

WYOMING RURAL DEVELOPMENT COUNCIL



Rural Resource Team Report

Diamondville, Wyoming
Lincoln County
April 2002

WRDC Mission

“To create partnerships that result in effective, efficient and timely efforts to enhance the viability of rural Wyoming “

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 contribution of rural communities.*

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

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

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Diamondville Resource Team

January 29-30, 2002

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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 City of Diamondville, Wyoming in evaluating the community's assets and liabilities and in developing suggestions for improving the environment, social and economic future of Diamondville. The Town of Diamondville requested a community assessment from the Wyoming Rural Development Council. At the same time, the Town of Kemmerer requested an assessment and it was decided by both communities, in collaboration with the Wyoming Rural Development Council and Wyoming Business Council, that the assessments would be performed during the same time period. Some sessions would be held jointly and some sessions separately. Each community would receive an individual report.

Linda Harris served as the community contact for Diamondville and took the lead in agenda development, logistics and publicity for the assessment in cooperation with Kemmerer community contacts. Resource team members were selected to visit, interview citizens, business and community leaders; and develop a plan of recommended action for the city. The team members were carefully selected based on their fields of expertise that Diamondville officials indicated would be needed to respond to the problem areas identified.

The Diamondville Resource Team members toured the town of Diamondville with Mayor Susan Hunzie. During the listening sessions approximately 25 were interviewed at the Diamondville sessions and at the joint Diamondville/Kemmerer sessions approximately 250 people were interviewed over a two-day period from January 29-30, 2002. The team interviewed representatives from the following segments of the Diamondville community: City and Law Enforcement, Retail and Business. At the joint community sessions the following segments were interviewed: youth at the High School, senior citizens, agriculture, industry, county, healthcare, emergency services, banking, financial, civic groups, churches and education. 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 Diamondville?
- What do you think are the major strengths and assets in Diamondville?
- What projects would you like to see completed in two, five ten and twenty years in Diamondville?

In addition to the listening sessions, Diamondville and Kemmerer had an overwhelming amount of people submit their answers to the 3 questions in written format. These have also been included in the list of responses.

In this report, you will see the specific answers that were given at the Diamondville only sessions and also the joint sessions.

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 the things said, synthesize what they heard with their knowledge of programs and resources, prepare their notes and suggestions, and forward these items to be combined into WRDC's final report to Diamondville.

The team members found it very difficult to separate the two communities and define separate major themes. So, the major themes as found in this report, are based on all the listening sessions including Diamondville's separate session and the joint sessions. Each team members report addresses some joint issues and solutions and some that are specific to Diamondville.

A preliminary oral report and a summary of group recommendations was presented to the people of Diamondville and Kemmerer on January 30, 2002 and many of the citizens of Diamondville who participated in the interviews were in attendance.

EXECUTIVE SUMMARY

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

Diamondville and Kemmerer have their greatest challenge in finding common ground and working together. Numerous comments were made on the perception people have of town governments not working together and you will see in the report that many team members addressed this concern. The Wyoming Rural Development Council and the Assessment Team Members are here to assist you in anyway we can.

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

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

On behalf of the Resource Team Members, I want to thank the community and the numerous businesses and organizations that sponsored this assessment, including the Wyoming Community Foundation. We were shown such warm hospitality by community leaders and appreciated all efforts made to make us feel comfortable and a part of the community for two days. The meals and accommodations were outstanding. We heard in the listening sessions that Diamondville was filled with warm, caring individuals and we certainly can attest to that! Thank you very much.

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

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

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

RESOURCE TEAM MEMBERS

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Diamondville Community Assessment

January 29-30, 2002

Agenda

TUESDAY, Jan. 29TH

7:00 a.m. to 8:00
 8:00 a.m. to 10:00.
 10:00 a.m. to 12:00
 12:10 p.m. to 1:30
 1:40 p.m. to 2:10
 2:10 p.m. to 2:40
 2:40 p.m. to 3:10
 3:10 p.m. to 4:25
 4:30 p.m. to 5:00
 5:00 p.m. to 5:30
 5:30 p.m. to 6:00
 6:00 p.m. to ---

ACTIVITY

Working Breakfast
 Community Tour
 Youth @ High School
 Lunch & Senior Citizens
 Agriculture/Industry/County
 Healthcare/Emergency Services
 Banking/Financial
 Break
 Civic Groups/Churches
 Education
 Break
 Supper-“As You Like it”

WEDNESDAY, Jan 30th

7:00 a.m. to 8:00
 8:10 a.m. to 9:30

 9:40 a.m. to 11:30

 11:30 a.m. to 1:00 p.m.
 1:00 p.m. to 4:30
 5:00 p.m. to 6:30
 7:00 p.m. to 8:30 p.m.

Breakfast-Senior Center
 City & Law Enforcement
Diamondville Town Hall
 Retail & Business
Diamondville Town Hall
 Lunch
 Team prepares for Town Meeting
 Supper – Catered
 Town Meeting
Diamondville Town Hall

Recommendations Submitted **by Resource Team Members**

The Resource Team would like to thank the town of Diamondville for the immeasurable amounts of honesty, hospitality, and friendliness that you gave during the Resource Team effort. We have every confidence that the kind of effort and enthusiasm you produced for the Resource Team will be responsible for your future successes.

The Resource Team has given many suggestions, some which have been repeated by more than one of the team members. We have listed the individual recommendations, along with contact information for the respective team members. You are encouraged to communicate directly with any team member.

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

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I very much enjoyed this visit to Kemmerer/Diamondville and the opportunity to visit with you about your community. Many of your concerns are common to many small communities in rural America. The problem of youth leaving is similar to the problem of no one wants to move here. If we are able to solve either chances are we solve both. This is the situation most of us find our communities in. The following are my solutions to turn your situation around.

LEADERSHIP

Leadership is an acquired skill. Generally people have a desire to see something accomplished. What does the present leadership group do about a new idea, when they are already over committed? They should empower those that want to get this idea off the ground. Hopefully most of these potential leaders are more than one hit ponies. To help them acquire the skills necessary to accomplish their goal the community should sponsor leadership seminars. There are several to choose. The Wyoming Heritage Alliance sponsors an annual program, which

meets several times per year in different locations in the state. The cost is approximately \$2,500 tuition plus travel expenses. The class is limited to 40 students. The Wyoming Business Council through the Agri-Business Division and the Wyoming Agricultural Leadership Council sponsor the Wyoming L.E.A.D. program. This is a 55-day class over an 18-month period focusing on multiple issues. More information may be found at www.wyomingbusiness.org in the Agri-Business Division in the program section. The Wyoming Association of Municipalities also offers a program. This program is less structured in that the participant takes classes when they are convenient over a multi year timeframe. Information on this program may be received through WAM at 307.632.0398.

During visits at the High School students mentioned they felt left out of the decision making process. Involving them in a high school curriculum teaching leadership skill and responsibilities of leadership. After completion of such a course encouraging the students to participate in local government work sessions will increase the communication and understanding between these often-adverse groups.

PUBLIC TRANSPORTATION

Fremont County has a public transportation entity called Wind River Transportation Authority. The Director is Sean Solan. Sean serves in several advisory positions regarding public transportation nationwide. He would be a very good resource to assist the area in determining need and development of a business plan. WRTA's telephone number is 307.856.7118.

COMMUNITY INTERACTION

There seemed to be an honest interest of combining local government effort. There also was an atmosphere of distrust expressed by each entity. There are many reasons to work together. The other community controls some of the entrances to the other community. Therefore a visitor doesn't know when he has changed communities or which one he is in. The local population moves freely between each community living in one and working or shopping in the other. The taxpayer deserves an economy of scale in that many basic services are duplicated. Economically speaking, this is one community. There is great pride in each community for its heritage. This provides an opportunity to have multiple events celebrating each community's history. This doubles the events, which can attract more out of town visitors increasing the revenue opportunity.

This is one of your biggest areas of conflict and yet it has the greatest potential for rewards. An outsider can act as a facilitator, but the community must desire to generate solutions. I am sure Mary Randolph has a list of competent facilitators. The solutions may begin with a simple agreement on small issue. What ever it takes to start building bridges and trust.

There were also significant comments from a diverse age group of citizens concerning the over zealous police presence. It seems most of the community would appreciate the officers acting more neighborly and small town than big city attitude they currently perceive. Maybe if the officers passed out get out of jail free cards rather than tickets the citizens would still get the message and not be as upset. Often the carrot approach gets better results than the club.

ECONOMIC DEVELOPMENT

With the proximity to the Salt Lake valley, you may consider mining that resource for small manufacturers that a group of local investor could purchase and move to the area. Occasionally a small company owner wants to retire, but hasn't structured his company for his retirement. Key employees may want to continue to operate the firm, but lack the capital to make it work. This is where you local investors step in. Your own economic development leaders in cooperation with Wyoming Business Council (Ray Sarcletti 307.382.3163) can lend assistance to bring incentives to make the move possible. Again it takes leadership and I discussed that earlier.

Diamondville/Kemmerer Community Assessment

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I appreciated the opportunity to listen to the insights of your residents on your communities' strengths and challenges. The listening sessions provided a broad and substantial level of input, that reflected both the pride and commitment to the your communities future.

I continue to be impressed by the substantial resources of our state and communities. The rich history and vast natural resources of Diamondville/Kemmerer (D/K) provide great opportunity to leverage that history and current resources into a specific plan that will enable management of your future direction as set by the community. During the listening sessions there were consistent themes. When looking across those themes, there were ideas that seemed to compliment one another. Those complimentary ideas are the focus of my recommendations.

Economic Development (Downtown Development & Marketing)

CHALLENGE: Many participants stated that there was limited employment opportunities. They also stated that of the jobs available there were few choices, particularly for those jobs that paid well. The challenge most often stated was finding new industry that would allow D/K's youth and others meaningful employment opportunity.

SOLUTIONS: A starting point could include an assessment of the local workforce, identifying those that our unemployed and underemployed. A skill assessment might also identify immediate opportunities for industries that could be targeted. For instance, a review of the workforce available from the recent power plant closure should produce available skill sets that could be attractive to businesses that intend to grow or expand. These workforce inventories should include the youth and seniors.

Resources: Randy Bruns, President, Cheyenne LEADS, 307-638-6000,
rbruns@cheyenneleads.org

Susan Bigelow, Executive Director, Campbell County Economic Development Corporation, 307-686-2603, sbigelow@vcn.com

(Both Randy and Susan have been responsible for overseeing work force assessments for their communities.)

Department of Workforce services, 307-777-7067,
workforceservices@state.wy.us

An inventory of community assets would provide both a sense of direction for community business growth/recruitment and provide the initial ideas for a community-marketing package. This assessment contains some of those initial ideas under a category called “Amenities” and at a minimum recognizes the vast natural resources, the value added development of those resources when converted to a reliable and low-cost energy source as well as the convergence of major highway and rail routes. D/K has an established business park with much of the infrastructure in place. The strong desire to revitalize downtown, historic buildings and overall beautification would compliment business-recruiting efforts. If possible, bridge tourism with those industries that are being recruited. For example, there was discussion about developing snowmobile tourism (Lake Viva Naughton) and the potential for expanding trails. Business that refurbish, repair or rent snowmobiles could be a complimentary industry. As you identify and develop tourism opportunities consider complimentary industries. The Wyoming Business Council has collected data on individual communities and engaged several consulting firms to prepare targeted industry studies including Benchmarking & Target Industry and The Analysis of the State of Wyoming.

Resources: Ray Sarcletti, Director, South West Regional Office, Wyoming Business Council, 307-382-3163, rsarcl@state.wy.us

Roger Coupal, Cooperative Extension Service, 307-766-5246, coupal@uwyo.edu

Tex Taylor, Cooperative Extension Service, 307-766-5982, ttaylor@uwyo.edu

Buck McVeigh, Division of Economic Analysis, 307-777-7504

George Twitchell, Field Engineer, Mid America Manufacturing and Technology Center (MAMTC), 307-382-1840 -- MAMTC can help manufacturers become more competitive through programs that address quality, business systems, the manufacturing process, company assessments, marketing and product development.

Larry Stewart, Regional Operations Director, MAMTC, 307-766-4811,
lstewart@uwyo.edu

There is a strong affinity with the natural and historical assets surrounding your community and jobs that would include involvement and interaction could be in high demand particularly by the youth. The discussion of strengths and assets include numerous examples of outdoor recreation including boating, hiking, camping, horseback riding, snowboarding, skiing, and many other forms of outdoor recreation. Also often mentioned was the great hunting and fishing opportunities as well as the ability to observe such a broad variety of wildlife. Simply stated the community has access to wide-open spaces like the Bridger-Teton National Forest. One participant stated that you could go in any direction from D/K and have easy access and freedom to explore public lands and mountains of the Wind, Uintas and Tetons. He emphasized that you, “Can still find a spots where you are all by yourself”. There is also easy access to the Fossil Butte National Monument, and man-made wonders including the pioneer trails - Oregon, Mormon and California and the largest open-pit mine. All of this can provide great tourism opportunities, which can create high value employment for the citizens of D/K. For instance, becoming a base camp for outfitters whether they provide hunting trips or simply camping tours. Your community could easily stage trips that could last from a few days to over a week. By partnering with neighboring communities there could be a myriad of different trips: trails trips from D/K toward Salt Lake City; snowmobile (and other snow related activities) trips to Afton, Pinedale or even Jackson; outdoor skill building trips in conjunction with National Outdoor Leadership School (NOLS) in Lander; opportunities to work as part of teams associated with a university working a site associated with Fossil Butte National Monument; cultural tours lead by tribal members from the Wind River Reservation; wildlife observation tours; Boy and Girl Scouts working on merit badges from Astronomy to Zoology; and of course hunting and fishing trips for every season. Again with D/K’s easy access to Salt Lake City’s airport, accessibility to the Interstate and State Highways as well as your local airport outdoor based recreational activities should be attractive to tourists and very potentially very desirable jobs for many of your citizens.

Resources: Gaye Stockman, Business Retention and Expansion Program Manager, 307-377-2807, gstock@state.wy.us

National Center for Small Communities (NCSC), <http://www.smallcommunities.org/ncsc/> -- Consider buying The Thriving Home Towns Network guide from the NCSC – It is a compilation of 109 economic development success stories drawn from communities of less than 10,000 population. Each 3-5-page case study explains why, when, how, with whom and with which financial resources the small community achieved its economic development results. All studies were independently researched by NCSC and include a local contact that can provide additional details.

John Rogers, Regional Representative, Economic Development Administration (EDA), 406-441-1175, edrmteda@aol.com and <http://www.doc.gov/eda/> -- The EDA has technical assistance grants that allow for finance feasibility studies and other projects leading to local economic development. Your project must show that the development of a comprehensive master plan will lead to economic development.

Bill Ellis, Director, Small Business Development Center, 307-352-6894, bellis@uwyo.edu

Paula McCormick, Wyoming Economic Development Association (WEDA), 307-332-5546, weda@rmisp.com and www.wyomingeda.org

Combine efforts to revitalize and enhance the beauty of the communities with economic development goals. Consistently community members spoke about the need to focus on improving town corridors, the downtown “Triangle” and several historic buildings including the Mountain Trading Company building and the Kemmerer Hotel. There was also substantial comment on maintaining and enhancing existing parks, recreation areas, the golf course, bike and walking paths, and the Pavillion stage area. Also several individuals mentioned the establishment of a “state park”. Finally, there was great support for a “conference facility and community center”.

Resources: Steve Achter, Director, Investment Ready Communities, Wyoming Business Council, 307-777-2811, sachte@state.wy.us -- Community Development Block Grants for Economic Development (CDBG) funds are available annually for each of the seven economic development component grant/loan categories, i.e., Downtown Development, Infrastructure Grant, Planning Only Grant, Technical Assistance Grant, Job Training Grant, Float and Section 108 Loan Guarantee, and the Convertible Loan Program. Only counties, incorporated cities and towns are eligible to apply for CDBG funds. However, local governments may apply on behalf of other units of government, non-profit and for-profit businesses, and special interest groups.

Scott “Chris” Brooks-Miller, State Historic Preservation Officer, 307-777-7697, cbrook@state.wy.us

Main Street Program, 202-588-6219, www.nationaltrust.org or www.mainst.org

Dave Reetz, 307-754-2201, powell@wir.net -- Dave has been very successful using the MainStreet program as well as other programs to lead Powell in revitalization efforts.

David Young, Wyoming Department of Transportation, 307-777-4384. Dyoung@state.wy.us -- David can provide information on the TEAL program that provides funding for the construction of walking/biking/jogging paths, roadside landscaping, historic preservation including downtown and other non-highway related projects.

Joann Buster, Grants Program Specialist, State Parks and Historic Sites, 122W. 25th Street Cheyenne Wyoming 82002

Susan Mizner, USDA Rural Development, 307-886-9001, susan.mizner@wy.usda.gov or http://www.rurdev.usda.gov/ -- The USDA/Rural Development offers funding through the Rural Business Opportunity Grant program. This grant program can be used for technical assistance and planning purposes.

Rebuilding the Oasis – Business Corridor Revitalization Plan, produced by
CommunityFirst! Partners for Kemmerer, December 1994

These suggestions will support greater tourism as well as enhance the ability to successfully implement business development and recruitment plans. Based on comments from the D/K community listening sessions, it would be worthwhile to identify 3 to 4 multiple day events that could be used as the focus for increased tourism. Collectively the community could then sponsor, promote and grow these events providing the direct benefit of increased tourism and the indirect opportunity for business recruitment by broadening the awareness of the many amenities of community. Activities that were identified included: an annual arts, craft and talent fair; expanding the value of the communities' history by incorporating it into a summer tourism event that could include the areas historic trails, the cities history (from mining to moonshine and everything in between) and maybe even recreating turn of the century life in a restored Triangle; festivals, concerts and outdoor theater; recreational events from snowmobile tourism and dog sled racing to fishing derbies.

Resources: Laurie Green, Director of Tourism and Travel, Wyoming Business Council, 307-777-7777, www.wyomingtourism.org

An additional benefit is that these events while hard work could also become a great deal of fun. Working jointly on these projects should encourage greater collaboration, provide some employment opportunities even if it small or part time, simply more “things to do” for all those that said, “there’s not enough to do”.

The list of ideas to enhance economic development is just that, a list. Implement different ideas to see what works and what doesn't. Keep good notes on what worked, what didn't and how an idea could be enhanced or combined with other ideas to improve the likelihood of success. As was suggested, look for complimentary business opportunities that might support one another. The University of Wyoming has implemented a program that encourages students to take academic exercises and the ideas that they generate to turn them into new businesses. The Wyoming \$10K Entrepreneurship Competition is designed to encourage students in the UW community to act on their talent, ideas and energy to produce tomorrow's leading firms. The \$10K Competition awards \$10,000 in cash to an outstanding team of full-time student entrepreneurs who submit a business plan showing significant business potential. One of the recent winners, Rocky Mountaineering, developed a new lightweight carabiner, which weighs 30-40% less than other similar products. If hiking and mountain climbing trips were more regularly staged from the D/K area, these UW student entrepreneurs might have decided to locate their new carabiner manufacturing plant here (maybe they still would). If the manufacturing process requires a lot of electric energy to produce, D/K's inexpensive energy supply could become another factor. Finally the cities might want to provide inexpensive land in the Business Park to “seal the deal”. It will take a substantial number of ideas and “what if” scenario planning to be successful but by looking for relationships and identifying complimentary activities, the odds for success can only be improved.

Resources: David Languilli, Director, Research Products Center (RPC) at the University of Wyoming, 307-766-2509, <http://www.uwyo.edu/rpc> -- The RPC works closely and supportively with Wyoming entrepreneurs and inventors to identify, protect

and commercialize intellectual property. The RPC is also the sponsor of UW \$10K competition.

Bill Ellis, Small Business Development Center (SBDC), 800-348-5205. Bellis@uwyo.edu or www.uwyo.edu/sbdc -- The SBDC provides free business assistance programs through the center and can assist people wanting to start a business or enhance an existing business. The SBDC can assist businesses with issues involving financial matters, human resource issues, marketing, intellectual property, business plan preparation assistance and other miscellaneous topics.

Venture West, www.venturewest.org -- This group is used to organize a group of local investors to finance the growth or expansion of existing businesses.

Business Challenge Program, Ray Sarcletti, Director, South West Regional Office, Wyoming Business Council, 307-382-3163, rsarcl@state.wy.us or www.wyomingbusiness.org -- This is a business competition program that can be tailored to existing businesses and or start-up businesses. The program utilizes in-kind donations to assist business ranging from advertising and accounting services to Xeroxing.

Community Interaction

CHALLENGE: The need for D/K to work more closely together and develop relationships that would allow joint issues to be identified and addressed. There was a recurring theme that in the distant past there were reasons for the sharp division between the communities of Diamondville and Kemmerer. It is now necessary to change those old ways of thinking. The split, at best, creates friction and arguments for no apparent reason and, at worse, creates a division that inhibits developing a shared vision. Resources, included tax dollars, are not maximized, and ultimately both communities could fail. Areas for improvement included interaction, communication and cooperation.

SOLUTIONS: Develop a process that encourages positive change. Look for positive attitudes. Support community leaders as they address these deep seeded and long-standing issues. Follow through on community decisions and plans. There are several excellent meeting facilitators in Wyoming. Included in the resource list below are several that might possibly be available to assist D/K.

Resources: Mary Randolph, Director, Wyoming Rural Development Council (WRDC), 307-777-6430, mrando@state.wy.us -- The WRDC maintains a list of facilitators that communities can utilize a little or not cost.

Mickey Beaver, Navigating Change, 307-235-5572, mbeaver@coffey.com

Larry Keown, Larry Keown and Associates, 307-673-4838, lkeow@aol.com

Andrea Brandenburg, Consultant, Montana Consensus Council, 307-335-7485

Policy/Law Enforcement Issues

CHALLENGE: This issue was one of the most surprising both because of the similar perceptions across a broad spectrum of citizens and the substantial number of comments. Generally the perception is that law enforcement is targeting different groups of citizens for “extra enforcement”. It seems to have led to the conclusion that there are too many police officers.

SOLUTIONS: There is a tremendous need to expand communications between the law enforcement community and the general citizenry. A citizen’s board of advisors would be a great place to begin. The board would not have to have any formal authority but rather be a bridge and facilitator between the community and officers.

Resources: Mary Randolph, Director, Wyoming Rural Development Council (WRDC), 307-777-6430, mrand@state.wy.us -- The WRDC maintains a list of facilitators that communities can utilize a little or not cost.

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Education

CHALLENGE: The number of comments regarding education was mentioned substantially less than other topics. The relationship education plays to economic development in general and business recruitment specifically warrants its review. Adults in particular require non-traditional approaches to learn and develop new or enhanced skills required by those core businesses and organizations identified as key to your success.

Youth Issues

CHALLENGE: The focus of this issue is very narrow. Youth between the ages of 13 and 20 were identified as having the least amount of activity opportunities.

SOLUTIONS: Both Education and Youth issues are worth investigating but were not issues that I researched. Hopefully my colleagues will address both of these issues.

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307-777-6430 (phone-work)
307-777-6593 (fax-work)
E-mail: mrando@state.wy.us

Introduction

This Assessment was by far one of the most interesting and challenging the Wyoming Rural Development Council has coordinated. It was a learning experience for all the team members and I hope community leaders and members as well. I hope that the team members have provided you with some insight, recommendations and solutions that will help Diamondville and Kemmerer move forward in a positive, unifying direction.

Please know that the Wyoming Rural Development Council is here to assist you in any way that we can. After you have received the report and had an opportunity to digest the information, I as team leader, will contact you and set up a follow-up town meeting. At this meeting, we will invite the community members back and ask them to help set priorities based on the recommendations made. This process will help you define 3-6 top priorities. We have found this process to be most helpful and a very positive next step.

I want to personally thank both communities including the Mayors, City Councilmen, Chamber of Commerce, Economic Development organizations and planning committee members for their hard work in making this assessment happen. It takes a lot of hours, dedication and creativity to pull this all of and your communities did an outstanding job. The agenda was well constructed; you gave us time for breaks and reflection, which we did appreciate. The accommodations were outstanding as well as the food! The meals were delicious and I'll come back to town just to eat again! Thank you very much for your gracious hospitality.

Kemmerer and Diamondville truly do have the elements to be a successful community. I would like to share with you the "Hallmarks of Successful Communities" – this was presented by the Western Community Stewardship Forum, a program of the National Association of Counties and the Sonoran Institute.

- I. Successful communities develop a broadly shared vision of the future based on an accurate understanding of their local economy and resources. Successful communities build this vision by...
 - Relying on inclusive processes that engage the diverse interests of the community and working with numerous partners to...
 - Foster constructive, informed dialogue that allows them to initially address issues where consensus exists, then move on to more difficult questions.

- II. Successful communities understand their own economy within the context of regional, national and global economies. Successful communities learn to understand their economy by...
 - Finding data that describe local demographic and economic change, sharing that information throughout the community, and
 - Designing economic development strategies based on an accurate assessment of the community's possibilities in the evolving economy.
- III. Successful communities understand how local natural and cultural assets influence and are affected by growth and development. Successful communities learn about their natural and cultural assets and about the impacts of development by...
 - Finding data that describe the local landscape and how it is changing, sharing that information throughout the community, and
 - Designing land use policies that will maintain local assets, while accommodating populations growth and economic change.
- IV. Successful communities effectively manage growth and change by...
 - Using both regulatory and non-regulatory tools that protect or enhance local assets;
 - Promoting land use patterns that provide housing for all members of the community, preserve open space, and keep downtown and traditional neighborhoods viable;
 - Anticipating infrastructure needs generated by growth and ensuring that the costs of growth are, to the extent reasonable, borne by those who benefit directly from it; and
 - Seeking additional authorities to manage growth, as necessary.
- V. Successful communities cultivate local leadership.

Miscellaneous Suggestions

Grant writing: Kirk Heaton mentioned in his report about a 40-hour grant writing course that is offered annually through the Western Resource Conservation and Development Council. The Wyoming Rural Development Council sponsors 1-2 people each year to attend this training. We will pay the tuition, travel and per diem. If someone in Diamondville or Kemmerer would be interested in this training, please contact the Wyoming Rural Development Council at 307-77-6430 or mrando@state.wy.us.

Grant opportunity: The Wyoming Community Network has recently established a grant program for communities that have completed a Community Resource Assessment by the Wyoming Rural Development Council. The grant has awarded up to \$10,000 for a project identified by the community as a priority through the Assessment process. Check out the Wyoming Community Network website for the next round of grants: www.communitynetwork.com.

Follow-up Assistance: In order to accomplish many of the projects stated, funding and additional resource assistance will be needed. The Wyoming Community Network has been established for this purpose – to provide resource sources for rural communities and grant searching. At this time, you can reach the Wyoming Community Network through the Wyoming Rural Development Council, 307-777-6430 or check out the web site: www.communitynetwork.com.

Downtown Development

CHALLENGE: Many of the comments received regarding downtown were in regard to cleanup and the historic Kemmerer Hotel. I believe one elderly gentleman, when asked what he would do with the Hotel, was “tear it down and put a nice marker in the sidewalk”. Many people probably shared the same sentiment, however, our historic buildings are treasures to our rural communities.

SOLUTION: I would suggest contacting the National Historic Trust in Denver, Colorado – they have programs and resources to save historic buildings and for downtown beautification.

Resource: John Mitterholzer
National Historic Trust
910 16th St. Suite 1100
Denver, CO 80202
303-623-1504

Marketing/tourism

CHALLENGE: One of the most interesting aspects of this Assessment was the rich history that was shared with us. Your communities have MANY valuable historic treasures, heritage and stories, plus wonderful natural resources to share!

SOLUTION: In order to find a new way to excite and inspire rural citizens to plan and shape the future of their communities, the Orton Family Foundation developed the Community Video Project. The Community Video Project uses the power and fun of a video production to encourage residents to talk about the issues and opportunities facing their communities, and the choices that can be made regarding their future. The Foundation and the American Planning Association have co-published a new manual LIGHTS, CAMERA, COMMUNITY VIDEO to guide communities on how to make their own documentary videos that focus on citizen involvement. The manual is based on the Foundation's experience in making community videos in five rural communities. In many cases, we've found that high quality videos can be made entirely using local expertise and resources.

The community video project has three basic premises:

1. The involvement and energy of community citizens are invaluable.
2. Video production is an effective tool to capture and catalyze this energy.
3. Positive social change comes about when citizens are honored for their opinions.

The Community Video Project entices citizens to convene, reflect, visualize and act on the things that will make the community a better place, such as community history, modern day strengths, weaknesses, and opportunities, as well as possible future scenarios that citizens desire and visualize.

The community video project offers three distinct benefits:

1. **Product:** A high quality 30-minute video of community residents telling their own story and sharing their own vision for the future.
2. **Byproduct:** An archive of out-take material documenting landscapes and resident's views and opinions.
3. **Process:** Citizens getting involved in their community to produce the video. Citizens discuss what they hope to achieve with the video, discuss content, arrange interviews, and star in the video. An even greater number of community members view the video, consider the opinions of their neighbors, and think about ways to take action to preserve and improve community well being.

The 30-minute videos are produced using digital technology and allow citizens to produce high quality programming at an extremely low price in a relatively short period of time. Each video involves 3 days of pre-production, 4-to-5 days of interviews and location filming and 7-to-10 days of editing.

Resource: <http://www.orton.org/projects/communityVideo.htm>

Community Interaction

CHALLENGE: As many of the other team members have already stated, the “split” as referred to in many of the listening sessions, is probably the greatest challenge facing Kemmerer and Diamondville. I think we all saw and realized that great strides have already been made by sharing some services and I think we all agreed any and all opportunities for the communities to work together must be continued.

SOLUTION: Many of the other team members have given you very good names of facilitators/consultants that can assist you. I will add one more name from a person out of state, but very familiar with conflict and the Community Assessment process.

Resource: Dennis Engelke
1025 Dowlan Rd.
Beaumont, TX 77706
409-866-2495

Youth Issues

CHALLENGE: One of the most interesting listening sessions we facilitated was at the High School with the youth. I was most impressed with their insight and genuine concern about the viability of Kemmerer and Diamondville. We heard the usual “need a mall”, “nothing for kids to do”, etc. But we also heard, “we want to be involved”, “if someone would ask us, we would help with community projects”, “we want the community leaders to get along”...The sad part of youth in most of our rural communities is that when we ask them if they are coming back here when they graduate from college, most of them say, “no way”. However in your communities, the youth first answered, no way, but then they said, maybe when we are married and have kids. That says something – that says the youth know Kemmerer and Diamondville and good communities and have the elements that we all look for – safe, rural, open spaces and opportunities. The youth of your communities want to be involved.

SOLUTION: I highly recommended getting them involved. One suggestion, which others have made, is to create a youth council. We see many communities successfully creating a youth council and have found the experience to be very valuable for both sides. I will give you contacts for several communities that have created councils..

Resource: Town of Lovell (they have just received a grant through the Wyoming Community Network to establish the Council)

Contact: Angel Montanez, City Council
336 Nevada Ave.
P.O. Box 188
Lovell, WY 82431
307-548-7614

Wheatland, Wyoming
Contact: Linda Fabian
322-4322

Wright, Wyoming (they have established the Council using the existing high school student council)

Contact: Kelly Hand, Mayor
201 Wright Blvd.
P.O. Box 70
Wright, WY 82732-0070
307-464-1666

Economic Development

CHALLENGE: In developing major themes, we put growth and land use issues under this category.

SOLUTION: I highly recommend Diamondville and Kemmerer take a look at the Community Viz™ software program. Several entities in Wyoming have formed a partnership to bring this innovative planning software into our Wyoming Communities. CommunityViz™, developed by

[The Orton Family Foundation](#), will allows users to create and manipulate a virtual representation of a town and explore different land use scenarios. Professional planners, citizen planners, landowners, and interested citizens can use this software to make informed and collaborative decisions about possible changes in their community. Communities will be able to visualize and evaluate different land use patterns, and make informed decisions on issues specific to their own communities.

"Visualization is the common language for communication. Up until now, we have not had the tools to fully utilize the power of visualization. We intend to harness this power to allow to help planners and citizens work together to shape their communities," said Foundation founder Lyman Orton.

CommunityViz™ has been developed by [The Orton Family Foundation](#) as the latest in its arsenal of community planning tools. The Foundation is an operating foundation, founded in 1995. Working from its offices in Vermont and Colorado, the Foundation develops, tests, and works with partners to deliver tools and programs for community planning across the country. The announcement of this release of the CommunityViz™ software suite follows on release of several other Foundation programs/products including the highly acclaimed book Hands on the Land, the Community Mapping Program for middle school students, the Community Video program, Citizen Planner courses, and Centennial Hall, a 21st Century Town Hall in Steamboat Springs, Colorado. CommunityViz™ is an extension of ArcView® Geographic Information System (GIS) software and analyzes information in new and powerful ways. CommunityViz™ combines three interactive components. The Scenario Constructor(tm) component provides users with the ability to build and evaluate a multitude of customized scenarios.

Resource: Wyoming Community Viz™ Partnership
C/o Wyoming Rural Development Council
2219 Carey Ave.
Cheyenne, WY 82002
307-777-6430
(Mary Randolph)

Check out the Orton Family Foundation web site for more information on this program: <http://www.communityviz.com/>

LEANNE WHITMAN
UW Cooperative Extension Service
228 9th Street
Evanston, Wyoming 82930
307-783-0570
FAX 307-783-0580
lewhitman@uintacounty.com

Introduction

I would like to begin by thanking all of the people of Diamondville and Kemmerer who were interested and involved citizens as we did this assessment. I want to remind you each of us begins our report by giving our names and contact information. We will remain available to you

in the future to answer questions and to assist you in any way we can. This is not a report we send to you and forget. We are sometimes limited by time and space from explaining things fully and we are willing to supply more information.

I read with interest the report prepared for Kemmerer titled Rebuilding the Oasis. I particularly enjoyed the pictures of the trees drawn in the back. Whoever did the drawings in the back has not raised trees in Wyoming. I recognize it is difficult, but I think I can give you the names of someone who can help to make it easier.

DOWNTOWN DEVELOPMENT

Historic Buildings

Challenge: Historic buildings are both a blessing and a curse. With much loving care, and hundreds of thousands of dollars, they can be reflections of a bygone era. Without the money, they can become a blight on the community. Our world has changed and we no longer choose to shop in the huge, dark barns of yesteryear. Yet when we lose the old buildings we lose our contact with the past.

Solution/Contact: Evanston has had success in developing the old buildings of the downtown in different ways. Buildings have been developed both by the community and individuals. Several downtown buildings have been brought up to date and put to new uses.

The Depot Square area serves as a community-gathering place. Someday, the Roundhouse and the surrounding rail yards will become an office complex and meeting center. These projects were under the direction of the Urban Renewal Agency. This agency has some community funding, private donations, and grants to carry out its projects. One of the fundraisers is an annual Urban Renewal Ball, which is a social highlight in the community. The current director is Amy Hansen. The director who has accomplished most of the project so far is:

Jim Davis
City of Evanston
1200 Main
Evanston, WY 82930
307-783-6300

Some of the buildings redeveloped by private parties include:

Blythe and Fargo: A large, three story general store from the days of early Evanston, converted to office and retail space on two levels. This retains some of the ambiance of an older building while providing more modern space. The contact person is:

Janice Bodine
Blythe and Fargo
333 Center
Evanston, WY 82930
307-789-2893

Uinta Title rebuilt the old Cornet Store into office and retail space. I am not sure of the age of the building but the general appearance was that of a 1950's dime store. It is now a modern looking building

Georgia Harvey
Uinta Title
1048 Main
Evanston, WY 82930
307-789-1777

I would suggest you form a committee of people interested in saving your old buildings. They can then prioritize them and meet with some of these folks to learn more about how to go about it.

Overall Beautification

Challenge: We live in a semi-arid region and are not necessarily a “greenbelt” area. In your communities, there is also a lot of dirt, which tends to blow into town due to the winds and the nature of the area around you. When the communities were first settled, people worked to combat these problems by planting trees and grass. By now, those trees are fully mature and will not likely live for too many more years.

The opposite side to this challenge is that we are currently in a drought and lack of water is a challenge. Even in normal water years, trees can be difficult to get started.

Solution/Contact: There is a need to continue the planting process to beautify communities, but you should do so with water conservation in mind. This may be something you need to put off until you are assured an adequate water supply for the summer.

You may also want to evaluate the possibility of using non-potable water for public landscape watering. I understand there is a fairly high water table in parts of Diamondville. A shallow well may provide water for landscapes, even if it is not suitable for drinking. This is not an inexpensive solution, but if water is a problem it may be helpful.

In planting anything, you will need to consider its suitability to our climate. While some folks who spend many hours in their yards can grow many things, public landscapes need to look good with less care. A booklet on planting in Wyoming and Montana titled: *Creating Native Landscapes in the Northern Great Plains and Rocky Mountains* gives a number of suggestions for planning landscapes. It also lists a number of trees, shrubs and grasses that grow well in our climate. A copy for your review is available at the Diamondville Town Hall, Kemmerer Town Hall, and the Lincoln County Library.

In planning to plant trees you should also consider providing windbreaks for them for the first 3-5 years. The dry winds can pull water out of the tree almost as fast as the roots damaged in the transplanting process can suck it up. Fencing panels with can be bolted to metal poles or chain link fencing with privacy slats can be used. Canvas or burlap on metal poles is probably less

expensive, but in a high wind area it may give up in the middle of the winter and need replacement.

Finally, finding trees to plant can be difficult with no local nursery. Many trees sold at some discount centers are grown in low altitudes with easy winters and they have difficulty in adapting. The Uinta County Conservation District has ordered truckloads of trees, which they have sold to the people of Bridger Valley. These general come from nurseries in Montana and northern Idaho. If you would like to purchase a truckload, they can provide information. The Lincoln County Conservation District has not done big trees in the past, but may be willing to assist you also.

Conservation Districts also sell seedling trees and shrubs for use in windbreaks. They are not expensive, but may take 5 to 10 years to achieve the size of most marketable trees. They may be a good investment to place along the river path if you chose to develop that area. These are generally ordered in January or February and arrive in early May. Planting seedlings and full size trees will help 75 years from now when they reach maturity at differing times.

There are people available to help who know much more about this than I do.

Lincoln County Cooperative Extension
Courthouse
Kemmerer, WY
877-9056 Ext 410

Steve Aagard
UW Cooperative Extension Service
Box 3354
Laramie, WY 82070
307-766-5124

Uinta County Conservation District
Town Hall
Lyman, WY
307-787-3794

Lincoln County Conservation District
100 Pine Street
Cokeville, WY
307-279-3256

Youth Issues

Challenge: Every town faces problems with dissatisfied teens; it is a part of growing up for them. In Diamondville and Kemmerer, we found youth who are very discouraged with their community. They have tried to accomplish a number of projects and either failed or settled for less than their desires. It is important to involve youth in decision-making processes, and while they may not get everything they want, it is important that they know why they can't have it.

Solution/Contact: Form a Youth Council who can help you make plans for youth facilities and activities especially for the 12-20 age group. One of the concerns, which came up often, was the building of a skate park. The youth tend to see Arthur Piz Park as an attempt to "buy them off." It was an attempt to do something with the funds available in the time available and apparently works well for the younger youth. A youth council may be a means of communicating with the youth what was done and why. It can also be a means of understanding what kids are asking for.

The skate park can be an example of the need for improved communication. One parent suggested using the Day's building. It has a flat, concrete floor and is OK for the type of skating rink I grew up with. Youth tend to want things like jumps, a half pipe and other torture devices I

can't even name in a modern skate park. Skate parks are also wonderful for adults, even if they barely know what a skate park is. Since Evanston put theirs in, skateboards have practically disappeared from downtown streets and parking lots. Try working with youth to design and fund a skate park. Let them work with you on the issues of funding, insurance or liability, and policing of the area. This would be a good project for the towns to work together on as the kids won't care where it is or who builds it.

The City of Evanston skate park seems fairly compact and was built of concrete, I think. I am of the age where you don't go near the place without aching. As I drove by the city park in Riverton, I saw structures which looked like a skate park stick out of the snow which appeared to be made of wood. I can't give you contact information for Riverton, but in Evanston contact:

Dennis Poppinga
Evanston Parks and Recreation
275 Saddle Ridge Road
Evanston, WY 82930
307-789-1770

Police Presence:

Challenge:

It is not unusual to have youth claim the police harass them but we heard the same complaint from senior citizens. In your situation you do have a large number of law enforcement per person. I don't mean to say too many officers as they are doing different jobs, but with two town departments, the sheriff and the highway patrol all having a presence in the towns, it is fairly easy to find an officer of some kind.

Solution/Contact: As we talked with people, I felt many lacked an understanding of who does what in the towns and the county. Each law enforcement agency has specific duties, but many of the people do not see the differences. My perception was that many times that law enforcement are seen as the "bad guys, out to get me." I would suggest the deputies and town police sit down and work out way to do community policing together. Do thing like have lunch at the Senior Center or the school to spend some time with the public. People will be around police dogs whether you have them or not. Have some officers bring their dogs to the schools or Senior Center to show what they do. Each department may be doing some of these things, but working on them jointly will help everyone.

Marketing

Challenge: Every town in the country is attempting to attract visitors. You also mentioned a need to appeal to they wives and families of Doctors and mine administrators. People are looking for a bright, clean town with many things to do. They also want things like quality health care and recreational facilities. You have many of the things people want so let them know where they are.

Solutions/Contacts

When I spoke at the meeting, I talked about marketing your gems. Signs are sometimes seen as something less than positive, but how can visitor know what you have if you don't tell them.

I have reached the age of grandparenthood. I find one of the first things I usually look for in a town is the restroom either for me or for the grandkids. On a later visit to Diamondville I made a special trip to Miner's Park to see if there were restrooms. When I found them, I wasn't sure they were open in the winter. It is an ideal place to market as a rest area.

On the same visit, I stopped at a local business for the usual reason. When I reached the restroom door I was greeted by a sign, "for customer use only." I decided I had shopped there several times before and even if I wasn't buying this time, I was a customer. I don't think one of those signs has ever discouraged me when I felt a need, but likewise they have never failed to make me mad. I realize cleaning and supplying restrooms can be a problem, but I want to feel welcome and most times, if I stop, I shop. Encourage your businesses to welcome customers. You have wonderful city parks in both communities, but how can a poor grandparent from out of town find them? A local resident said she had great difficulty in finding tennis courts when she moved to town. Put up some signs to guide us to your gems. In Diamondville, there is an old gas station sign right where people need to turn to go to the park. Rather than tear down the eyesore, fix it up and use it to advertise the park and recreational facilities.

Your Lincoln County Courthouse has absolutely wonderful examples of fossils as well as being a very beautiful, restored building. Encourage visitors to stop and see the fossils by putting up some signs to let them know where they are.

I understand your hospital is planning on putting up more signs on how to find it and where to enter. It is an excellent facility and if you have a doctor from out of town-suggesting patients go there, it needs to be easy to locate.

Your wooden trail signs leading people into town are wonderful. Signs similar to those directing people to some of your gems would also be very useful.

Solution/Contact: Your people are proud of many of the local features but again, much need to be marketed. As part of our honeymoon, we spent some time in Vernal, Utah. In the motels, gas stations and restaurants were handouts in a small rack describing 10 tours you could self guide yourself along to see the sights in and around Vernal. They were not expensive, just photocopies. They were written by folks who had been there and loved the places rather than a distant consultant. They gave us a reason to stay awhile.

All 10 had a similar format on the front. As you opened it you found a map and descriptions of what you would see as you went there are after arriving. It described the various features and gave you reasons for wanting to go and an approximation of the travel time. The back suggested what you might want to take along, like lunch when you are going to an area with not restaurants.

You have lots of features, in and around the town, which could serve as the basis of a brochure collection. Some I would suggest are:

Viva Naughton

Fontenelle and Names Hill

Fossil Mines where you can dig your own.

Coal Mine—in Gillette most of the mines will do tours even for individual families

Commissary Ridge or other mountain sites

Historic Trails

Historic Coal Mine tour.

Walking Tour of Kemmerer including the Log Cabin, JC Penney house and store, the Courthouse, and some of the older churches

Fossil Butte National Monument

A Fisherman's Guide to Kemmerer and Diamondville

A South Lincoln County Snowmobiler's Guide

I am sure it would be easy to expand the list. The idea is to get people to spend some time in town so they will spend some money on food, lodging and general shopping.

Concern

You have a "big box" building at the edge of the Town of Diamondville, which sits empty. It gives an immediate impression of a dying town. Many Wyoming towns have the same problem.

People feel the need for a place to hold a large meeting or meal.

Solution/Contact

Look at turning Day's Market into a community center, which would serve both towns. I understand this was considered, but it was judged too small to hold the sled dog banquet and it has poles in the middle of the floor.

Having been to meeting all over the state, I am willing to say many banquet or meeting rooms have poles. You learn to work around them.

The next concern is the size. In small towns you may need to be able to host meeting of 50 to 75. This covers many of the various meetings I attend in this state. You need to evaluate the number of motel rooms likely to be available if you are hosting a convention or meeting. Many rooms in your area are booked for long periods by workers.

You are centrally located for Southwest Wyoming and would be a good place to meet for many organizations. It would also give you a place for local meetings.

Kemmerer/Diamondville Split

This is a very difficult issue to address. We listened to a very limited number of people and so we don't necessarily have an accurate view of the entire situation.

I actually think many of the people feel very much like part of both towns. They live in one community and own a business or work in another. My brother used to love to tell folks he lived in Diamondville, got his mail in Kemmerer and worked in Frontier. Most people felt sorry he had to commute so much.

On the other hand the governing bodies work very hard to keep their own identities—which is both good and bad. I feel you may be gradually forced to work more closely together through things like the Joint Powers Water Board and the funding of water treatment. It is good because both towns "own" the water without an expensive plant in each town. It is a problem as each

town had to give something up to get it. As one man said we can't move a man from the water department to a snowplow as demands change in the seasons.

When it comes to large pieces of equipment that spend a lot of time sitting idle, it would make sense to find a way to share. A street sweeper or a garbage truck could possibly be shared, as they tend to work on a schedule. A snowplow would be a problem, as when one community needs it, both need it.

Fire, ambulance, and search and rescue are all shared. Can law enforcement work together to better serve both communities? Could one town provide a detective while the other does night watch? It might be possible to achieve with mutual aid agreements, but the community leaders would need to support it. It may be better than requiring all officers to be part detective and the night watch being covered only by on call officers.

There is a long history of two towns and I would not suggest they dissolve and unite as a single new town. Neither do I feel one should swallow the other. As service constantly become more expensive to provide, I do feel you need to find ways to work together.

TOWN DEVELOPMENT

The Kemmerer Hotel came up several times in the sessions. Most of the comments were get it developed or demolish it. The Community Development Block Grant (CDBG) can be used for either event.

If a plan were developed for an economic development use with a tenant and there are public safety issues, the program could provide assistance to private interests to do those type of improvements correcting building code problems. Buffalo used the program on the Occidental Hotel to locate a book publisher.

In addition to the Kemmerer Hotel, several other buildings were candidates for demolition. CDBG also has provisions to remove blighted structure from neighborhoods. The property must be owned by a public entity. This is an opportunity to revitalize neighborhoods. The community can use these properties for new business incentives or public housing or other public building projects. The community may also sell the property to private investors under the correct circumstances.

If the community needs assistance in determining the feasibility of a project, Planning Grants are available.

Steve Achter (307.777.2811) Director of the Investment Ready Communities Division and Ray Sarcletti (307.382.3163) Regional Director both of the Wyoming Business Council can assist entities with this program. The rules and applications are also on the Wyoming Business Council's website at www.wyomingbusiness.org.

Rural Development of the USDA also has similar programs. The local contact is Linda Ziegler (307.886.9001 ext 4) in the Afton USDA office.

TOURISM

Kemmerer/ Diamondville proximity to the Salt Lake metro area offers the opportunity to attract drive and play tourist. If the area attracts 25 cars per weekend for 35 weekends per and each car's occupants spend \$300 per trip \$262,500 is spent in the area per year. This would then generate additional revenue in lodging taxes to increase the promotion increasing the benefits to the area. To be successful the marketing program needs to package lodging with meals, events, sightseeing, or outfitting opportunities. Today visitors like one stop shopping. The program needs to be developed for a weekend entertainment adventure. There are more than enough opportunities to generate return business.

GREG WYNDHAM

**Southeastern Wyoming Resource
Conservation and Development Area Council**

304A 16th Street

Wheatland, Wyoming 82201

Phone 307-322-2187

FAX 307-322-4109

greg.wyndham@wy.nrcs.usda.gov

INTRODUCTION

I understand the pride you feel in your Community. There appear to be many things you have already considered to help improve your communities and I applaud your efforts. We in Wyoming are faced with a difficult task of providing opportunities for our youth so we can keep them here in the state. The opportunities we created within our rural communities will determine how successful we are in accomplishing this goal. The resources (people and agencies) listed in this report are willing and able to help, however, they need someone in **your community** to provide the direction and leadership that makes things happen.

Youth

Challenge: Every community is faced with this challenge, since the beginning of time parents have worried about what their children are doing. There is no easy solution. The problem cannot be addressed without involving the youth in your community. You can build the greatest community center in the state, a pool, or a roll-a-blade park but if no one uses it you have not accomplished much. There appears to be a feeling among the youth that local leadership is not interested in working with them to accomplish what they want. There needs to be a consensus on what is wanted. Then a plan can be developed to accomplish the objective.

Solution/contact: There are a number of facilitators through out Wyoming willing to help, for assistance contact:

Kirk Heaton, Area Coordinator
Western Wyoming RC&D Council
1471 Dewar Dr.
Rock Springs, Wyoming 82901
Phone (307)-382-3982

INFRASTRUCTURE, HOUSING, FACILITIES ETC.

Challenge: There were a number of comments on this issue. The concerns can be addressed based on which item is given the highest priority. When the assessment report is presented a number of the team members will return and have indicated their willingness to provide assistance in setting the priorities.

Solution/contact: There are a number of agencies and organizations that can address affordable housing, crosswalks, recreational opportunities, waste management or downtown beautification.

1. The Wyoming Business Council has responsibility for Rural Development's Community Development Block Grants Program. Grants are available for: Planning, Technical assistance, Job Training, infrastructure, Downtown Development, Community Development and Housing. For more information on this program contact:

Terri Koerwitz
Wyoming Business Council
214 W 15th Street
Cheyenne, Wyoming 82002
Phone 307-777-2812

2. The USDA Rural Development Agency. This agency can provide a variety of services dealing with community development or improvements. Many of their services are in the form of low interest loans, however, with the rates offered, they are comparable to grants. Affordable housing, waste management, and water systems are just a few of the areas they deal with. For more information concerning their program contact:

Jack Hyde 307-261-6300
100 East B Street
Federal Building, Room 1005
Casper, Wyoming 82601

3. There were a number of comments concerning affordable housing, in addition to RD, below are a number of people or agencies that can provide assistance in this area.

Cheryl Dillum, 307-265-0603 (loans/grants)
Wyoming Community Development Authority
Casper, Wyoming.

U.S. Department of Housing and Urban Dev.

www.hud.gov, 307-261-6254 (they can provide additional Direction or information on who might be able to help with affordable housing.)

Kresge Foundation, www.kresge.org, they fund projects exceeding One million dollars, they look for significant involvement And commitment from the sponsor in fund raising activities.

Eva Burton, Glendo Community Outlook to the Future. (307)-735-4564. Eva helped lead the effort in the construction of affordable housing for seniors in the Glendo area. She can provide information on the how to do efforts required to be successful.

4. If you are looking at downtown enhancement, the Wyoming Department of Transportation has a program that can provide assistance. It is called Transportation Enhancement Activities – Local (T.E.A.L.). The Wyoming Business Council can also provide assistance in this area with the Rural Development Block Grants Program.

Wyoming Department of Transportation
Office of Local Government Coordination
P.O. Box 1708
Cheyenne, Wyoming 82003-1706
Phone (307) 777-4384

Terri Keorwitz
Wyoming Business Council
214 W 15th Street
Cheyenne, Wyoming
(307) 777-2812

5. If you are interested in developing trails etc., the National Park Service can provide assistance with pre-planning, information and education, and brochures to help fund the project.

Kay Salazar
National Park Service
12795 W. Alameda Parkway
P. O. Box 25287
Denver, Co. 80225-0287
(303) 969-2857

Capacity Building

Challenge: Part of being a successful community is having the ability to help yourself. There are agencies and people out there that can do the work for you; however, nothing is a true success if you do not have personal ownership. There is an old saying “teach a person to fish and you can teach that person to feed himself for a life time”. If you develop your own leadership and you have the ability to write your own grants, it is your project and will be your success.

Solution: The Western Wyoming Resource Conservation and Development Council offers one of the best Grant Writing and Grants Management workshops in the State of Wyoming. Bader and Carr direct the workshop. It is very intense but when you leave, you have the ability to go out and get that grant on your own. You will also realize that managing the grant is just as important or more important than getting the grant. Most people have more problems with filing the reports required than they do with actually getting the grant.

Contact: Kirk Heaton, Area Coordinator
1471 Dewar Dr.
Rock Springs, Wyoming 82901
Phone (307) 382-3982

Economic Development

Challenge: There were a number of concerns about jobs and the start up of new businesses. Indications are there have been several new business started, that ended because of failure to prepare a good business plan. It also appears, opportunities have been missed to have successful businesses locate in the area.

Solution: Throughout Wyoming there are located, local Small Business Development Centers. The responsibility of this organization is to provide assistance with starting new businesses, working with the individual on a business plan, looking at marketing etc. They work with entrepreneurs, home businesses, and other small local business interest. The contact I have is located in Casper. He is the Regional Director for the southeastern area.

Leonard Holler, Regional Director
Small Business Development Center
111 West 2nd Street, Suite 502
Casper, Wyoming 82601
Phone (307) 234-6683

BILLIE KIRKHAM
USDA – Rural Development
320 East Lincoln
Riverton, WY 82501
307-856-7524 x 4
Fax 307-856-2383
billie.kirkham@wy.usda.gov

First, I would like to thank the communities of Diamondville and Kemmerer for their warm hospitality, participation and frankness during the assessment. Your people are the strongest asset you have and it was a pleasure to meet and listen to every one of you. Your history and culture intrigue me! I will never drive through your communities again without stopping for some exploring and a little unique shopping!

Community Interaction:

You should capitalize on your people and the character of your communities. Past accomplishments mean a great deal to both communities. However, there appears to be a shortage of volunteers to achieve community goals. This is apparently from “burnout” experienced by those who have held leadership roles in the past and present. It could also be from taking on too many issues or projects in a short amount of time and not spreading the work throughout the communities. As you refocus, you need to prioritize and pace your work and take time to celebrate the successes. Diamondville and Kemmerer must begin building community human capacity to achieve your objectives and goals. Once you have capacity you must spread the work out so leaders and volunteers avoid burn out. It is also critical for the citizens to have a sense of success so they will stay engaged and committed. Periodic celebrations will help reinforce the sense of success and regenerate the volunteers that are so critical to community success. Effective leaders will always be including new folks and grooming them to take on leadership roles. Mentoring and leadership development is critical to your town(s).

The communities of Diamondville and Kemmerer are very similar in nature. You each have strong community pride as well as pride in the natural resources you all enjoy. The resources such as Fossil Butte, the River, Lake Viva Naughton and wide open spaces are an additional asset that not only hold local folks here but also draws outdoor recreationists seeking the outdoor experience.

The challenges each community faces are very similar in nature also. So are the solutions. The elected officials are to be commended for their dedication and commitment to the towns they serve. However, it is critical that the elected officials truly listen to the residents and carry out their desire for cohesive and desirable communities, rather than their personal vision for the communities. The divisive rift between the two communities will continue to sap critical resources as you continue to compete for the same resources to accomplish the same objectives. The communities are closely connected and the decisions of each have far reaching affects on the sister community. This friction is eroding energy needed to address the really important issues in Diamondville and Kemmerer. Example: the cost of city Diamondville administration is \$1,772 per resident while the cost of Kemmerer city administration is \$ \$1,439.93 per resident.

Combining the two communities into one would further reduce the cost per resident and benefit everyone by providing consistent and cost effective community services. This will also free up funds for capital improvement projects and other needs the residents identified during the assessment. The merging of the two communities into one has an excellent start in the school system and the joint powers board, which administers the water and waste disposal system. The communities should conduct a joint survey or place this issue before the voters during the next election. You need to determine precisely just what the desire of each individual resident is, in regards to merging the two communities into one. Once the direction is determined the elected officials and community leaders should follow through.

The friction is not only noted during the assessment, it has to have been noted by those companies and individuals who have been and will be recruited to bring their businesses or professional services to these communities. It affects their desire to want to work and live in the community that faces this daily problem.

Solutions:

Building effective relationships will enhance cooperation and joint problem solving is critical to your success. Some issues to consider are:

1. What are the issues that create distress between Diamondville and Kemmerer
2. What is at the root of the distress?
3. Are the issues in conflict hurting your communities when it comes to being heard and/or represented?
4. What can each community do to work more effectively with your sister community towards a positive resolution of issues?
5. Can those in conflict jointly address what issues, with a high probability of success, in order to build healthy alliances for the benefit of all?
6. How can citizen in your community become proactively engaged in county government, school districts, planning, etc?
7. What changes in your local government would enhance Diamondville and Kemmerer?

Suggestions:

1. Conduct "Conflict Resolution" education seminar for those in conflict.
2. Identify a list of issues that, if jointly resolved, would benefit all parties. Present and propose joint resolutions to those entities
3. Develop a joint community strategy
4. Diffuse conflicts by proactively working towards solutions
5. Build joint alliance with each other to address area wide issues.

Downtown Development – Business Corridor - Marketing

The communities do not appear to have consensus on what their future is or should be, except they want job stability, dependable services, to increase business activity and continued viability as communities. A number of individuals and/or groups either do not share or have a clear

definition of Diamondville and Kemmerer's future. The issue becomes "If you don't know where you are and where you are going, how will you know if and when you get there?" If you don't know where you are going any road will take you there. Upon arrival you may find it isn't where you wanted to be. Furthermore, if the communities do not define their own future, some else will or the communities will continue to "fade away". This will result in the loss of basic services and continued out migration of residents.

The challenge is to revitalize the down town area and business corridor so it is conducive to the needs and desires of local residents conducting business as well as capturing traffic passing through the community. Provide a pleasant and unique experience for travelers and locals. Making Kemmerer a place people want to be or a place they want to explore is a large part of this challenge. The Corridor revitalization plan developed in 1994 needs to be revisited updated and a new focus assigned. However, during this process the community needs to acknowledge the portions of that plan that have been implemented successfully and why. Further they need to acknowledge the proposals that haven't been successful and are honest about why they did not succeed. Accept those unsuccessful portions as training, learn and go on. Don't keep revisiting that failed situations except for what you have learned! In both cases you need to celebrate what you have learned in all instances and *the progress accomplished up till now*.

Part of the challenge is to renovate existing structures for business functionality, clean-up vacant lots, restore buildings with historical value, revitalizing the downtown areas to enhance existing businesses. This will result in business retention, expansion and bring new businesses into the downtown area. It appears the downtown areas is privately owned and some owners do not live in the community or have no interest in the revitalization of the area and they seem to lack the motivation to "buy-in" to innovative ideas which will change the landscape.

Solutions/ Suggestions

Your communities have a rich and diverse history and this could be capitalized upon. If a special improvement district "historic district" non-profit organization was established it might be possible for that organization to purchase the lots and units that have value to the area. Establishing a historic district along the downtown-business corridor in both towns would enhance community marketability. It is further possible that funds could be obtained from private and public investors to restore these units or re-construct structures that were once on the site(s) These structures could be used to house professional service businesses, restaurants, coffee and serendipity shops as well as unique retail stores. Upper floors could be used for bed and breakfast businesses. The community has a very unique history that could be capitalized upon to draw folks to return again and again to the area. Establishing the historic area will assist in resurrecting the valued portions of the past and assuring continuity in the future. It will also make the area eligible for funds for historic renovation to buildings within and near the district. Further development of a historic building driving tour "A Little Bit of History" would enhance the communities' opportunity for travelers to explore the communities beyond the main highway through town. Promoting this would not impact traveler's destination time significantly. It promises a glimpse of the past and the connection needed to get tourists to return for a closer look. It would pique traveler's curiosity about the area and bring them back for exploration and a longer visit and provide opportunity for them to spread the word about Diamondville and Kemmerer.

Contacts: State Historic Preservation Office
Todd Thidodeau – Historian
Barrett Building
2301 Central Avenue
Cheyenne, WY 82002
307-777-7697

City of Rawlins – Historic District
521 West Cedar
Rawlins, WY 82301
307-328-4500

City of Lander, Historic District
240 Lincoln
Lander, WY 82520
307-332-2870

Wyoming Business Council
Ray Sarcletti – Southwest Director
307-382-3163

Wind River Visitor’s Council
Contact: Paul McCormick
307-332-5546

National Historic Register has additional resource information
Web Site: www.cr.nps.gov/places/htm

Civic/Community Center:

The subject of a civic/community center came up at most of the sessions. You need to evaluate and develop a strategy to establish this much needed multi-purpose facility. The challenge is to develop a community center that will meet the needs of all age groups. There are many different types and ways entities can be formed that may benefit their ability to obtain funding and operate this type of facility.

Suggestion:

The communities need to consider one of the following entities to accomplish this goal.

1. Form a Joint Powers Board between the two towns, County and the School districts
2. Form a Non Profit Organization
3. Or one entity could build it and lease to all other entities to operate.

Funding Sources for this might include:

1. Rural Development, Community Facility Program. Direct loan or small grant
Contact Point: Linda Zeigler, Rural Development Manager, P.O. Box 190, Afton, WY 83110
307-886-6163
2. Local banks have funds available for project and the loan can be guaranteed by Rural Development. Contact a local bank or the Rural Development office listed above
3. Any of the Bond Councils in the state can help set up a bond election and give advice as to the best bonding route to pursue if needed. Three bonding companies are:
 - a. Borthwick Law Firm, 1312 Capitol Avenue, Suite 506, P.O. Box 1124, Cheyenne, WY 82001, phone 307-635-2433
 - b. Herschler, Freudenthal, Salzburg and Bonds, 314 E. 21st Street, P. O. Box 387 Cheyenne, WY 82003-0387, phone 307-634-2240
 - c. Wiederspahn, Lummis and Liepas, PC, 2020 Carey Avenue, Suite 700, Cheyenne, WY 82001, phone 307-638-6417
4. State Loan and Investment Board, Brad Miskimins. Phone 307-777-6646
5. Private foundations can be found through the Internet at the Foundation Center. Their web site is www.fdncenter.org

Youth Issues:

A number of individuals expressed the lack of youth representation in your local government. Not only are their needs not being met, but also communication has broken down to the extent that the youth have given up. This will continue to feed the out-migration the towns are experiencing with their young people.

Diamondville and Kemmerer have done a good job in creating recreation areas that can be used by families and children under the age of 12. However, the current challenge is developing and maintaining good open communication and rapport between City officials and young people between the ages of 12-20. The communities should work with the local high school to get student participation in city council meetings and decisions. This will help the students to understand the government process and will place their needs and issues before the decision-makers and community leaders. You will also be building your future community leaders by involving your youth.

Specific activities that need to be developed is a motor cross track, a much larger and challenging Skate park as well as activities that will meet the needs of the 12-20 age group. Team assessment member Leanne Whitman makes appropriate referrals in how to accomplish these.

The youth in the community do not feel they have a decent and safe school environment. This is evidenced by the lack of adequate heating and window throughout the high school. The communities and school district must make this a priority. Being in a cold environment is not conducive to maximizing the learning potential of students.

Housing:

The challenge to provide assisted living for seniors will continue to increase as the local population ages. If this need isn't met you will continue with out migration as these folks move to towns where the facilities are available. The communities need to start the process that will ultimately meet the needs of these residents. Various Multi-family funding mechanisms are in place and can be accessed through Wyoming Community Development Authority, Cheryl Gillum, 155 North Beech, Casper, WY 82601, phone 307-265-0603 and Rural Development, Rural Development Manager, Linda Ziegler, P.O. Box 190, Afton, WY. 83110-0190, 307-886-6163 Applicants for multi-family loans for this type of project can be individuals or organizations (non-profits, consumer cooperatives, associations, partnerships and limited partnerships. Rural development loans can be made for up to 100% for non-profit organization and 95-97 percent for partnerships. The term of the loan is 50 years with the interest rate reduced to 1% . Some apartment units receive Rental Assistance, a deep subsidy that helps tenants pay rent and utility costs above 30% of their adjusted income.

Housing blight:

There are some substandard housing units through out both communities. Other resources to renovate and improve substandard housing are available through rural development's housing preservation grant program or the 504 home improvement loan and grant program. Repairs such as adequate sanitary water and waste disposal systems for those still on private wells and septic systems who need to tap into the community system; energy conservation measures such as windows and doors, insulation, etc.; replacement of heating systems; repairs/replacement of roofs; alternation to accommodate disable individuals; and repairing electrical wiring. Public and private non-profit organizations can apply to Rural Development, RDM, Linda Ziegler, P.O. Box 190, Afton, Wy 83110, phone 307-886-6163 for grant monies for the rehabilitation of housing owned and occupied by very low and low-income families or individuals in their community. Additional contact is WCDA Cheryl Gillum, 155 North Beech, Casper, Wy 82601, phone number is 307-265-0603.

There is significant numbers of manufactured housing units in both communities. Manufactured housing is a desirable and alternative affordable source. However, it was noted that the current manufactured housing stock is aging. There is indication though out the area that as each unit is replaced the sites are being further developed to be more typical and similar to stick built housing sites. Affordable housing will always be needed. All types of financing are available through the local lenders. Further WCDA and rural housing service's direct and guaranteed loan programs are available to residents in this community. Loan terms are 30-33 years with rates ranging from 5.75% WCDA to a minimum of 1% subsidized interest rate through rural development's 502 direct loan program. Local lenders provide the necessary access to the WCDA rd guarantee program, which provides 100% financing for first time homebuyers. Further rural development's office responsible for service to this community is located in Afton, Wy. Community housing leaders could contact RDM Linda Ziegler, P.O.. Box 190, Afton, Wy 83110, phone 307-886-6163to request that a regular office day be established within the area for local residents.

Economic Development

Every session addressed the need for economic development opportunities to meet local needs, such as, additional grocery store, jobs that pay a living wage, benefits that are not linked to the mineral extraction and power generation businesses. This places emphasis on diversification of the local economy. Economic development for your communities is closely linked with your effort to revitalize the historical downtown and business corridor. For every dollar spent in Diamondville and Kemmerer, the need exists for that dollar to be used 4-5 times before being exported. Further adding to complicate this situation is the money exported by workers living in other communities spending their paychecks where they live.

The communities need to pull together to answer the following questions when addressing your economic development needs. Suggestions: What businesses would provide the greatest dollar turnaround?

1. What business would best keep dollars earned in the area
2. For every break in the chain of using \$1 what is the affect of Diamondville and Kemmerer?
3. What business would make tourists, and other passing through want to stop in Diamondville and Kemmerer?
4. How can the communities join forces to portray image of your own, such as the downtown section of Dubois or Lander, WY?
5. What marketing and advertising planning is necessary to attract businesses and other to your communities.
6. What changes or modifications in local business practices could be made to increase local trade?
7. What hours of operation needs to be established by the existing businesses to assure that local residents are spending their funds locally?
8. What businesses would enhance your communities' ability to keep people in the community overnight or for multiple nights?
9. What is there to do in the area that would keep people there for one or more nights? Or even to stop and have a nice relaxing meal or shop for a bit while enroute to and from the "great outdoor activities"?
10. What transportation system would provide convenience for visitors and local residents? Example: bus service to Jackson and Park City Ski areas or cultural and art events in Salt Lake City / Ogden areas?

The following resources could be valuable in conducting economic growth analyses and have additional information on where to get assistance

University of Wyoming Economic Extension Office

Wyoming Business Council
Ray Sarcletti – Southwest Director
307-382-3163

Small Business Administration – Steve DeSpain, P.O. Box 2829, Casper, WY 82601
Phone number 307-261-6509

City of Lander
240 Lincoln
Lander, WY 82520
307-332-2870

Infrastructure Development:

The challenge to finish the infrastructure at the local Industrial parks is important to your future Business development. Businesses are unable to locate in these areas since the sites do not have the necessary infrastructure needed to access and support the businesses. USDA Rural Development is a funding source for such infrastructure development. Possible contacts are USDA-RDM, Linda Ziegler, P.O. Box 190 Afton, WY, 307-886-6163. Brad Miskimins Office of State Lands and Investments, Herschler Building, 3rd Floor West, 122 West 25th Street Cheyenne, WY 82002, 307-777-7331. WCDA Director George Axland, 155 North Beech, Casper, WY 82601, phone 307-366-0603.

Marianne Watson
USDA Rural Development
1441 East M St.
Torrington, WY 82240
(307) 532-4880, ext. 4
FAX 307-532-5783
marianne.watson@wy.usda.gov

I would like to thank the people of Kemmerer and Diamondville for their hospitality during our recent visit.

COMMUNITY CENTER

Challenge: The desire for a community center was mentioned at several listening sessions. This would be for a convention center, community events, club meetings, etc.

Solution/Contact: The town might start with a survey of local residents to determine what type of facility would best serve the needs of the community as far as size/type of rooms. Whether there is a need for smaller rooms for club meetings, social gatherings, craft fairs, or larger rooms to serve conventions or youth activities, all should be considered as well as if there is a need for office space to lease out. Another consideration is whether to renovate one of the empty buildings downtown, or build a new facility.

The community could start fund raising efforts to show they are willing to support the project.

Possible funding sources include:

USDA Rural Development
Community Facility Loan/Grant Program

Contact: Linda Ziegler, Rural Development Manager
625 Washington St., Room B P.O. Box 190
Afton, Wy 83110-0190
307-886-9001 Ext. 4
Fax: 307-886-3744

Community Development Block Grant Program
Wyoming Business Council
214 West 15th St.
Cheyenne, WY 82202
(307) 777-2811

Office of State Lands & Investments
Brad Miskimmins
Herschler Bldg. 3rd Floor West
Cheyenne, Wy 82002
(307) 777-7331

HOUSING

Challenge: The need for assisted living facilities for seniors and affordable housing was brought up at some of the listening sessions.

Solution/Contact: There are various funding sources available for the purchase of existing homes or for the construction of a new home. Loan eligibility is for very low to moderate incomes. Low interest loans are available to first time homebuyers through Wyoming Community Development Authority (WCDA).

Contact: Cheryl Gillium
155 N. Beech
Casper, Wy 82601
(307) 265-0603

Rural Development has both direct and guaranteed loans for single-family dwellings.

Contact: Linda Ziegler, Rural Development Manager
625 Washington St., Room B P.O. Box 190
Afton, Wy 83110-0190
307-886-9001 Ext. 4
Fax: 307-886-3744

Rural Development also offers loan programs for profit and non-profit groups as well as individuals to construct low-income rental projects such as assisted living centers.

Contact: Linda Ziegler Rural Development Manager
(307) 886-3744 ext. 4

ECONOMIC DEVELOPMENT

Challenge: Downtown development including recruiting new businesses and retention of businesses was a concern heard at several sessions. New small businesses sometimes have problems with developing business plans or run up against roadblocks in getting set-up.

Solution: A Business and Economic Development committee may want to establish a revolving loan fund for businesses expanding or relocating to Kemmerer. These may be funded through Rural Business Services. Rural Business Enterprise Grants are available to public bodies or private non-profit corporations to finance and facilitate development of small and emerging private businesses. Funds could be used for technical assistance such as providing assistance for marketing studies, business plans, etc.

Contact: Contact: Linda Ziegler, Rural Development Manager
625 Washington St., Room B P.O. Box 190
Afton, Wy 83110-0190
307-886-9001 Ext. 4

The community could set up a business incubator to help new businesses get started. For help with this as well as assistance in developing business plan and marketing studies

Contact: Wyoming Small Business Development Center
Bill Ellis
1400 Dewar Drive, Suite 205
Rock Springs, Wy
1-800-348-5205 or (307) 352-6894

Wyoming women who are entrepreneurs, are currently in business, or would like to be and need assistance with business planning, marketing, or just general information

Contact: Wyoming Women's Business Center
1-888-524-1947

ROGER COUPAL
Community Development Specialist
Department of Agricultural and Applied Economics
University of Wyoming
P.O. Box 3354
Laramie, Wy
307-766-5246
E-mail: coupal@uwyo.edu

Introduction

The community assessment held for the Cities of Diamondville and Kemmerer illustrate both what is admirable about small towns as well as common challenges, especially towns that are located so close together. To make progress communities have to accomplish three main things: Organize, to be inclusive in the process, and to leverage the community assets into successful problem solving. A community has to know what it has to offer its residents before it can really affect change. This individual section of the team report is broken into four parts:

- *General observations*
- *Diamondville and Kemmerer assets*
- *Individual and combined community challenges*
- *Referenced resources*

Each part will focus on the main themes presented in the listening sessions held in the community and offer information and resources that communities might want to seek out.

General Observations

1. Future of the two communities are bound together
2. Need to develop and integrate but still keep individual community visions.
3. Both communities share the same basic resources: natural environment, small town climate, and safe streets.

The most important thing that the communities can do to initiate community and economic development is to organize and coordinate. There needs to be a functioning entity, a community development corporation (CDC), which includes business, governmental, and social or non-business components of the community. The Chamber of Commerce does have an economic development committee, but due to the nature of the Chamber very often focused on only business issues and has business perspective.

Recommendation #1: Creation of a Community Development Corporation.

The first step in implementing community development would be to create a CDC. A CDC has to have broader representation than the business community. This would be a good venue to enhance coordination and cooperation between both communities. Very often challenges in small communities cross conceptual lines and include economic development, health, social, and infrastructure. This group would be responsible for developing a community vision and implementing strategic goals with broader community input and support. Once a set of goals is established the function of the coordinator of the group would be to facilitate implementation with community representatives.

I. What Diamondville and Kemmerer have to offer: Marketing your strengths

- Natural Resources

Both communities depend upon the abundant natural resources to foster a unique quality of life for residents as well as attracting new residents. The communities are within driving distance to National Parks and monuments, National Forest areas, and abundant BLM lands. These lands are and will continue to be an attraction for visitors that could stay or stop in either community, businesses looking to relocate, or retirees looking to relocate in areas with high amenities. Amenity resources in the local area offer hunting, fishing, and snow machining. Marketing these to major urban areas in the region could increase visitation and therefore more business opportunities. Connection of the snowmobile trail up towards Afton will enhance this opportunity.

Another component of the natural resource base of both communities is electrical generation and the coalmine. Electricity generation from the Naughton plant provides energy to thousands of subscribers in the Wasatch Front and West Coast. Advertising campaigns to ratepayers Scottish Power to come to Kemmerer and Diamondville could increase visitation.

- Historical/Cultural assets

Both communities also have extensive cultural assets. Kemmerer has the J.C. Penney “Mother Store” and the Historical Museum. Diamondville has several historic buildings and neighborhoods. These assets need to be developed and used to market to visitors and potential new residents. The long history of coal mining, the mine disaster, and the coal fire can be used to attract people that have an interest in the coal industry and labor relations.

- Local Government Services and Infrastructure

Both communities have plentiful government services, but through sharing and coordination could optimize the resources to different components, thus increasing resources in other areas without cutting services in other areas. There is significant potential for expanding or augmenting existing services in both communities.

Because of previous estimates of growth, there is potential for expansion of residential development. Very often attracting new businesses to small communities are hampered by the lack of affordable lots. In the case of Kemmerer, this is not the case and should be used as a marketing tool to attract new businesses.

III. Identified Issues and Challenges

Infrastructure and Local Government Services

Several groups indicated a perception of too much capacity in local law enforcement. Police were accused of harassing youth, visitors, and seniors. While this may have been more perceived activities on the part of law enforcement relating to the fact that in this one functional community (both cities) there are four different law enforcement groups operating on overlapping territories. Regardless of the technical realities and perceptions of residents of both communities, law enforcement clearly has a public relations problem.

Recommendations:

Law enforcement needs to meet with youth groups, seniors, and downtown business people to build bridges. Allowing this conflict to fester will only reduce both Diamondville and Kemmerer's ability to develop.

The different law enforcement groups need to improve coordination and sharing of territory to better cover routes based upon needs. Priority areas need to be identified, and all groups share in creating a uniform coverage across southern Lincoln County.

In general, there is a need for both communities and the county to evaluate the potential for sharing resources. The close proximity of Diamondville and Kemmerer suggest significant potential for sharing many city resources. Sharing government resources will not impugn the individual sense of community as long as each community is building visions proactively.

For more information on conducting an analysis on the potential for sharing community services contact:

Roger Coupal
Dept. of Agricultural and Applied Economics
University of Wyoming
307-766-5246

Business and resident attitudes

Another challenge to both communities is an undercurrent of conflict between local businesses and community residents. Businesses see residents purchasing goods and services from nearby communities and from the Wasatch Front. Residents complain that local businesses have poor customer service.

Recommendation: Business Retention and Expansion

A business retention and expansion (BRE) program can provide two benefits to a community that can improve the business climate. First, a BRE program identifies barriers to expansion by a firm or reasons for a firm to stay in the community. The BRE taskforce works with firms individually to deal with problems that may occur from government regulations or conflicts between businesses. A second benefit that a BRE program can bring to the business climate in a community is an increased understanding of business perspectives and problems in the community itself. A BRE program that is run by a professional but staffed by volunteers that

come from both main street businesses and the general public provides a two-way educational opportunity. The business community gets a sense of the resident perspective and the community, through its volunteers, gets an understanding of the business perspective.

There are two models for BRE programs that a community can use, and the two require different levels of committed resources. The first, involves a coordinator that initiates business interviews, responds to requests for business assistance, and reports to the local Chamber of Commerce or Economic development taskforce. The second model has a paid coordinator like the first, but uses volunteers to do the interviews. Every cycle of interviews (two to five years) a new group of volunteers are cycled through and trained as interviewers.

The first model is the traditional approach sponsored by the American Economic Development Council, Chambers of Commerce, and State economic development groups. For more information contact the Wyoming Business Council, Gaye Stockman, 307-777-2807. State Rural Development Councils and Cooperative Extension Services developed the second model. For more information contact the international organization Business Retention and Expansion International (WWW.brei.org), or contact Roger Coupal or Milt Green of the University of Wyoming Cooperative Extension Service.

Both models provide forum where local firms can bring problems and frustrations to explore different paths of mitigation. The advantage of the first over the second is the taskforce does not have to train volunteers and requires less coordination. The advantage of the second over the first is that it facilitates a forum where local residents become familiar with the problems that local businesses face, and therefore give businesses evidence that local residents appreciate their services in the community.

Community Asset Building and Conflict Resolution

To develop both socially and economically both communities need to resolve the bad feelings and resentments. Diamondville and Kemmerer need to build bridges between residents and between public officials.

Recommendations:

Resolving conflicts require understanding issues on both sides. To facilitate this step, community leaders from both communities need to take leadership development workshops or Facilitation workshops. University of Wyoming Cooperative Extension Services provides both types of workshops. "Building Common Ground", a facilitation workshop will be held in Douglas, March 27 and 28.

For More information:
UW/Converse County Extension Office
Attn: Barb Daniels
107 N. 5th St., Suite 135
Douglas, WY 82633

IV. List of Contacts

Wyoming Community Network
University of Wyoming Cooperative Extension Service

KIRK HEATON
USDA Natural Resources Conservation Service
Western Wyoming RC&D Area 14 West 15th Street
1471 Dewar Dr., #106
Rock Springs, Wyoming 82901
307-382-3982
FAX 307-362-3651
Kirk.Heaton@wy.usda.gov

Introduction

I would like to thank the communities of Kemmerer and diamond Ville for their warm hospitality during our stay. I was impressed by the opportunities for recreation and general quality of life people have where you live.

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

Downtown Development

Challenge: there is a need to “freshen” the look of the down town areas. Immediate action is needed.

Solution/contact:

People in your two communities know what is needed in a number of situations such as diamond Hill Park, Kemmerer triangle, downtown revival and blighted buildings. Community leaders need to initiate meaningful action as soon as possible. Implementing a citizen action task force would enable the process. Involving the youth and senior citizens will vitalize the organizations.

See your 1994 plan rebuilding the oasis for design and organization ideas.

Click on the bank at this web site for some funding ideas:

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

Solution/contact: facilities included in development might be funded by the one-percent capital facilities tax. Procedures for passage of the tax are outlined in state statute 39-15-203 (iii).

Steve Achter
Wyoming business council
214 west 15th street
Cheyenne, wee 82002
307-777-2838
Fax 307-777-2838
sact@state.wy.us

Marketing

Challenge: something beautiful and striking is needed to attract tourists off highway 30! Downtown areas need to be beautified. Both communities need to improve their image for residents and visitors. Some people in your communities also want to attract visitors through planned activities similar to your fishing derby.

Solution/contact: how about selling ice cream cones to tourist for 15 cents to lure them off highway 30 into down town. Perhaps some of the lodging tax and sales tax could be used to offset the cost. The communities need a large and attractive grove of trees and shrubs at each entrance with bright simple and easily viewable signs welcoming visitors. The present sign on the curve at the east entrance is virtually unreadable due to excess information and location. It is on the curve and cannot be seen until one starts into the curve. It could cause a wreck to read all the information while negotiating the turn. The towns need something striking and easily viewable to impress travelers that this is a place to pull off and have a nice experience. The trees will have to be irrigated to survive and it will take a serious financial commitment to the project. Anyone can see it is possible as they drive past Little America on i-80. Help can come from the grounds people at Little America. You have the expertise in town as shown by your nice golf course and parks. USDA Natural Resources Conservation Service, State Forestry Division, Wyoming Business Council, US Department of Commerce, and the USDA Rural Development.

Demont Grandy
District Conservationist
USDA Natural Resource Conservation Service
P.O. Box 98
Cookeville, WY 83114-0098
307/279-3256
Fax 307/279-3024
demont.grandy@wy.usda.gov

Dana Stone
District Forester
Wyoming State Forestry Division
P.O. Box 1497
Lyman, WY 82937
307/787-6148
Fax 307/787-6996
dstone@state.wy.us

Community interaction

Challenge: two main items stand out. First - as two relatively isolated communities with adjoining borders there is a large need to combine services for the two communities as much as you possibly can to conserve limited resources. Second – action needs to be taken to encourage more volunteerism by the community in general instead of leaving all the process up to a few

willing and overworked souls. Strategies are needed to involve more people in achieving community needs and goals.

Solution/contact: outside assistance from universities, county, state and federal agencies, private contractors and volunteers from outside the community can be used to stimulate the needed actions and volunteers within the community. The USDA Extension Service from the university of Wyoming and Utah state university are a great source of help in such matters. There is a network of facilitators available to assist with achieving community goals. Contact Mary Randolph at Wyoming Rural Development Council.

another source of ideas is to click on the library at:

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

this company specializes as community organizational consultants:

community systems

P.O. Box 516

Bozeman, MT 59771-0516

406/587-8970

Infrastructure

Challenge: kids and adults in town say you need a real skate park, an improved motocross park, a community center, handicap accessibility, a four lanes for highway 30, a dialysis machine.

Solution/contact: a real skate park for kids needs to involve teens, parents and professionals in developing and implementing the design. The county planner likely has contacts in the professional arena that can assist with the technical aspects. The human/sociological side of getting what the kids really want and need requires a public involvement process that probably could be based on a task force that includes some kids.

Recreation specialists with the universities can assist with designs for a good skate park and motocross track.

Each item needs interested people from the community to work on getting the best design and then they can undertake the funding process.

Getting highway thirty enlarged to four lanes is a doable thing but likely will require a staged approach. According to Steve Achter of the Wyoming business council quote:

Sleeter Dover, the director of the Wyoming department of transportation, will eventually need to be involved in any effort to increase highway 30 to four lanes. One step that may be needed is to make a presentation to the joint committee on transportation with the state legislature. Funding will need to be identified.

One possible source of funding is the transportation enterprise grants and loan program managed through the office of state lands and investments. The contact is:

Brad Miskimins

Office of State Lands and Investments

Herschel building, 3rd floor west

122 west 25th street

Cheyenne, WY 82002

307-777-7331

Youth issues

Challenge: youth ages 12 to 20 in the community feel their needs are not being considered. Expanded school to work programs is needed in the community.

Solution/contact: establish a youth and adult task force with the charge to identify and achieve the needed actions. Give the task force the clout (authority and funding) to accomplish meaningful solutions. Work through the schools, clubs, and scouting organizations. Assign them to develop and implement a plan for the coolest most awesome skate park in Wyoming. Then help them plan, schedule and conduct regular summer and winter competitive activities with impressive prizes for skating and snowboarding that bring in crowds of visitors to the community.

Economic development

Challenge:

Building the local economy is long-term process. You recognize the need for more jobs and hence opportunities for your children to stay in the area and raise a family. Creating and or finding businesses that can and will exist in the area are an important need.

Solution/contact:

LUAG and South Lincoln Economic Development organization are well suited to this task. Another source of help is that the western Wyoming resource conservation and development (RC&D area council is sponsoring the grant writing workshop get that grant: grant writing from conception to completion in Jackson, Wyoming on November 18-21, 2002. it costs \$645 and is some of the best training available in the country to teach people how to get grants. For more information contact:

Kirk Heaton
Western Wyoming RC&D area
1471 Dewar Drive, #106
Rock springs, WY 82901
307/382-3982

The industrial park established by Kemmerer is good. The tour showed it needs more work. Developments can be funded through sources cited by Steve Achter in the following quote:

At the last legislative session an additional \$4.9 million was allocated for use within the state mineral royalty capital construction account. Even though the funds are not earmarked for economic development there is a tacit understanding these funds should be used for public infrastructure related to job creation.

Communities have recently been successful in receiving managing funds for job creation projects. For information contact:

Brad Miskimins
Office of State Lands and Investments
Herschel building, 3rd floor west
122 west 25th street
Cheyenne, WY 82002
307-777-7331

The community development block grant program (CDGB) managed by the business council is a source of funding for infrastructure when a business has committed to locate in town. Grants up to \$150,000 are available for job creation projects. For information contact:

Steve Achter
 Wyoming Business Council
 214 west 15th street
 Cheyenne, WY 82002
 307-777-2811

The US Economic Development Administration (EDA) has grant funds available also to help fund the development of industrial/commercial parks. For information and program guidelines contact:

John Rogers
 EDA
 P.O. Box 10074
 Federal building, room 196
 Helena, MT 59626
 406-441-1175

Start a Business Challenge program for the Kemmerer area. This is a business competition program that can be tailored to existing business and/or start-up businesses. The program utilizes in-kind donations to assist businesses. The donations can range from in-kind advertising to in-kind accounting services. The following chart demonstrates just how far these in-kind contributions can go.

Business Challenge

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

This program is in the process of being established by the Wyoming Business Council regional managers in a number of communities throughout the state. For more information on starting a business challenge program in Kemmerer contact:

Ray Sarcletti
Wyoming Business Council
Southwest regional manager
1400 Dewar Dr. #208 a
Rock springs, WY 82901
307-382-3163
rsarcl@state.wy.us

Police/law enforcement issues

Challenge:

Some of the vocal public have the perception is that there are too many police in town. People expressed concern that the police were arresting visitors thereby hurting tourism and giving the town a reputation as a speed trap. Others indicate they like the safe environment.

Solution/contact:

A coordinated public information campaign by all affected law enforcement agencies in the community and high school is needed to dispel unwarranted concerns and thereby prevent potentially damaging funding cuts. Efforts are needed to dispel the image of the town being a speed trap for unsuspecting visitors. Post large easily read speed signs that give the visitors plenty of warning where the speed reductions occur as they enter town. Encourage ample use of warnings rather than full tickets for visitors during special event periods such as fishing derbies and other community-sponsored events.

Housing

Challenge:

Assisted living and affordable housing were two issues listed in the sessions.

Solution/contact: the Wyoming Small Business Development Center (SBDC) provides a wealth of assistance to potential business owners for businesses that could solve meet this need. The assistance includes business plan assistance, accounting, marketing, and government procurement, and grant and loan application preparation to name a few. The SBDC office is located in Rock Springs; however, the director will travel to Kemmerer/Diamondville to meet with clients.

The nxlevel entrepreneurial training is also offered through the SBDC's and could be taught on-site in south Lincoln County if there are enough students that sign-up for the class. They indicate it takes about 12 students for a complete class

For additional information regarding the small business development center's contact:

Rock Springs SBDC
1400 Dewar Dr. Rm 205a
Rock Springs, WY 82901
307/352-6874

Steve Achter of the Wyoming Business Council suggests the following quote:

Wyoming Community Development Authority (WCDA), which is the housing finance agency for the state, manages the HOME Investment Partnership Program, or HOME for short, which helps pay for development costs if the subsidy is past on to the homebuyer.... For additional information contact:

Cheryl Gillum
Housing Programs Director
WCDA
155 North Beech Street
Casper, WY 82602
307 265 0603.

Dave Reetz
President of the Powell Valley Economic Development Alliance
PO Box 907
Powell, WY 82435
307 754 2201.
Fax: 307-754-5217

Within USDA Rural Development there is a program called "Self Help Housing." This program allows homeowners to provide sweat equity for construction of homes under supervision by a construction supervisor sponsored by a housing authority or other non-profit organization.

Recently Housing Partners in Riverton applied for a Self Help Grant for technical assistance in the development of a Self Help Project. Four homes are being built and almost ready for occupancy, which were funded by Rural Development. For information contact:

Sue Hoesel
307-857-1988

USEFUL WEB SITES FOR GRANT INFORMATION

State grant information through the State Library:

www.wsl.state.wy.us/sis/grants/index.html

Federal Catalog of Domestic Assistance:

www.cfda.gov

Information about private foundation assistance:

www.fdncenter.org

unquote.

AMENITIES

Challenges: The community is blessed with many positive features including Fossil Butte Nat. Mon., the Museum, a Golf Course, the River, Lake Viva Naughton, the Recreation Center, Proximity to Salt Lake City/ Ogden, Low Crime Rates, Good Schools, Parks, River Path, Community Events, Senior Center, Open Spaces. I would add Great People with solid values, clean air, clean water, a clear sky, the Mine, Power Plant, Oil and Gas, Trona in the vicinity, nearby mountains, open spaces, great recreation opportunities such as fishing, hunting, snowmobiling, camping, a library, good banks, county seat, a good hospital, a grocery store, the first JC Penny store, the Rail Road, Rich Mining and Ranching history, active ranching, two federal agencies located in town, and relatively affordable housing. All of these nice features, and others we have no doubt missed, make Kemmerer and Diamondville really great communities to live in! The challenge is to keep the community viable and maintain the services now enjoyed.

Solution/Contact:

Enhance enough economic growth to maintain ample resources to sustain the amenities that require it. Use the natural resources to attract businesses that will provide jobs for youth to stay in the area. Advertise the community to potential clean industries and businesses that are attracted to small, clean, safe communities with abundant resources.

An excellent source of information is the Wyoming Business Council web site:

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

Another great source is Wyoming Community Network site:

<http://wcn.uwyo.edu/default.htm>

Other very helpful sources are the Western RC&D and National RC&D sites.

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

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

Diamondville Resource Team

WHAT WE HEARD FROM WHAT WAS SAID

After listening to the citizens of Diamondville, the Resource Team reviewed what was said and condensed the comments down to a few basic statements for presentation at the town meeting held on January 30th. **These are in no particular order:**

MAJOR THEMES

1. Downtown Development

- a. Historic buildings
- b. Over-all beautification
- c. Diamond Hill park
- d. Downtown revival
- e. Blighted housing (old structures needing to be removed)

2. Marketing

- a. Lodging taxes
- b. Marketing Gems
- c. Natural Resources
- d. Tourism
- e. Cultural Resources

3. Community interaction

- a. Communications
- b. Interaction
- c. Cooperation
- d. Sense of community
- e. Hours of Business
- f. Volunteerism
- g. Diamondville/Kemmerer split
- h. Diamondville/Kemmerer combined service
- i. Process for change
- j. Attitude-business hours, negative attitudes,
- k. Leadership
- l. Community Plans, doing something with studies already done

4. Infrastructure

- a. Community centers
- b. Business parks (finish what has been started)
- c. Utilities
- d. Transportation
- e. Four-lane highway
- f. School maintenance
- g. Park equipment updates
- h. Handicapped accessibility
- i. Medical services, number of doctors, dialysis etc.

5. Youth Issues

- a. Alienation of youth
- b. Youth activities
 - I. Motor Cross
 - II. Skate park (real one)
 - III. Activities for 12 to 20 age group
- c. School work
- d. Police issues
- e. Jobs for youth
- f. Drug and alcohol issue

6. Police/Law enforcement issues

7. Housing

- a. Assisted living
- b. Affordable housing

8. Economic Development

- a. Jobs
- b. Wages
- c. Support of local business
 - I. Policy issues
 - II. Business benefits (insurance etc)
- d. Business/Industrial Parks
- e. Work force training
- f. In commuting issues (people from outside community getting jobs)
- g. Land issues (ownership)
- h. Employment opportunities
- i. Growth issues (boundary etc)

9. Education

- a. Adult education
- b. Inadequate variety of classes
- c. School funding (cuts for small school)

10. Amenities

- a. Natural resources
- b. Fossil Butte
- c. Museum
- d. Golf course
- e. River
- f. Lake Viva Naughton
- g. Recreation Center
- h. Proximity to Salt Lake city
- i. Low crime rates
- j. Good schools
- k. Parks
- l. Path
- m. Community events
- n. Senior Centers
- o. Open Spaces

WHAT WAS SAID AT THE INTERVIEWS

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

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

The listening sessions were held jointly with residents of Kemmerer on the first day. The second day, listening sessions were held for citizens of the Town of Diamondville. We have listed below, without comment, what we heard from those who volunteered to be interviewed.

What are the major problems and challenges in your community? (Diamondville)

- Economic dev.-small community unable to draw in business
- Hindered by Kemmerer, they don't want the same thing
- Economic development, hindered by Kemmerer
- Economic development, hindered by Kemmerer
- Hesitation to bring issues forward – afraid to come forward
- Not enough revenue to provide services for residents
- Agreed with everyone and
- Attitude of the citizen, why should we try, give up and why are you doing this?
- Won't work for change
- Things will never change attitude
- How do we change attitude of people in the community to be more progressive
- Need new perspective
- Need new perspective
- Beautification of the town drawing people in
- Beautification of the town drawing people in
- Need money
- Not exploring tourism at an appropriate level
- Develop a reason to come to Diamondville/Kemmerer to generate revenue
- Growth
- Make area appealing to bring in people
- Beautify the town
- Explore tourism for area
- Bring functions and activities to the community
- Problem with supporting local business
- Cost for providing resources/services is high. Phone bill higher
- Local businesses 9-5 and have weekends off. Not open enough.
- Utility rates are too high, rates have really increased this year.

- Council people that do not see the big picture.
- Lack of ownership, abandon houses.
- Communities need to work together.
- Duplicate of services provided by two cities/state highways etc. (dollars spent on duplication could be used to develop industry).
- Cannot separate the two communities.
- Lack of cooperation between the two towns.
- Need to eliminate personality conflict.
- Lack of volunteers in the different clubs (lions, rotary etc. Chambers).
- Dido on community togetherness.
- Dido on above
- Need to be better informed about meetings on assessment.
- Need to get something done, be sure something is accomplished with this assessment.
- Use the local service.
- Need to be willing to give back verses taking, Exxon is example, must be willing to give something to get businesses.
- Need beautification, abandoned houses.
- Need to complete the mining park project.
- Put money to best use.
- Need to communicate better, (what you have) Tennis courts example, let people know what you have.
- People in business are negative; need a positive attitude about business.
- Need to work together. The two councils. Be more responsive to needs of all verses in individual community.
- Must have a positive attitude – too negative.
- Get better benefit packages for local employees.
- Common theme is a need for communications between councils. Get the people together.
- Chamber has to work with business alliance, two small to have two different organizations.
- People want something for nothing.

What are the major strengths/assets of the community? (Diamondville)

- Good city officials, easy to work for,
- Good employees
- Tight knit bunch
- Works well together
- Tight knit community, good people
- People with kind hearted attitude towards other, outsiders include

- City departments and crews
- City departments and crews
- Moving in the right direction
- Moving in the right direction
- Parks and how things look
- Everyone is concerned
- Everyone is concerned
- Everyone is concerned
- Location is central
- Limitation on growth can be an asset
- Make what we have really well, quality rather than quantity
- Town works out problems as quickly as possible.
- Residents are strong for each other
- Good mayor, and council
- Community is in excellent hands to address any concerns and issues to achieve

goals

- People in the Communities.
- The town itself.
- Good housing nice attractions.
- Good school system.
- If you have issue, you can talk to local people.
- Rural is a good strength.
- There is money to spent locally if you can get the people to do it.
- Good natural resources.
- Two hours from some of better medical services in the United States.
- Salt Lake City is an Asset
- Good tax base.
- Good salaries.
- Lots of things are available in the local area
- Low cost of living
- National Monument located very close.
- Good school.
- Industry in area is very supportive of towns. K&N etc.

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

- Finish projects – entry to town,
- Finish hill project – extension of Miner’ park
- Place for RV to park, RV dump
- Place for teenage kids to hang out
- Place for teenage kids to hang out
- Whole town corridor beautified
- Develop mini strip mall

- Develop mini strip mall
- Opportunity for growth expansion, add to town size
- Grocery store
- All of the above
- Strip mall
- Outside of town, marina cleaned up Lake Viva Naughton
- Community center
- Assisted living units
- Restaurant open 24 hours a day
- Expand community recreational activities beyond what they presently have
- Pavilion-stage area
- Capitalize what we have, arts, and crafts, talents that are here.
- Annual Arts, crafts show
- Park equipment needs upgraded periodically
- Convention center
- Get more housing and businesses along Canyon Road, fill in gaps within

Community

- Get more housing and businesses along Canyon Road, fill in gaps within

Community

- Unity
- Unity
- Law enforcement – training facility - shooting range
- Build on what we have, get revenue to do this
- Museum for Diamondville
- Expand on value of history, incorporate it into a summer tourist event.
- Develop snowmobile tourism Lake Viva Naughton area.
- Convert grocery store to center for youth.
- Finalize the hill project
- Assisted Living project
- Community Center
- Food restaurant – nice one open for lunch and dinner
- Outdoor theatre added to Diamondville park
- Apartment rentals
- Get the two communities together. Combine services
- Four-lane highway
- Expand the extension courses
- Strong commitment to bring in new people- school district.
- New High School built.
- New four-lane highway.
- Need to improve attitude.
- Need a new Doctor,
- To improve government communications.
- Build community pride.
- Economic development, need to draw people to communities.
- Work with companies to locate in the local communities.
- More private ownership of land. Land locked by companies/gov./ etc.

- See out reach program expanded at the college.
- A walking pathway, in the two towns.
- Do something with the Kemmerer Hotel.
- Need to clean up hotel
- Make the meetings joint, need to work together. DO NOT HAVE A MEETING IN DIAMONDVILLE and ONE IN KEMMERER, have them together.

The next comments were recorded at the joint sessions which conducted with residents of both Diamondville and Kemmerer:

**What are the major problems and challenges in your community?
(Diamondville and Kemmerer)**

- People are close-minded and not ready for changes
- High drug and alcohol use
- Not enough activities for youth
- Not a lot to do at any time
- Too many cops
- Not a lot of job opportunities
- Not a lot of economic growth
- Not enough job openings for people to move into community
- Not attractive to bring families in
- Not enough to do on Sat. night
- Not enough activities
- Education is a joke
- Too many cops and education is a joke
- Parks aren't very attractive – old
- Not a beautiful town – not enough trees
- City wastes money – signs, rock sign, could be planting trees
- Wiser use of money
- Town only has 1 reason to exist – the mine
- Haven't tried to attract tourists, not beautified downtown
- Not enough competition for businesses in town so shop out of town
- Don't bring in new stuff – no growth
- Change school's computer policy – can't use cd rom
- School is not spending money wisely
- Lots of neat old buildings could be fixed up – remodeled – good history
- A lot of downtown buildings could be fixed up nicer
- Too many cops
- Cops follow you around
- Nothing to do empty lot is the hangout

- Town doesn't let new businesses come in
- School administration is a joke
- Try to keep new teachers more than a year – nothing to keep them here
- Very few coaches stick around
- Try to promote sports more – not a positive influence to make kids want to be involved
- Community doesn't support sport events
- Lack of school spirit
- Boring
- Nothing to do
- Not enough jobs
- Too many cops
- Nothing for kids to do
- High gas prices
- Not enough jobs for youth
- Not enough businesses, activities to do
- Not enough recreation
- Not enough stores
- Too many cops
- Community doesn't grow
- Nothing to do
- Too small
- Too many cops
- Nothing to do
- Not enough access for handicapped
- Not enough to bring people here
- Not enough outside of outside activities to do
- Need to clean up town – fix up buildings. more grass
- No Wal – Mart
- Don't' make good use of assets – Penney's
- Don't' spend money wisely
- More trees and grass
- Streets
- City doesn't promote growth – city government
- Not enough diversity
- Not a variety of jobs
- Limited activates for youth- more variety
- Recreation center doesn't change activities
- Not enough to do
- Business hours are poor
- Don't attract new businesses
- Not enough for youth to do
- Adult industry lacks
- Need new businesses
- No where to go at night – hours close early
- Street maintenance. – Slick

- Need better jobs
- People leaving and nobody comes back
- Need picnic tables where youth hang out
- Some businesses are run down, garbage, and roads bad
- Overall maintenance.
- Sidewalks need fixed
- Only 1 grocery store
- Prices too high
- Too much change in coaches
- Need growth
- City officials don't attend community functions – better attendance
- Inadequate water storage for all purposes
- Nothing to keep children here
- Most industries don't have enough publicity – potential hazards, information to public
- Public doesn't get involved
- Water shortage
- Need for more communication, cooperation, and vision
- Businesses afraid of competition
- Businesses don't patronize other businesses
- Competition from other towns
- Limited products
- Infrastructure challenges, HWY 30 major truck route, needs to expand to 4 lane
- Loss of sheep ranchers
- Shut down of new businesses coming in – lack of communication
- Roadblocks to new businesses coming in
- No support for new businesses
- Need base demand for certain services – i.e.: electric company
- Lack of basic infrastructure and basic knowledge of requirements/lack of communication
- More costs/ lack of technical expertise
- High altitude, long winter, lot of wind could be drawbacks
- Need “welcome wagon”
- Community not good at involving new people in projects
- New people sense cliques
- Lot of people that don't have background in developing a new business.
- Lack of industry, jobs to support local businesses
- Dido to number one, people don't know business plans etc.
- Teen center image can be drawback – has not worked in the past
- Need higher paying jobs, not minimum wage jobs
- People don't take time to look at the community
- Not an international airport
- There is a certain group that wants to live here,
- Wives of bankers, corporate leaders etc, don't like the location, want to shop
- Don't know how to make the town look better.
- Many churches, membership is spread thin
- Many churches, membership is spread thin

- Trying to get people centralized in churches
- Trying to get people centralized in churches
- Need to be more of a family – recognize problems of each other
- Release time – Mormon Church, splits the community
- D-K split
- Do not need a City Economic Development organization
- Drugs and cops badgering kids too much
- Drugs and alcohol
- Tobacco and alcohol
- No skate park
- Groceries are too expensive
- Finding jobs
- Drugs
- Drugs and alcohol
- Drugs and alcohol used by minors
- Drugs
- Drugs
- Sidewalk
- City sidewalks
- Lack of activities for teens
- Cracked sidewalks
- Not a lot of outside of school activities
- Lack of jobs for school students
- Driving on slick roads
- People
- Not enough industries
- Too many people into drugs, sex and alcohol
- Too many cops that don't do anything
- Closing of the mine
- Nothing for kids to do
- Nothing to do in this town
- Main businesses shut down
- Liquor stores are the only successful businesses
- Too many cops who don't stop anything bad from happening
- Teens into drinking, dugs and smoking and sex
- Rumors
- Nothing to do
- No jobs
- Too many cops
- Snow plows and streets too narrow
- Too many cops
- Drugs, sex and DUI
- Drugs, sec and DUI
- Cops
- Not enough people to help town grow

- Not big enough
- There are a lot of drugs
- Nothing to do
- Only 1 reason to exist
- Education is a joke
- Too many cops
- Roads need plowed and sanded
- Schools are noseey
- Not enough for kids to do
- Roads do not get plowed enough I winter and its dangerous
- Over protective school system (nosy)(don't mind their own business, act like parents)
- Make us go to school when weather and roads are horrible and dangerous
- Too many cops
- Too small
- Nothing to do except cruise Main Street
- It's dying
- It can't grow
- People never stay here
- Gossiping and backstabbing
- Looks ugly, not an attractive place to live
- School Administration is horrible
- Administration doesn't listen to students
- Division (class) for sports
- Alcohol and drug use
- Apathy
- Complacency
- Being small
- Having something to do
- Trying to grow and guild the community and bringing in businesses
- We need another grocery store
- Less monopolies
- Need more shopping
- Needs less monopolies
- Cops
- Too many cops
- School administration won't listen to the concerns of the students
- Kids of the community don't have many leisure activities available to them
- Drugs and alcohol problems
- No school spirit
- School board doesn't listen to the students
- Not enough for people to do to keep them out of trouble
- There is too much drug and alcohol
- Nothing to do
- People base their relationships on what religion you are or where you are from
- Drug involvement of teenagers

- Not enough places and things for citizens under 19 to do or be involved in
- Drugs and alcohol
- Not enough exciting places to go
- Not enough good paying jobs
- Lack of quality jobs
- Lack of quality businesses
- No places for kids to hangout without drugs
- Not enough jobs
- Police never patrol and do their job
- Not a whole lot to do here
- Unemployment
- Too many cops
- Very little for young adults to do
- Lack of things to do
- No growth
- More cooperation and communication
- We need more economic development
- Lack of communication
- Lack of communication (between K and D)
- Diamond Ville. And Kemmerer ought to merge put services and facilities together
- Little more landscaping
- Get some businesses in here so young people can stay
- More diversity in the businesses and in the races
- More growth
- Better eye appeal
- Merge communities
- All city officials and community entities should communicate more and work with economic development
- People working in the mine and other places in commuting from outside the area – they take the paycheck and go home.
- Challenge on restore Kemmerer Hotel restore it, tear it down, or do something with it.
- Problem with in commuting but job service rules allow it.
- We need to offer something to people that can come. There has to be something here.
- Tax incentives to attract business but county doesn't give out incentives.
- Not high enough population
- Do we really need an administrator for our town? The structure of the city government
- Police department stopping everyone who comes into town and gives people tickets.
- Serious doctor problem – not enough doctors
- No growth
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- Police department stopping everyone who comes into town and gives people tickets.
- Serious doctor problem – not enough doctors
- No employment opportunities
- Better maintenance facilities
- No shopping facilities
- Not enough restaurants
- Kemmerer City Council is dysfunctional
- More support for down town development
- Better sidewalks
- Do not put gravel on the roads
- Too many cops and drugs
- Population decline, closure of business, decline of jobs
- We have to be more flexible and offer an attitude of “let's see how we can make this happen
- City must enforce cleanup ordinance
- Diamondville and Kemmerer should get together for help.
- Lack of setting goals and sticking with it
- Lack of high speed of telecommunications
- Lack of broad economic base
- Backwards thinking leadership
- Too small and nothing to do
- Drug and Alcohol abuse by minors, school officials do nothing about it
- Cops badgering the kids too much
- No state park
- Food too expensive
- Lack of activities for teens
- Driving on slick roads
- People
- Cops that do not do anything
- Closing the mine
- Main business shut down, the only business that are successful are liquor stores and the plant

- Snow plows
- Streets are too narrow
- Schools are noisy
- Over protective school system
- When weather/ roads are bad they do not cancel schools
- It's dying
- Not enough people to grow
- Not attracting
- Administration is horrible
- Division (class) for sports
- Apathy, complacency
- Trying to bring in businesses, build the community
- Less monopolies
- No school spirit
- School board does not listen to the students
- Relationships based by religion
- Poor labor pool
- Need to eliminate duplication of government
- Bring in a fertilizer plant or a manufacturing company
- Need more progressive thinkers in the community development
- No incentive to stop and visit
- Events that are available are outdated, but not enough funding for alternative events
- Teenage sex
- Too many bars
- No where to go after games
- No midnight movies, or movie marathon
- Lack of positive youth programs
- Beautiful places to spend time at
- People littering
- Assault and battery
- No place for the youth to ride bikes, skateboard, etc.
- No snow machine riding through greenhill, we should be able to ride them without license
- Everyone knows everyone's business
- Not enough trees
- No McDonalds
- Prices are too high/no competition
- Cops harassing the youth
- School funding
- Too many post offices
- Power hungry authorities
- Too close to Utah
- Religion
- No one cares about anything
- Community pride is lower
- Money spent on nothing

- No landscaping
- Merge communities.
- No new economic Development
- City ordinance, in regards to the noise
- Snow plowing causes some conflict
- Need truck stops
- Four lane highways
- To get people to shop at home
- Community need to learn to work with each other not against each other
- Too much jealousy within the organization
- Need for increased water storage
- No leadership that cares enough
- Rancher controlled state government
- The county commissioners spend all our money in Afton (Mormons for Mormons)
- City council care only about their business
- Too many die at hospital

What are the major strengths/assets of the community? (Diamondville and Kemmerer Joint Sessions)

- Being able to go out without worrying what kind of shoes
- Safety of town
- Small town
- Mountains are close
- Forests are close
- Small town – close to Salt Lake City, close to fishing, hiking, very safe
- Safe – don't have to worry about kids, teacher's small classes
- Safety –
- Ability to be involved in anything you want
- Sheltered – don't have to worry about violence
- Safe – hiking, snowboarding
- Outdoors, hunt fish
- Know everybody, close
- Can go hunting anywhere
- Hunting and fishing close
- Nice
- Can go out and see
- Clean air
- Town is united, will come together to help out
- Walk to any place
- Outdoor recreation
- Safety

- Drive-in liquor stores
- Location
- Small community
- Volunteer org.
- Location
- Supports environment
- Mountains, Snow machine, fishing, hunting, outdoors
- Volunteer org.
- Access to mountains
- Hunting
- Boating, snow mach
- Recreation
- Simplicity
- Lot of land can go on
- Location
- All the outdoor recreation
- Not hard to get to anything
- Access
- Lot of history
- Slow paced, laid back
- Safety
- Recreation
- Town pulls together in time of need
- Business supports school
- Business supports school
- Close to other towns
- Recreation/sports
- Bus. Supports schools
- Community supports athletics
- Not a lot of pollution, clean air, can see stars
- Outdoors
- Size of community
- Tranquility and peace
- Don't have to worry about traffic jam
- Close community – new people are embraced
- Lot of recreation opportunity – indoors and outdoors
- Good kindhearted people
- Low crime rate
- Small town atmosphere
- Ecumenical atmosphere
- Few bugs and no snakes
- Availability of alcohol to teens
- Tobacco use of teens
- Fewer recreation facilities in surrounding towns, LaBarge
- School system wonderful

- Infrastructure is in place for new businesses, not enough fringe benefits
- Small town, USA – safe
- Bank and financial
- Low taxes.
- Have buildings available
- Not that far from a major airport
- Had a group that brought in concerts once a month
- Medical assets are good
- Many people love the atmosphere
- 1 High school – unites the communities
- Accept other beliefs
- Tolerant of each other
- All religions support each other, don't separate on religious boundaries
- Ministerial alliance has helped community grow closer
- Clean air
- Small community
- Friendly people
- Lots of room, government land
- Open spaces
- Good hunting, fishing, snowmobiling, good recreation
- Natural resources
- Natural resources, small community
- Low crime rate
- People that care
- Caring community
- Caring community
- Small area, accessibility
- Safe place
- The wildlife
- Largest open pit mine
- Fossil fish source
- Penny mothers store
- Major highway that goes to Washington and Oregon
- Low taxes
- Good schools
- Golf course
- Variety of churches here – large number for the population
- Recreation facilities – play grounds, swimming pools
- Great library
- Good jail
- Great museum
- Clean air
- Small community
- Friendly people
- Lots of room, government land

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What projects would you like to see implemented in your community in the next two, five, ten or twenty years? (Diamondville and Kemmerer Joint Sessions)

- Respect in high school reestablished – for seniors
- Better project like planting trees in parks
- More economic growth and better use of money
- More people grows
- Bike path
- Community org. like boys club, non-profit org. to join, get involved in, high school could volunteer
- Population and econ. Growth
- Downtown cleaned up and more uniform
- Roller Blade Park
- More diversity in businesses
- More consequences for
- Other sports program
- Entrepreneurship

- Profit from tourists
- More appealing high school
- More community involvement
- Soccer team for older kids
- Bike path
- More community college outreach classes – expand
- Build more, develop houses and stores
- Get people to stay here
- Bring culture in – dif. Org bring presentations, comm. activities
- Bring in more diversity
- More assemblies, programs
- Local govt. should advertise more publicity for events coming in
- More non-profit org. not involving alcohol
- Arby's
- New high school
- New high school
- Hockey rink – indoor
- More businesses
- More businesses
- Fewer cops
- Pro sports
- Fix up downtown
- Larger movie theatre
- Bigger town
- Indoor hockey
- Wal-Mart
- Better school building
- More opportunity. For young people
- Bigger golf course
- More jobs
- More variety in everything
- Indoors track
- More businesses
- Mall
- More access for handicapped
- Skate part
- Indoor hockey rink
- Super Wal-Mart
- Awareness programs
- New high school
- Wendys
- Burger King
- More food places
- Starbucks
- City govt. that wants to attract new businesses

- Better pkg. For football games
- Another grocery store
- Professional hockey
- Lighting system for football and baseball fields
- Drive in movie theatre
- Blockbuster
- New grocery store
- Super target
- Another grocery store
- New sidewalks all over town
- Indoor hockey rink
- Rec. – 4 wheelers – racetrack so youth can go
- Ski resort
- Music store
- Racetrack
- Music store
- Hooters
- Days Market good location for skating rink
- Right kind of industry – that would use natural resources of area
- Utilize what is here
- Construction supply store of some kind
- Another grocery store
- Another grocery store
- Small manufacture type businesses
- Think Tank type business, data storage
- Rest stop on triangle
- More restaurants
- Retirement community – low humidity, draw more
- Greenway path completed – skateboard, roller blade
- Dam Viva Naught on to solve water shortage problem
- Facelift for downtown area –
- Kemmerer hotel project needs to be completed
- Industrial area needs to be developed more to attract businesses
- Public transportation – especially for seniors – outside of community
- More public transportation
- Develop a “welcome” project for everybody coming into community
- More restaurants
- More hours’ open
- Something for teens to do, ages 15-20
- Sponsored projects for teens
- Larger meeting/conference center
- Bank and finance session
- Like to see town look better, clean up old buildings etc.
- See that the town is surviving and growing
- Be progressive

- Four-lane highway from US-30
- Public transportation Amtrak
- Second on public transportation
- See Kemmerer/Diamondville as one instead of two
- Join Lincoln County as one, there is distance but need to work better together
- Settle issue of release
- Grow together
- More things done to involve kids (social and fellowship)
- Jobs
- Go the Kemmerer Hotel Bar and have a beer
- More jobs, more businesses
- Another grocery store
- Ditto!
- More cafés that stay open
- More cooperation among businesses
- Businesses don't stay open when we can go to the store
- Businesses need to work together to stay open
- Community needs to patronize the business more.
- Highway 30 turns into 4 lanes – need a truck stop
- More restoration in the downtown area
- Restore or tear down Kemmerer Hotel
- Industry that utilizes natural resources – gas, oil, timber, coal
- Need housing program
- Prison facility – holding facility
- Land transportation – no bus route here
- Incentives to help bus line locate here
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- Need housing program
- Prison facility – holding facility
- Land transportation – no bus route here
- Incentives to help bus line locate here
- Employment opportunities with good paying jobs

- Downtown buildings and motel need to be repaired, town needs to be cleaned
- More activities for the youth
- Replace Kemmerer City Council need to be replaced with people who have a positive vision, & who can work together
- More recreational facilities, bigger movie theater, rodeo arena
- Bigger stores (Wal-mart, cloths stores)
- Variety of restaurants, that offer late night dinning, and hold more people
- Needs better than 3rd hand junk
- More sports for the youth
- Rest area for people can stop
- Set goals, for infrastructure, clean up, downtown development
- More resources to music festival
- Community to become more stronger
- Better roads, build a 4-lane highway
- Drug free, alcohol, sex (youth)
- State park, theme parks
- Stop the littering and the pollution
- More people
- A place for kids, adults to roller blade, ride bikes, skate board, etc.
- To help get Wyoming to be one of the top education again
- Adult entertainment
- The apathy will change
- Better school parking, gym, facility
- Cops that are less aggressive, there are too many
- Something to get community and schools involved with together
- Expansion of golf course
- Sharing of service between the two communities
- Bio dome over the whole town.
- Lights on football field
- Better access to green hill
- More trees and highway pickup
- Have cops crack down on the real problems other than the kids
- Sky scrapers, flying cars
- More tourists' town
- To combine Kemmerer & Diamondville
- Add another gym in the rec. center
- Pool hall with video games for the youth
- Bus lines to go through the town
- Town open during the weekend, plow snow, clean up
- Build a truck stop, may bring more people in
- Improve technology, phone, computers
- Improve highways, streets, parks etc.
- Apartment rentals
- Outdoor theater
- Make some zoning regulations and enforce them

- Develop more areas for housing
- Active regiment community with good basic medical care, viable retail community
- New qualified hospital management
- No union