Development**

**Challenge:** All of the focus groups were very sensitive to the appearance of the community. This seemed to fall into three primary areas as follows: main street, businesses and residential. Everyone wants to preserve the town's history and image.

**Solution:** I recommend that Dayton apply for a planning grant through the Investment Ready Community Division of the Wyoming Business Council. This CDBG grant can be up to \$25,000 with a 25% required match and could be used to contract with a consultant to identify a general community theme that the town would like the business buildings, parks, sidewalks and overall community appearance to resemble.

Key Contact Information:

Julie Kozlowaski  
CDBG ED Program Manager  
Wyoming Business Council  
214 West 15<sup>th</sup> Street

Cheyenne, WY 82002  
307-777-2821

**Solution:** Solicit input and recommendations from the staff at Wyoming Main Street Program.

Key Contact Information:

Mary Randolph  
Main Street Program Coordinator  
2219 Carey Avenue  
Cheyenne, WY 82002  
307-777-6430  
[www.wyomingmainstreet.org](http://www.wyomingmainstreet.org)

**Challenge:** How does Dayton encourage the business owners to complete a facelift of their business property to blend with an overall community theme? How does the community remove or cleanup vacant buildings on main street?

**Resource:** In 1996 Lander, Wyoming completed a downtown renovation project, which included new sidewalks, benches, landscaping and street. The local banks made available below market interest rate loans to business for the specific purpose of completing a facelift of their storefronts. The below market rates were made possible by a compensating balance agreement at 0% interest rate from a local economic development entity. The State of Wyoming Challenge Loan Program may also be available to assist this effort.

Key Contact Information:

Ben Avery  
Portfolio/Loan Program Manager  
Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne, WY 82002  
307-777-2863

**Challenge:** Need for a community center

**Solution:** The Community Facilities grant program may be a source of funding for renovation of the existing community hall and converting part of the high school to a community center when the new school is completed.

Key Contact Information:

Shannon Stanfill  
Community Facilities Grant Loan Program Manager  
Wyoming Business Council

214 West 15<sup>th</sup> Street  
Cheyenne, WY 82002  
307-777-2841

**Theme – Business Development.**

**Challenge:** The Mercantile

**Solution :** CDBG Downtown Development Grants (maximum \$300,000). These grants target acquisition, historic preservation and rehabilitation of downtown buildings. Projects are fundable when the national objectives of elimination of slums and blight or job creation for low to moderate-income persons.

Key Contact Information:

Julie Kozlowski  
CDBG ED Program Manager  
Wyoming Business Council  
214 West 15<sup>th</sup> Street  
Cheyenne, WY 82002  
307-777-2821

**Challenge:** Development of other businesses or assistance to existing business to help enhance sustainable diversified business and employment in Dayton.

**Solution:** Many services are available for business that is considering expansion, renovation, marketing, human resource training and needs, business planning and finance. The services of the Small Business Development Center, Market Research Center, manufacturing consultation (Wyoming Works), marketing your business and finance will be made available by the Wyoming Business Council.

Key Contact Information:

Dave Spencer  
Regional Director  
Wyoming Business Council  
222 South Gillette Ave.  
Gillette, WY 82716  
307-685-0283  
**Lynne Weidel**  
Office of Rural Health  
Wyoming Department of Health  
6101 Yellowstone Rd., Ste. 510  
Cheyenne, WY 82002

307-777-6970

[lweide@state.wy.us](mailto:lweide@state.wy.us)

## **INTRODUCTION:**

Dayton is the kind of town we all wish we grew up in. It has so many of the characteristics of a successful community. Chief among them are: evidence of community pride; a willingness to invest in the future; a cooperative community spirit; and a willingness to seek help from the outside. The combination of all of these characteristics and more prompted Dayton to invite this assessment. Others of our team will focus on issues affecting the economic/business development of the community. As a health care professional, my attention is focused on issues affecting health care access. While not surfacing as a priority concern in our community listening sessions, the quality and availability of health care services is one of the factors new businesses and families consider when making a decision about relocation.

I want to thank the wonderful citizens of Dayton for their hospitality and warm welcome. We especially appreciated the good attendance and candor at our community meetings. Special thanks go to Mayor Bob Wood and his able team, Linda Lofgren and Susan McLean. The attention and support they provided both before and during our visit were invaluable.

It doesn't take long to feel at home in Dayton, and to become invested in its future. Certainly I speak for myself. As this first stage of the Dayton Assessment concludes, please know that I am just a phone call away! And ready to support your progression toward achieving Dayton's vision for its future.

## **Social Needs: Access to Health Care for Dayton Residents**

### Challenges:

Based upon 2004 estimates, more than one in four of Dayton's 710 population is age 55 and older. More than 18% of the Dayton population is aged 14 and younger.

The average commute time to work is 25 minutes, and 97% of the Dayton population over age 16 is employed. Dayton is 21 miles from the nearest health care services, with almost one-half of its population at an age (i.e. the very young and the very old) when health care access is most important to maintaining wellness.

In 2000, almost 30% of Dayton's 296 households were one person households. Since family and friends may well be a half hour commute from home – and even longer when the road conditions are hazardous – ready access to needed support becomes a concern for those living alone, especially seniors.

Even though the community is over twenty miles from the closest health care services the community has not identified access to health care as a high priority. Even though my time in Dayton was brief, I was struck by the uniform respect and trust the community places in the Dayton Fire and Rescue staff. It seems this trust is well founded. The caliber and skill level of

the staff in handling medical emergencies is well respected. So much so that this respect appears to mitigate the town's perception of need for non-emergent health care services close to home.

Sheridan is the primary source of services and commercial activity for most Dayton residents. It is common for residents to shop in Sheridan, travel to Sheridan for recreation and use Sheridan's health care providers for medical care. Therefore, for most, the distance from Dayton to Sheridan does not present an access barrier. Over time, patients develop loyalty to their doctors and do not wish to change – even if services are available closer to home. These patterns can take years to change.

Dayton faces the same dilemma as do many other small, remote Wyoming communities. Its population size cannot support the establishment of local health care services, yet its population is aging and reaching a point in life where the need for readily available health care services is growing – especially for in-home services and preventative care. Ready access to care – especially preventative care – is also important to young families. Well- child health care services, routine immunizations, and post partum support for new mothers are important to maintaining healthy families.

### **Solutions:**

***First, identify available resources to bring to the community.*** For the reasons noted above, the provision of routine primary care services is not feasible at this time. Some Dayton citizens have the perception that Dayton does not receive its fair share of Sheridan County resources. I cannot comment on the past, however, through research I have identified just a sampling of health care and support services supported by both public and private funding that are or can be made available to Dayton residents. In some cases, these services can be brought directly to the community. Most of these services focus on support in the home and the prevention of illness. Services are available for both seniors and young families. Two providers stand out:

### **Sheridan County Community Health Services in Sheridan:**

The County Health Department provides an array of services to support young families and to foster wellness for citizens of all ages. Examples include:

- ▶ **Best Beginnings:** community-based services to assure healthy babies (home visiting, parenting and prenatal classes, nutritional counseling, well baby care, to name a few)
- ▶ **Welcome Home:** home visit program to all parents of a newborn (support for breast feeding, mother's health issues, baby's general health)
- ▶ **Wellness Clinics:** outreach wellness clinics in the community on a regularly scheduled basis (basic health screenings, immunizations, blood pressure checks, etc)
- ▶ **Health Education focused on the needs of local residents:** community health educators can provide education sessions in the community focused on disease prevention, disease management, immediate health concerns (e.g. West Nile) and other interests of local citizens.

Some of these services have been offered in Dayton in the past or are still offered in limited amounts. Those that are no longer available can be reinitiated, and current services, especially those directed at young families, can be expanded.

**Sheridan County Senior Center in Sheridan:**

The Sheridan County Senior Center already has a strong presence in Dayton. It rents space in the Dayton Community Church to provide mid-day meals to Dayton seniors. In addition, the Center provides in home meal delivery in Dayton. In the past year the Center has provided 6,016 meals in Dayton, about half of these through home delivery. Dayton residents transport the meals between Sheridan and Dayton in a van provided by the Sheridan County Center. Seniors can travel to Sheridan in the van during these trips. The van drivers will drop off and pick up seniors at their destination, then return them to Dayton. The City of Dayton provides some financial support for this effort. Most of the cost of the meal service (\$54,000 this year) comes from the Center's budget. Center staff also partner with the local Rotary Club to offer Christmas dinner to seniors. Last Christmas, 200 meals were served in Dayton.

The Center staff also provides in-home support services to Dayton residents including housekeeping and personal care services. The Center staff will also respond to calls from concerned family or neighbors who identify seniors in need of help and support. When funding is available, the Center plans to offer Adult Day Care services in Dayton to allow care givers a much needed break from the demands of their care giving responsibilities.

***Second, identify a local point of contact.*** Both the Health Department and the Senior Center are willing to expand local services in Dayton. However, continuing services in Dayton requires that Dayton residents take advantage of the services. Some services provided by these organizations now and in the past were not well utilized. Service availability is a partnership between the provider and the service user. Without this partnership, the relationship will not thrive.

Both the community and the providers will benefit by the establishment of a point of contact in Dayton with whom they can work to identify needs, assess local interest and publicize services and activities. The services of both the Health Department and the Senior Center could also work in tandem with appropriate local coordination.

Dayton is fortunate to have two public health nurses who are familiar with the community as well as with health care and social service resources available in Sheridan County. Kathie Schonenbach and Tricia Walker, both employees of the Sheridan County Community Health Services, have strong ties to Dayton. Both have agreed to serve as "point persons" to work with these agencies and others to bring services to Dayton.

***Third, organize a team.*** Kathie and Tricia cannot do this work alone no matter how committed they are. At each of our community meeting at least one individual identified access to care as a problem. These individuals can form the nucleus of a work group to coordinate services and raise community awareness. Others may also be willing to help.

***Fourth, start small.*** Begin by identifying community needs and interests. The team can do this work based upon their knowledge, input from other informed citizens (e.g. Senior Center Meal Site Manger), and a realistic assessment of what is doable now. More formal needs assessments (surveys, interviews, etc.) can be done later, if needed. It is important that the team's first effort be successful. So, it is far better to start small then to fail big!

***Fifth, go with the flow.*** Start where the momentum is. The energy may not be with the highest community need. However, the most success will be achieved were the momentum is.

**Finally, be realistic about the provision of health care services locally:**

The Dayton population will need to grow tremendously in order to support the establishment of a primary care provider in Dayton. If these services are to become available closer to home, Dayton will need to partner with Ranchester to support a primary care provider, and local citizens must be willing to change their providers. Even if this happens, it is still questionable that there is sufficient population base to support a full-time provider. The provision of walk-in emergent services is also not financially feasible given the small population base and the community's satisfaction with their first responders.

**Resources:**

**Sheridan County Community Health Services**

297 S. Main  
Sheridan, WY 82801  
Attention: Kathie Schonenbach; Tricia Walker  
(307)672-5169  
[phnstallm@state.wy.us](mailto:phnstallm@state.wy.us)  
[www.scchs.vcn.com](http://www.scchs.vcn.com)

**Carmen Rideout**

Executive Director  
Sheridan Senior Center  
211 Smith Street  
Sheridan, WY 82801  
307-672-2240

**Social Needs: Youth/Adult Activities**

**Challenges:**

Over and over again in our community meetings we were told that there is little for youth to do in Dayton. These comments were focused upon recreational activities and employment. However, there is an arena in which youth can make a large contribution to their community and receive rewards and enjoyment as well.

## **Solutions:**

### **Establish a volunteer youth team to meet some of the health and support needs of the community:**

The young people have an opportunity. There are those in the community that could use their assistance and support. For example, some of the community's seniors can no longer wash windows, shovel snow, mow grass and perform other tasks important to their safety and comfort in their own homes. There are undoubtedly other needs young people can fill. Perhaps the Youth members of the City Council (past and present) can provide leadership to this effort. The schools are another resource for the establishment and support of this team. It is important that the youth corps work in tandem with the point of contact team so that the activities of each support the other. With proper planning and leadership these activities can be fun and enjoyable for the kids as well as useful to the community.

**Address the liability issues this effort may generate:** There are liability risks inherent in this effort. It is likely that a civic, educational or governmental organization will need to take on the issue of liability protection for youth volunteers. Possibilities include the school district, the City of Dayton, the Sheridan Senior Center. This concern will need to address in order for the concept to go forward.

## **Resources:**

The resources for addressing this issue begin with the identification of organizations that will sponsor the team. Consultation with legal counsel and insurance professionals will be the next step. Katie, Tricia or one of their team members can begin this effort.

## **Business Development: Pharmacy:**

### **The Challenge:**

It is unlikely that the population of Dayton can support full-time or even part-time pharmacy services in town. Coupled with the small population base there is a growing shortage of pharmacists in Wyoming and significant competition for the locally owned pharmacy with the large pharmacy chains.

The availability of local pharmacy services will require at least a part-time local health care provider. If a provider is available, telepharmacy services might be possible. This service would allow a pharmacy tech or intern in the community to fill prescriptions with visual oversight by a pharmacist in another location. The sponsorship of this type of service is particularly attractive to the locally owned pharmacy interested in expanding its market.

In addition to the availability of drugs there are other needs looming ahead. The Medicare Prescription Drug Program will begin registration in November. This Program has very different requirements and benefits than the existing Medicare drug benefit. To assure continued Medicare drug benefits, it is essential that Medicare enrollees be well informed about these changes and proactive in enrolling with a drug plan.

**Solutions:**

Explore other options for meeting pharmacy services need: These are limited. Options are mail order from a Sheridan pharmacy or pick-up services a couple days/week on a rotating basis by Dayton commuters. The Wyoming Pharmacy Association has identified a Sheridan pharmacy that would be a good first contact to discuss these options. Her contact information is listed in Resources below.

Become familiar with the State of Wyoming's PharmAssist Program. This Program provides pharmacist services to individuals having difficulties paying for drugs and/or concerned about potential drug interactions. A pharmacist will travel to the individual's home to provide this consultation. This service is in high demand so services may not be immediately available. The local "point of contact" team can gather information on the program and inform Dayton citizens about its services and availability.

Contact the Wyoming Department of Health for other resource information on Pharmacy Services and Medicare benefit changes. The Wyoming State Pharmacist and her staff can provide information and contacts to address concerns and questions. Information sessions on the Medicare Prescription Program will be offered across the State by a variety of organizations. The Health Department can provide information on these education sessions.

**Resources:**

Roxanne Homar  
Wyoming State Pharmacist  
Pharmacy Director  
Wyoming Department of Health  
307-777-6032  
[rhomar@state.wy.us](mailto:rhomar@state.wy.us)

Aimee Lewis  
NPS Coordinator  
Pharmacy Program  
Wyoming Department of Health  
1-307-777-8699  
[alewis@state.wy.us](mailto:alewis@state.wy.us)

PharmAssist Program  
1-877-246-4114

Susie Hooker  
Owner  
Laya's Pharmacy  
Sheridan  
1-307-685-6985

[mcap251@collinscom.net](mailto:mcap251@collinscom.net)

General Resource:

Lynne Weidel  
Manager  
Office of Rural Health  
Wyoming Department of Health  
6101 Yellowstone Rd., Ste. 510  
Cheyenne, WY 82002  
307-777-6970  
lweide@state.wy.us

**Karen P. Fate**  
Grant & Loan Senior Specialist  
Wyoming Business Council  
214 West 15th Street  
Cheyenne, WY 82002  
307-777-2827

[kfate@state.wy.us](mailto:kfate@state.wy.us)

**Introduction:** I would like to start by thanking the Town of Dayton for their hospitality and generosity during our stay. I will cover each target area to the best of my expertise accordingly.

**Theme:** Growth, how are we going to manage it?

**Challenge:** Many of Dayton's citizens expressed concern of rapid growth in their community and how to manage it and keep the community's charm and small town appeal at the same time. It is apparent that Dayton is growing with the construction of a new sub-division and completion of an existing one. There is concern that the price of housing is increasing and will potentially keep young families from moving into the community and with the population of retirement citizens growing, there is a need for affordable senior housing as well. There is also concern of the town's water & sewer infrastructure being capable to keep up with growth. Many expressed concern regarding the types of businesses that the community wanted to attract and that they would fit into the community, offer diversity, be viable and provide employment opportunities for the youth to return to.

**Solution:** I think it would be in Dayton's best interest to set a plan for growth into place. There are opportunities for them to apply for a CDBG Planning grant through the WBC. There are programs available through the Wyoming Community Development Authority as well as the USDA Rural Development that would target affordable housing issues and provide grants for water and sewer infrastructure.

**Resources:**

**CDBG Planning Grants**

Julie Kozlowski  
CDBG Economic Development Program Manager  
Wyoming Business Council  
214 West 15th Street  
Cheyenne, WY 82002  
307-777-2821  
[jkozlo@state.wy.us](mailto:jkozlo@state.wy.us)

**Dave Spencer, NE Region Director**

Wyoming Business Council  
222 S. Gillette, Ste 406  
PO Box 962  
Gillette, WY 82716  
307-685-0283  
[dspenc@state.wy.us](mailto:dspenc@state.wy.us)

**Affordable Housing Programs:**

Gayle Brownlee  
Wyoming Community Development Authority

Housing Development Programs  
155 N. Beech  
PO Box 634  
Casper, WY 82602  
307-265-0603  
[brownlee@wyomingcda.com](mailto:brownlee@wyomingcda.com)

**Janice Stroud, Area Supervisor**  
USDA Rural Development  
100 East B Street, Rm  
1005 PO Box 11005  
Casper, WY 82602  
307-233-6700  
[janice.stroud@wy.usda.gov](mailto:janice.stroud@wy.usda.gov)

**Theme:** Community Development

**Challenge:** There was a large desire for a Community /Recreation Center from all of the groups interviewed. Even the concept of a shared center between both Dayton and Ranchester was suggested. Transportation issues were also brought up. There is a strong need for transportation services between Dayton, Ranchester and Sheridan, especially for the senior citizen population for health care needs. Dayton and Ranchester does not have any health care services nor do they have a pharmacy so the citizens need to drive into Sheridan get these services. Much of the youth travel outside of Dayton into Ranchester and Sheridan for employment and for recreation activities. The community expressed the importance of preserving the town's history. They have been in the process of creating a visitor's center. Land has been selected and they have been working with the property owner on a purchase agreement. There are a few historic buildings that remain empty and the community has been working on the purchase of one of them- the historic mercantile building. There is also the Odd Fellows building cir. 1905 that was purchased by an out of town source but remains boarded up.

**Solution:** In the 2005 Legislative Session, a new Community Facilities Grant and Loan Program was created to help communities use grant funds to purchase and renovate schools or other government surplus property into a Community facility. There was talk about the Tongue River High School either being re-built or added onto in the near future. This would be a very potential project under the Community Facilities program. The need for transportation service is apparent. The Middle School and elementary school are both located in Ranchester (5 miles away) and there are many after school and recreational activities that the children from Dayton participate in. With conflicting work schedules the parents many times are unable to provide transportation for their children leaving them much of the time riding their bikes, walking or not attending these activities at all. There has been a lot of discussion of building a bike/walking path between Dayton and Ranchester- it is a great idea and would eliminate the risk of the children traveling to an from Dayton on Hwy 14 plus it would act as a tie between both communities. With the rising senior population in Dayton, the need for adequate transportation to and from Sheridan for health services is apparent. Winter months can make it difficult for the 20 mile one way trip. There is a

bus from Ranchester that provides some transportation services for seniors but it was not clear on the frequency of it.

**Resources:**

**Community Facilities Program**

Shannon Stanfield  
Community Facilities Program Manager  
Wyoming Business Council  
214 West 15th Street  
Cheyenne, WY 82002  
307-777-2841  
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**Transportation Enterprise Program**

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**Theme:** Business Development

**Challenge:** The town of Dayton does not have some of the basic amenities such as a pharmacy, full grocery store (they do have a convenience store with the basics), clothing, cutting edge technology and local healthcare. The residents travel 20 miles to Sheridan for their groceries, healthcare and other shopping needs. The need for tourism based businesses such as a motel and sporting goods store are also a concern. In every discussion group the Dayton Mercantile was

brought up, and possible uses for it. It was suggested to use the mercantile as an “incubator” for entrepreneurs – there is a large amount of artisans in the area that could utilize the space for their goods. A grocery co-op was mentioned as well that could include sporting goods and clothing. There are many great options that can be done with the building the problem at this time is the funds to purchase it. Dayton just recently received broadband cable so that is a plus for the community. They still are limited in a choice of cellular service providers as well as local telephone services (I believe that Cell One and Qwest are the only providers in the area). Dayton needs to assess what they have and what infrastructure they would need to put them up with the times in technology.

**Solution:** The Wyoming Business Council Business Ready Communities Grant and Loan Program could be a potential funding source for the purchase of the mercantile. The town of Dayton would need to be the owner of the property in order to qualify for the program and a match of funds and or in-kind services must meet the requirements that are laid out in the program rules. The USDA Rural Development has grant opportunities for co-ops that could be utilized as well. Dayton has a historic significance and they could benefit from the newly created Wyoming Main Street Program. The program provides services and opportunities to Wyoming’s communities by providing communities the opportunity to revitalize their commercial business districts through economic development and historic preservation. Dayton could attract tourism related businesses as well as tourists to the area through target marketing. Assistance is available through the Wyoming Business Council Travel & Tourism Division Consumer Marketing Program. This program provides advertising co-op opportunities through (WTT) include national magazines, regional newspaper and regional radio. There are technology/internet/telecommunications infrastructure development grants through the USDA Rural Development Telecommunications Programs that Dayton could qualify for.

**Resources:**

**Business Ready Communities Grant & Loan Program**

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**Wyoming Main Street**

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**Dayton Community Assessment listening session responses**

**WHAT ARE THE MAJOR PROBLEMS AND CHALLENGES IN  
YOUR COMMUNITY?**

- Drinking
- Drugs
- Not a lot of places for new people
- No place for youth to go
- Ditto on all things
- Need Community Youth Center
- Drinking and Driving
- Nothing to do at night
- No job opportunities for teens
- No reliable daycare center
- Lack of summer and year round employment for teens
- Not very many summer activities- community wide
- Town is becoming a retirement community
- medical facilities for summer time tourists
- Not enough businesses on main street
- Economic development- not a problem but an opportunity
- Change the community is going through- challenge and opportunity
- Mercantile is vacant
- Ditto- Mercantile
- Community needs to be involved in what kind of businesses need to come in
- Ditto- Mercantile
- Strong ranching employment, pay is low
- Growth- need to maintain charm of community
- Sustainability
- Economies of scale- many one person businesses
- Is the community going to become a bedroom community- where are the tax revenues coming from to sustain community
- Little shops on main street- unique shops to bring in people
- High speed internet- (just got it on July 13, 2005)
- Concern within the school district- with new development only two families moving in- need to attract families
- Business Association- it starts off good but it dwindles over time, build a strong association
- Half painted bridge coming into Dayton...
- No Pharmacy in community
- Unpaved County roads
- Water main under sized
- Ditto- County roads dusty
- Major problem with pace of growth in community and fire services- stretching resources
- Need for a walk-in clinic
- Signage on county roads- lack of and lack of maintenance
- Communication (radio transmissions) between all emergency services- working on with Homeland security monies

- Ditto- county roads poorly maintained
- Access to health care
- Going from small community to a larger one
- Potential for more drugs coming into area
- No place for tourists to dump their trash
- Lack of a decent hotel
- Post office- dingy and small
- Preserving view
- Traffic- speeding through
- Managing tourist numbers
- No sporting goods store
- Off street parking
- Transportation services
- Price of home ownership is keeping young families out
- Ditto- affordable housing
- Ditto- not having a community center
- Ditto- traffic problems- speeding
- Ditto- affordable housing
- Is Dayton going to run out of space for growth
- Dayton and Ranchester not working together- what affects one affects the other
- There is a lot of junk around the town- backyards with junk
- Keeping up with the growth sub-divisions
- Water and Sewer capacity able to handle growth
- Ditto- lack of grocery store
- Empty buildings
- Meeting need of growth
- Cost of utilities with growth
- Keeping modular homes out of new sub-divisions
- No mail delivery
- Lack of amenities
- Lack of doctors
- Covenants in new sub divisions- more restrictive city needs to be more involved
- Things to keep senior citizens active
- Lack of evening programs for K-5 children
- Need for an intensive land use plan
- Ditto- Affordable housing for young families
- Employment opportunities for high school grads-college grads to keep them in the community
- Population shift to a more transient population
- Ditto- Community Center
- Ditto- Employment opp's for our youth
- Businesses that will "hold" people in town
- Need to take a look at the heart & mind of the community- do we want to be a bedroom community or become a more viable community

- Ditto- not a lot of activities for youth
- We are the “tail-end” of Sheridan County
- Internet access like an “Internet Café” (just received broadband July 13)
- Lack of cutting edge technology
- Internet infrastructure- affordability
- Health issues- access to health care is far away
- Preschool and adequate daycare, affordable daycare
- A need to coordinate on purpose planning
- Transportation needs for youth to participate in area activities between the communities of Dayton & Rancheater
- Ditto- Transportation needs for senior citizens and youth between Dayton, Rancheater and Sheridan
- Ditto- Dayton and Rancheater need to work together- working between the two to help eliminate duplicate services
- More coordination and cooperation between county and schools
- Helping with vocational programs for high school kids- looking to the future of programs, not the past
- Drug problem- a recent bust of a methamphetamine plant in a local residence
- Lack of being educated on the signs and what to look for in drug use
- Lack of communication on town meetings
- Increase in property values- we are out pricing ourselves
- Growing quickly- can bring in advantages and disadvantages
- Property taxes increasing
- Ditto- affordable housing
- Need for young families to move here
- Ditto- Activities for youth
- Lack of affordable assisted living housing
- Ditto- Local Newspaper or news publication
- Lack of activities to do with local residents- hard to connect
- During the day, lack of children at play
- Lack of motivated, consistent and reliable people in the workforce pool
- Overvalued real estate market

## **WHAT ARE THE MAJOR STRENGTHS AND ASSETS OF YOUR COMMUNITY?**

- Good hearted
- Community pulls together

- Small Community
- More one-on-one time with teachers
- Everyone is willing
- Location
- Feel safe
- Good balance between location & size
- Size of the town
- Everybody helps
- Mountains
- People will go out of their way to help
- The people looking out for you
- Fishing- outdoor recreation
- Feel safe with the Fire Dept
- Pool- safe place for kids to go to
- Location
- Sense of the community
- Ditto
- Dayton are has not been carved up- well planned
- Shared vision in the community
- Human resource pool to draw from
- City employees
- Community pulls together in time of need
- Community support
- The people
- Safe
- Great place to raise children
- Good school district
- Park
- Pool
- Artists
- Highway 14- a full mile
- History of Dayton
- Beautiful area
- Ditto- the people
- Strong leadership
- Ditto- the people
- Ditto leadership
- Ditto schools
- Very attractive community
- Ditto- Fire and Rescue Department- high level of professionalism
- Ditto- excellent parks
- City services- excellent street service, garbage removal
- Ditto- city services work hard to make city beautiful and attractive
- Hard working people who are an asset to the community

- Ditto- Leadership
- Ditto- A nice place to live
- Ditto- Leadership- response to community concerns
- Having a Great Mayor
- Ditto- city services
- Great recycling- a place to take your recycling products (lawn, tree trimmings, etc)
- A beautiful town- a great town
- Likes the small town atmosphere
- Born and raised in Dayton
- Ditto- Mountains
- Great seniors!
- We know what everyone has for breakfast
- Everybody care for one another
- Ditto- Mountains, scenery
- Ditto- People
- Ditto- location
- Ditto- People
- Clean town
- New streets
- Ditto- Parks
- Ditto- well maintained streets
- Snow removal services
- Things for the kids to do
- Ditto- Wonderful school system
- Ditto- Fire, Rescue and EMT services
- Wonderful retirement community
- Wonderful tourist destination
- Ditto- Pool
- Ditto- Excellent Fire, Search & Rescue Dept
- Ditto- location
- Dayton Junior Council Program
- Healthy living- recreation
- Delighted in way the town is moving
- Average age of residents- young, strong viability
- Ditto- Schools
- Ditto- People
- Attitude of people- willing to help
- When you need something done it always get done
- Ditto- City services
- Well thought out planning- there is a purpose and a permanence in everything being done
- Great Main Street
- Rural atmosphere- we don't lock our doors
- Ditto- location, gateway to Yellowstone
- Ditto- Outstanding leadership

- Ditto- Great Parks
- Ditto- Beautiful little town
- To have the agricultural integrity
- Ditto- Leadership of the city
- Ditto- City services & employees
- Ditto- pool
- Strong art community
- Ditto- Fire, Rescue & Ambulance service
- Ditto- the people
- A lot of talent in this town
- A lot of resources here
- Ditto- excellent schools
- Lucky to have a good restaurant
- Minerals: coal, methane, sand and gravel
- National Forest: lumber, tourism, not grazing
- Irrigation water: we export more water than any state, develop ways to profit from it

**WHAT PROJECTS WOULD YOU LIKE TO SEE  
ACCOMPLISHED IN YOUR COMMUNITY IN THE NEXT 2,5,10  
AND 20 YEARS?**

- Lights at the pool for night swimming- 5 yrs
- Daycare Center- full time- 5yrs

- Bands in the park
- 10 yrs Fire Department bldg & Trucks
- Expansion
- Ditto Community Center- Daycare inside the center
- Expand swimming pool
- Bring in new businesses
- Grocery Store- Competition for local grocer
- Year round youth center
- Like to see the town to own the Mercantile
- Tourist things
- Remove south fence of pool and include the benches and grass areas for people to sit and watch/ relax
- Time & Temp clock- like Ranchester has
- Park have better playground equipment, and more
- Save the big cottonwood trees in town
- Replace the benches in the park
- Golf course
- Putt-Putt Golf
- Go Carts park
- Weight lifting facilities- at community center
- Businesses to come together and come up with a plan to tie all businesses together and set a “theme” to go by
- Some connecting theme and see how it can be implemented- zoning, signage, keep the quaintness of community, history project
- Talent in community- capitalize on the talent to draw people into town
- Think outside the box- have activities all year instead of just the summer time
- Dayton is in a wonderful position to see what needs to fit in (business)
- Planning needs to be in place for future growth
- Critical that each of the communities take the best resources they have and put them together- keeping their individuality
- Walking path between Dayton & Ranchester
- Would like to see the Chamber work with Dayton to build a strong merchant’s group
- Ditto on the walking trail- have it eventually go to Sheridan
- Fragmentation- what will it take to pull them all together to have a sustainable basis
- People want a reason to come to Dayton- give them one
- Get an indoor arena for roping and such- strong ranching businesses in area. This would draw in many people from region
- Artist Loop- Guest artists and classes
- How do we communicate that our associations exists, meetings, etc.
- Promoting mountains and national forest
- Community center- one facility for kids and adult
- Good sporting goods store
- Ditto- sporting goods store

- Would like to see some Light industry come into the area- and maintain the community as it is
- We need to grow at a pace of the 5-10 percent range to be able to manage
- Compensation for Fire Chief and Rescue & volunteers (paid officers and pay per call for the volunteers)
- A town newspaper
- Ditto on a youth community center- have something for the youth to do
- Keep the quaintness but would like to expand on grocery store
- Satellite healthcare
- Controlled growth
- Preserve the historic buildings
- Dayton & Ranchester have their own ambulance service
- Dayton have their own police force
- Replace the town fire pumper
- Ditto on the Mercantile
- Expand Cell Services- only one service provider in the area
- Public transportation between Ranchester, Dayton, Sheridan
- Satellite Office for Sheriff's department
- Finish visitor's center that is in the works
- Ditto- Community Center become a reality
- Ditto- Have the Mercantile open again
- A shared Community Center for Dayton and Ranchester
- Church expansion, increasing their space to provide more services and accommodate more people- it is into the planning stages right now
- Ditto- Mercantile
- Put in a nice post office
- Visitor's center
- Ditto- Grocery Store
- Postal Delivery
- Movie Theater
- Urgent care health clinic
- Ditto- Dayton's own police dept
- Ditto- Police Dept
- Ditto- Sporting Goods Store
- Ditto- Mercantile- would like to see something done with it.
- Library with state of the art technology
- Tongue river canyon- some amenities added for tourism
- Free high speed internet access
- Overall plan of what we need and combine with Ranchester, schools, county etc. then go for grants that we need- work together
- Getting internet infrastructure
- Ditto- transportation services
- Ditto- bike path walking path
- Ditto- Community center

- Ditto- Community center
- Branch bank
- New high school- keeping it in Dayton
- Something for the tourists to do- evening activities
- Make this a family friendly-kid friendly town- attract young families
- Need to build an assisted living housing for seniors in Dayton or Ranchester
- Encourage home based businesses
- A combined recreation/community center between Ranchester and Dayton
- Ditto- need a motel
- Idea of small-town growth- 1500 population
- 2 years-perform a survey of business owners-actually conducted at their convenience-make results known
- 3 years-develop a committee of business owners to address problems
- 10 years-develop workforce training programs-start with basic ethics and business practices in high school and Sheridan College-work toward specific skills.
- Develop resources toward sustainable economic base-turn present opportunities into sustainable opportunity

## **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.

\*Reprinted from Heartland Center Leadership Development, Spring 2002 *Visions Newsletter*.