

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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Cheyenne, WY 82002
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September 23-24, 2003

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EXECUTIVE SUMMARY

I would like to thank the community of Guernsey for sponsoring the community assessment. You have taken the first step in making your community an even better place. My general thoughts while in Guernsey and the days following is that your community has tremendous opportunities to grow an exciting and vibrant town.

It was obvious from the almost 90 citizens that shared their thoughts and ideas of the present and future, that the best assets of the community are the people themselves. It was also obvious that there are many fractions of citizens who are pulling in different and sometimes opposite directions. The community assessment process will only work when the community has open communications where differences of opinions are expressed and appreciated by the citizens. To achieve the Guernsey of the future will require a few citizens willing to roll up their sleeves go to work and serve as role models in the community. Once this nucleus begins to work it will begin to show some positive successes. Then this core group will need to expand to include more and more of the community until the entire community is involved.

Now is the time for each of you to step forward and work together to make Guernsey the type of town you in vision. Each of you individual must decide what it is that you want to do and what kind of project you can make a difference in. Each small step, every accomplishment, no matter how small, is movement in the right direction toward achieving Guernsey's goals. There is not problem facing Guernsey that cannot be solved by the citizens living in the community.

On behalf of the Guernsey Resource Team, I would like to thank the community and our sponsors, the Town of Guernsey for the warm hospitality show us during our stay. We continually heard from warm, caring individuals of the community, who showed us the passion they had for the community. Thank you very much for your input.

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

Sincerely;

Fred Schlutt, Team Leader

PROCESS FOR THE DEVELOPMENT OF THIS REPORT

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

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

The Resource Team toured the town and interviewed numerous citizens over a two-day period from September 23th thru 24th, 2003. 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 Guernsey?
- What do you think are the major strengths and assets in Guernsey?
- What projects would you like to see completed in two, five ten and twenty years in Guernsey?

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

An oral report was presented to the people of Guernsey on September 24, 2003 and many of the citizens of Guernsey who participated in the interviews were in attendance.

Following the oral report, a formal written report is prepared and presented to the town of Guernsey.

**RESOURCE TEAM
MEMBERS
Guernsey, Wyoming
September 23-24, 2003**

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**Town of Guernsey Assessment
September 23 & 24, 2003**

NOW IS YOUR CHANCE TO BE HEARD! Get involved in our future! Please plan to attend your group's special session or any of the other sessions to answer these three questions . . .

- 1. What are the major problems/challenges in your community?**
- 2. What are the major strenghts/assests in your community?**
- 3. What projects would you like to see accomplished in your community in the next 2, 5, 10 and 20 years?**

Tuesday, Sept 23	Group	Location
9am-10:00am	Team Breakfast/ Team Meeting	The Lunch Box
10:00am-12:00pm	Town Tour	
12:00pm-12:50pm	Team Lunch	Burrito Brothers
1:00pm-2:00pm	General Session	Town Hall
2:00pm-2:50pm	Churches	Town Hall
3:00pm-4:00pm	Students Only	School
4:00pm-5:00pm	Teachers	School
5:00pm-5:50pm	Team Dinner	Trail End
6:00pm-7:00pm	General Session	Town Hall
7:00pm-8:00pm	Council & Mayor	Town Hall

Wednesday, Sept 24	Group	Location
8:00am-8:50am	Team Planning/Breakfast	Town Hall
9:00am-10:00am	Agriculture	Town Hall
10:00am-10:50am	Economic Dev. & Business	Town Hall
11:00am-12:00pm	Seniors & Team Lunch	Senior Center
12:00pm-1:00pm	Team Planning	Town Hall
1:00pm-2:00pm	Volunteers	Town Hall
2:00pm-3:00pm	WY National Guard	Town Hall
3:00pm-4:00pm	Railroad, Quarry, Premium Farms	Town Hall
4:00pm-5:00pm	Parents	Town Hall
5:00pm-6:00pm	Team Planning	Town Hall
6:00pm-7:00pm	Town Meeting	Town Hall
7:00pm	Team Dinner	Riverview

RESOURCE TEAM REPORTS BY INDIVIDUAL TEAM MEMBERS

Fred Schlutt
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INTRODUCTION:

It was readily apparent the citizens of Guernsey and the surrounding rural areas were very proud of their community and were committed to making it a better place to live. One of the themes that was identified by both the assessment team and numerous members of the community was the lack of communications between the City Council, members of the community and rural areas, Wyoming National Guard, and Platte County.

Communications

Challenge: A consistent message that came through from a number of comments was the lack of communications between the City Council members, city employees and citizens. This weak communications has paralyzed the effective operations of the city.

Solution: The City Council must take time to clearly define the roles and responsibilities of the Mayor, Council members, City Manager and its employees. This includes researching relevant city documents to see if these roles and responsibilities are defined. The City Council also needs training on their roles and responsibilities as the Mayor and Council members.

Resources: Wyoming Association of Municipalities Ginger Newman Communications and Training Director gnewman@wyomuni.org 307-632-0398

Communications

Challenge: Limited resources have not allowed Guernsey to effectively deal with emergencies with city infrastructures problems. The result is process of fixing what breaks next, with little planning

Solution: Just like any business or family, prior planning always produces the best long-term results. In these hard economic times for Wyoming cities, it is imperative to plan. The City of

Guernsey needs to develop a 5-year management plan for infrastructure replacement and upgrading.

Resources: Greg Wyndham Area Coordinator, Southeastern RC & D 302A 15th Street Wheatland, WY 82001 307-322-2187

Communications

Challenge: Lack of communication and understanding of the Wyoming National Guard and its policies and practices is causing frustration among the citizens of Guernsey.

Solution: Dealing with any state/federal government agency can be frustrating, especially for those not familiar with the agency and policies and regulations. Dealing with a military agency can lead to even more frustrations, with their chain of command, regulations and most importantly post September 11, 2001 security measures. The assessment team's conclusion is that with the current leadership at the Camp Guernsey, communications with the Guard has never been better. Take advantage of the current leadership to develop regular communications with the camp commander.

Resources: Camp Guernsey P.O. Box 399 Guernsey, WY 82214-039

Communications

Challenge: Residents of Guernsey don't feel that they are fairly represented in county government in Wheatland.

Solution: By virtue of its size, Wheatland will generally have the greater control of county government in Platte County. However, with three county commissioners, Guernsey has representation in county government. We encourage Guernsey to develop strong leadership locally to represent Guernsey in Wheatland.

Resources: None

INTRODUCTION:

It is clear that the people Guernsey community are extremely caring and dedicated. This attitude shows up in the knowledge that the community support is youth's endeavors evident in the pride the community has for its schools and for the aging population exemplified by the quality Senior Center.

Quality of Life

Challenge: Cleaning up the town was voiced repeatedly at many listening sessions. These comments included enforcing current city codes.

Solution: Instead of taking an adversarial role in enforcing city codes to clean up the city take a positive proactive approach. Inform the violators of the city codes and offer help in solving the problem. Having two or three clean-up days in the city, where volunteers help clean up areas for neighbors can only bring a larger sense of community.

Resources: None

Quality of Life

Challenge: If there is one issue that the entire community is behind, it is building a new swimming pool. While this is a long-term goal, it is achievable and could unite the community to work on additional community goals.

Solution: Finding outside funding in economic stressful times is not easy. However, the efforts of local youth and citizens raising money with bake sales, etc.; will help encourage major funders to help.

Resources: Burlington Northern Santa Fe Foundation % Richard A Russack 5601 West 26th Street Cicero, Illinois 60804

Quality of Life

Challenge: An additional comment that was heard continuously during our brief stay in Guernsey was improving Riverside Park.

Solution: Like cleaning up the city, this problem can be easily solved by challenging the community to step up and volunteer to get the job done. A committee should come up with a plan and then recruit the citizens to help. With little effort this could be a major attraction to getting tourist coming into town from the west to stop and relax

Resources: None

INTRODUCTION:

If there is one issue that is common to all Wyoming communities, then that issue has to be economic diversity. The only difference is the size and scale of that diversity, between Cheyenne,

Albin and Guernsey. The following are resources (along with those mentioned in other team members' reposts) that can be used for further exploration: Wyoming Small Business Development Center University of Wyoming P.O. Box 3922 Laramie, WY 82071-3922 (307) 766-3505 <http://www.uwyo.edu/sbdc> Wyoming Business Council 214 West 15th Cheyenne, WY 82002 (307) 777-2800 www.wyomingbusiness.org Wyoming Community Network (for on-line searchable resource guides) (307) 766-2107 www.wyomingcommunitynetwork.com Community Development Block Grant Program Steve Achter Wyoming Business Council 307-777-2811 www.wyomingbusiness.org

Economic Diversity

Challenge: As in many rural towns in Wyoming, creating higher paying jobs is a priority issue within the community.

Solution: Asset Based Community Development is a community development model that identifies the community and residents' assets and then builds upon those assets, filling in the holes to development with outside sources and resources. It has been an effective method for identifying economic development opportunities.

Resources: Greg Wyndham Area Coordinator, Southeastern RC & D 302A 15th Street Wheatland, WY 82001 307-322-2187

Economic Diversity

Challenge: One of the identified assets of Guernsey is the Old Timers Arena. The challenge is how to fix it up and how to attract additional audiences to the facilities.

Solution: A plan needs to be developed to see what it will cost to fix up the arena and grandstands with a priority list of the order in which fixes need to be made. Working with the Wyoming Business Council and other funding agencies, grants need to be written to support and promote the arena and related events.

Resources: See resources listed above.

Economic Diversity

Challenge: Availability of housing was an issue that was talked about in almost every listening session.

Solution: With the increase of up to 50 personnel at the Wyoming National Guard facility, it is time for the city and its citizens to step up, work together and create housing for these new families. The city needs to quickly plan and develop a housing tract on the west side of town (west of the river). The City Council and citizens need to put their differences aside and make

this housing development happen. If not, the new families will live in Lingle, Torrington, or other places and commute to the base.

Resources: See resources listed above.

Economic Diversity

Challenge: One of the identified assets of Guernsey is the Old Timers Arena. The challenge is how to fix it up and how to attract additional audiences to the facilities.

Solution: A plan needs to be developed to see what it will cost to fix up the arena and grandstands with a priority list of the order in which fixes need to be made. Working with the Wyoming Business Council and other funding agencies, grants need to be written to support and promote the arena and related events.

Resources: See resources listed above.

Economic Diversity

Challenge: Getting more tourists to stop in Guernsey and spend time and money in Guernsey

Solution: Most tourists come to Guernsey to see the Oregon Trail Ruts and Signature Cliff. Efforts need to be made to promote at these sites the other things to do in the area, such as the RV Park, Older Timers Arena, golfing and the Guernsey State Park.

Resources: Wyoming Business Council Wyoming Travel & Tourism Diane Shober, Director
307-777-2800

Keith Cottam
University of Wyoming/Casper College
125 College Drive
Casper, WY 82601

INTRODUCTION:

Many years ago I visited the Guernsey area as a tourist. The lures were the historic trails, Oregon Trail Ruts National Landmark, Register Cliff, and Fort Laramie National Historic Site. A side trip was the Guernsey State Park and Reservoir. On September 23 this year I was eager to test the clarity of my recollections of Guernsey, a community that I had only driven through during my earlier search for history and geography. My memory, I quickly learned, was hazy at best. Guernsey came into view from the hill to the west on U.S. 26 as a tidy community across the North Platte River with a wide, paved main street lined on each side with attractive lampposts. Before crossing the river bridge, I noticed the directional sign and the dirt road on the right leading to the historic sites. I was hopeful for another opportunity to visit them. Just across the river bridge to the right and down the street on River Road I saw a large building with a sign over the entrance for the Riverview Restaurant. I remembered that someone had told me that the Riverview was a good place to eat, especially for breakfast. Driving into town I took note of a Sinclair station to the right, a grocery store to the left, the Bunkhouse Motel to the right, and a hardware store on the south side of the road with a large fenced area at the front adorned with signs. There were other properties that looked lived in or occupied by businesses, some that looked vacant, and vacant lots. The three-story white building on the southwest corner was intriguing; the bank was across the main highway to the north, and a hardware store was across the street to the east. I wondered how the town could support two hardware stores. Down the street to the south were the public library, a visitor's center, and the senior center; the Post Office was on the southwest corner across the street from the senior center. I was impressed by the close proximity of these important community centers. Making a U-turn I began looking for the city offices, and I thought them to be quite nondescript with an obscure little sign on a street post when I found them; nevertheless, I received a very warm welcome from the staff at City Hall. What I learned about Guernsey and the surrounding area during the next three days (I spent Thursday morning, September 25, exploring into Hartville, Sunrise and the State Park) was very encouraging. The visits to the historic sites on Tuesday and Wednesday renewed my vague reminiscence of the history in the area. The quick tour and drive-by views of the Wyoming Army National Guard Camp Guernsey training site Tuesday morning was impressive even from outside the fence. The Burlington Northern Santa Fe Railroad yard and the Rinker Materials rock products mine loomed as very important parts of the community. The budding industrial park was inviting, particularly the nascent infrastructure. Most important were the many people I met during the 13 listening sessions. The awareness in the community of major problems and challenges, as well as major strengths and assets, is profound. Guernsey residents, and those who live in contiguous county areas, are insightful and notably thoughtful. There is great enthusiasm

for making Guernsey a better place to live and work. The town is perceived as “a very poor community,” which may be true in terms of personal wealth and the economy, but it is a very rich community in terms of other measures: community human capital, the Guernsey-Sunrise Schools, geography, historic sites, Camp Guernsey, the railroad, the rock products company, Guernsey State Park, the industrial park site, and the potential for coalescing these resources to collectively benefit community development. The resource team identified three major themes as we listened to concerns; opinions, praise, aspirations, goals and frustrations, and the themes incorporate a host of opportunities for the community. This report will focus on the theme of “communication,” which is central to the existence of the community, and essential in order to address the other two themes: Economic Diversity (infrastructure, jobs, business diversity, telecommunications (telephone and internet connections), railroad, Camp Guernsey, mines, historic sites, state park, etc.) and Quality of Life (housing, community beautification, swimming pool, the schools, golf course, Old Timer’s Arena, teen center, volunteers, assisted living, community center, drug and alcohol abuse etc.).

COMMUNICATION First and foremost, Guernsey is a group of people bound together by formal and informal relationships to address common interests and achieve community goals. Peter Drucker, a famous organizational scholar, said in his 1959 book, *Landmarks of Tomorrow* (p. 92), that “the new organization, whether an army or a business, is above all an information and decision system.” The principle is enduring and applies as well to Guernsey. The key inference in these two observations about relationships and Drucker’s principle is that the success of the community is bound up in its ability to effectively share information through communication, to coordinate efforts through collaboration and cooperation, and to make sound, information-based, decisions. In a classic article, the authors state; “...communication is not a secondary or derived aspect of organization—a ‘helper’ of the other presumably more basic functions. It is rather the essence of organized activity and is the basic process out of which all other functions derive.” (Bavelas, Alex, and Dermot Barret. “An Experimental Approach to Organizational Communication.” *Personnel*, Vol. 27, 1951, p. 368) According to research cited in “20 Clues to Rural Community Survival” from the Heartland Center for Leadership Development, there are at least three vital characteristics relevant to measuring the effectiveness of communication. See the full list at <http://www.heartlandcenter.info/clues.htm>

4. Participatory approach to community decision-making: Even the most powerful of opinion leaders seem to work toward building consensus.
5. Cooperative Community Spirit: The stress is on working together toward common goals and focus is on positive results.
18. Sophisticated Use of Information Resources: Leaders access information beyond the knowledge base available in the community. Learn more about the “20 Clues” and other powerful resources available from the Heartland Center: Heartland Center for Leadership Development 941 “O” Street, Suite 920 Lincoln, NE 68508 1-800-927-1115 402-474-7667 <http://www.heartlandcenter.info/>

Communications

Challenge: The City Council should be the focal point of Guernsey leadership, a sentiment expressed in a variety of ways, directly and indirectly, during the 13 listening sessions. The Council should strive to learn and adopt basic leadership skills, including developing useful agendas, managing effective meetings, facilitating open inquiry and dialogue, managing conflict, motivating volunteers, developing future leaders, communicating effectively to the community, and rewarding and celebrating project successes.

Solution: One of the "20 Clues" (#19) cited above states that the most successful communities willingly seek help from the outside. Sometimes overcoming inertia, or knowing what to do and how to develop better leadership and communication skills, can be facilitated by an authority from the outside. Wyoming is fortunate to have an outstanding resource. The Wyoming Association of Municipalities will either help directly or provide expert referrals.

Resources: Ginger Newman, Communication and Training Director Wyoming Association of Municipalities P.O. Box 3110 Cheyenne, WY 82003 307-632-0398 hnewman@wjomuni.org <http://www.wjomuni.org/>

Communications

Challenge: Getting the message out--whatever the message--to the residents of Guernsey and those in the outlying county areas must occur if there is to be participation, cooperation and use of information resources.

Solution: Guernsey is not unlike other Wyoming communities and organizations that struggle with communicating important messages and information. The human factor is always a challenge, even when the best efforts are made to communicate and inform. People may not understand the purpose of a message, disagree with it, or hear or read it the wrong way. They may not know what to do with the information they receive. They may feel confronted or restricted by what they read or hear, or feel hopeless to try to change it. They may be unable to engage a process of dialogue or feedback about the information they receive. Also, publishing information once may not be effective. Repetitive news, announcements and information may be necessary to get the message out. Think about how many times ad campaigns are run just to catch your attention and entice you to respond to a plea to vote or buy something.

Resources: The Guernsey Gazette is an essential medium through which the community should be communicating. It is imperative that the local newspaper be a major partner in the process of keeping Guernsey informed and engaged in community development. The newspaper, however, can only be as good as citizens help to make it successful. It is a two-way street: The editor can write and report, but only if news is received and received in a timely manner. Stories, news submissions, and deadlines for newspapers are the hard reality of the newspaper business. Reach

out and work more closely with: Claudia Teeters, Editor The Guernsey Gazette P.O. Box 370 40 S. Wyoming St., Suite 2 Guernsey, WY 82214 307-836-2021 ggeditor@guernseygazette.com In addition, I wish to make a few other recommendations and also draw on and paraphrase a few of the suggestions shared with two other Wyoming communities that have benefited from assessment projects. The essence of the insights and wisdom is this: Good communication is everyone's business, not just the responsibility of the mayor, City Council and local newspaper. • Publish a monthly newsletter from the City Council that is either mailed to every home or distributed in some other way. Include current, inclusive, accurate and clear information about Council agendas and actions, community activities and projects, public services, etc. (Michael Stull, Bear River, 2001) • Install bulletin boards or kiosks in locations that are frequented by community citizens, and post the City Council newsletter as well as other notices and information. (Michael Stull, Bear River, 2001) • Help the City Council understand your concerns and develop solutions, and remember that everyone can't have his or her way on every action or decision. Life is a process of working together and compromise. (Gordon Warren, Bear River, 2001) • Encourage volunteers and wider community participation; involve as many people as possible in sharing information based on accurate facts, data and information. Ask for suggestions for solving challenges and problems, and listen to what you hear. (Gordon Warren, Bear River, 2001) • Avoid rumors and assumptions. Pick up the phone and clarify what you are hearing if it doesn't sound right. (Gordon Warren, Bear River, 2001) • Extend personal invitations for people to participate in town governance, including those in adjacent rural areas who have a stake in the future of the town. They will be much more inclined to participate if they are personally invited; it helps them realize they are a vital part of the community and that their involvement is essential. (Kathie Starkweather, Albin, 2003) • Enlist the participation of high school students. During one listening session with Guernsey high school students, one of them said, "They never ask us to do anything." Ask them for ideas about what they can do to help make Guernsey a better place to live. Give them a chance to serve and mentor them. (Kathie Starkweather, Albin, 2003) Another of the "20 Clues" cited above states: "Deliberate Transition of Power to a Younger Generation of Leaders: Young leadership is the rule rather than the exception in thriving rural communities." (#10) • Enlarge and enhance the roles of boosters in the community. Several times during the listening sessions, people applauded the "awesome" work of the high school Booster Club. Could some of the energy focused on athletics be invested to tell the Guernsey story and promote the larger interests of the town? A major rallying point might be a renewed and concerted effort to communicate persuasively with the county commissioners and all the citizens of Platte County to support the funding drive—including tax support—for the new swimming pool. Perhaps a new "ambassadors" club or a "welcome wagon" program would enhance the boosterism role.

Communications

Challenge: Communicating a clear vision for the future of Guernsey requires a strategic plan. Planning requires a lot of time and energy, but a good, documented, plan is gratifying. The

planning process should be founded on sound communication to organize the planning effort, define the issues and opportunities, identify community priorities and goals, develop specific objectives and actions, draft and refine the plan, communicate the plan, and implement the plan. Implementation should involve many people in the community who can accept larger leadership roles or specific project assignments. All of the proposed solutions may not be possible because of resource constraints, and the planning should seek a balance among community aspirations and what can realistically be accomplished.

Solution: During the Camp Guernsey listening session, I was impressed by the unusual opportunity to partner with people who are experts with strategic planning and communication. A subsequent conversation confirmed my recommendation that the town should seek to develop a planning team and process in full cooperation with qualified Camp Guernsey Army National Guard personnel. Few communities in Wyoming have such a willing resource so close at hand:

Resources: Colonel Steve Mount Camp Guernsey P.O. Box 399 Guernsey, WY 82214-0399
307-772-5702

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INTRODUCTION:

I've had the pleasure of participating in several community assessments across Wyoming, and continue to get mileage out of the following article that first appeared in the Wheatland World on March 29, 1901 as an editorial by I.O. Middaugh. It was researched by Patsy Parkin and reprinted in The Platte County Record Times on March 29, 2001, exactly 100 years later! I believe it could have been printed in any hometown newspaper, and serves to remind us that we must work toward change and progress TOGETHER. Progress is evitable anyway, so we might as well take a proactive role in helping it happen to our liking! NOTE: Please remember this was originally intended to serve as a wake up call to Wheatland citizens. All you have to do is insert the name of your town and it applies just the same! "While other towns are holding dollar dinners, wouldn't it be a good idea for Wheatland businessmen to chew ham sandwiches together in an effort to do something for themselves. There is a painful lack of unity in this town, and that this condition injures all is an unpleasant, but truthful fact. There is too much of an inclination to "do up" the other fellow, and too little disposition to act together for the common good. It requires a public, unselfish spirit to build good towns, and Wheatland folks have much progress to make in these things if the best of our opportunities are to be utilized. The "doing up" of the other fellow finally ends in all being "done up together," and in poor looking packages at that." I. O. Middaugh

Economic Diversity

Challenge: The consensus appears to be that there is not a consistent plan of action to promote economic and community development. This thread appears through all aspects of the community from current volunteer efforts to lack of support from the town and county. It seemed that a major goal would be to create better paying jobs with good benefits. This will require a unified approach because there are other issues to be resolved other than just thinking you can attract outside businesses that will create good jobs. Some issues include workforce, availability of affordable housing, medical services, shopping opportunities, etc.

Solution: 1. In order to create consensus in the community about their goals, I suggest the current volunteer economic development committee should be sanctioned by the town as a committee of the Guernsey Town Council. The efforts of the current volunteers are commendable but they have their frustrations too and I believe having the strength of the Town Council behind them would help them focus and gain credibility. The current make-up of the

volunteer group seems sustainable but I believe they would value the opportunity to be recognized as an official group. Making them a committee of the Town would help. Such an effort would create community consensus, provide momentum, and avoid misunderstandings and those conflicts that could potentially turn businesses away. This could be the start of a five-year plan that was discussed so often as something necessary. Such a plan would not only provide the consistency we're talking about with a specific group, but also for the Town Council no matter who the players are. There are many individuals who are skilled at facilitating and who would help develop a five-year plan.

Resources: Steve Elledge, Wyoming Business Council and representative for the Guernsey area, 307-577-6012 Mary Randolph, Director, Wyoming Rural Development Council, 307-777-6430. Stacey Reichardt, Wheatland, Wyoming, 307-322-1947. Chris Pasley, Platte County Extension Office, 307-322-3667.

Economic Diversity

Solution: Housing is a serious issue in Guernsey, yet I was unable to ascertain if there is a current inventory of what is actually available. Certain individuals have access to such information, but I believe it would be best to have an updated inventory available to everyone. With such a document in hand, the community (or the Town Council's Economic Development Committee) could begin to identify resources and/or developers

Resources: USDA Rural Development Program under Section 523. Loan funds are available for the development of building lots that are then sold to low-income homeowners. Your contact would be Lorraine Werner in Torrington at 307-532-4880. The Wyoming Community Development Authority in Casper has a program to help finance single-family homes for low-income purchasers. Cheryl Gillum or a member of her staff can be reached at 307-265-0603.

Communications

Challenge: There appears to be a huge gap in communication between the citizens of Guernsey, the Town Council and even the National Guard. I believe that each group honestly believes they are communicating, but somehow the message isn't getting across. The community shouldn't be last in hearing what the Guard is up to, and vice-versa. There needs to be constant nurturing of this tremendously important relationship.

Solution: There appears to be a huge gap in communication between the citizens of Guernsey, the Town Council and even the National Guard. I believe that each group honestly believes they are communicating, but somehow the message isn't getting across. The community shouldn't be last in hearing what the Guard is up to, and vice-versa. There needs to be constant nurturing of this tremendously important relationship.

Communications

Challenge: In each of the listening sessions it became obvious that Guernsey needs to take a more active role in working with the Platte Valley Chamber of Commerce. I understand the limitations, yet the challenges mentioned far outweigh the limitations and should be pursued.

Solution: 1. Choose to get more involved in the Chamber by enrolling in Leadership Platte County. This nine-month (once a week) course is open to general citizens and leaders alike. It is an impressive way to find out what's going on in our countywide community. There is a fee for participating but it includes all transportation and meals. 2. Become an Ambassador for the Chamber. While the existing group is obviously more active in Wheatland, perhaps you could start a group that would focus on just Guernsey. They're primary responsibility would be to welcome newcomers, be on hand for community celebrations and ribbon cuttings. This local contingent would be responsible for knowing what is going on in all areas of the community and communicating it to residents and tourists. The committee would serve as the impetus to continue the momentum created by the Community Assessment. It is so easy to fall back into old patterns, but people have to take the bull by the horns and keep things moving! This could also be the group in charge of "organizing" community volunteers no matter what the project and then writing about the volunteer opportunities for the newspaper. Contact Julie Minear at the Platte County Chamber, 322-2322 about how to form your own Ambassadors group. 3. One suggestion I heard was to form your own Chamber. While I personally don't advocate this, it has been done in Glenrock, Basin, Greybull, Lovell and Wright.

Resources: a. Glenrock Chamber of Commerce, Box 411, Glenrock, WY 82637 (307-436-5652) b. Basin Chamber of Commerce, Box 599, Basin, WY 82410 (307-568-3331) c. Greybull Chamber of Commerce, 333 Greybull, Greybull, WY 82426 (307-765-2100) d. Lovell Chamber of Commerce, Box 295, Lovell, WY 82431 (307-548-7552)

Quality of Life

Challenge: The phrase "quality of life" means so many different things to different people. To me it means those amenities that go above and beyond our day to day needs (like water, sewer, lights, etc.) that make a community just that, a community. Comments were fairly specific about these types of things and revolved mostly around the swimming pool, golf course and other things for young people to do. There was a lot of talk in each listening session about developing the existing park on the east side of town.

Solution: 1. One idea for that area would be to establish a skate park. GET THE KIDS INVOLVED! There is nothing more successful to holding people accountable than making them help themselves. A few years ago students in Wheatland took it upon themselves to make a presentation to the Town Council for support in constructing a skate park. They began the concept by going through a teacher, asking her to be their adult sponsor. She worked with them in developing a budget, marketing the idea to the community, drawing up the plans and

fundraising. From start to finish the project took approximately a year. They placed donation jars all over town, they got donations from local businesses, they held dances and skate-a-thons, and I think even got a grant (Katie Carmen at the Wheatland High School could answer that question). They negotiated with the Town Council for insurance and maintenance, and got the Department of Parks & Recreation to turn the old tennis courts over for the base. From there they worked with American Ramp in designing and constructing the skate park. All in all they were able to come up with approximately \$25,000 and, to this day they maintain an enormous sense of pride in their accomplishments. The skate park is utilized not only by locals, but the traveling public as well, and they also host competitions.

Resources: Katie Carmen, School to Career Counselor Wheatland High School 307-322-2075
American Ramp Company 214 E. 4th Warehouse #1C Joplin, MO 64801 Toll Free: 877-
RAMPS-R-US (877-726-7778) sales@americanrampcompany.com
www:americanrampcompany.com

Solution: 2. Relationships with Guernsey State Park didn't come up much in our listening sessions so that is probably a good thing! However, I do know there are issues about how to capture some of those people visiting the park and get them into the Town of Guernsey. Since the relationship is obviously a good one, how about getting together with Dusty Humphries and do some creative brainstorming and come up with some kind of a program to get people into town. Perhaps it could be a golf tournament, or a percentage off food or merchandise at various businesses. Maybe Dusty could arrange for information about the town to be handed to tourists at the entrance gates. Now there's an idea and easy too. Pat Green is the new director of the Division of State Parks & Historic Sites (Department of State Parks & Cultural Resources). I know he's anxious to work with communities and would no doubt be most willing to do whatever is necessary. You could contact him directly through Dusty.

Closing Remarks

- Conduct a Strategic Planning Session that would result in a five or ten-year plan. Adoption of such an effort would remain in effect no matter who the players are.
- Give some teeth to your volunteer economic development group.
- Join WEDA.
- Create an up to date housing inventory.
- Find a volunteer "stringer" to help discover what's happening and write about it, and ask the Guard to submit regular articles of interest.
- Give the National Guard a permanent spot on the Town Council's agenda.

- Get more involved with the Platte County Chamber by participating in Leadership Platte County.
- Organize your own chapter of the Ambassador's Club.
- Build a skate park in that unfinished park west of town.
- Seek grant resources for your swimming pool project.
- Work with Dusty Humphries and create clever ways to "capture" some of that tourist traffic.

In closing let me reiterate my thanks for Guernsey's hospitality and receptiveness to the Resource Team. You have so much going for you and so many great people willing to work together to do whatever is necessary. You've made great strides with your pathway system, the Senior Center, the beautification efforts - you should all be very proud! I would be pleased to help in any way possible and look forward to seeing the community use these resources and others offered by the team in such a way that you'll quickly see results. One last bit of advice - remember that someone has to take responsibility for maintaining the momentum - why not YOU!

Debbie Popp
Small Business Development
University of Wyoming Rural Development Council P.O. Box 3922
Laramie, WY 82071
307-766-3505
debk@uwyo.edu

INTRODUCTION:

I enjoyed my stay in Guernsey and I want to thank you for the hospitality. Guernsey has many wonderful tourist attractions and I see many opportunities for growth. But growth promotes change, and many times we are wary of change. This comment spoken in one of the Guernsey session's expresses a sentiment I have heard in other small Wyoming communities: "We want to remain small yet we want the benefits of a larger community." I think Guernsey can have some of the benefits of a larger community and still maintain the quality of small town living. I would encourage those interested to view recommendations of other community assessments through the website of the Wyoming Community Network at www.wyomingcommunitynetwork.com. This will give you an idea of issues in other communities and solutions and recommendations given.

Quality of Life

Challenge: Many people recognize that the city has already taken steps to make Guernsey a more attractive community. But there were still many comments that the effort needs to continue, i.e. some streets still need paving, plant more trees, and more clean up needed.

Solution: Beautification projects can be excellent civic group, church, or school projects. One possible grant resource is through the Community Tree Planting and Education Grants Office of State Lands and Investments, Forestry Division. To be eligible applicants must be cities and towns, civic groups and organizations. Volunteers must be involved in the projects, and all tree projects using these funds must be on public property. Grants range from \$500 to \$3,000 and requires a 50/50 cash match. The deadline for grants is February 15 of every year. For more information, please contact:

Resources: Mark Hughes, Wyoming State Forestry Division 1100 W. 22nd St. Cheyenne, WY 82002 307/777-7586

Quality of Life

Challenge: The issue of volunteerism came up several times in both negative and positive aspects. In negative terms; it was said that not enough people volunteer; the same 15 people volunteer for everything; volunteers are suffering from burnout; and there are no incentives to volunteer. On the positive aspect; people are willing to step forward and help; when you ask people, they will volunteer; and the community is supportive of volunteer efforts and dig deep to help.

Solution: I chose to address Volunteerism, not only because it came up several times in the listening sessions, but also the important role and potential impact volunteerism can have on a community. It is through volunteer efforts that allow many community projects to become a reality. One of my first suggestions is to form a Community Council. It did not appear that Guernsey has an organized council made up of representatives of all the volunteer organizations, non-profit, and other agencies that provide resources in Guernsey. A Community Council provides a structured forum once a month (for example) for representatives to share organizational activities, upcoming events, possible collaboration opportunities, etc. Many cities/towns have some kind of a community council (names vary) and sometimes more than one to focus on specific issues i.e. Health, Drug/Alcohol Awareness, Fitness, etc. What it will take is a champion to organize the first meeting and to bring all interested parties together. County Libraries should be able to provide contact information if a “Community Council” exists in their area. To address the volunteer burnout issue and no incentives for volunteers, can easily be addressed through a volunteer recognition event. People seem to be quick to criticize, and often we hear that “volunteering is a thankless job.” But it doesn’t need to be! Maybe it is recognizing the “Volunteer of the Year” at the annual Christmas Parade, or during a town council meeting or some public event. I recently ran across an Internet website that has many great ideas for non-profit and volunteer agencies that manage volunteers: <http://charitychannel.com> another resource is through the Wyoming Commission for National and Community Service. They provide resources and grants for volunteer efforts. You are probably more familiar with some of the projects they work with, such as AmeriCorp, Big Brothers/Big Sisters, and Habitat for Humanity. For more information contact:

Resources: Wyoming Commission for National and Community Service Debbie McFaron (307) 777-5396

Quality of Life

Challenge: How to make an indoor swimming pool a reality.

Solution: We realized there are many people who are working hard on this project, but there is only so much money you can raise within a small community. In conjunction with the swimming pool, it seems a community meeting area or teen center is also wanted. Presently, the building plans include only a swimming pool with expansion of other uses in the future. Right now would be a perfect time for Guernsey to contact other cities to see how they approached building similar facilities and how funding was achieved. In Laramie, the Friends for Community Recreation (a volunteer committee) have worked diligently to get an 8-lane pool to be included in the building plans for a community recreation center. I believe the funding is very close to make this project a reality. The FCR treasurer told me that part of the funding would come from the county capital facilities tax. I know Guernsey tried this last year and did not receive enough votes to make this happen. I would urge this community to continue submitting for the capital facilities tax. The Friends for Community Recreation has worked many years to make this happen, so don't give up! Two key people to contact are:

Resources: Lisa Kinney, President for the Laramie Friends for Community Recreation (FCR) 745-7427 Paul Harrison, Laramie Parks and Recreation 721-5260

Communications

Challenge: It was obvious listening to all the sessions that the community is aware there are huge issues between the town council, mayor and other city government personnel. We heard comments that many of the town council meetings would be closed to the public, that communication not only between the city government officials was dysfunctional, but that the community wasn't being adequately informed of decisions.

Solution: This would be hard for us to analyze with only two days in a community, but because of the frequency of these comments, it suggests there does exist a problem. There are many services available to the Guernsey City Government through the Wyoming Association of Municipalities (WAM). Trainings and workshops are available to all newly elected officials (i.e. town council members, mayor, town clerk, etc.). I don't want to assume I know what the dysfunction of this particular situation is, but I would encourage the city officials to explore this issue further. Ginger Newman with WAM would be a good contact to find out what towns/cities in WY have had similar problems and how they have handled the issues. Call Ginger for this information (632-0398) and possible suggestions to assist with the challenges.

Resources: Wyoming Association of Municipalities Ginger Newman 307-632-0398

Communications:

Challenge: Promoting Guernsey as a tourist destination.

Solution: I gained a much greater appreciation of the historical attractions and recreational opportunities near Guernsey during my stay. Steve Elledge with the Wyoming Business Council will be your best immediate contact. Also through the Wyoming Business Council is the Travel and Tourism Division. Diane Shober was recently hired as the new Travel and Tourism director.

Resources: Steve Elledge Wyoming Business Council 300 S. Wolcott, #300 Casper, WY 82601
Phone: 307-577-6012 Diane Shober Wyoming Travel & Tourism I-25 at College Drive
Cheyenne, WY 82002 TEL: 307-777-7777 FAX: 307-777-2877 TOLL FREE: 800-225-5996

Communications

Challenge: Development of a website not only to promote tourism, but also to communicate with Guernsey citizens.

Solution: It was mentioned a couple of times that Guernsey needed a website to promote tourism. I think this is a good idea, but a web page can also be a great place to keep Guernsey citizens informed of events, city government actions, and updates of Guernsey resources available to citizens. This will take time for citizens to use on a regular basis, but you need to start somewhere. Developing a web page is something a high school class can take on as a project working in cooperation with a web developer or other local resource, or CANDO can also provide technical support or web development. The CANDO Tech Center was created to serve as an economic development tool for Converse County. They contribute to economic development by training the workforce to improve their employment skills as well as providing employment opportunities focused on technology. They also assist with development of web pages and other Internet-based and computer technology issues. If you are not already aware of this, there is a website hosted by the Wyoming Municipal Power Agency for Guernsey:
<http://www.wmpa.org/CommunitySites/Guernsey/index.html>.

Resources: CANDO Tech Center Joe Coyne 131 West Center Street Douglas, WY 82633
Phone: 358-2000 Internet: www.candotechcenter.com

Economic Development

Challenge: Through our listening sessions, we were told that the National Guard will be expanding and that approximately 52 families will be moving into the area within the next five years.

Solution: This is a significant population increase for this area. We were also informed that the National Guard has prepared a strategic plan for the next 20 years. We also understand that Guernsey does not have a strategic plan for the city. This seems to be a prime opportunity for the city and the Guard to work together towards some common goals. During this same session, the Guard personnel who were present were asked if they would consider helping the city of Guernsey with a strategic plan. It was noted, that the military is particularly good at strategic planning. Considering the impact the Guard has on the city (housing, schools, jobs, etc), it would make sense that these two entities could plan more effectively in tandem. The Guard personnel said they would be willing to help the city with a plan.

Resources: Wyoming Army National Guard Camp Guernsey P.O. Box 399 Guernsey, WY 82214-0399 (307) 772-5843/5805

Economic Development

Challenge: Guernsey shares a common thread of issues with many other small towns; expanding retail services, creating more jobs, and keeping the youth at home or at least have opportunities for these youth to move back home and make a decent living.

Solution: I have heard these comments many times, and I wish I had a magic bullet or an easy answer. I think part of the answer to these questions goes back to preparing a strategic plan and involving economic development people in the process. Then, use some of the resources that are available to you. Such as people like Steve Elledge, who I have already mentioned, and Leonard Holler, Small Business Development Center Region 3 Director. These people have experience working with entrepreneurs, start-up businesses, as well as existing businesses. Another way to look at this issue is from a creative or innovative approach. Bring together a group of people for a brainstorming session. Brainstorming on topics such as “Assisting high school students to start a small or home-based business,” “Career training with existing businesses and high school students,” or “Developing a business cluster which serves military needs (equipment and/or supplies).” Some of the topics may seem initially far-fetched, but the intent is to get the ideas flowing. Once brainstorming is exhausted, then, look at the ideas, which seem plausible and create a plan to implement. One of the more innovative ideas I have seen in a WY community is “The Merc” located in Powell. This is a community-owned family clothing store. Several individuals in the community have funded this project. It is a wonderful store and seems to be well supported by the community. Contact the Chamber of Commerce for more information. “Economic Gardening” is the buzzword for growing existing businesses and nurturing entrepreneurs and many communities are experiencing wonderful successes. The University of Wyoming/College of Business, the Wyoming Small Business Development Center and the Wyoming Business Council recently collaborated on implementing a Market Research Center (MRC) using the Littleton Colorado Economic Gardening model. The MRC provides market research and analysis, as well as, Geographic Information Systems Services for Wyoming businesses. For more information on the MRC services, please contact Leonard Holler or Steve

Elledge. To gain a better understanding of “Economic Gardening,” I have listed some web sites which detail what is going on in other parts of the U.S. The following web sites may provide inspiration that may appeal to this community. <http://www.sfedl.org/>
<http://www.littletongov.org/bia/NewEcon/default.asp>
<http://www.ci.berkeley.ca.us/sustainabledevelopment/ecobusiness/growyourbusiness.htm>

Resources: Leonard Holler Small Business Development Center 300 S. Wolcott, #300 Casper, WY 82601 Phone: 800-348-5207 or 307-234-6683 Email: sbdc@trib.com Powell Valley Chamber of Commerce PO Box 814 111 S. Day Street Powell, WY 82435 Phone: 307-754-3494, or toll free 800-325-4278

Quality of Life

Issue or Project	Recommendations and Objectives	Resources
<p>Cleaning up the town was voiced repeatedly at many listening sessions. These comments included enforcing current city codes.</p>	<p>Instead of taking an adversarial role in enforcing city codes to clean up the city take a positive proactive approach. Inform the violators of the city codes and offer help in solving the problem. Having two or three clean-up days in the city, where volunteers help clean up areas for neighbors can only bring a larger sense of community.</p>	<p>None</p>

Quality of Life

Issue or Project	Recommendations and Objectives	Resources
<p>If there is one issue that the entire community is behind, it is building a new swimming pool. While this is a long-term goal, it is achievable and could unite the community to work on additional community goals.</p>	<p>Finding outside funding in economic stressful times is not easy. However, the efforts of local youth and citizens raising money with bake sales, etc.; will help encourage major funders to help.</p>	<p>Burlington Northern Santa Fe Foundation % Richard A Russack 5601 West 26th Street Cicero, Illinois 60804</p>

Quality of Life

Issue or Project	Recommendations and Objectives	Resources
<p>An additional comment that was heard continuously during our brief stay in Guernsey was improving Riverside Park.</p>	<p>Like cleaning up the city, this problem can be easily solved by challenging the community to step up and volunteer to get the job done. A committee should come up with a plan and then recruit the citizens to help. With little effort this could be a major attraction to getting tourist coming into town from the west to stop and relax</p>	<p>None</p>

Quality of Life

Issue or Project	Recommendations and Objectives	Resources
<p>: The phrase “quality of life” means so many different things to different people. To me it means those amenities that go above and beyond our day to day needs (like water, sewer, lights, etc.) that make a community just that, a community. Comments were fairly specific about these types of things and revolved mostly around the swimming pool, golf course and other things for young people to do. There was a lot of talk in each listening session about developing the existing park on the east side of town.</p>	<p>1. One idea for that area would be to establish a skate park. GET THE KIDS INVOLVED! There is nothing more successful to holding people accountable than making them help themselves. A few years ago students in Wheatland took it upon themselves to make a presentation to the Town Council for support in constructing a skate park. They began the concept by going through a teacher, asking her to be their adult sponsor. She worked with them in developing a budget, marketing the idea to the community,</p>	<p>Katie Carmen, School to Career Counselor Wheatland High School 307-322-2075 American Ramp Company 214 E. 4th Warehouse #1C Joplin, MO 64801 Toll Free: 877-RAMPS-R-US (877-726-7778) sales@americanrampcompany.com www:americanrampcompany.com</p>

	<p>drawing up the plans and fundraising. From start to finish the project took approximately a year. They placed donation jars all over town, they got donations from local businesses, they held dances and skate-a-thons, and I think even got a grant (Katie Carmen at the Wheatland High School could answer that question). They negotiated with the Town Council for insurance and maintenance, and got the Department of Parks & Recreation to turn the old tennis courts over for the base. From there they worked with American Ramp in designing and constructing the skate park. All in all they were able to come up with approximately \$25,000 and, to this day they maintain an enormous sense of pride in their accomplishments. The skate park is utilized not only by locals, but the traveling public as well, and they also host competitions.</p>	
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Quality of Life

Issue or Project	Recommendations and Objectives	Resources
x	3. Relationships with Guernsey State Park didn't come up much in our listening sessions so that is probably a good thing!	

	<p>However, I do know there are issues about how to capture some of those people visiting the park and get them into the Town of Guernsey. Since the relationship is obviously a good one, how about getting together with Dusty Humphries and do some creative brainstorming and come up with some kind of a program to get people into town. Perhaps it could be a golf tournament, or a percentage off food or merchandise at various businesses. Maybe Dusty could arrange for information about the town to be handed to tourists at the entrance gates. Now there's an idea and easy too. Pat Green is the new director of the Division of State Parks & Historic Sites (Department of State Parks & Cultural Resources). I know he's anxious to work with communities and would no doubt be most willing to do whatever is necessary. You could contact him directly through Dusty.</p>	
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Quality of Life

Issue or Project	Recommendations and Objectives	Resources
<p>Many people recognize that the city has already taken steps to make Guernsey a</p>	<p>Beautification projects can be excellent civic group, church, or school projects. One</p>	<p>Mark Hughes, Wyoming State Forestry Division 1100 W. 22nd St. Cheyenne, WY</p>

<p>more attractive community. But there were still many comments that the effort needs to continue, i.e. some streets still need paving, plant more trees, and more clean up needed.</p>	<p>possible grant resource is through the Community Tree Planting and Education Grants Office of State Lands and Investments, Forestry Division. To be eligible applicants must be cities and towns, civic groups and organizations. Volunteers must be involved in the projects, and all tree projects using these funds must be on public property. Grants range from \$500 to \$3,000 and requires a 50/50 cash match. The deadline for grants is February 15 of every year. For more information, please contact:</p>	<p>82002 307/777-7586</p>
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Quality of Life

Issue or Project	Recommendations and Objectives	Resources
<p>The issue of volunteerism came up several times in both negative and positive aspects. In negative terms; it was said that not enough people volunteer; the same 15 people volunteer for everything; volunteers are suffering from burnout; and there are no incentives to volunteer. On the positive aspect; people are willing to step forward and help; when you ask people, they will volunteer; and the community is supportive of volunteer efforts and dig deep to help.</p>	<p>I chose to address Volunteerism, not only because it came up several times in the listening sessions, but also the important role and potential impact volunteerism can have on a community. It is through volunteer efforts that allow many community projects to become a reality. One of my first suggestions is to form a Community Council. It did not appear that Guernsey has an organized council made up of representatives of all the volunteer</p>	<p>Wyoming Commission for National and Community Service Debbie McFaron (307) 777-5396</p>

	<p>organizations, non-profit, and other agencies that provide resources in Guernsey. A Community Council provides a structured forum once a month (for example) for representatives to share organizational activities, upcoming events, possible collaboration opportunities, etc. Many cities/towns have some kind of a community council (names vary) and sometimes more than one to focus on specific issues i.e. Health, Drug/Alcohol Awareness, Fitness, etc. What it will take is a champion to organize the first meeting and to bring all interested parties together. County Libraries should be able to provide contact information if a “Community Council” exists in their area. To address the volunteer burnout issue and no incentives for volunteers, can easily be addressed through a volunteer recognition event. People seem to be quick to criticize, and often we hear that “volunteering is a thankless job.” But it doesn’t need to be! Maybe it is recognizing the “Volunteer of the Year” at the annual Christmas Parade, or during a town council meeting or some public event. I recently ran across an Internet website that has many great ideas for non-profit and volunteer agencies that</p>	
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	<p>manage volunteers: http://charitychannel.com Another resource is through the Wyoming Commission for National and Community Service. They provide resources and grants for volunteer efforts. You are probably more familiar with some of the projects they work with, such as AmeriCorp, Big Brothers/Big Sisters, and Habitat for Humanity. For more information contact:</p>	
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Quality of Life

Issue or Project	Recommendations and Objectives	Resources
<p>How to make an indoor swimming pool a reality.</p>	<p>We realized there are many people who are working hard on this project, but there is only so much money you can raise within a small community. In conjunction with the swimming pool, it seems a community meeting area or teen center is also wanted. Presently, the building plans include only a swimming pool with expansion of other uses in the future. Right now would be a perfect time for Guernsey to contact other cities to see how they approached building similar facilities and how funding was achieved. In Laramie, the Friends for Community Recreation (a volunteer</p>	<p>Lisa Kinney, President for the Laramie Friends for Community Recreation (FCR) 745-7427 Paul Harrison, Laramie Parks and Recreation 721-5260</p>

	<p>committee) have worked diligently to get an 8-lane pool to be included in the building plans for a community recreation center. I believe the funding is very close to make this project a reality. The FCR treasurer told me that part of the funding would come from the county capital facilities tax. I know Guernsey tried this last year and did not receive enough votes to make this happen. I would urge this community to continue submitting for the capital facilities tax. The Friends for Community Recreation has worked many years to make this happen, so don't give up! Two key people to contact are:</p>	
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Communications

Issue or Project	Recommendations and Objectives	Resources
<p>A consistent message that came through from a number of comments was the lack of communications between the City Council members, city employees and citizens. This weak communications has paralyzed the effective operations of the city.</p>	<p>The City Council must take time to clearly define the roles and responsibilities of the Mayor, Council members, City Manager and its employees. This includes researching relevant city documents to see if these roles and responsibilities are defined. The City Council also needs training on their roles and responsibilities as the Mayor and Council members.</p>	<p>Wyoming Association of Municipalities Ginger Newman Communications and Training Director gnewman@wyomuni.org 307-632-0398</p>

Communications

Issue or Project	Recommendations and Objectives	Resources
<p>Limited resources have not allowed Guernsey to effectively deal with emergencies with city infrastructures problems. The result is process of fixing what breaks next, with little planning</p>	<p>Just like any business or family, prior planning always produces the best long-term results. In these hard economic times for Wyoming cities, it is imperative to plan. The City of Guernsey needs to develop a 5-year management plan for infrastructure replacement and upgrading.</p>	<p>Greg Wyndham Area Coordinator, Southeastern RC & D 302A 15th Street Wheatland, WY 82001 307-322-2187</p>

Communications

Issue or Project	Recommendations and Objectives	Resources
<p>Lack of communication and understanding of the Wyoming National Guard and its policies and practices is causing frustration among the citizens of Guernsey.</p>	<p>Dealing with any state/federal government agency can be frustrating, especially for those not familiar with the agency and policies and regulations. Dealing with a military agency can lead to even more frustrations, with their chain of command, regulations and most importantly post September 11, 2001 security measures. The assessment team's conclusion is that with the current leadership at the Camp Guernsey, communications with the Guard has never been better. Take advantage of the current leadership to develop regular communications with the camp commander.</p>	<p>Camp Guernsey P.O. Box 399 Guernsey, WY 82214-039</p>

Communications

Issue or Project	Recommendations and Objectives	Resources
<p>Residents of Guernsey don't feel that they are fairly represented in county government in Wheatland.</p>	<p>By virtual of its size, Wheatland will generally have the greater control of county government in Platte County. However, with three county commissioners, Guernsey has representation in county government. We encourage Guernsey to develop strong</p>	<p>None</p>

	leadership locally to represent Guernsey in Wheatland.	
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Communications

Issue or Project	Recommendations and Objectives	Resources
<p>The City Council should be the focal point of Guernsey leadership, a sentiment expressed in a variety of ways, directly and indirectly, during the 13 listening sessions. The Council should strive to learn and adopt basic leadership skills, including developing useful agendas, managing effective meetings, facilitating open inquiry and dialogue, managing conflict, motivating volunteers, developing future leaders, communicating effectively to the community, and rewarding and celebrating project successes.</p>	<p>One of the "20 Clues" (#19) cited above states that the most successful communities willingly seek help from the outside. Sometimes overcoming inertia, or knowing what to do and how to develop better leadership and communication skills, can be facilitated by an authority from the outside. Wyoming is fortunate to have an outstanding resource. The Wyoming Association of Municipalities will either help directly or provide expert referrals.</p>	<p>Ginger Newman, Communication and Training Director Wyoming Association of Municipalities P.O. Box 3110 Cheyenne, WY 82003 307-632-0398 hnewman@wyomuni.org http://www.wyomuni.org/</p>

Communications

Issue or Project	Recommendations and Objectives	Resources
<p>Getting the message out--whatever the message--to the residents of Guernsey and those in the outlying county areas must</p>	<p>Guernsey is not unlike other Wyoming communities and organizations that struggle with communicating important</p>	<p>The Guernsey Gazette is an essential medium through which the community should be communicating. It is imperative</p>

<p>occur if there is to be participation, cooperation and use of information resources.</p>	<p>messages and information. The human factor is always a challenge, even when the best efforts are made to communicate and inform. People may not understand the purpose of a message, disagree with it, or hear or read it the wrong way. They may not know what to do with the information they receive. They may feel confronted or restricted by what they read or hear, or feel hopeless to try to change it. They may be unable to engage a process of dialogue or feedback about the information they receive. Also, publishing information once may not be effective. Repetitive news, announcements and information may be necessary to get the message out. Think about how many times ad campaigns are run just to catch your attention and entice you to respond to a plea to vote or buy something.</p>	<p>that the local newspaper be a major partner in the process of keeping Guernsey informed and engaged in community development. The newspaper, however, can only be as good as citizens help to make it successful. It is a two-way street: The editor can write and report, but only if news is received and received in a timely manner. Stories, news submissions, and deadlines for newspapers are the hard reality of the newspaper business. Reach out and work more closely with: Claudia Teeters, Editor The Guernsey Gazette P.O. Box 370 40 S. Wyoming St., Suite 2 Guernsey, WY 82214 307-836-2021 ggeditor@guernseygazette.com In addition, I wish to make a few other recommendations and also draw on and paraphrase a few of the suggestions shared with two other Wyoming communities that have benefited from assessment projects. The essence of the insights and wisdom is this: Good communication is everyone's business, not just the responsibility of the mayor, City Council and local newspaper. • Publish a monthly newsletter from the City Council that is either mailed to every home or distributed in some other way. Include current, inclusive, accurate and clear information about Council agendas and</p>
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		<p>actions, community activities and projects, public services, etc. (Michael Stull, Bear River, 2001) • Install bulletin boards or kiosks in locations that are frequented by community citizens, and post the City Council newsletter as well as other notices and information. (Michael Stull, Bear River, 2001) • Help the City Council understand your concerns and develop solutions, and remember that everyone can't have his or her way on every action or decision. Life is a process of working together and compromise. (Gordon Warren, Bear River, 2001) • Encourage volunteers and wider community participation; involve as many people as possible in sharing information based on accurate facts, data and information. Ask for suggestions for solving challenges and problems, and listen to what you hear. (Gordon Warren, Bear River, 2001) • Avoid rumors and assumptions. Pick up the phone and clarify what you are hearing if it doesn't sound right. (Gordon Warren, Bear River, 2001) • Extend personal invitations for people to participate in town governance, including those in adjacent rural areas who have a stake in the future of the town. They will be much more inclined to participate if they are personally invited; it</p>
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		<p>helps them realize they are a vital part of the community and that their involvement is essential. (Kathie Starkweather, Albin, 2003)</p> <ul style="list-style-type: none">• Enlist the participation of high school students. During one listening session with Guernsey high school students, one of them said, “They never ask us to do anything.” Ask them for ideas about what they can do to help make Guernsey a better place to live. Give them a chance to serve and mentor them. (Kathie Starkweather, Albin, 2003) <p>Another of the “20 Clues” cited above states: “Deliberate Transition of Power to a Younger Generation of Leaders: Young leadership is the rule rather than the exception in thriving rural communities.” (#10)</p> <ul style="list-style-type: none">• Enlarge and enhance the roles of boosters in the community. Several times during the listening sessions, people applauded the “awesome” work of the high school Booster Club. Could some of the energy focused on athletics be invested to tell the Guernsey story and promote the larger interests of the town? A major rallying point might be a renewed and concerted effort to communicate persuasively with the county commissioners and all the citizens of Platte County to support the funding drive—including tax support—for the new
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		swimming pool. Perhaps a new “ambassadors” club or a “welcome wagon” program would enhance the boosterism role.
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Communications

Issue or Project	Recommendations and Objectives	Resources
<p>Communicating a clear vision for the future of Guernsey requires a strategic plan. Planning requires a lot of time and energy, but a good, documented, plan is gratifying. The planning process should be founded on sound communication to organize the planning effort, define the issues and opportunities, identify community priorities and goals, develop specific objectives and actions, draft and refine the plan, communicate the plan, and implement the plan. Implementation should involve many people in the community who can accept larger leadership roles or specific project assignments. All of the proposed solutions may not be possible because of resource constraints, and the planning should seek a balance among community aspirations and what can realistically be accomplished.</p>	<p>During the Camp Guernsey listening session, I was impressed by the unusual opportunity to partner with people who are experts with strategic planning and communication. A subsequent conversation confirmed my recommendation that the town should seek to develop a planning team and process in full cooperation with qualified Camp Guernsey Army National Guard personnel. Few communities in Wyoming have such a willing resource so close at hand:</p>	<p>Colonel Steve Mount Camp Guernsey P.O. Box 399 Guernsey, WY 82214-0399 307-772-5702</p>

Communications

Issue or Project	Recommendations and Objectives	Resources
<p>There appears to be a huge gap in communication between the citizens of Guernsey, the Town Council and even the National Guard. I believe that each group honestly believes they are communicating, but somehow the message isn't getting across. The community shouldn't be last in hearing what the Guard is up to, and vice-versa. There needs to be constant nurturing of this tremendously important relationship.</p>	<p>There appears to be a huge gap in communication between the citizens of Guernsey, the Town Council and even the National Guard. I believe that each group honestly believes they are communicating, but somehow the message isn't getting across. The community shouldn't be last in hearing what the Guard is up to, and vice-versa. There needs to be constant nurturing of this tremendously important relationship.</p>	

Communications

Issue or Project	Recommendations and Objectives	Resources
<p>In each of the listening sessions it became obvious that Guernsey needs to take a more active role in working with the Platte Valley Chamber of Commerce. I understand the limitations, yet the challenges mentioned far outweigh the limitations and should be pursued.</p>	<p>1. Choose to get more involved in the Chamber by enrolling in Leadership Platte County. This nine-month (once a week) course is open to general citizens and leaders alike. It is an impressive way to find out what's going on in our countywide community. There is a fee for participating but it includes all transportation and meals. 2. Become an Ambassador for the Chamber. While the existing group is obviously more active in Wheatland,</p>	<p>a. Glenrock Chamber of Commerce, Box 411, Glenrock, WY 82637 (307-436-5652) b. Basin Chamber of Commerce, Box 599, Basin, WY 82410 (307-568-3331) c. Greybull Chamber of Commerce, 333 Greybull, Greybull, WY 82426 (307-765-2100) d. Lovell Chamber of Commerce, Box 295, Lovell, WY 82431 (307-548-7552)</p>

	<p>perhaps you could start a group that would focus on just Guernsey. They're primary responsibility would be to welcome newcomers, be on hand for community celebrations and ribbon cuttings. This local contingent would be responsible for knowing what is going on in all areas of the community and communicating it to residents and tourists. The committee would serve as the impetus to continue the momentum created by the Community Assessment. It is so easy to fall back into old patterns, but people have to take the bull by the horns and keep things moving! This could also be the group in charge of "organizing" community volunteers no matter what the project and then writing about the volunteer opportunities for the newspaper. Contact Julie Minear at the Platte County Chamber, 322-2322 about how to form your own Ambassadors group.</p> <p>3. One suggestion I heard was to form your own Chamber. While I personally don't advocate this, it has been done in Glenrock, Basin, Greybull, Lovell and Wright.</p>	
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Communications

Issue or Project	Recommendations and Objectives	Resources
<p>It was obvious listening to all the sessions that the community is aware there are huge issues between the town council, mayor and other city government personnel. We heard comments that many of the town council meetings would be closed to the public, that communication not only between the city government officials was dysfunctional, but that the community wasn't being adequately informed of decisions.</p>	<p>This would be hard for us to analyze with only two days in a community, but because of the frequency of these comments, it suggests there does exist a problem. There are many services available to the Guernsey City Government through the Wyoming Association of Municipalities (WAM). Trainings and workshops are available to all newly elected officials (i.e. town council members, mayor, town clerk, etc.). I don't want to assume I know what the dysfunction of this particular situation is, but I would encourage the city officials to explore this issue further. Ginger Newman with WAM would be a good contact to find out what towns/cities in WY have had similar problems and how they have handled the issues. Call Ginger for this information (632-0398) and possible suggestions to assist with the challenges.</p>	<p>Wyoming Association of Municipalities Ginger Newman 307-632-0398</p>

Communications

Issue or Project	Recommendations and Objectives	Resources
<p>Development of a website not</p>	<p>It was mentioned a couple of times that Guernsey needed a</p>	<p>CANDO Tech Center Joe Coyne</p>

<p>only to promote tourism, but also to communicate with Guernsey citizens.</p>	<p>website to promote tourism. I think this is a good idea, but a web page can also be a great place to keep Guernsey citizens informed of events, city government actions, and updates of Guernsey resources available to citizens. This will take time for citizens to use on a regular basis, but you need to start somewhere. Developing a web page is something a high school class can take on as a project working in cooperation with a web developer or other local resource, or CANDO can also provide technical support or web development. The CANDO Tech Center was created to serve as an economic development tool for Converse County. They contribute to economic development by training the workforce to improve their employment skills as well as providing employment opportunities focused on technology. They also assist with development of web pages and other Internet-based and computer technology issues. If you are not already aware of this, there is a website hosted by the Wyoming Municipal Power Agency for Guernsey: http://www.wmpa.org/CommunitySites/Guernsey/index.html.</p>	<p>131 West Center Street Douglas, WY 82633 Phone: 358-2000 Internet: www.candotechcenter.com</p>
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Economic Diversity

Issue or Project	Recommendations and Objectives	Resources
<p>As in many rural towns in Wyoming, creating higher paying jobs is a priority issue within the community.</p>	<p>Asset Based Community Development is a community development model that identifies the community and residents' assets and then builds upon those assets, filling in the holes to development with outside sources and resources. It has been an effective method for identifying economic development opportunities.</p>	<p>Greg Wyndham Area Coordinator, Southeastern RC & D 302A 15th Street Wheatland, WY 82001 307-322-2187</p>

Economic Diversity

Issue or Project	Recommendations and Objectives	Resources
<p>One of the identified assets of Guernsey is the Old Timers Arena. The challenge is how to fix it up and how to attract additional audiences to the facilities.</p>	<p>A plan needs to be developed to see what it will cost to fix up the arena and grandstands with a priority list of the order in which fixes need to be made. Working with the Wyoming Business Council and other funding agencies, grants need to be written to support and promote the arena and related events.</p>	<p>See resources listed above.</p>

Economic Diversity

Issue or Project	Recommendations and Objectives	Resources
<p>Availability of housing was an issue that was talked about in almost every listening session.</p>	<p>With the increase of up to 50 personnel at the Wyoming National Guard facility, it is time for the city and its citizens to step up, work together and create housing for these new families. The city needs to quickly plan and develop a housing tract on the west side of town (west of the river). The City Council and citizens need to put their differences aside and make this housing development happen. If not, the new families will live in Lingle, Torrington, or other places and commute to the base.</p>	<p>See resources listed above.</p>

Economic Diversity

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Economic Diversity

Issue or Project	Recommendations and Objectives	Resources
Getting more tourists to stop in Guernsey and spend time and money in Guernsey	Most tourists come to Guernsey to see the Oregon Trail Ruts and Signature Cliff. Efforts need to be made to promote at these sites the other things to do in the area, such as the RV Park, Older Timers Arena, golfing and the Guernsey State Park.	Wyoming Business Council Wyoming Travel & Tourism Diane Shober, Director 307-777-2800

Economic Diversity

Issue or Project	Recommendations and Objectives	Resources
The consensus appears to be that there is not a consistent plan of action to promote economic and community development. This thread appears through all aspects of the community from current volunteer efforts to lack of support from the town and county. It seemed that a major goal would be to create better paying jobs with good benefits. This will require a unified approach because there are other issues to be resolved other than just thinking you can attract outside businesses that will create good jobs. Some issues include workforce,	1. In order to create consensus in the community about their goals, I suggest the current volunteer economic development committee should be sanctioned by the town as a committee of the Guernsey Town Council. The efforts of the current volunteers are commendable but they have their frustrations too and I believe having the strength of the Town Council behind them would help them focus and gain credibility. The current make-up of the volunteer group seems sustainable but I believe they would value the opportunity to	Steve Elledge, Wyoming Business Council and representative for the Guernsey area, 307-577-6012 Mary Randolph, Director, Wyoming Rural Development Council, 307-777-6430. Stacey Reichardt, Wheatland, Wyoming, 307-322-1947. Chris Pasley, Platte County Extension Office, 307-322-3667.

<p>availability of affordable housing, medical services, shopping opportunities, etc.</p>	<p>be recognized as an official group. Making them a committee of the Town would help. Such an effort would create community consensus, provide momentum, and avoid misunderstandings and those conflicts that could potentially turn businesses away. This could be the start of a five-year plan that was discussed so often as something necessary. Such a plan would not only provide the consistency we're talking about with a specific group, but also for the Town Council no matter who the players are. There are many individuals who are skilled at facilitating and who would help develop a five-year plan.</p>	
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Economic Diversity

Issue or Project	Recommendations and Objectives	Resources
	<p>Housing is a serious issue in Guernsey, yet I was unable to ascertain if there is a current inventory of what is actually available. Certain individuals have access to such information, but I believe it would be best to have an updated inventory available to everyone. With such a document in hand, the community (or the Town Council's Economic Development</p>	<p>USDA Rural Development Program under Section 523. Loan funds are available for the development of building lots that are then sold to low-income homeowners. Your contact would be Lorraine Werner in Torrington at 307-532-4880. The Wyoming Community Development Authority in Casper has a program to help finance single-family homes for low-income purchasers.</p>

	Committee) could begin to identify resources and/or developers	Cheryl Gillum or a member of her staff can be reached at 307-265-0603.
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WHAT WE HEARD FROM WHAT WAS SAID

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

QUALITY OF LIFE

COMMUNICATIONS

ECONOMIC DEVELOPMENT

WHAT WAS SAID AT THE INTERVIEWS

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

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

Listed below, without comment, is what was heard from those who volunteered to be interviewed.

Question #1: What are the major problems and challenges in your community?

Employment opportunities/lack of
Failing infrastructures specifically electrical system out of code
Streets
Affordable housing-need more
Which comes first, jobs or houses?
No jobs for spouses
Landlocked by guard and railroad
No room for expansion
People who own land aren't willing to do anything with it
Drug and alcohol issues for both adults and youth
No programs to deal with those problems
Ones that are here are poorly managed
Not enough of a retail sector
Form of government is obsolete
Council and mayor agenda changes with each election
Need a long-term plan
No recourse to change bias
Need a citizen review board for the police department
Guernsey swimming pool needs repaired
Swimming curriculum be looked at in a positive light from the school
Site for the swimming pool should be on city land not guard land
Relationship between the city and the guard is tenuous depending on how the guard feels
Guernsey does not have adequate representation on county boards, such as planning and zoning
No funding from the county to help promote economic development and tourism projects
No activities for young people
Silt run at Guernsey State Parks hurt us
We should find a way to keep the tourists here

Register Cliff is deteriorating
Guernsey is a very poor town
Golf Course needs to make a profit
State government needs to work w/ town instead of just private owners
City should sell the golf course
No place to shop
No communication between the mayor, clerks, council and the citizens
Lack of ethics among town employees
Nepotism
Good old boy network killing the town
Guard takes all the fences down
City officials need to communicate better
Public comment session should be included in the newspaper report
Town has too many closed sessions
If our council and mayor don't change we're going to have a town meeting ourselves
If council or mayor gets a complaint they don't follow the process of making it public before they change it.
Jobs with adequate wages and health benefits so people would only have to work one job
Alcohol and drug drenched community
Lack of enforcement to drugs and alcohol
Losing our 25-45 age people
Problem with bell and music every hour
Would like to see the Catholic Church get a younger priest and get the nuns back in here
Fred rephrased the question for clarity....
Imperative County passes the Hospital District question coming up in November.
Economic development efforts need to be stronger
New guard positions need to be located here
Wholesome youth activities
Wholesome youth activities
Wholesome family activities
Adequate housing for teachers
Fireworks are a problem
Deacon fund (general discussion about helping transients)...
Quarry is opening a mine across the road; need more cooperation from people who are going to be affected.
Lack of communication.
Guard exercises, i.e. bombing, dynamite, etc. causes damages to homes
Not enough services for elderly
We have a need for respite care
Need a complete list for all the services (home health)
Too many heart attacks, ms, viruses — need to study why so much in Platte County

Higher percentage of those kids of things
Salvage yard and dumps around Pleasant Valley need to be cleared out.
Tighten up regulations for cleaning that up
Summer jobs for students
Summer jobs
Summer jobs
Summer jobs
Bickering between people in the town
Nothing for kids to do
Lack of entertainment
Dirt roads need paved (in town)
Everyone knows you
No one asks us to help or volunteer
Alcohol problems more than drugs
Town council has a bad reputation
Need to build up the morale and support student council (and Town Council)
President of the bank being chairman of economic development committee is conflict of interest
Need a picture of the old hotel
No room for expansion, land wise
Most land owned by the guard or railroad or the agricultural project
Funding is lacking for road work, etc.
No opportunities to expand your business
Housing is difficult to come by
Prices of housing is outrageous for a small community
Drug and alcohol problem
Drug and alcohol problem both adults and students (small minority)
Large number of single parent families
Can't keep our young people here - no jobs
Drug and alcohol abuse teens/adults
Improving the beautification of the town, make it more appealing, get people to stop
Lack of land for expansion
Problem with Wyoming split in four lata, expensive telecommunication service
Military personnel need military police, parties and fights
Water rates in town is high
Need to focus on more than two things in the community i.e. streets, teen center, more than an airport and a golf course, challenge is finding funds
Electric needs new system (city operates and maintains)
Things for kids to do
The entire infrastructure needs to be upgraded
Community Master Plan
Enforcement of laws
ditto

Lack of communication within local government--do not work as a team (council and mayor) would welcome more input from the town at the meetings
Need people to volunteer
Help the National Guard for their future plans
Work on nuisance ordinance
Way to reach people to stay here, build here, not much here for people to do here
Need meeting rooms
Swimming pool
Need places for people to live
Transient rail population
Guernsey doesn't have a radio station, once a week newspaper, don't have door-to-door delivery
Need away to get information out more quickly to the residents--everyone goes to the post office to get mail--Library posts a lot of community events, it is the central lifeblood location.
No implement stores, etc. Mostly go to Scottsbluff.
Hear rumors that the school could be closed.
We're a subsidiary of Wheatland
Took the picnic shelter out of its location at the golf course; is there going to be a replacement?
Worried about some of the teachers and their credentials; teacher's calling kids names. Needs to be common respect.
Silt run at Guernsey State Park
Reserved camping areas are a problem; locals can't even get in
Lack of communication between town and rural areas
Parent/teacher association very weak and run by the click
Closed meetings at the school
Old Timer's Arena is privately owned but city subsidized
Not enough jobs both for primary wage earners and secondary or part time jobs for spouses
School attendance is down
Nothing for spouse's to do
We rely too much on outside sources to promote our community; need to do it ourselves
No place to live
Need to look at economic diversity
Need a higher level of jobs for people w/ degrees
Mining continues to exist here; should take advantage of what we have rather than try to think of high tech jobs
Find ways to get more people involved.
Need to get younger people involved.
Same core group all the time
Lack of telecommunications; need T-1 or T-3 lines
Telephone service is too high
Don't get enough support from the county organizations in Wheatland, i.e. Chamber of Commerce
Highway Sign age, DOT won't cooperate to help promote golf course and arena

We have to do a better job of promoting ourselves
Don't have any assisted living facilities
Need to fulfill home health care in Guernsey, not just out of Westland
Police need to be more attentive
Lack of animal control
Clean up town and weeds
Use the newspaper to get out more community information
Lack of jobs for kids
Need more shopping
No traffic control
Lack of assisted living center
Nothing for kids or seniors to do
Need a twenty-four hour help line?
Alley next to the senior center needs fixed
Silt run right at height of tourism
Drugs and alcohol (students and adults)
Silt Run
Nothing for kids to do
Indoor/year round pool
More community gets together for dances, picnic, and family
More and better playgrounds
Respite Care to help caregivers
Program to visit the home bound
Assisted living apartments
Newspaper doesn't address local news
Need small group activities for like-minded people, 4-H, crafts, church, etc.
Mayor does whatever he wants
No assisted living center
Powers that be ignore danger to pedestrians
Streets are a mess
Nothing for kids to do
Spending a lot of money on pool when other things are needed
Not enough volunteers
Lack of incentive for people to get involved
We export our young people without regret
No industry
No major business
No jobs with livable wage income
We're not moving and growing
Being replaced by geezers because of our tax friendly environment
Cannot get younger people involved in even their own projects (swimming pool)
Limited number of people

Volunteers are burned out

School has so many activities for the kids that require raising funds, limits what else we do

Parents don't take their kids to community activities unless they are their for their own school fund-raising activities.

Junior high doesn't do anything to recognize the kids

Too much fund-raising taps everyone out

School funding sources have been drastically cut

Need new fire truck

State Land & Investment Board should not be in charge of funds dedicated by the legislature; shouldn't have to grovel

No incentives to volunteer for fire department, etc.

Town doesn't take care of maintaining fire trucks, etc.

Citizens aren't aware of the value of a volunteer fire department, i.e. homeowners insurance

Fire department facility doesn't meet NFPA code

Rescue truck needs to be replaced

No reimbursement from state for fire service to state park or guard base

Lack of jobs for young people

Big problem with city government right now

Working with years of inertia

Planning and zoning problems of years past affect us now

County ordinances are not enforced

No major maintenance program for streets, fire hydrants, etc.

Lack of communication between Guard and Community; two-way street

Not a large workforce to draw from to fill jobs at guard camp

Housing would be an issue for the new jobs we're bringing in within the next two years

Lots of ill feelings from past issues; we're trying to overcome them

Troops tax the community during the summer

Lack of business resources for the guard necessary to maintain operations

Community needs to take advantage of the growth opportunities

Small community

Loss of revenue in the past few years

The golf course is good for the community but we have to be frugal in our spending habits

Not enough resources to serve our elderly population

Swimming pool needs to be replaced and can't do it without a capitol facilities tax

The youth are leaving; no jobs

Lack of volunteers to help with community projects

Citizens are quick to complain about city government but don't take the initiative to run for office or even attend meetings and offer input

We want to remain small yet we want the benefits of a larger community.

We want the sales tax revenue and all that goes with it as far as tourism, but we don't want those

Colorado folks invading our space.

We want our cake and to eat it too.

Drug and alcohol abuse.

We need improvements to our infrastructure

Quarry is out of the main stream market

Ten acre exemption affects the local quarry that in turns affects our workforce opportunities, tax revenue, etc.

Loss of severance taxes affect entire county

Not a whole lot for children to do other than school related activities

No one wants to volunteer to do things

Continuity from one administration to another is a problem

Playground equipment needs to be installed

West Side Park needs to be developed

Lethargy

People going different directions, no priorities

Same people involved over and over again

Housing

Lodging

Concerned about state funding as it relates to schools

Don't want school to be combined

Infrastructure is a concern

Town needs to grow which will help take care of infrastructure issues

Not a lot of high paying jobs

No industry to hold our young people here

Land locked prohibits growth

Need to lift up and recognize the volunteers

Lack of communication among various groups

Question #2: What are the major strengths/assets of the community?

Good climate

Good work force

The lakes

Good school system

Starting to be good hunting and fishing

Small Community

Great place to raise kids

Low crime rate

People watch out for our kids

Safe

Great historic sites

Great golf course

Swimming pool here is the best thing for our kids

Good mayor
The highway improvements
Side streets are being fixed up
Neighborhoods are being cleaned up
Planning Commission revamping zoning ordinances
Good industrial park on rail spur and close to airport
Our kids are the greatest
Our schools
Very caring people in the community
Lovely churches
The school and teachers are a-plus.
Good sense of community and togetherness
Two pharmacies and a nice clinic
Accessibility to health care
We take care of everybody's kids
Having a library is a great thing
Clean air and sunshine: ho hum just another sunny day in Guernsey (bumper sticker)
Good caretaker of the swimming pool
Excellent early childhood center that also provides therapy
Nice and quiet
Our senior center is a blessing
The positives are worth gold
Beautiful area for history and recreation
Guernsey State Park
Golf Course
River
Whooped Lusk for the first time in fourteen years
Lots of community support
School is great
One on one with teachers
Lot of fishing
Think it is great that we have the historic sites here
Town's booster club is really great for school spirit
Good music program at the school
Stable population
School is the strongest factor
Kids have the opportunity to accomplish things at the national level
As a new person the community is very outgoing
Great golf course
Nice recreational opportunities
Great state park and historic sites
School system is very impressive

Guard is a positive
Good quality water
Airport is accessible to private
City employees--too few people who know how things work/power outage
People are willing to step forward and help, live on a major thoroughfare, good businesses
People come in for the airport
Railroad, guard, parks help the town
Awesome school
Locally controlled school district
Senior center is awesome
Strong sense of community, there for each other
Typical small town, quiet, safe
Lake, brings some tourism
Visitor center
Lots of history
Good business leaders, go extra mile
Diverse employment base, surrounded by agriculture
Railroad
Clean air
Lack of traffic
Chimes and noon whistle and songs the churches play
Low crime and no pollution
Good kids
Good schools
Facilities at the school are good
Good bank here in town
Several good restaurants
New streets are great
Police department is small and that makes it nice; they are willing to work a problem out rather than dragging it into court
Post office let's us post community notices
Our military is like having an ace in the hole; their five year plan is very encouraging and we should support that and ask them what they need from the community.
Beautiful area
Town is working hard to clean up the area
Good school system
Wide magnitude of recreational opportunities
Good people who help each other, we aren't just a number
Good water
Recreation and historical tourism
Golf course, tennis courts, rodeo grounds, gun club, motorcycle club. Wonderful diverse organizations for a town this size

Climate

People

Senior Center

Good people

Recent town improvements

Climate

People

Golf Course

Excellent school system

Excellent physical school facility

Military is a huge asset, so is the railroad

Churches are great

Senior Center

Small town atmosphere

Great recreational areas

Good citizens

Senior center

Recycle center

Well kept cemeteries with good records or maps

Great library

Good community education programs

People give help when needed

Credit Union

VFW breakfasts

Climate

Senior Center

People

Transportation for seniors

Wonderful location

Safe and secure

When the alarm goes off someone usually shows up

Even people living on the edge of poverty support the schools and community activities

Willing to tax themselves

Community supportive of volunteer efforts and dig deep to help

Fabulous school system

When you ask people they will volunteer
Fireman's pension fund is a great benefit
Fire department gets involved with the elementary schools and Head Start
Two health clinics
City employees are doing the best they can
Excellent school system and facility
Guard provides job opportunities and financial resources
Stable entity in this community
Have lots of growth potential that will strengthen the community
Recreational and historical access is great
Town hall has been a good partner for the guard
Guard is a positive partner in Leadership Platte County
Guard is working on two projects that will benefit the community in-kind, housing fire trucks,
etc.
New swimming pool is planned on guard property in exchange for in-kind use
Guard has a master plan that includes softball fields, tennis court. Intent is to open that up to
public usage.
Moved fence allowing better access to football field
Small Community
Great personal service that you can't get anywhere else
Wonderful weather
Elderly population
Ethnic diversity
City sponsors clean up week during spring and fall
We are on the way to somewhere!
Quarry has been here almost eighty years - one/half million tons a year
Employs seventeen people with good work ethics
Community has been great for the quarry
Good parks and rec programs
Lots of potential
Lots of good heart
History and recreational opportunities have so much potential
People
School
Diverse cultures
Grocery Store
Street improvements have enhanced the image
Appreciate what the town has done to enforce ordinances
Glad we have the businesses that we have
School district is the center of our community and they're very gracious with the facilities
Wonderful recycling center
The citizen supports the betterment of the community as a whole

Question #3: What projects would you like to see implemented in your community in the next two, five, ten, or twenty years?

Would like to see all of us become billionaires
Want to see a long term plan
Develop the down town, economically and improvements
Would like to see a nice cafe where people would stop
All the streets paved
Like to see alleys cleaned up
Maintenance schedule
Thriving community that easily accepts people from outside
Places to work
Places to live
List Industrial Park as a rail spur and that we exist
Assistance from the Wyoming Business Council
Housing
Land outside of town be made available to the public
Would like to see the town sell their 50 acres of land
Golf course makes a profit
Develop that park where all the goatherd are; city should sell it for houses
City pride
Get more people involved on community boards, etc.
New swimming pool
New indoor pool
Truck route for hazardous waste, etc.
Need to strengthen relationships between business owners and landowners
Promote ourselves more rather than depend on outside agencies
Need investment capitol to bring or keep businesses here
Get the guard, railroad, power plant to help fund community center, etc.
Full time physician and lab work
Need a dentist
Need a home health care agency
Facility for class reunions, weddings, receptions, etc.
Reopen the bowling alley
Our own sewer pond
See all city employees attend ethic classes
Don't out source as much
Assisted Living Center
Provide 12-step programs to address drug and alcohol
Need a swimming pool
Increased level of safety on the streets, more signs on uncontrolled intersection

Diversity in religions

Summer Melodrama through which the town can celebrate its history

Adequate housing

More church activities specifically, but co-coordinated as well

Churches come together to make our community better

Bus tours

New old-timer's arena

Signage

Better advertising for community events

Keep the town the same size but improve the streets and downtown

Bigger swimming pool

Place to play indoor sports

Clean up the town especially West Park

Skate Park

Open a paint ball park and teach paint ball etiquette

More involvement in student activities

Kids who work at the swimming pool should display themselves better in public; that would gain support for the project (not necessarily here; general discussion)

Improve the swimming pool and make it a safer place

Students could do their own fund raisers for the swimming pool

Teen Center w/ some supervision

Bigger and better swimming pool

Town park improvements

Develop area along the river and made more appealing to tourists and citizens

Nice to see downtown area more developed

Additional housing west of town

Keep our young people here, employment, something besides minimum wage

Get the infrastructure fixed

Swimming pool and teen center

Bring the tourists in to town

Bigger RV/camping park

Developing the park

Need money/funding

Don't want to lose the Mayberry sense, the small town atmosphere, don't want to change the whole scope.

Get young people more involved in volunteer projects--Adults/leaders need to ask kids to help

Offer explorer type programs--keep kids here

Swimming pool project is finally finished

More activities for the kids to do; place for them to go like a teen center, boys or girls club

Community center would be something to work toward; a place to have large gathering

Take better care of Riverside Park

Evaluate beauty compared to income and take advantage of that

Strengthen and upgrade telecommunications that will help attract high tech industry
Don't be dependent on one or two types of businesses; diversify (but not call centers)
Bring in jobs that require higher education that would equal higher pay
Adequate housing
Community center; combine recreation and activities and include the swimming pool; where kids can intermingle with the older population
Continued growth within the old timer's association and develop that resource that has economic development potential
Keep and improve the golf course
Infrastructure needs to be improved
Attract an industry that hires young people [25-40 age group]
Get our own people excited about living here
Need an ambassador club
Need a full time doctor
Swimming pool
Swimming pool
Youth Center
Jobs
Finish the millennium trail
Better playgrounds
Re-creation Center or place for group activities
Central agency in town for new people in town, somewhere people can find out about how and where services can be obtained (all kinds of services for all ages)
Reading programs for adults, a book club for discussion
Movie Theater and really good family movies, old and new
Art shows and Craft Fairs
Something for handicapped school children
Electricity
Swimming pool
Community Center
Define roles/responsibilities of mayor/council
Walking path
More business
Need an organization that will "organize" volunteers
Need to attract industry and large business so we have an excuse to provide housing for the people who might come here or who we might keep
Assisted living facility would be an investment in our community
New fire department
An industry that will bring people and jobs
Have a contractor buy the land (that 52 acres owned by the town) and put in a housing development
Everything should be upgraded

City manager form of government would give us more of someone's creative time than we can reasonably expect out of elected officials

Swimming pool

Clean up

Business and Industry

All out effort to beautify community and change attitudes

Market Guernsey in a new and creative way

Market to employees not the CEO

People go out of town to buy, even when the product is here

Stronger partnership to work together w/ town

Camp Guernsey will have a 12M economic impact by the year 2013

Conduct a countywide capitol facility tax to get money for our pool

Employment opportunities so kids can stay in the area

Would like to see Camp Guernsey maintain a higher number of forces training on a regular basis

The quarry would get its share of the market

Housing to accommodate the new jobs created by the expansion of the Guard

Plant more trees around town

Swimming pool

Follow the ordinances and enforce them

Pave the rest of the streets and keep up the maintenance

Need a plan for housing

Announce volunteer opportunities in the newspaper and recognition program

20 CLUES TO RURAL COMMUNITY SURVIVAL

1. Evidence of Community Pride:

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

2. Emphasis on Quality in Business and Community Life:

People believe that something worth doing is worth doing right.

3. Willingness to Invest in the Future:

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

4. Participatory Approach to Community Decision Making:

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

5. Cooperative Community Spirit:

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

6. Realistic Appraisal of Future Opportunities:

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

7. Awareness of Competitive Positioning:

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

8. Knowledge of the Physical Environment:

Relative location and available natural resources underscore decision-making.

9. Active Economic Development Program:

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

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

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

11. Acceptance of Women in Leadership Roles:

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

12. Strong Belief in and Support for Education:

Good schools are the norm and centers of community activity.

13. Problem-Solving Approach to Providing Health Care:

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

14. Strong Multi-Generational Family Orientation:

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

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

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

16. Sound and Well-Maintained Infrastructure:

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

17. Careful Use of Fiscal Resources:

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

18. Sophisticated Use of Information Resources:

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

19. Willingness to Seek Help from the Outside:

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

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

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

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