

# WYOMING RURAL DEVELOPMENT COUNCIL



Rural Resource Team Report

**Lander, Wyoming  
Fremont County  
May 2001**

## **WRDC Mission**

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

## **THE WYOMING RURAL DEVELOPMENT COUNCIL**

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

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

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

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

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

Mary Randolph, Executive Director  
Wyoming Rural Development Council  
2219 Carey Ave.  
Cheyenne, WY 82002  
307-777-6430  
307-777-6593 (fax)  
[mrando@state.wy.us](mailto:mrando@state.wy.us)  
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Deloitte & Touche LLP Study Benchmarking & Target Industry Analysis State of Wyoming, March 2000

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

The Wyoming Rural Development Council (WRDC) has provided a resource team to assist the City of Lander, Wyoming in evaluating the community's assets and liabilities and in developing suggestions for improving the environment, social and economic future of Lander. The City of Lander requested a community assessment from the Wyoming Rural Development Council. Kathy Gunderson of the Lander Chamber of Commerce served as the community contact and took the lead in agenda development, logistics and publicity 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 city. The team members were carefully selected based on their fields of expertise that Lander officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the city and interviewed over 100 people over a three-day period from May 15 thru May 17, 2001. The team interviewed representatives from the following segments of the Lander community: tourism industry, industry, manufacturing and business, government agencies, agriculture, ranching, financial, professional, Shoshone and Arapaho Tribes, students, teachers, elected officials, special interest groups, health care, and seniors. In addition, several sessions for held for public outreach. 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 Lander?
- What do you think are the major strengths and assets in Lander?
- What projects would you like to see completed in two, five ten and twenty years in Lander?

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

A preliminary oral report and a summary of group recommendations was presented to the people of Lander on May 17, 2001 and many of the citizens of Lander who participated in the interviews were in attendance.

Following the oral report, a formal written report was prepared and presented to the City of Lander. It was agreed that the City would print copies or summaries for each person interviewed.

## **EXECUTIVE SUMMARY**

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

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

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

On behalf of the Resource Team Members, I want to thank the community and our sponsor, the town of Lander, for the warm hospitality shown to us during our stay. The meals and accommodations were outstanding. Special thanks goes to Kathy Gunderson for her tireless efforts in making us feel very welcome in Lander. Thank you very much.

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

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

Larry Keown, Team Leader  
Mary E. Randolph, Executive Director, Wyoming Rural Development Council

## **RESOURCE TEAM MEMBERS**

### **Lander, Wyoming Resource Team – May 15-17, 2001**

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# **COMMUNITY PLANNING TEAM**

## **Lander Resource Team Assessment** **May 15-17, 2001**

### **Kathy Gunderson (Community Leader)**

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Lander, WY 82520  
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E-mail: [landerchamber@wyoming.com](mailto:landerchamber@wyoming.com)>

### **Jerry Heckart**

Mayor  
City of Lander

### **Del McOmie**

State Representative, Fremont County  
Lander

### **Paula McCormick**

McCormick Marketing/WEDA  
Lander

### **Mike Stotts**

Vice President, LEADER Corp.  
Lander

### **John Topper**

Silver Eagle Consultants  
Riverton

## LANDER RESOURCE TEAM AGENDA

### **TUESDAY, MAY 15, 2001**

11:00 a.m. to 12:00 p.m.	Resource Team Meeting at the Chamber office
12:00 p.m. to 1:30 p.m.	Lunch with Community Resource Team Planners
1:45 p.m. to 4:00 p.m.	Community Tour
4:15 p.m. to 5:20 p.m.	Session 1 - TOURISM INDUSTRY
5:25 p.m. to 6:30 p.m.	Session 2 –INDUSTRY, MANUFACTURING And BUSINESS
6:30 p.m. to 8:00 p.m.	Supper
8:10 p.m. to 9:15 p.m.	Session 3 - PUBLIC OUTREACH

### **WEDNESDAY, MAY 16, 2001**

7:00 a.m. to 8:00 a.m.	Breakfast
8:15 a.m. to 9:20 a.m.	Session 4 - GOVERNMENT AGENCIES
9:25 a.m. to 10:30 a.m.	Session 5 - AGRICULTURE/RANCHING
10:35 a.m. to 11:40 a.m.	Session 6 - FINANCIAL/PROFESSIONAL
11:45 a.m. to 1:00 p.m.	Lunch
1:10 p.m. to 2:15 p.m.	Session 7 - SHOSHONE/ARAPAHO TRIBES
2:20 p.m. to 3:25 p.m.	Session 8 - STUDENTS @ HIGH SCHOOL
3:30 p.m. to 3:45 p.m.	Break/Refreshments
3:50 p.m. to 4:55 p.m.	Session 9 - TEACHERS @ HIGH SCHOOL
5:00 p.m. to 6:05 p.m.	Session 10 - ELECTED OFFICIALS
6:15 p.m. to 8:00 p.m.	Supper
8:10 p.m. to 9:15 p.m.	Session 11 - GENERAL PUBLIC

### **THURSDAY, MAY 17, 2001**

7:00 a.m. to 8:00 a.m.	Breakfast
8:15 a.m. to 9:20 a.m.	Session 12 - SPECIAL INTEREST GROUPS
9:25 a.m. to 10:30 a.m.	Session 13 - HEALTH CARE
10:35 a.m. to 11:40 a.m.	Session 14 - SENIORS @ SENIOR CENTER
11:45 a.m. to 1:15 p.m.	Lunch
1:15 p.m. to 5:00 p.m.	Team Prepares for Town Meeting
5:00 p.m. to 6:30 p.m.	Team Working Supper - Catered
7:00 p.m. to ?	Town Meeting

## **WHAT WAS HEARD FROM WHAT WAS SAID**

After listening to the citizens of Lander, the Resource Team reviewed what was said and condensed the comments down to a few basic statements or major themes. These are in no particular order or priority.

1. Community Development
  - a. Hospital
  - b. Youth Activities
  - c. Leadership
  
2. Economic Development
  - a. Jobs
  - b. Low Wages
  - c. Poor Marketing
  - d. Lack of Business Development
  - e. Lack of Tourism Marketing
  - f. Transportation Issues – air service
  
3. Capital Improvements
  - a. Water
  - b. Parking (downtown)
  - c. Housing
  - d. Fiber Optic Backbone
  - e. Recreation/Convention Center
  - f. Museum
  - g. Landfill
  - h. Transportation
  
4. Human Resources
  - a. Substance Abuse
  - b. Aging Community
  - c. Apathy
  
5. Planning
  - a. Strategic
  - b. Master
  - c. Economic Development
  - d. Community Development
  - e. Land Use
  
6. Integration
  - a. Tribal
  - b. Hospital
  - c. Government
  - d. Youth
  - e. Schools

## **LANDER, WYOMING COMMUNITY ASSESSMENT REPORTS**

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### **GENERAL OBSERVATIONS**

Any community process that depends on people attending listening sessions on their own time will miss residents who are unable or unwilling to spend time at meetings. I commend the 105 plus people who took time and sacrificed other activities to attend the community listening sessions and the town meeting. The community assessment held for the City of Lander illustrates both what is admirable about most small cities/towns as well as common challenges. To progress in community development, a community has to accomplish three main things: 1) Organize, 2) be inclusive in the process, 3) leverage the community assets into successful problem solving. A community has to know what it has to offer its residents before it can really affect change.

I overheard one comment several times: "They are here to solve our problems." This is not the case. The assessment team is there to listen to Lander residents' comments, report the responses to assist in bringing issues to the forefront, and offer possible solutions to challenges mentioned.

The following are recommendations that I offer the City of Lander based on what I heard.

### **TOWN MEETING**

I recommend that after you receive this report and it has been distributed and read by the citizens, you hold another Town Meeting. This would be the appropriate forum for the town as a whole to decide which projects to pursue and to prioritize those projects. A trained facilitator should chair this meeting. Mary Randolph at the Wyoming Rural Development Council (307-777-6430) may be able to assist in making arrangements for a facilitator. This town meeting should be held at a time when there are no other conflicting community events or meetings or at least an attempt must be made to schedule this town meeting. Publicity must be written and distributed to get the maximum attendance.

## **GENERAL OBSERVATION**

Probably the most important thing that the community can do to initiate community and economic development is to bring this function back into existence. I heard that economic development had not been actively pursued in the past and that it had recently been contracted to a person in Riverton. There needs to be a functioning entity, a community development corporation that includes business, government and social or not-business components of the community. This group would be responsible for developing a community vision and strategic goals with broader community input and support. Very often challenges in small communities cross conceptual lines and include economic development, health, social and infrastructure. Once a set of goals is established the function of the coordinator or the group would be to facilitate implementation with community representatives. I do not recommend that Kathy Gunderson of the Lander Chamber of Commerce be the coordinator of this economic development group. She could be a member of the group but another individual must step forward or be hired to chair it.

To accomplish this activity, the following steps are suggested:

1. Set up a steering committee to identify someone to take the lead in writing a grant to fund the community development corporation LEADERS Corp. Assistance in looking for resources and grant writing is available from the Wyoming Community Network, P.O. Box 3354, Laramie, WY 82071, 307-766-2107.
2. Develop a community vision and strategic plan to help prioritize projects and allocate resources.
3. Evaluate the effectiveness of community development programs.

## **COMMUNITY CHALLENGES/PROBLEMS**

I identified six community challenges/problems from the listening sessions. These categories were identified in the town meeting but my list differ slightly. Many of these will be discussed in other team member's reports so I will not attempt to discuss them all.

1. Community Development
  - Hospital
  - Youth Activities
  - Leadership
2. Economic Development
  - Jobs
  - Low Wages
  - Lack of Business Development
  - Lack of Tourism Marketing/Promotion
  - Transportation Issues
    - Air Service
    - Highway Construction/Closure of Main Route for Up to Six Years

3. Capitol Improvements

- Water
- Housing
- Telecommunication
- Downtown Parking
- Recreation Center/Youth Center/Convention Center
- Museum
- Landfill

4. Human Issues

- Substance Abuse
- Teen Pregnancy
- Risky Behavior
- Aging Community Population
- Apathy
- Entitlement Mentality

5. Planning

- Strategic
- City Master Plan to include Economic Development, Community Development and Land Use Planning

6. Integration

- Tribal
- Hospital
- Youth
- School

**HOSPITAL**

The hospital was portrayed by some as an excellent medical care facility, while at the same time, another group referred to it as ineffective and the employees were unhappy. The local management of the hospital must share the corporate strategic plan for health care delivery in Lander with the entire community, including the employees. Anything other than complete honesty as to the status of the delivery of health care in the community is not acceptable to the residents of Lander. The Hospital cannot be all things to all residents and some medical care will have to be sought out-of-town. This is a fact of life but the health care delivery in the Lander hospital must be the best available from the local facility. I do not believe there's any outside sources that can relieve the discontent that was observed concerning the status of health care in Lander and the employee's feelings. A policy of complete and continued disclosure of the future of health care must be adopted immediately.

The development of a Community Health Council; along the lines recommended by the Wyoming Health Resources Network, 1920 Evans Avenue, Cheyenne, WY 82001, 307-635-2930, FAX 307-635-2599; may help the residents understand the goals, resources and objectives for each patient group and improve referrals to a broader group of professionals.

### **RECREATION CENTER/YOUTH CENTER/CONVENTION CENTER**

The need for a multi purpose center came up in the majority of listening sessions. The evolution of a multi-purpose community center includes asking several questions, How will the facility be used? Is it big enough to serve the purpose(s) of the residents? What are the costs, community involvement, commitments associated with construction? What funds are available and what type of applicant are they available to?

The community may also want to consider forming a certain type of entity to aid in applying for the different funding sources:

- \* Form a joint power board between the City of Lander and Fremont County
- \* Form a nonprofit organization
- \* The City of Lander applies for the grants and loans

Possible grant/loan sources:

USDA Rural Development, Jack Hyde, Manager, 208 Shiloh Road, Worland, WY 82401, 307-347-2456.

Office of the Wyoming State Land and Investment, Brad Miskimins, Herschler Building - 3 West, Cheyenne, WY 82002, 307-777-7331 FAX 307-777-5400.

Community Development Block Grant, Steve Achter, Wyoming Business Council, 214 West 15th Street, Cheyenne, WY 82002, 307-777-2811.

### **SUBSTANCE ABUSE/TEEN PREGNANCY**

Listening session attendees mentioned the fact that Lander is in the middle of a drug and alcohol abuse situation not only by students but by adults. Alcohol and illegal drugs appear to be a major component of the social life of Lander's children and young adults, regardless of social, educational or cultural backgrounds. Some parents are setting poor examples for their children by openly using illegal drugs and alcohol. The magnitude of the Lander drug problem and its associated problem of teen pregnancy and other social and community problems (school fighting) scream for a solution. Illegal drug use and the associated problems in Lander are certainly one of the greatest potential deterrents to community advancement. Parents must admit that it is not the other person's child that has an alcohol problem but theirs.

According to drug prevention professionals cited in an October 9, 2000, Wyoming Public Television special on Wyoming's drug problems, there are several "key" steps that need to be taken by a community to begin controlling their local alcohol and drug problems. There needs to be a community recognition of the problem. The community must take a proactive role in meting out consistent levels of punishment commensurate with the crime of use, distribution or manufacturer. Personal and group counseling is expensive but it appears to be one of the major tools necessary for drug users and their families to understand the physiological and psychological ramifications of using drugs. Drugs, alcohol, teen pregnancies and teen fighting are major concerns in Lander. These problems go across all cultural, economic and social strata.

### **BUSINESS and RESIDENT ATTITUDES**

Another challenge to Lander is an undercurrent of dissatisfaction between local businesses and community residents. Businesses see residents purchasing goods and services from nearby communities (Riverton & Casper). In-commuters purchase competitive services from firms in Riverton & Casper. Residents complain that local businesses have poor customer service.

A business retention and expansion (BRE) program can provide two benefits to a community that can improve the business climate. First, a BRE program identifies barriers to expansion by a firm or reasons for a firm to stay in the community. The BRE task force works with firms individually to deal with problems that may occur from government regulations or conflicts between businesses. A second benefit that a BRE program can bring to the business climate in a community is an increased understanding of business perspectives and problems in the community itself. A BRE program that is run by a professional but uses volunteers that come from both main street businesses and the general public to conduct the interviews of local businesses, provides a two-way educational opportunity. The business community gets a sense of the resident perspective and the community, through it volunteers, gets an understanding of the business perspective.

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

The first model is the traditional approach sponsored by the American Economic Development Council, Chambers of Commerce and State economic development groups. For more information contact the Wyoming Business Council, Business and Industry Section (307) 777-2842. The second model was developed by State Rural Development Councils and University Cooperative Extension Services. For more information contact the University of Wyoming Cooperative Extension Service, Roger

Coupal, Community Development Specialist 307-766-5246.

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

## **SUMMARY**

My comments and interpretation of what I heard during the listening sessions should not be viewed as a blanket criticism of the City of Lander. Neither is it an indication of the dedicated, hard working people who live and work this part of Wyoming.

With every challenge, there is opportunity. Although they probably don't recognize it, Lander's strongest and most marketable asset is people and their work ethic. Ideas and energy flowed during the listening sessions. The Assessment Team could see and feel the strength, the excitement and the willingness to Lander's residents to step forward and make a difference in their future.

The residents of Lander must step forward and work together to do away with the apathy that has held them back for the past few years. Remember my "words or wisdom" at the Town Meeting, these simple phrases can bring your community to life. Here's just a few of the ones that apply:

Lets change our perception of the community - We can make a difference  
Youth are our strength - They are our future  
This is a community where people care  
Never hope to find the perfect place to live, but this is the closest place I can find  
Why Lander - Why not Lander  
Lander - gateway to the most beautiful country in the world

In closing I would like to take this opportunity to thank the community of Lander and our sponsors, especially those that contributed time and energy, lodging and meals to make the assessment teams visit a success. It was rewarding to see how the residents cared about their city and its future. Many concerns and problems were shared, but many practical solutions were proposed.

I feel the individual team members realized this was a productive experience and hopefully they came away realizing this was a fun and rewarding experience.

## Lander Community Assessment

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Thank you for the opportunity to lend thoughts and advice on projects that you spoke to the team about during our assessment in Lander. Although we heard from only a small sampling of Lander residents, those who participated had unique ideas on how to improve your community and build on your strengths. We hope our resources help you to achieve your goals and we look forward to keeping in touch. Good luck!

### I. Community Development

- Leadership - During our week in Lander, we met with many leaders, of all ages and cultural backgrounds. The elected officials who participated voiced concern for recruiting young leaders to run for elected office. Other young activists shared concerns about the ramifications of holding public office in a small community. Perhaps Lander could establish a leadership program that will allow activists to network with other leaders and potentially solidify interest in public office. A few contacts for this project are:

Leadership Technical Service (LTS), a board of the Wyoming Association of Municipalities, has a listing of communities currently sponsoring leadership programs. Contact them to receive a list of those communities and the variety of programs offered.

**Contact:**           **Monique Ojeda, WAM**  
                          **200 East 8th Avenue**  
                          **Cheyenne, WY 82001**  
                          **307-632-0398 -tel**  
                          **307-672-1942 - fax**

The Greater Cheyenne Chamber of Commerce has sponsored Leadership Cheyenne for many years and has developed a strong base of graduates that learn about the community, volunteer organizations and ways to become a civic trustee. The program is a great tool for organizing leadership groups that can work together on major projects that will benefit Lander.

**Contact:**           **Pam Herrold**  
                          **Greater Cheyenne Chamber of Commerce**  
                          **301 W. 16th Street**  
                          **PO Box 1147**  
                          **Cheyenne, WY 82003**  
                          **307-638-3388**  
                          **email: pamh@cheyennechamber.org**

- Work with the Wyoming Community Network to help in your community development initiatives. The network is up and running and has been developed to help in your community development projects. The network has a database of resources and will help to connect communities with the resources that are needed to reach your community development goals. The network is also being developed to assist in funding opportunities in the future.

**Contact: Jennifer Goodman**  
**Wyoming Community Network Director**  
**(307) 766-2107**  
**email: jgoodman@uwyo.edu**  
**website: www.wyomingcommunitynetwork.com**

- Involve community members in community development by increasing the number of qualified and experienced grant writers in Lander. Ask local businesses or organizations to sponsor these individuals by paying for their training. In return, these trained grant writers give back to the community by researching and applying for funding for community projects. The following grant writing workshop has proven to be very successful:

Bi-Annual Resource, Conservation & Development grant writing workshop. This workshop is

considered to be one of the best grant writing schools in the region.

**Contact: Kirk Heating**  
**Resource, Conservation & Development**  
**(307) 382-3982**

- Work with NOLS to promote the city of Lander to their students and graduates. The Lander Chamber and local businesses could organize “Welcome to Lander” events hosting the students as they come to town and even share employment opportunities with key students as they graduate.

During the community assessment, the team heard conflicting information about the hospital. While most were supportive and complimentary of the hospital, we did here some comments about the frequent turnover in ownership and employee dissatisfaction because of low wages and low morale.

- Consider participating in a program entitled, “Operation Rural Health Works.” This program measures the economic impact of the health sector on your community. Today, health care facilities are the leading growing industry in Wyoming. The program is extensive and provides a database of information that will help capture the importance and economic benefit of the hospital to Lander and Fremont County. This program also helps to inform residents of the services that are available to them and generates a better understanding of the importance of the health care industry in your area. Although the program has a primary focus on economics, it could play a role in creating a greater appreciation and understanding of the hospital services and could

serve as a catalyst for addressing employee concerns. Douglas is piloting this program in Wyoming.

**Contact: Sharla Allen**  
**Wyoming Health Resources Network**  
**307-635-2930**

**Bob Kayser**  
**Chairman, Board of Trustees**  
**Converse County Memorial Hospital**  
**307-358-5551**

## **II. Economic Development**

- Business Retention/Expansion - An ongoing concern for all small communities in Wyoming is the ability to recruit businesses to our areas. However, the critical component that is often forgotten is the importance of existing business retention and expansion. The Chamber should continue efforts to recognize and thank existing businesses that serve as the base support for Lander's future. The Chamber could also conduct a survey highlighting items and services that are currently in demand by residents but are not available locally. This information can serve as a valuable tool for chamber members who can fill those gaps or may inform some of a need to improve advertising for some products that are already available. For further information on business retention programs and methods, and for financial assistance:

**Contact: Roger Coupal or Tex Taylor**  
**Cooperative Extension Service**  
**307-766-5124**

- Telecommunications - As I mentioned in the town meeting, Qwest has committed funding and is working diligently to complete a fiber optic backbone that will connect Lander to Riverton. This project was scheduled to have been completed at this time but was delayed due problems in acquiring right-of-way. Once the project is completed, this will alleviate the majority of problems that you might be experiencing such as a fast busy signal, an "all circuits are busy" message and difficulty in gaining an internet connection, especially during high volume hours. For an update on this project, please contact me:

**Contact: Deborah Hinckley**  
**Qwest - Public Affairs Manager**  
**307-771-6843 - tel**  
**307-771-7603 - fax**

- Economic Diversification - The need to diversify the economy was mentioned several times. Assistance in improving the skills of the Lander workforce will enhance your ability to attract high-tech companies and companies with specialized needs.

The Internet Masters Program sponsored by University of Wyoming Cooperative Extension and the Wyoming Rural Development Council will provide 30 hours of

intense Internet training to interested participants. These training classes are scheduled throughout the state. The cost of the course is only \$90 and the classes have received great evaluations. For information on the next Internet Masters class contact the following:

**Contact: Mary Randolph**  
**(307) 777-6430**  
**mrando@misc.state.wy.us**

- Continue Technology Training - use those trained in the Internet Masters Program to train others in Lander to extend this training opportunity to all that are interested.
- Research information to educate Lander residents about work at home options. Promoting this option to current residents and recruiting others to move to Lander could diversify job opportunities in your community. Resources for work at home information are:

**Contact: Gail Gordon**  
**Community Development Specialist**  
**University of Wyoming**  
**Cooperative Extension Service**  
**(307) 766-5373**

**Resources: Business @ Home - Making a life while making a living**  
**<http://www.gohome.com>**  
**Telecommuting Jobs Listing & How to**  
**Telecommute Handbook**  
**<http://www.tjobs.com>**  
**Resources for learning how to grow an online business**  
**<http://netpreneur.org>**

**Another resource: Center for the New West - Lone Eagles Program**  
**[www.newwest.org](http://www.newwest.org)**

### **III. Capital Improvements**

There were several capital projects that were mentioned consistently throughout the listening sessions. A community center or multi-purpose center, completion of the museum, affordable housing, a downtown parking lot, improvements on Loop Road, and completion or an extension of the pathway along the river were all mentioned repeatedly. Even though these projects each have many supporters, there is an inability to prioritize these projects. Each group is working separately to get their project funded and approved in various phases. Your community should draw upon the strong community ties in which you pride yourself and come together and support one project at a time.

Convene a town meeting to discuss all the major capital projects that are of interest to the community. Advertise the meeting and focus on getting a large, diverse group of people to attend. Hire a facilitator to manage the meeting. As the discussions take place, I recommend a focus on the project that will have the greatest economic impact on Lander

as the first project. Prioritize all the projects to show the advocates of the other major initiatives that there is interest in pursuing their project at a later date. Once the participants have agreed to support the first project, develop plans for an extensive grassroots initiative to gain more support for the project and determine the kind of funding that will be pursued. (sales tax, property tax, grant funding, forming a 501©(3), etc.)

The Wyoming Rural Development Council maintains a list of facilitators that communities can utilize at little or no cost.

**Contact:** **Mary Randolph, WRDC**  
**2219 Carey Avenue**  
**Cheyenne, Wyoming 82009**  
**307-777-6430**  
**Email: mrand@state.wy.us**

- Several people mentioned there is a lack of moderately priced housing. Work with Wyoming Community Development Authority and consider participating in their WCDA Outreach Program. They can assist Fremont County in addressing housing needs.

**Contact:** **Cheryl Gillum (307) 265-0603.**

Potential funding sources for the various capital projects that were mentioned previously:

- The Community Development Block Grant program (CDBG) is a federal program that is administered by the Wyoming Business Council. There are three objectives, one of which your project should meet:
  - 1) benefit to low and moderate income families
  - 2) elimination of slum and blight
  - 3) meet an urgent community development need that impacts the health and safety of the community.

**Contact:** **Steve Achter**  
**Wyoming Business Council**  
**307-777-2811**  
**www.wyomingbusiness.org (click on communities then CDBG)**

- The Federal Mineral Royalty Capital Construction Account is a grant and loan resource that is available for projects that demonstrate general public benefit. An additional \$4.9 million was allocated during the past legislative session.

**Contact:** **Brad Miskimins**  
**307-777-7309**

- The Kresge Foundation. While many private foundations do not fund capital projects, 80% of Kresge's foundation dollars support capital projects. Be sure to check out the "Bricks and Mortar Program."

**Contact:** **www.kresge.org**

- Rural Development USDA  
**Contact: Lonnie Allred (307) 856-5383**
  
- The Foundation Center:  
Consider subscribing to the Foundation Directory Online for \$19.95 per month. This will give you access and application information to over 10,000 of the largest U.S. foundations.  
**Contact: [www.fdncenter.org](http://www.fdncenter.org)**
  
- The Kellogg Foundation for matching grants  
**Contact: [www.wkkf.org/ProgrammingInterests/Guidelines.htm](http://www.wkkf.org/ProgrammingInterests/Guidelines.htm)**
  
- Many of the elected officials and participants mentioned concerns in keeping up with the growing demand for water and the need for funding for new water treatment facilities. A resource that could be of assistance is:  
**Contact: Wyoming Water Development Program  
Mike Bessom  
Herschler Building, 4th Floor West  
Cheyenne, WY 82002  
307-777-7626 - tel**

#### **IV. Human Issues**

- **Youth** - We heard repeatedly from the students in Lander, there is nothing to do after school. The following is a well-respected program that serves as a mechanism for occupying students' time after school and also providing educational opportunities to combat drug and substance abuse. The 21st Century Community Learning Centers (CLC) program enables schools to stay open longer, providing a safe place for homework centers, intensive mentoring in basic skills, drug and violence prevention counseling, helping middle school students to prepare to take college prep courses in high school, enrichment in the core academic subjects as well as opportunities to participate in recreational activities, chorus, band and the arts, technology education programs and services for children and youth with disabilities.  
**Contact: 21st Century Community Learning Center Program  
21stCCLC@ed.gov - email  
[www.ed.gov/21stcclc/](http://www.ed.gov/21stcclc/) - website**

#### **V. Integration**

Continue efforts to promote tolerance and appreciation for diversity among youth - Although it is critical to continue efforts to integrate tribal members into Lander activities for both adults and children, the program listed below could serve as a building block for an ongoing commitment to improved relations. Challenge Days is a personal growth program for youth that teaches about tolerance and acceptance. This one-day program is



## LANDER COMMUNITY ASSESSMENT

Gaye Stockman, CED  
Business Retention & Expansion Program Manager  
Wyoming Business Council  
214 W. 15<sup>th</sup> Street  
Cheyenne, WY. 82002  
(307) 777-2807  
(307) 777-2838 Fax  
[gstock@state.wy.us](mailto:gstock@state.wy.us)

Lander is one of the most beautiful locations in Wyoming and has countless remarkable attributes. Thank you to all of the Community Resource Team Players who took the time to organize the assessment and to the citizens of Lander that participated in the group discussions – those who openly expressed their concerns, hopes and dreams for their home town. Special recognition should also be given to Mayor Jerry Heckart and Chamber Director, Kathy Gunderson, for their dedication to Lander and its future.

The citizens of Lander shared several times their pride in their community and its diverse population. They expressed their love of the freedoms they enjoy and how much they cherish their rich heritage. Naturally, several expressed their concerns over past inequities and wrong deeds done to (or by) others. The acknowledgements of those discrepancies are healthy and necessary for a community to correct and overcome them; and move ahead with wisdom and compassion for its future residents.

It is this writer's opinion that Lander is moving toward a pivotal point in its future. Lander has all the potential of becoming one of Wyoming's premier communities. The beautiful vistas, the flourishing wildlife and proximity to abundant natural resources - all at its doorsteps are only a few of the wonderful attributes Lander has to offer its current and future residents. The community has the opportunity to literally design its future; or on the other hand, it has the opportunity to allow the community to become one of vacant landowners that contribute to uncontrolled sprawl without responsibility or re-investment into the community. It was very apparent that many of Lander's residents recognize the impending need for action. A large amount of Lander's citizens addressed this issue and know what needs to be done, but no one person or group seems willing to accept the leadership role – to take the potential risks and political ramifications of stepping up to the plate and leading Lander into the future. From the comments we heard, it was apparent that everyone seems to be waiting for someone to take the lead to connect them in the common goals they all share.

Granted there are many wonderful folks working in volunteer positions on specific interests and organizations, i.e., the Rocky Mountain International Climbers Festival, etc. Personal contributions of this nature have built Lander into the wonderfully diversified community it is today. The need for an inclusive strategic plan and focus was overwhelming. As many residents mentioned, there is a wealth of expertise and experience in the area. A concerted effort to glean that knowledge and talent should be

initiated and put into service. While there are numerous assistance programs available, communities that help themselves are more proactive & prepared to face future adjustments and economic changes.

Some facts that warrant recognition are:

- The “Lander Valley 2020” visioning took place in April 1994, over 7 years ago
- The visioning process had significant community involvement and “buy in”
- Nearly “all” of the issues this assessment team heard were clearly identified at that time
- The vision’s summary provided eleven (11) excellent, focused community beliefs
- And the most painful of all – nothing has been done with the results of the Lander Valley 2020 vision

First, Lander should be highly commended for its forward thinking and working the visioning process in 1994. Secondly, remains the question of why was there a lack of follow through with that document’s findings. It is my sincerest hope that with this assessment, the community juices will begin to flow again and a unified communal effort will revitalize the move forward into Lander’s future.

Obviously, my first recommendation is to implement a Leadership Program. Without an overall focused leadership, nothing can be accomplished; and without that focused leadership, any plans will rest along side the “Lander Valley 2020” vision. Although this assessment report will provide many good resources and tools to help Lander achieve and overcome many of its difficult problems, without a focused leadership in place, the community will continue to wait for actions to take place.

In many communities, the Chamber of Commerce is responsible implementing the program, but the major community partners provide lists of potential leaders and funding for the program. The investment in the future is invaluable in terms of a unified focus for Lander’s advancement into the 21<sup>st</sup> Century.

There are several leadership development programs that could be used as models, or at least as examples that might be tailored to fit Lander’s needs. A leadership program typically includes about 6 Saturdays, usually during the later winter/early spring months. Topics include an introduction to local and county government; the local court system; a day on local history and the quality of life factors that make the community what it is; an introduction to boardsmanship and what boards/committees are active in the community; the economy of the community; and, leadership and communications skills. The specific objective is to energize and train community leaders, for either formal boards or group leadership roles, or, at least for informal community leadership and support roles. The program should definitely involve the younger adult generation and the youth in Lander to insure its success in the years to come.

## **STRATEGIC PLANNING**

Regardless of what Lander decides to do in future, there is a need for community planning, i.e., a strategic master plan, economic development, community development, land use permitting, issue resolution, and/or an overall encompassing master plan. Growth may be inevitable, but there is a need to organize the growth to retain the desirable qualities of the community to the most desirable extent possible. This planning could range from providing affordable housing to retention of open spaces to maintaining and improving city water, sewer, and streets. It might include aspects of land use, economic development, and community development. A first step in community planning might be community meetings to discuss residents' vision for Lander. A second step might be some in-depth strategic planning for the community. These types of meetings are most effective if an outside facilitator is used. More importantly involve the community and follow-up!

### **SUGGESTION:**

There are several excellent meeting facilitators in Wyoming. The following is a list of those that might possibly be available to assist Lander with these types of projects.

Jennifer Goodman, Director  
Wyoming Community Network  
(307) 766-2107  
(307) 766-5544 Fax  
[jgoodman@uwyo.edu](mailto:jgoodman@uwyo.edu)

Navigating Change  
Mickey Beaver  
1020 Bristol  
Casper, WY 82609  
(307) 235-5572  
[mbeaver@coffey.com](mailto:mbeaver@coffey.com)

Larry Keown and Associates  
P.O. Box 7095  
Sheridan, WY 82801  
(307) 673-4838  
[lkeow@aol.com](mailto:lkeow@aol.com)

## **COMMUNITY CENTER/ ARTS CENTER/ HISTORY MUSEUM**

Though out our discussions, we repeatedly heard the need for a community center, arts center or history museum. There were several visions for this community center. To some it was a recreation center to give the youth of the community something to do. For others it was a civic center for community activities. For others it was a convention facility with meeting rooms for small conferences and conventions. Since it is unlikely

that Lander could support three community centers, a multi-purpose community center with some aspects of all three visions might be the most feasible. For example, we heard a number of comments from the community that there was need for a covered swimming pool for the kids to use. However, the high school students we talked to indicated that they were much more interested in a teen center where they could get together and talk. A major question is how to finance the building and operation of a community center.

#### **SUGGESTION:**

##### CDBG – Community Development Block Grant

Under the community development component of the program, public infrastructure includes projects such as water and sewer lines, streets, curb, gutter and storm drainage, and water supply and storage. Handicapped accessibility consists primarily of projects designed to make public buildings, such as town halls and county courthouses, accessible to the handicapped. Other eligible activities project examples are; community facilities such as senior centers, centers for developmentally disabled children and adults, medical and mental health clinics, and other facilities designed to assist special needs clientele.

Applicant Eligibility Criteria: Only counties and incorporated cities and towns are eligible to apply for CDBG funds. However, local governments may apply on behalf of other units of government, non-profit and for-profit businesses, and special interest groups.

Please contact:

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

##### Fremont County 1 Percent Capital Facilities Tax

The county's 1 percent capital facilities tax might be an option, although that would require concurrence from the rest of the county. This option was very well demonstrated by the construction of the senior citizen's center in Lander.

It might be possible though a combination of several funding sources to come up with the finances to build and maintain a community center.

## **WATER/SEWER ISSUES**

Lander is at a critical point in its history to replace the existing water system and expand to meet the needs of future residents. Lander has also been in the newspapers bringing attention to the concerns and need to replace the water system. It is recognized that the mayor and city council have worked diligently on the resolution of this issue. They have identified several funding options, but the need to approach the citizens of Lander with the possibility of the county's 1 percent capital facilities tax should be a strongly recommended option (although it is also recognized that it would require concurrence from the rest of the county). Albeit, the current residents are not necessarily responsible for the deterioration of the old system, the burden of the costs will inevitably be at the expense of end users of the system. Any additional funding available should be identified to bring the impact on existing residents to an acceptable level.

### **SUGGESTION:**

#### CDBG – Community Development Block Grant

Under the community development component of the program, public infrastructure includes projects such as water and sewer lines, streets, curb, gutter and storm drainage, and water supply and storage. Handicapped accessibility consists primarily of projects designed to make public buildings, such as town halls and county courthouses, accessible to the handicapped. Other eligible activities project examples are; community facilities such as senior centers, centers for developmentally disabled children and adults, medical and mental health clinics, and other facilities designed to assist special needs clientele.

Under the infrastructure grant component, the purpose of economic development infrastructure is to provide public improvements, such as the extension of roads and water and sewer lines, to sites for the benefit of a specific business.

Applicant Eligibility Criteria: Only counties and incorporated cities and towns are eligible to apply for CDBG funds. However, local governments may apply on behalf of other units of government, non-profit and for-profit businesses, and special interest groups.

Please contact:

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

## **BUSINESS DEVELOPMENT / ECONOMIC DEVELOPMENT**

Community comments ranged from concern over low wages, lack of business opportunities, transportation problems, infrastructure issues, lack of up-to-date facilities, lack of support businesses, workforce issues, and questions about the desire for managed growth.

The need to diversify the economic stability of Lander was very apparent. Depending upon one or two major employers is not forward, positive economic development strategy. The advantage of having a major employer in an area is very beneficial during good economic periods, but if that one employer were forced to relocate or close its doors due to international economic trends, that community loses much more than the direct jobs involved.

Also with the existing location of major employer National Outdoor Leadership School (NOLS), Lander is likely not to be able or ready for the recruitment of a large, 300-500 job facility that is usually perceived to be evidence of successful economic development. It is this writer's belief that Lander should concentrate on smaller industries (cottage industries) and 3 to 12 employee businesses on which they can build. Most of the successful community enterprises in rural America grow from within, their success and growth based in large upon the dedication and desire of the founder/operator.

Here are several recommendations that can be looked at to pursue reasonable development and job creation while preserving the current quality of life.

### **SUGGESTIONS:**

It may be timely and appropriate to conduct an existing business survey to assess their (existing businesses) desire for growth and assistance. It is important to distinguish between hobby type businesses and those with a desire to make a good living and grow. A Business Retention and Expansion Program would focus on retaining existing businesses and helping them to expand. Existing businesses have the advantage of already being located in the community and so are apparently able to deal with the logistics of doing business in Fremont County. Implement a recognition program for existing businesses that have added employees or contributed in some way to the community, albeit, donations to special projects, school functions, etc. Acknowledgement of their contribution will continue to encourage their growth and reinvestment into the community.

Investigate the possibility of a business incubator program in an existing light industrial zoned city owned property. A building with 2 to 4 separate bays and a common office area, conference room is perfect. An incubator houses start-up businesses for periods ranging up to 3 – 4 years under the theory of “turning them out” on their own when they are able to function without subsidy. The beauty of the incubator concept is the ability to share services many start-ups and small businesses cannot afford individually, i.e.

bookkeeping, clerical, telephone service, conference room, receptionist, office equipment, etc. Rent and services are packaged at an affordable rate. Most incubators are owned publicly or by non-profits to assist in qualifying them for grants & assistance.

Another very viable option is to diversify the local economy. Two possibilities were frequently mentioned during the assessment - one was light industry and the other was high technology firms. Another already recognized focus should continue to be in the recruitment of mountain climbing related industries in association with the Rocky Mountain International Climbers' Festival. These options have potential for Lander particularly if the goal is higher paying jobs. However, these are very competitive industries and Lander would need to have the infrastructure in place to compete for these types of firms.

Contact:

Roger Bower  
West Central Regional Director  
Wyoming Business Council  
213 West Main, Suite B  
Riverton, WY 82501  
(307) 857-1155  
(307) 857-0873 Fax  
[rbower@state.wy.us](mailto:rbower@state.wy.us)

OR:

Gaye Stockman, CED  
Business Retention & Expansion Program Manager  
Wyoming Business Council  
214 W. 15<sup>th</sup> Street  
Cheyenne, WY. 82002  
(307) 777-2807  
(307) 777-2838 Fax  
[gstock@state.wy.us](mailto:gstock@state.wy.us)

#### CDBG – Community Development Block Grants for Economic Development

Funds are available annually for each of the seven economic development component grant/loan categories, i.e., Downtown Development, Infrastructure Grant, Planning Only Grant, Technical Assistance Grant, Job Training Grant, Float and Section 108 Loan Guarantee, and the Convertible Loan Program. Only counties and incorporated cities and towns are eligible to apply for CDBG funds. However, local governments may apply on behalf of other units of government, non-profit and for-profit businesses, and special interest groups.

Please contact:

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

It is important to note that no one strategy will be likely to solve the economic concerns of Lander. One-dimensional strategies are likely to fail. Success is more likely if multi-dimensional strategies are implemented combining a number of possible solutions.

### **CONFLICT MANAGEMENT FOR HOSPITAL**

One of the most heated discussion groups revolved around the hospital and the numerous changes it has had in ownership. Mistrust and conflict between local residents and the current hospital ownership also appear to be a major obstacle to its success. Many residents feel "let down" and ignored by the "out of town owners". Some residents believe that the hospital's current ownership is ignoring problems that restrict the potential to provide quality health care and progress into the future. There was despair in these peoples' voices when they say that they are powerless to effectively communicate their concerns to the owners. The lack of quality care was generally attributed to the staff's general unhappiness with the changes in policies and lack of concern for employees. Peoples' attitudes are usually formed by basic beliefs and experience. Perception is reality. Problems with attitudes stem from communications breaking down.

People must respect each other and learn to listen to others feelings and ideas in a neutral, non-threatening forum. Rumors, fear of confrontation and criticism, and mistrust keep people from meeting face to face to voice their ideas. It is possible to disagree without being disagreeable. Misinformation always causes problems. This conflict is a significant barrier to Lander's ability to regain the positive healthcare image it once owned.

#### **SUGGESTION:**

A first step in conflict management might be meetings to discuss the residents' and staffs' concerns and perceptions. A second step might be some in-depth negotiation with the representatives from hospital's current ownership. The problem has reached the point where there is a need to bring in an outside conflict management professional to address their problems. It is obvious that they do not trust anyone in the community. One method

of creating a positive environment for conflict resolution is to conduct facilitated meetings in neutral locations where residents can openly and honestly make suggestions without the fear of being criticized or ridiculed. This and many other processes like this seek to find common ground, not a winner and a loser. More importantly involve the community and follow-up!

There are several excellent meeting facilitators in Wyoming. The following is a list of those that might possibly be available to assist Lander with these types of projects.

Jennifer Goodman, Director  
Wyoming Community Network  
(307) 766-2107  
(307) 766-5544 Fax  
[jgoodman@uwyo.edu](mailto:jgoodman@uwyo.edu)

Navigating Change  
Mickey Beaver  
1020 Bristol  
Casper, WY 82609  
(307) 235-5572  
[mbeaver@coffey.com](mailto:mbeaver@coffey.com)

Larry Keown and Associates  
P.O. Box 7095  
Sheridan, WY 82801  
(307) 673-4838  
[lkeow@aol.com](mailto:lkeow@aol.com)

#### **CONCLUSION:**

Lander has much to offer and must take its future into its own hands and create a new proactive atmosphere that encourages and supports innovation, creativity, and unique new ways to find solutions to the problems. Any solution that addresses the towns' problems must be holistic in nature to accommodate the complexity of the issues and problems.

As a final note, a concerted effort to glean local expertise and talent should be initiated and put into service. While there are numerous assistance programs available, communities that help themselves are more proactive & prepared to face future adjustments and economic changes.

## **Lander, Wyoming Community Assessment Report**

**By: Lori Morrow, State Coordinator**

**Wyoming School-to-Careers**

**3120 Old Faithful Road, Suite 300**

Cheyenne, WY 82002

**(307) 777-7654**

**(307) 777-6966 (fax)**

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

### **Introductory Comments:**

I am grateful for the hospitality in Lander, and am very impressed with the pride that Lander citizens show for their community. This community pride was evident in all sessions, from senior citizens to students. Spending time in the Lander community allowed me to discover that Lander is a great place to visit, and would also be a great place to live. Based on the information presented at the assessment, Lander has many resources to begin capitalizing on future projects to help bring about the vision of it's citizens. Thanks for your gracious hospitality, and for the opportunity to be a part of Lander's future.

The Assessment Team categorized the information presented into the following areas:

- Community development
- Economic Development
- Capital Improvements
- Human Issues
- Planning
- Integration

### **Community Development**

#### **Healthcare**

Health care was touted as an asset to the community from virtually all of the listening groups. The only group that expressed concerns regarding the hospital were from current and past employees. Issues dealt mainly with hospital moral. Representatives from the hospital said they have heard the comments regarding moral, and quality issues from the staff. Hospital representatives indicated that they are taking measures to address these concerns. The community is openly very proud of the Medical Services that Lander has to offer. From a community perspective, showing your admiration for the hospital employees by offering them a perk, such as a 10% discount at local businesses for a day, might make help them to feel appreciated by the community, thus raising moral. Also, the Wyoming Health Resources Network (WHRN) and the Corporation for National Service (CNS), National Senior Service Corps could provide some help in establishing a high quality volunteer program to work with high school students and senior citizens might lessen the burden on existing hospital employees.

Wyoming Health Resources Network.  
Emily Quarterman  
Phone: 307 635-2930 • Fax: 307 635-2599  
TOLL FREE: 800 456-9386 • [info@whrn.org](mailto:info@whrn.org)

Corporation for National Service (CNS), National Senior Service Corps – encourages nearly half a million Americans age 55 and older to share their time and talents in the Retired and Senior Volunteer Program, Foster Grandparents, and Senior Companion community service programs.  
(202) 606-5000  
<http://seniorcorps.org>

### **Leadership**

The Lander community expressed concern over the lack of community interest in taking on leadership responsibilities. The Cheyenne and Casper Communities have established programs to build leaders in their communities. Each of these communities has a program for grooming adult leaders and a program for grooming youth leaders. They are operating out of their local Chamber of Commerce offices. Contacts for these programs are:

Pam Harrold, Cheyenne  
(307) 778-1403

Nancy Pawlowski, in Casper  
(307) 234-5311

### **Youth Advisory Board**

Your youth leadership program could form a youth advisory board to provide a voice for the wants and needs of Lander's youth. Encouraging youth to volunteer to help at the Lander visitor's bureau would keep them abreast of the Lander activities. This board could seek out resources to fund or support ideas youth would like to implement. They could work with community leaders, or educators to compose a grant application, and ask an entity from the community to sign off on it. Some resources for this initiative might include:

Ewing Marion Kauffman Foundation – engages in operating programs and targeted grant-making in two areas of interest: entrepreneurial leadership and youth development.  
(816) 932-1000  
<http://www.emkf.org>

National Youth Employment Coalition – a network of 150 youth employment and development organizations dedicated to promoting policies and programs which

help youth succeed in becoming lifelong learners, productive workers and self-sufficient citizens.

(202) 659-1064

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

### **School Curriculum**

In our listening session with the youth of Lander, they expressed a great deal of pride in their community. Along with that pride came a desire to strengthen their educational experience. They had concerns regarding duplicative coursework in the curriculum, and some instructors who seem to have lost their motivation to teach with passion. Our teachers and administrators are facing difficult challenges. Schools are struggling to find ways to help “all” of their students excel academically to meet the standards. The State School-to-Career Office in concert with Wyoming Department of Education has been working diligently to design a training that would build relevancy into the core academic curriculum using the academic standards as the foundation. This model, entitled, “Comprehensive Standards Integration and Application: The Key to Higher Academic Achievement,” taps into resources for academic teachers, showing how they are already integrating the academic standards of other content areas into their classrooms. Many academic teachers understand that relevancy in the curriculum is essential, but many academic teachers may not understand how to integrate relevancy into their classroom. This model provides an excellent way to address both relevancy and integration. Grant funding for implementation of this model is available to all school districts in Wyoming. If you are interested in applying for funding, contact:

Lori Morrow, State Coordinator

Wyoming School-to-Careers

(307) 777-7654

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

### **Teacher Motivation**

Also, students in each school could nominate a teacher of the month. This would provide students with an opportunity to express their appreciation to those teachers who made a difference, and provide those teachers with recognition.

### **Economic Development**

Good Economic Development planning was mentioned as a need in almost all of the listening sessions. The Wyoming Business Council as well as the Wyoming Rural Development Council can provide a wealth of information for local communities who are interested in good economic development strategies.

Wyoming Business Council, West Central Regional Office in Riverton

Roger Bower, Director

213 W. Main, Suite B

Riverton, WY 82501

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

307-857-1155

Mary Randolph, Executive Director  
Wyoming Rural Development Council  
(307) 382, 3163

### **Entrepreneur Programs**

Other strategies would be to look into youth and adult entrepreneur programs to help innovative business ideas become a reality. Fred Schlutte from the University of Wyoming Ag Extension program can provide information regarding entrepreneur programs.

Fred Schlutt, Director  
4-H Foundation  
(307) 766-3430

### **School-Based Enterprise**

Also, establishing quality school-based enterprises or businesses is a way to help students learn what it takes to run a small business. Information on this topic can be obtained from the State School-to-Careers Office and Junior Achievement.

Lori Morrow, State Coordinator  
School-to-Careers  
(307) 777-7654

Junior Achievement  
<http://www.ja.org/>

### **Apprenticeship**

Apprenticeships are a way to provide training in a hands-on setting. Karen Swindells from the Wyoming Apprenticeship Program can assist you in finding existing apprenticeship opportunities in Wyoming, as well as designing new apprenticeship opportunities to meet the training needs of current or future businesses in Lander.

Karen Swindells  
Apprenticeship and Training Representative, USDOL, BAT, Wyoming  
E-mail address: [kswindells@doleta.gov](mailto:kswindells@doleta.gov)  
Phone number: (307) 772-2448

<http://www.doleta.gov/indiv/apprent.asp>

### **Underemployed Populations**

Looking to underemployed populations could help to provide Lander with employees in light of the concern around a workforce shortage. Many private businesses have utilized the services of the Wyoming Business Leadership Network (WBLN). This entity will assist private businesses by identifying adaptation to employ workers with disabilities.

The WBLN has been such a successful program, that private employers from Wyoming now invest in it's funding. For more information on this program, you can contact:

Wyoming Business Leadership Network  
Rich Gannon, Executive Director  
(307) 432-0110  
E-Mail: [wbln@vcn.com](mailto:wbln@vcn.com)  
Website: <http://www.wy-bln.com/>

### **Workforce Development**

For other resources on workforce development visit the Department of Employment Website at:

<http://www.wy.doe.state.wy.us>

Click on the Workforce Development Training Fund to assist existing and new industries in the state in meeting the training needs of their newly hired or current employees.

Alfrieda Gonzales, Director  
Office of Workforce Development  
(307) 777-3465

For assistance in meeting local employment and training needs, contact  
Mavis Hubble  
Lander Employment Center  
(307) 335-9224

### **Capital Improvements**

#### **Community Center**

Several Lander residents expressed the need for a new community center. Those of us on the Assessment Committee felt that the center where the listening sessions took place was an excellent community center. Focus on renovating the existing center. This would reduce costs and keep with the rustic theme that prevails in the Lander Community.

Potential funding sources for this renovation could include:

The Kresge Foundation, "Bricks and Mortar Program"  
Contact: [www.kresge.org](http://www.kresge.org)

Rural development USDA  
Contact: Lonnie Allred (307) 856-5853

## **Human Issues**

### **Communication**

To improve communications business owners, city and county staff and elected officials, could arrange casual but fairly regular breakfast or lunch meetings to improve communication and cooperation between entities. This casual setting would allow these individuals to get to know one another and hear differing perspectives. Offer breakfast or lunch meetings that rotate to a different restaurant each time.

### **Free Medical Services**

Free Medical Services were identified as a need. Your public health nurse could identify some free services that might be offered. Another contact would be:

Wyoming Health Resources Network.  
Emily Quarterman  
Phone: 307 635-2930 • Fax: 307 635-2599  
TOLL FREE: 800 456-9386 • [info@whrn.org](mailto:info@whrn.org)

An alternative to free services might be a reduced cost in services. The Children's clinic in Laramie offers free school physicals every other year. You can contact the Laramie clinic at: (307) 745-3704.

### **Jobs for Youth**

In the discussions around good economic development planning for Lander, the community wants job to employ Lander youth after they have obtained some type of post-secondary training. I have mentioned some economic development resources earlier in my report. Once you have identified the business and industry you would like to attract to the Lander community, it is essential to communicate this plan to your youth. Provide your youth with labor market information for their future occupational plans in Lander, and information on what it takes to become employed in the occupations you are recruiting to the community. Your local School-to-Career partnership is working hard to help children make the link between what they are learning and what they will need to know in their future occupational plans. The Career/Vocational Standards will be mandated for all Wyoming youth in the year 2003. These standards mandate a career plan for all Wyoming Youth. The school district would be a perfect vehicle to communicate the message regarding future workforce needs for the Lander community. Good career planning for youth goes hand in hand with economic development efforts. Your local School-to-Career contact is:

Linda Barton  
(307) 326-6867 Ext. 49

## **Integration**

### **Education and Tourism**

There was a good deal of discussion around positive integration of the Native American population into the Lander Community. We heard from the community that the museum project is already in the works. Development of the museum would create a great opportunity to educate the public around Native American culture, and allow for tourism possibilities. I have two websites that could possibly provide resources and funding for this initiative.

Wallace Readers Digest Funds – seeds to enrich community life through support of education, arts, and culture. Over the next ten years, the DeWitt Wallace-Reader’s Digest Fund and Lila Wallace-Reader’s Digest Fund will devote substantial resources in each of these areas.

Website: <http://www.wallacefunds.org/>

American Express Foundation – funding priorities include grants to applicants where American Express employees and advisors live and work, and include several national initiatives, such as economic independence and cultural heritage projects.

Website: <http://americanexpress.com>

### **Other Helpful Resources**

The Foundation Center – comprehensive resources for information on funding. The center operates a network of libraries, publishes the Chronicle of Philanthropy and other resources on charitable giving.

(212) 620-4230

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

Recreation Equipment Incorporated (REI) – provides grants to protect and restore the outdoor environment, increase access to outdoor activities, and encourage involvement in muscle-powered sports.

<http://www.rei.com>

Grant-writing Tutorial

<http://www.acf.dhhs.gov/programs/ana/notice.htm>

**Good Luck With Your Efforts!**

Thomas C. Johnson  
Southeast Regional Director  
Wyoming Business Council  
1400 E. College Drive  
Cheyenne, WY 82007  
Phone: 1-307-635-7735  
Fax: 1-307-635-7742  
Email: [tjohns@state.wy.us](mailto:tjohns@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

## **OVERVIEW:**

Lander is one of the more scenic small towns in the western United States. But what truly separates Lander from other scenic western towns is the diversity of its people and viewpoints. The constant interaction and exchange of ideas leaves Lander well positioned to capitalize on this diversity.

During listening sessions conducted with the community, many issues emerged. The following are recommendations intended to assist in confronting some of these challenges.

## **GROWTH / PLANNING:**

**Challenge:** The need for Lander to plan and address land use was mentioned regularly. As the county grows, it is important that the community be proactive rather than reactive in addressing what Lander will become in two, five, and ten years—and beyond. Communities can plan what they want to become. Lander is no exception.

**Recommendation:** Develop a Comprehensive Master Plan for the community and surrounding area. This plan could and should address the following issues:

- Infrastructure (water, sewer, roads, etc.) and future demand for services.
- Types of development (commercial, residential, industrial, agricultural) and future locations of these developments in and around Lander
- Open space preservation and greenways/greenbelts
- Future annexation of county land

The cost of developing such a plan for a community the size of Lander would likely cost between \$50,000 to \$70,000, but would go a long way in addressing economic development and community development. The Wyoming Business Council has in place a grant program that can assist Lander in the costs of developing a Comprehensive Community Plan. The grant is a Planning Only grant through the Community Development Block Grant (CDBG) Program. The maximum award for such a grant is

\$25,000. The grant would require some local matching funds. For more information, please contact:

Roger Bower  
West Central Region Director  
Wyoming Business Council  
213 W. Main, Suite B  
Riverton, WY 82501  
Phone : 1-307-857-1155  
Fax : 1-307-857-0873  
Email : [rbower@state.wy.us](mailto:rbower@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

Or

Steve Achter, Director  
Investment Ready Communities  
Wyoming Business Council  
214 W. 15<sup>th</sup> Street  
Cheyenne, WY 82002  
Phone: 1-307-777-2811  
Email: [sachte@state.wy.us](mailto:sachte@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

The Economic Development Administration also has Technical Assistance grants that allow for finance feasibility studies and other projects leading to local economic development. The key is showing that the development of a Comprehensive Master Plan will lead to economic development.

These grants are generally in the \$10,000--\$30,000 range and require local matching funds. For more detailed information concerning these grants and how to begin the application process, please contact:

John Rogers  
Regional Representative  
Economic Development Administration  
Federal Building, Room 196  
301 S. Park Avenue  
Drawer 10074  
Helena, MT 59626  
Phone: 1-406-441-1175  
Email: [edrmteda@aol.com](mailto:edrmteda@aol.com)  
Web: <http://www.doc.gov/eda/>

USDA/Rural Development also has a Rural Business Opportunity Grant (RBOG) program that might be an option to assist with developing a Comprehensive Master Plan. This grant program can be used for technical assistance and planning. The average RBOG grant is usually under \$10,000. However, this program does not require matching funds. For more information concerning this program, please contact:

Keith Campbell  
USDA Rural Development  
P.O. Box 1607  
Riverton, WY 82501  
Phone: 1-307-856-5383  
Email: [keith.campbell@wy.usda.gov](mailto:keith.campbell@wy.usda.gov)  
Web: <http://www.rurdev.usda.gov/>

If there were one recommendation that should be placed above all others, it would be this one. A Comprehensive Master Plan would go a long way in addressing the current and future needs (economic, social, etc.) of Lander in a logical, collaborative way.

## **BUSINESS / ECONOMIC DEVELOPMENT:**

**Challenge:** The need for businesses development (retail, manufacturing, services, etc.) was mentioned in the listening sessions again and again. As with most rural communities in Wyoming, recruiting a large company appears remote at this time. Although recruiting should be a staple of economic development in Fremont County, strategies should be expanded to include development of startups and existing businesses.

**Recommendation:** Current levels of investment in economic development do not seem to be sufficient. If possible, local public funding for economic development should be increased to \$90,000 or more. This would allow—along with the funding of projects—the hiring of a full time professional for the sole purpose of bettering the Lander economy. If this amount seems a bit much, consider the price Lander is paying every year from the loss of its young people. In the decade from 1990 to 2000, Lander lost 156 in population.

Because of Wyoming's small population and lack of private sector investment in economic development programs, the buck ultimately stops not with the Chamber of Commerce or LEADER, but with the City of Lander.

To get a better understanding of some of the other funding levels of economic development agencies across Wyoming:

Paula McCormick  
Wyoming Economic Development Association  
5319 Hwy 287

Riverton, WY 82520  
Phone: 1-307-332-5546  
Fax: 1-307-332-5336  
Email: [weda@rmisp.com](mailto:weda@rmisp.com)  
Web: [www.wyomingeda.org](http://www.wyomingeda.org)

**Recommendation:** The National Outdoor Leadership School (NOLS) expressed an interest in working with the community of Lander on economic development. It would be wise to take advantage of this as a source for recruiting businesses. NOLS has an extensive database of thousands of alumni. The Lander Chamber of Commerce or LEADER could use this database to seek alumni (who already have positive feelings toward the Lander area because of their tenure with NOLS) who might own businesses. Perhaps these alumni would consider moving their business to the Lander area. This database could also be used in the future as a labor recruitment tool should a company choose to locate in Lander.

**Recommendation:** Utilize free business assistance programs through the Wyoming Small Business Development Center (SBDC). The SBDC, in part funded by the Wyoming Business Council, can assist people wanting to start a business in Lander and those already in business in Lander. Topics that the SBDC can assist with include accounting, advertising, cash flow, human resources, financial reports, market research, patents and trademarks, business plan assistance, along with many others. For more information, or to schedule appointments to get small business assistance, contact:

Margie Rowell  
WSBDC  
Riverton Branch Public Library  
1330 W. Park Avenue  
Riverton, WY 82501  
Phone: 1-307-857-1174  
Fax: 1-307-857-1175  
Email: [wsbdc@tinc.net](mailto:wsbdc@tinc.net)  
Web: [www.uwyo.edu/sbdc](http://www.uwyo.edu/sbdc)

Recommendation: Consider the creation of a business or arts incubator. A business incubator is an organization of services—usually under one roof—designed to assist beginning businesses. Services offered in the incubator can include management assistance and training, access to financing, technical support services, and shared office services such as access to equipment, flexible and affordable leases, and expandable space. Not only do incubator tenants benefit from business and technical assistance, they also benefit from:

- Affiliation with the incubator;
- A supportive community with an entrepreneurial atmosphere;
- Access to entrepreneurs;
- Potential group rates for health insurance plans; and
- Networking and commercial opportunities with other tenants.

An arts incubator functions in very much the same way, but focus is usually on one particular art form (sculpting, for example). Moreover, an arts incubator is more about taking artists and teaching them how to become entrepreneurs with their work. However, like the business incubator, it is a place where artists will have the chance to rent studio space and develop their works as well as become savvy to the ins and outs of the business world.

Incubators are not the easiest of community projects and should not be entered into lightly. It takes mammoth effort and community support. There is currently only one business incubator in Wyoming (Powell) and only about a dozen art incubators in the United States. However, this does not mean an incubator would not succeed. It simply means that the proper feasibility study and planning should be done.

There are numerous sources of information on incubators. Perhaps the best starting point is the website for the National Business Incubator Association (NBIA) at:

[www.nbia.org](http://www.nbia.org)

Also take a look at how Powell is using the incubator concept for technology development. Please contact:

Leah Brusino  
Northwest Regional Director  
Wyoming Business Council  
143 S. Bent, Suite  
Powell, WY 82425  
Phone: 307-754-5785  
Email: [lbrusc@state.wy.us](mailto:lbrusc@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

**Recommendation:** Organize a group of local investors to purchase existing businesses that are for sale that would serve community needs. These businesses can be bought

somewhere else (Salt Lake City and Denver, for example) and moved to Lander. Two good websites that list businesses for sale are:

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

and

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

Both websites list businesses for sale by location, type, price, and cash flow. For example, the community of Lander could search for all manufacturing businesses for sale that are located in Idaho. Depending on the strength of the history of the business and the particular industry, Lander could decide to organize local investors to purchase the business, move it to Lander, and employ the local work force.

This idea of purchasing a business and moving it is particularly useful for rural communities like Lander, where the private sector is in no rush to serve rural community needs. As always, the best way for rural communities to serve particular needs is to go out and get the need itself.

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

### Business Challenge

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

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

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

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

The Business Challenge Program is truly unique and innovative. Currently, some of the Wyoming Business Council's regional directors are working in a variety of communities to establish such a program. For more information on this program, please contact:

Roger Bower  
West Central Region Director  
Wyoming Business Council  
213 W. Main, Suite B  
Riverton, WY 82501  
Phone: 1-307-857-1155  
Fax : 1-307-857-0873  
Email : [rbower@state.wy.us](mailto:rbower@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

**Recommendation:** Take a look at some of the services offered through the Wyoming Women's Business Center. The Center offers a business plan guide that is one of the best out there. In addition, the Center has a micro loan program (\$2,500 and less) available to small businesses at rates far below prime and at favorable repayment terms. For more information, please contact:

Ilsa Lund, Lindy Murphy, or Zee Zee Moore  
Wyoming Women's Business Center  
P.O. Box 3661  
Laramie, WY 82071  
Phone: 1-888-524-1947  
Email : [ilund@uwyo.edu](mailto:ilund@uwyo.edu)  
Web : <http://www.wyomingwomen.org/>

**Recommendation:** Take a look at some of the programs offered by Gro-Biz (Government Resources and Opportunities for Business). Gro-Biz helps Wyoming companies secure profitable contracts with federal, state and local governments. In particular, examine one program called Bid Match, which utilizes email daily to notify registered Wyoming businesses of government contracting opportunities. For more information, please contact:

Rudy Nesvik  
State Director  
Gro-Biz  
Laramie County Community College  
1400 E. College Drive  
Cheyenne, WY 82007  
Phone: 1-866-253-3300  
Email: [grobiz@wyoming.com](mailto:grobiz@wyoming.com)

**Recommendation:** Local manufacturers should take advantage of the services of the Mid America Manufacturing and Technology Center (MAMTC). MAMTC can help Wyoming manufacturers become more competitive through programs that address quality, business systems, the manufacturing process, company assessment, marketing, and product development. For more information, please contact your local regional MAMTC representative:

Phil Christopherson  
Field Engineer  
MAMTC  
877 N. 8<sup>th</sup> Street West  
Riverton, Wyoming 82501  
Phone: 1-307-851-0734  
Fax: 307-856-0957  
Email: [phillc@iname.com](mailto:phillc@iname.com)  
Web: [www.mamtc.com](http://www.mamtc.com)

**Recommendation:** Utilize the Wyoming Business Council's Trade Show Incentive Grant Program. This program will assist businesses in exhibiting their products at trade shows. It is a matching grant (dollar for dollar) up to \$2,000 /year. For example, if a company in Lander were to exhibit its products a trade show in Denver that costs \$4,000, the Trade Show Incentive Grant could cover up to \$2,000 of these costs related to the trade show itself. For more detailed information on this program, please contact either:

Christie Pardue  
Marketing and Public Relations Specialist  
Wyoming Business Council  
214 W. 15<sup>th</sup>, Street  
Cheyenne, WY 82002  
Phone: 1-307-777-2833  
Email: [cpardu@missc.state.wy.us](mailto:cpardu@missc.state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

Or

Roger Bower  
West Central Region Director  
Wyoming Business Council  
213 W. Main, Suite B  
Riverton, WY 82501  
Phone: 1-307-857-1155  
Fax : 1-307-857-0873  
Email : [rbower@state.wy.us](mailto:rbower@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

**Recommendation:** It's worth examining some of the other business programs available through the Wyoming Business Council, including the Wyoming First Program (available to help companies promote their products as "Made in Wyoming"), the Challenge Loan Program (a state revolving loan fund that participates with banks to provide lower interest rates to businesses, and human resource consultation (helping companies with HR challenges). For more information on these and other Wyoming Business Council programs, contact:

Roger Bower  
West Central Region Director  
Wyoming Business Council  
213 W. Main, Suite B  
Riverton, WY 82501  
Phone: 1-307-857-1155  
Fax : 1-307-857-0873  
Email : [rbower@state.wy.us](mailto:rbower@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

**Recommendation:** The Wyoming Department of Employment has workforce training grants available to new and existing companies that create new jobs. These grants are available to companies for costs related to training new employees. Typically, the amount of these grants are \$1,000-\$1,500 per employee, depending on after training wages. These grants are subject to availability and eligibility, so for further information, contact:

Jan Wilson  
Project Manager  
Department of Employment  
P.O. Box 2760  
Casper, WY 82602  
Phone: 1-307-235-3294  
Email: [jwilso@state.wy.us](mailto:jwilso@state.wy.us)

Web: <http://wydoe.state.wy.us/>

Or

Roger Bower  
West Central Region Director  
Wyoming Business Council  
213 W. Main, Suite B  
Riverton, WY 82501  
Phone: 1-307-857-1155  
Fax : 1-307-857-0873  
Email : [rbower@state.wy.us](mailto:rbower@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

### **LEADERSHIP / CITY – COUNTY COMMUNICATION:**

**Challenge:** Lander has a good group of dedicated leaders who have made great strides in recent months. This is without question. However, the lack of young leadership was heard in the listening sessions.

True sustainable development occurs when leaders from both the County and City, the public and the private sector, the young and old, interact to lead from a consensus. A few ideas may assist long term in building better interaction.

**Recommendation:** Develop a Fremont County (jointly with other communities) or a Lander leadership program/institute. The program would provide both resource and leadership training at a very minimal cost to current and future leaders in the county/town. For example, the first leadership class of a dozen (or more) could meet over the course of a year to receive leadership and management training, learn about private and public sector resources, and network with one another. Over the course of a few years, a large network of civic leaders would be generated as alumni.

There are probably at least a half dozen different local leadership programs already in Wyoming. However, one of the very best exists in Park County and includes the communities of Powell, Cody, and Meeteetse. Established in 1996, it already boasts over 60 alumni. Part of the reason it is so successful is due to the fact that no individual entity is responsible for its operation. Therefore, there is broad-based consensus for the program. For more information on the Park County Leadership program, please contact:

Rhonda Shipp  
UW Park County Extension Office  
Courthouse, 1002 Sheridan Ave.  
Box 3099  
Cody, WY 82414-5905  
Phone: (307) 527-8560

Email: [rshipp@parkco.wtp.net](mailto:rshipp@parkco.wtp.net)

Web: <http://www.wtp.net/parkco/uwces/pcli.htm>

For more information on other leadership programs across the country, please visit:

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

**Recommendation:** If not already in place, develop a local Council of Government (COG) that deals strictly with the Fremont County. A Fremont County Council of Governments would be a great opportunity for the public officials of all the communities of Fremont County to meet on a monthly or quarterly basis to talk about working together for the betterment of all. Moreover, it does not need to be restricted to simply the public sector.

Aside from building better communications between the towns in Fremont County, the main idea of a COG is to begin getting folks from the entirety of Fremont County talking and working together on mutually beneficial projects.

One of the better Council of Governments exists in Carbon County. It might be helpful to look at how this COG is structured and some of the projects the entire county works on together. For more information, contact:

Zoda Ferguson  
CCOG  
Rawlins City Hall  
521 W. Cedar Street  
P.O. Box 953  
Rawlins, WY 82301  
Phone: 1-307-328-4515

## **COMMUNITY DEVELOPMENT / RECREATION PROJECTS:**

**Challenge:** The need for a variety of community development projects was mentioned many times. The most often mentioned project was a recreation center and a convention center. As it is with most public development, the limiting factor is financial wherewithal to acquire land and construct a facility. Adding to this expense is the ongoing operations of the facility incurred by the municipality each year. Typically, these projects are funded through capital facilities taxes, general funds, or private contributions. Most likely is a combination of each.

**Recommendation:** Grants through the Community Development Block (CDBG) Program are available to help with land acquisition and building costs related to projects that will serve and benefit low-moderate income people. Some of these community development projects could be eligible for these grants. Depending on the specific

community project and CDBG program, the grants could range from \$150,000--\$250,000. Matching funds are also required. For more information, and to determine eligibility, please contact:

Steve Achter, Director  
Investment Ready Communities  
Wyoming Business Council  
214 W. 15<sup>th</sup> Street  
Cheyenne, WY 82002  
Phone: 1-307-777-2811  
Email: [sachte@state.wy.us](mailto:sachte@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

**Recommendation:** If not already in place, consider the construction of a greenway in and around Lander. This would add both to the attractiveness of Lander and enhance the quality of life of residents. There are two grant programs available that can assist:

The first is the TEAL program. This grant funds projects like walking/bike paths, roadside landscaping, historic preservation, and other non-highway related projects. The typical grant ranges between \$100,000--\$200,000. There is also a 20% match requirement. For more information, contact:

David Young  
Wyoming Department of Transportation  
530 Bishop Blvd.  
Cheyenne, WY 82009  
Phone: 1-307-777-4384  
Email: [dyoung@state.wy.us](mailto:dyoung@state.wy.us)

The second program is more specific to nature trails. It the Recreational Trail Fund Grant through the Wyoming State and Cultural Resources division. Eligible programs include maintenance and restoration of existing trails and construction of new trails, along with others. Typical grants are in the range of \$2,500--\$75,000. As with the TEAL funds, there is a 20% match requirement. To examine this program further, please contact:

Joann Buster  
Grants Program Specialist  
State Parks and Historic Sites  
122 W. 25<sup>th</sup> Street  
Cheyenne, WY 82002  
Phone: 1-307-777-3483

**Recommendation:** Consider the establishment of a Lander Community Foundation. Establish the Foundation as a 501(c)(3) so that contributions to the Foundation would be tax deductible. Another benefit of having a general foundation for the entire community would be that it would serve as a place for all contributions to flow into. Individuals

could earmark their contributions towards specific projects. So instead of forming more and more foundations each time a project comes to the forefront of the public, one foundation can serve each project's needs. In short, it's a more effective and efficient way to raise private contributions.

Laramie has recently formed its own local Community Foundation as a 501(c)(3). It might be helpful to look at the process. For more information on how Laramie established the Foundation, please contact:

Timothy Stamp  
President  
Laramie Economic Development Corporation  
1482 Commerce Drive, Suite A  
Laramie, WY 82070  
Phone : 1-307-742-2212  
Email : [ledc@laramiewy.org](mailto:ledc@laramiewy.org)  
Web : [www.laramiewy.org](http://www.laramiewy.org)

## **SENIORS:**

**Challenge:** Many residents—both youth and seniors alike—expressed some concern that Lander is rapidly becoming an older community. On one hand, this is a gift for Lander, as seniors have a great wealth of knowledge and experience to share. On the other hand, young families with school-aged children sustain communities for the long term.

The trick is to try and utilize the full potential of seniors as active, civic leaders and volunteers.

**Recommendation:** Look at some of the programs available through Senior Corps. Senior Corps (a sister program of AmeriCorps) is a national organization that works to help communities and nearly half a million Americans age 55 and older share their time and talents to help their communities. More specifically, they outline programs that can help seniors contribute to community through its Retired and Senior Volunteer Program (RSVP). Organizations can also apply for grant funding to operate RSVP programs.

Currently, two communities in Wyoming are operating RSVP programs. Please contact them to see how they are using senior activism and senior time to enrich community.

The contacts are:

Central Wyo. RSVP  
Mary Baughman  
1831 E. Fourth  
Casper, WY 82601  
Phone: (307) 265-4678  
Email: [cwrsvp1@juno.com](mailto:cwrsvp1@juno.com)

And

Southeast Wyo. RSVP  
Claudia C. Johnson  
3304 Sheridan Ave  
Cheyenne, WY 82009  
Phone: (307) 634-7787  
Email: [sewyorsvp@juno.com](mailto:sewyorsvp@juno.com)

There is also a vast amount of information available at the website:

[www.seniorcorps.org](http://www.seniorcorps.org)

And at the Wyoming profile for the National Service Corporation:

[www.nationalservice.org/stateprofiles/wy\\_intro.html](http://www.nationalservice.org/stateprofiles/wy_intro.html)

## **TELECOMMUNICATIONS:**

**Challenge:** The need for added capacity and better broadband services was mentioned repeatedly.

**Recommendation:** Form a local telecommunications task force that includes local community leaders, public officials, and your Regional Director from the Wyoming Business Council. Utilize this task force as a tool to work towards the deployment of broadband services either through the local Incumbent Local Exchange Carrier (ILEC) or a Competitive Local Exchange Carrier (CLEC). Also examine aggregating user demand as a conduit to the deployment of these broadband services.

This approach has worked extremely well in the community of Rawlins, resulting in new deployment of data, voice, and video services through Qwest. Even more impressive, it is likely to lead to lower overall costs for businesses currently utilizing broadband services.

To begin this process, please contact:

Michael Stull  
Director, Telecommunications  
Wyoming Business Council  
214 W. 15<sup>th</sup> Street  
Cheyenne, WY 82002  
Phone: 1-307-777-2847  
Email: [mstull@state.wy.us](mailto:mstull@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

Or

Roger Bower  
West Central Region Director  
Wyoming Business Council  
213 W. Main, Suite B  
Riverton, WY 82501  
Phone : 1-307-857-1155  
Fax : 1-307-857-0873  
Email : [rbower@state.wy.us](mailto:rbower@state.wy.us)  
Web: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

## **YOUTH:**

**Challenge:** There is not a community in Wyoming that is not experiencing a challenge in finding activities for youth to do and also stopping the out migration of youth. Sadly, Lander is not an exception.

**Recommendation:** The following web sites provide information that might be helpful as Lander brainstorms the idea of developing its young people:

Learn and Serve Program (another sister organization of Ameri Corp)  
Web: [www.learnandserve.org](http://www.learnandserve.org)

-Provides programs and grant money to get youth involved in communities

National Council on Youth Leadership

Web: [www.nycl.org](http://www.nycl.org)

-Provides programs geared toward teaching youth leadership skills

**Recommendation:** Explore the possibility of establishing a “microsociety” in the grade schools. The “microsociety” concept is an innovative way to attack the economic and community development challenge at its root: kids.

Students collaborate with parents, business volunteers, and teachers to create functioning small communities. A community can start a “microsociety” in an individual class, a small learning community, a whole grade, or an entire school. Traditional academic subjects are studied in the morning, then applied "on the job" during afternoon program activities. Students spend one hour or one class period each day in their jobs where they learn to run businesses, apply technology, develop government and social agencies, and create cultural and arts organizations. Gradually, students become immersed in the realities of a free-market economy, with taxes, property concerns, income issues, and politics.

Lingle, Wyoming has already experienced success with this program in its fifth grade class. For more information, please contact:

Cindy Gulisano  
5th Grade Teacher  
Lingle-Fort Laramie Elementary  
Phone: 1-307-837-2254  
Email: [cgulisano@goshen.k12.wy.us](mailto:cgulisano@goshen.k12.wy.us)

## **HEALTH CARE / EMERGENCY SERVICES:**

**Challenge:** Lander has a good group of health care professionals who serve the community. This is without question. There were several comments, however, that cast light on a human relations and management challenges at the local hospital.

**Recommendation:** Bringing an HR consultant into the local hospital might be helpful. The Wyoming Business Council provides free, confidential HR consulting that can address: employee recruitment, employee retention, employee training, health insurance and retirement issues, wage issues, organizational structure, employee incentives and bonuses, employee community involvement, etc. In essence, the consulting runs the full gamut of HR issues. For more information, please contact:

Roger Bower  
West Central Region Director  
Wyoming Business Council  
213 W. Main, Suite B  
Riverton, WY 82501  
Phone: 1-307-857-1155  
Fax : 1-307-857-0873  
Email : [rbower@state.wy.us](mailto:rbower@state.wy.us)

## **TRIBAL OPPORTUNITIES & GRANTS**

The number of grants and program for Native Americans is vast. Rather than list all of the opportunities and programs available, please contact:

Jennifer Goodman  
Director  
Wyoming Community Resource Network  
P.O. Box 3354  
Laramie, WY 82071  
Phone : 307-766-2107  
Email: [jgoodman@uwyo.edu](mailto:jgoodman@uwyo.edu)  
Web: [www.wyomingcommunitynetwork.org](http://www.wyomingcommunitynetwork.org)

Ms. Goodman has software that lists most (if not all) federal grant programs related to Tribes. It would be worth examining how many of these grant programs could be of use.

## **OTHER GRANT AND OPPORTUNITIES:**

There are many other grant opportunities—both on the federal and state level—that are worth looking into. The ones mentioned in this report do not even scratch the surface of all of the grant programs and foundations available. Therefore, there are these additional sources to assist the community in finding other opportunities.

Catalog of Wyoming State Grant Programs  
Department of A & I  
State Library Division  
2301 Capitol Avenue  
Cheyenne, WY 82002  
Phone: 1-307-777-6338  
ON THE WEB: <http://www-wsl.state.wy.us/sis/grants/index.html>

This catalog is published yearly and provides information on grants available in the State of Wyoming.

For a list of federal grants available, the best resource is:

Jennifer Goodman  
Director  
Wyoming Community Resource Network  
P.O. Box 3354  
Laramie, WY 82071  
Phone : 307-766-2107  
Email: [jgoodman@uwyo.edu](mailto:jgoodman@uwyo.edu)  
Web: [www.wyomingcommunitynetwork.org](http://www.wyomingcommunitynetwork.org)

Or

One can attempt to wade through the difficult Federal Register website at:

[www.access.gpo.gov/su\\_docs/aces/aces140.html](http://www.access.gpo.gov/su_docs/aces/aces140.html)

For Foundation opportunities, a comprehensive resource on the web is the Foundation Center's website:

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

## **CONCLUDING COMMENTS:**

The answers to most of the challenges Lander faces are not found in Washington, Cheyenne, or even at the doors of the Fremont County Commissioners. Surely, there are grant programs available from these entities that can assist communities like Lander. However, the best solutions to the challenges of any community are the solutions that involve local people— neighbors, family, and friends—working towards the betterment of everyone.

The crux of all quality community and economic development is building partnership, networks, and consensus to achieve community goals. Because at the end of the day grants don't make projects happen, people make projects happen.

At the very least, these reports will provide some specific actions and programs that can help Lander get to where it wants to be. At the very best, however, these reports will serve as a springboard for community involvement and further commitment from local people to create a better future for Lander.

# Lander Community Assessment Report

Larry Keown  
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## Introduction

First, and foremost, I would like to thank the community of Lander for their gracious hospitality during our visit. The Community Planning Team (Kathy Gundersen, Mayor Heckart, Representative Omie, Paula McCormick, Mike Stotts, and John Topper) did an outstanding job of planning and providing all the necessary ingredients to make the assessment a great success. Kathy Gundersen was wonderful to work with in the planning effort and provided superior support to the team. Lander's strength is obviously in its people – skill, passion, and diversity – and with preparation and education can look forward to a bright future. It is to those individuals who chose to participate during the listening sessions and those that provided written comments that deserve special thanks – for these are the people who will work to achieve that bright future.

The Assessment Team identified six areas where a majority of the Challenges and Problems was categorized. They include:

- Community Development – Leadership, activities, dynamics, etc.
- Economic Development – Jobs, wages, marketing, transportation, etc.
- Capital Improvements – Water, parking, fiber optics, facilities, etc.
- Human Issues – Substance abuse, aging, apathy, etc.
- Planning – strategic, master, land use, economic, etc.
- Integration – Tribal, hospital, government, youth, school, etc.

In this report, I will address **Leadership, Planning, Community Conflict, Tribal Relations, and Inter-governmental Coordination**. These areas are where I can provide the most assistance. The community's strengths and assets and desired projects will be used to support the suggestions I offer.

## LEADERSHIP

I begin with Leadership because it is the foundation of any community becoming successful in its ability to address and resolve issues. Without Leadership, a community cannot effectively address and resolve issues through strategic planning, conflict resolution, or even coordination with other entities. Further more, addressing issues of low wages, economic development, jobs, substance abuse, youth activities, hospital issues, etc. requires a community that is mobilized, engaged, and committed. Lander has

shown it can be successful in this area with the passage of the school bond when the existing high school was partially condemned. Leadership is more than looking to elected officials to resolve issues or relying on funding to solve problems. Leadership, in a contemporary sense, is that of facilitating a community to face and address their problems. Consider the following definition of community Leadership:

***“Rather than define leadership either as a position of authority in a social structure or as a personal set of characteristics, we may find it a great deal more useful to define leadership as an activity. This allows for leadership from multiple positions in a social structure. A president and clerk can both lead. It also allows for the use of a variety of abilities depending on the demands of the culture and situation. Personal abilities are resources for leadership applied differently in different contexts. As we know, at times they are not applied at all. Many people never exercise leadership, even though they have the personal qualities we might commonly associate with it. By unhooking leadership from personal traits, we permit observations of the many different ways in which people can exercise plenty of leadership everyday without ‘being leaders.’”***

**Ronald A. Heifetz, 1994**

**“Leadership Without Easy Answers”**

**The Belknap Press of Harvard University**

By using Heifetz’s definition, we can assume that anyone in the community has the ability to lead and assist the community in resolving issues. That is the issue in the Lander community. It appears that too many individuals and groups rely too much on elected officials to solve all the problems. Such as scenario is a recipe for failure for the individuals involved. Consider what Heifetz has to say about community leadership.

*“Leadership is a normative concept because implicit in people’s notions of leadership are images of a social contract. Imagine the difference in behavior when people operate with the idea that ‘leadership means influencing the community to follow the leader’s vision’ versus ‘leadership means influencing the community to face its problems.’ In the first instance, influence is the mark of leadership; a leader gets people to accept his vision, and communities address problems by looking to him. If something goes wrong, the fault lies with the leader. In the second, progress is the measure of leadership; leaders mobilize people to face problems, and communities make progress on problems because leaders challenge and help them do so. If something goes wrong, the fault lies with both leaders and the community.”*

The assessment team heard many individuals state that they could not become a candidate for public office because it would be detrimental to their business. In a traditional sense this could be true. However, if one seriously considers the contemporary approach presented above, it becomes much more risk free, as the community becomes the catalyst for addressing and resolving issues. The leader (public official) merely becomes the facilitator in a community problem-solving environment.

## Recommendations:

1. Lander should seriously consider a Leadership curriculum for any individual interested in learning about community leadership. Many communities have successfully offered these sessions over a period of months. The curriculum often includes – Leadership, Working With Volunteers, Serving of Boards, Political Processes, Business Development, Conflict Resolution, etc. Communities that have successful Leadership programs include Sheridan, Eastern Laramie County, Park County, Cheyenne, and Casper. Most programs are offered and managed by the local chamber of commerce. In addition, WAM offers a Leadership Training Service (LTS) for elected officials including continuing education credits.

Contacts: Sheridan County Chamber of Commerce  
Carole Perkins, Director  
307-672-2485

Larry Keown  
Larry D. Keown & Associates  
307-673-4838

Wyoming Association of Municipalities  
Monique Ojeda  
307-632-0398

Cindy Garretson-Wiebel  
Wyoming Business Council LEAD Program  
307-777-6589

2. Acquire multiple copies of “Leadership Without Easy Answers” by Ronald A. Heifetz and make it available to elected, volunteer, and appointed officials in the community.

Reference: Leadership Without Easy Answers  
Ronald A. Heifetz, 1994  
The Belknap Press of Harvard University  
ISBN 0-674-51858-6  
Web Address:

<http://www.hup.harvard.edu/catalog/HEILEA.html>

3. Begin a Youth Leadership Program to allow youth to learn leadership principles and begin addressing youth issues in the Lander community. Youth leaders would play an active role in working with community groups and elected officials. I have learned from other assessments that when adults address youth issues they usually get it wrong. Lander should trust their youth to address “youth

issues” and mentor them in providing leadership, particularly in areas of after school activities. A Youth Leadership Program would build a pipeline of future leaders that will serve the community well in the long-term.

Contacts: Amy McClure, The Outreach School  
University of Wyoming  
307-856-8651

## **PLANNING**

Two elements presented at the listening sessions made it apparent that Lander is in need of a strategic planning process to further define its future direction. Element 1 was in response to the question “Can you define what Lander should be in the next ten years?” Most responses were “No” or reflected personal opinions. Element 2 was a voluntary response by many stating that Lander had no criteria to measure what type of businesses to attract or how a particular type of business might fit in to the current culture.

### **Recommendations:**

1. The community of Lander should use this assessment as a foundation for strategic planning. The lack of a strategic plan places the community in a position of someone else defining what it will become. A strategic planning process will assist the community in defining what it wants to be (a vision), how to get there (a plan), and goals and objectives to achieve the vision (projects). Criteria can then be developed for evaluating what types of business to attract, a community theme for marketing, an image for downtown, etc.

The Wyoming Association of Municipalities presents a strategic planning session at its annual convention (June) and elected officials workshop (January). This session is instructed by Mary Randolph (Wyoming Rural Development Council) and Larry Keown. We would also be happy to present this session, “Harnessing the Power of Vision” in the Lander community.

Contacts: WAM  
Monique Ojeda  
307-632-0398

Mary Randolph  
Wyoming Rural Development Council  
307-777-6430

Reference: “A Guide to Strategic Planning for Rural Communities”  
USDA, Rural Development  
Office of Community Development

Reporter's Building, Room 701  
300 7<sup>th</sup> Street, SW  
Washington, D.C. 20024  
800-645-4712

2. A limiting factor to growth in Lander appears to be water. Therefore, land use planning on a watershed basis is critical to defining Lander's future water supply and demand. The local Conservation District is actively engaged in a watershed planning process and should be commended for undertaking such a complex process. The decisions that result from this planning effort will have short and long-term effects on Lander's growth and future. The community must become more active in this planning process to ensure decisions reflect the goals and objectives of the community. The Wyoming Department of Agriculture has developed a Coordinated Resource Management (CRM) program that might be useful in the watershed planning process. CRM provides a tool to allow committed individuals, landowners, local governments, state and federal agencies, and non-governmental organizations to work as teams to more effectively manage resources at the local level, while preserving private property rights.

Contacts: Conservation District Watershed Planning  
Bobbie Frank, Executive Director  
Wyoming Association of Conservation Districts  
307-632-5716

Coordinated Resource Management (CRM)  
Wyoming Department of Agriculture  
Grant Stumbough, Manager, Natural Resources  
307-777-6579

References: "Environmental Planning for Small Communities – A  
Guide for Local Decision-Makers"  
EPA Office of Research and Development  
Center for Environmental Research Information  
26 West Martin Luther King Drive  
Cincinnati, OH 45268

"Wyoming Coordinated Resource Management"  
Wyoming Department of Agriculture  
2219 Carey Ave.  
Cheyenne, WY 82002

## **COMMUNITY CONFLICT**

*“In a vital community, conflict is inevitable and often healthy. The goal is not to eliminate conflict but to prevent it from escalating in destructive ways and to seek peaceable outcomes.”*

**John Gardner, 1990**  
**“On Leadership”**  
**The Free Press**

Many individuals addressed the issue of conflict in the Lander community. Issues in conflict ranged from water supply to hospital relationships to planning to governmental coordination. Inherent in a community that is growing is conflict. A successful community will harness the energy driving conflict and not allow it to become destructive. Rather, they will convert this energy into addressing and resolving issues. The limiting factor in most communities is they do not know how to accomplish this by framing issues, pacing work, managing levels of community stress, or conducting value discussions to seek common ground. As group dynamics in the community mature, they are better able to address issues that create conflict.

### **Recommendations:**

1. Offer conflict resolution workshops for community leaders (both formal and informal leaders). Many of these sessions last from ½ to 1 day and there are numerous specialists who offer such sessions. These sessions could be included in the Leadership curriculum addressed above.
2. Utilize facilitators in meetings who understand and can facilitate groups through conflicting situations. Many facilitators are available in Wyoming from the private and public sector.
3. Consider “Coordinated Resource Management” for those issues that involve natural resources, e.g. water, planning, recreation, grazing, timber, etc.

Contact:           Coordinated Resource Management (CRM)  
                          Wyoming Department of Agriculture  
                          Grant Stumbough, Manager, Natural Resources  
                          307-777-6579

## **TRIBAL RELATIONSHIPS**

The team was made aware of the great potential for mutual benefits with improved coordination between the community of Lander and the Wind River Indian Reservation (Eastern Shoshone and Northern Arapaho Tribes). The scope of cooperation on a broad range of community issues reaches from student retention in schools to economic development to tourism to use of natural resources. The relationship of being neighbors

opens the door to an infinite array of opportunities that will require developing a more trusting and effective working relationship. Many of the barriers to achieving this goal are cultural misperceptions both ways. Tribal participation in the assessment provided a foundation of common issues and ideas to establish a beginning.

Common issues with Lander citizens included: Affordable housing, employment, medical care, voice in government, business development, intergovernmental cooperation, and transportation. Issues that reflect distress between the tribes and Lander include: Investment in the Indian community, outreach to tribes, tribal voice in local government, segmented communities, recognition of fiscal and civic contributions, cultural misunderstanding, tribal government operations, discrimination, etc.

### **Recommendations:**

1. Build on the assets and strengths of the two communities – cooperation, joint projects, positive history of Lander and tribes, diversity, welcome feeling, schools, and churches. Work toward a seamless community that addresses common issues and solutions that benefit both communities. Begin with a non-complex process issue, e.g., Joint Community Issue Coordinating Committee composed of tribal and community representatives. Begin by working on the process of coordination, in lieu of, substantive issues. Trust is an absolute foundation to build upon. Gradually begin addressing issues of common interest, such as cultural understanding. The key is to achieve successes that demonstrate cultural differences can be overcome and used as strengths to address common issues.
2. In October 2001, the Wyoming Rural Development Council, State of Wyoming, and others will be co-sponsoring a workshop titled “Developing Effective Working Relationships With Indian Tribes and Organizations.” This workshop was offered in Thermopolis last April and was such a success that many agencies requested an additional session be offered this fall. I would recommend that government and community (elected officials, hospital board/administrators, school board/administrators/teachers, chamber board/administrators, law enforcement, business, etc.) leaders plan on attending the October 2001 workshop. This three-day session could be held in Lander if the community chose to become a co-sponsor.

a. Contacts:

Larry Keown, Larry D. Keown & Associates  
307-673-4838

Mary Randolph, Wyoming Rural Development Council  
307-777-6430

3. Consider an abbreviated workshop, described above, that would begin addressing specific issues common to Lander and the tribes. This would be a workshop initiating dialogue on common visions, goals, and tasks that are of mutual benefit.

- a. Contacts:

Larry Keown, Larry D. Keown & Associates  
307-673-4838

Mary Randolph, Wyoming Rural Development Council  
307-777-6430

4. Work with University of Wyoming Outreach to develop an in-service curriculum for teachers in the local school districts about understanding Indian culture. Currently, this effort is in the development stages in Riverton.

- a. Contact:

Amy McClure, The Outreach School  
University of Wyoming  
307-856-8651

5. The Lander community and tribes must jointly work on business development issues, such as doing business in Indian country. A workshop is offered through the USDA Rural Development office in Riverton.

- a. Contact:

Billie Kirkham, USDA Rural Development  
307-856-5383

6. The community of Lander might consider hosting a cultural awareness day to enhance cultural understanding between the tribes and community. This could include an exchange of cultural activities and exhibits, job fair, workshops, educational opportunities, etc. This would be an excellent first project for a committee established in recommendation Number 1 above.

### **INTERGOVERNMENTAL COORDINATION**

This issue cropped up repeatedly under the context that government entities do not coordinate very well on joint projects or projects that contain joint authorities. Examples include the Loop Road (county and Forest Service), water (state, federal, tribe, city, county, conservation district, etc. agencies), transportation (state, county, tribe), land management (federal, county, conservation district), etc. Many projects appear to be stalled or issues not addressed due to differing priorities and availability of resources (skills, funding, time). The only effective means to address intergovernmental coordination is communication. Agencies must meet and dialogue regularly about common issues, particularly as they relate to broad land management planning issues.

The Big Horn Mountain Country Coalition is a consortium of local and federal agencies in and around the Big Horn Mountains that effectively faces, addresses and coordinates common issues and projects.

Recommendations:

1. A similar effort as the Big Horn Mountain Country Coalition could be initiated in the Lander area. Agencies that should be considered in forming a local coalition might include: BLM, Forest Service, Fish and Wildlife Service, Wyoming Game and Fish, DOT, City of Lander, Fremont County, Winder River Indian Reservation, Popo Agie Conservation District, etc. The following people were instrumental in initiating, organizing, and implementing the Big Horn Mountain Country Coalition.

a. Contacts:

Don McCracken, Executive Director, Big Horn Mountain  
Country Coalition  
307-548-6153

Ken Kerns, Former Sheridan County Commissioner  
307-655-2427

Larry Keown, Larry D. Keown & Associates  
307-673-4838

Mary Randolph, Wyoming Rural Development Council  
307-777-6430

**James G. (Jim) Thompson**

*Rural Sociologist/Community Development Specialist  
Department of Agricultural and Applied Economics  
Rm C-220 Agr Bldg  
University of Wyoming, Laramie, Wyo, USA 82071  
307-766-4204/2386; Fax 307-766-5544  
jtgoss@uwyo.edu*

**Overview of Lander and the greater community of Fremont County:**

I volunteered for the Lander assessment team because I think the greater community of Fremont County, including Lander, Dubois, the Wind River tribes and Riverton is the most complex human community in the state. As such it poses interesting management and development challenges. The region is one of the most physically beautiful in the State, containing enormous resources---cultural, environmental and historical. Lander itself is an intense microcosm of the larger county, containing all the above resources but compressed into a smaller space.

As a community sociologist I was struck by two characteristics of Lander, which I feel are the most defining in influencing how it will develop. First, the community has this incredible mix of interesting people who are varied in every way...geographical heritage, talent, values, ethnicity, wealth and sophistication. Second, the community has this superb physical setting with rich environmental features contained in a land base that is 80 percent public land with good public access. These two features offer tremendous potential but create strong challenges for orderly development and civil governance. I was impressed with the high degree of tolerance and civility which the people who spoke with us treated one another---even those with very different values. I know this has been a learning process in Lander, the results are encouraging. But I also heard almost every group expressing concerns about how the physical development and planning (or the lack, thereof) is proceeding.

Since I am just one member of a team and a sociologist I confine my remarks to three of the “softer” or harder to define problems that we heard about:

1. The “hospital problem”, or what to do about the negative perceptions that at least some community members have about Lander Valley Medical Center.
2. How to get younger people more involved in local community development and governance.
3. How to continue improving relations between the larger Lander community and the community of the tribes and the Wind River Indian Reservation.

## **The Hospital Problem**

There may or may not be a problem with how the Lander Valley Medical Center (hereafter, hospital) is being operated. But I heard enough comments to conclude that there is a major problem in that at least a substantial number of people perceive that there is a problem. When a substantial portion of the clientele of any service institution believes there is a problem this impedes the ability of the organization to function at an optimal level. I recommend that an appropriate governing body commission an evaluation study of the hospital. I suspect that this is a better way to resolve this problem than to simply let the issue fester and eventually resolve itself in an inefficient manner.

I *suggest* that the appropriate body should be the County Commissioners. I do not think it should be the hospital board. Any study that they commission will be suspect just by the nature of their relationship to the hospital's owner, LifePoint Hospital's, Inc. One approach would be for the County Commission to appoint a five or seven member evaluation committee and instruct them to hire an experienced health/medical evaluator to conduct a formal evaluation. It would be appropriate to have a hospital board member be a member of the committee and to have a state health representative also. The current director of the hospital might be asked to be an ex-officio member of the committee.

I suggest contacting one of the following for help in organizing such an evaluation and in selecting a capable evaluator, or evaluation firm.

*College of Health Sciences, Dr. Robert Kelly, Dean; or Dr. Beverly Taheri-Kennedy, 307-766-6556. University of Wyoming, Laramie.*

*Center for Rural Assistance, Sheila Knopp, 970-491-5579. Colorado State University, Ft. Collins, CO 80523*

## **Getting Younger Folks More Involved**

This issue referred to two groups; school age youth---elementary, high school and college people; and, young adults in the approximately 20 to 40 year range. These are two distinct groups that require different approaches, in my opinion. My experience is that the school age folks really like to be more involved but our society has an unfortunate tendency to *disempower* young people and then wonder why they act out. The answer in my opinion is to treat school age people like, well...people. Give them real responsibility and real power. Nationwide we have put young people "on hold"... "...when you get out of high school then you can..."... when you get out of college then you can...". Most youth are more sophisticated and talented than previous generations, so this disenfranchising really alienates them. Every community we go to we hear that the youth have nothing to do. I heard it when I was in high school. The answer is to involve young people in solving their own problems. But to do that you have to let go, trust them, let them share authority and give them real resources.

Here are some possibilities, but every community varies, the correct answer is to ask the young people what they *really want to do.... making it clear that all things possible are on the table for discussion and action!*

- a. Have meetings with student clubs and groups and local civic groups, i.e. the

C of C, the Pioneer Museum group, the Leadership Corporation. I suggest you don't ask school administrators to "organize" these meetings...this is another way of disempowering students. Meet directly with them. Decentralize the process. Organize a committee to get things started...the "Young People's Community Development Committee". Then guide existing adult clubs and organizations to students. You do need a quick win or example. Pick a project; give some students some resources and opportunity. Once one group succeeds, others will get the idea. Start "junior" clubs if you do not already have them...a junior City Council and County Commission, have their elected representative be actual ad hoc members of these groups. Encourage a student to actually run for election, if they are 18 they can hold office in Wyoming...now that will get them going.

One caution is too not leave whole groups out. We still tend to focus too much on certain groups, like athletes. There are so many other students who have so much time and energy. Particularly pay attention to who is left out...computer geeks, newcomers, certain ethnic groups...by reaching out you teach by example how to be an inclusive society, a civil society.

- b. Encourage young entrepreneurs and have them help solve the community's

Job development problem. Because of the Internet and media, it is easier than ever for young people to actually get involved in starting and running a business. Again, we make young people wait too long, or they have to leave Wyoming to get the resources they need to do a business. Help a high school student start a business, like Web site designing and maintenance, let them make some real income, like \$10,000 in a year and watch what happens. Why are we so afraid to let a high school student make real money?

There are numerous resources to assist youth entrepreneur programs:

*"Rural Entrepreneurship through Action Learning (REAL)", Rick Larson, Director, 115 Market Street, Suite 320, Durham NC 27701, (919) 688-7325.*

*Wyoming Association of Municipalities, Monique Ojeda, Training Coordinator, (307) 632-0398.*

### **Continue to Improve Relations between the Tribes, the WRIR and the greater Lander Community**

We were glad to see that many people who addressed us recognized that local Indians who are tribal members and/or living on the reservation are also part of the

greater Lander Community. It appears that relations have continued to improve between these communities. But there is always more to do. My own experience is that the most effective way to further relations like this is to not focus directly on that process but to pick very specific projects/actions that need doing and get different groups or communities to do them together.

The tribes have just finalized organization of a Community Development Corporation. So it seems like a good time for the whole Community of Lander to come together and start working on one or more joint project that could assist the entire community. Business recruitment and expansion would seem to be a fertile area.

Contacts:

*Wind River Community Development Corporation, Pat Bergie, Program*

*Coordinator, (307) 332-3084.*

*Fremont County Association of Government, (307) 856-5033*

*Leader Corporation, Mike Stotts, Vice-President, (307) 332-4730*

*McCormick Marketing/WEDA, Paula McCormick, President, (307) 332- 5546*

## **LANDER RESOURCE TEAM ASSESSMENT MAY 15-17, 2001**

### **WHAT WAS SAID AT THE INTERVIEWS**

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

- What were the major problems and 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?

We have listed below, without comment, what we heard from those who volunteered to be interviewed.

#### **What are the major problems and challenges in your community?**

- Visibility to viable markets
- Ditto
- Making contact w these markets
- Need a Cultural center
- Low turnout/low interest in the assessment
- Perception that tourism isn't an important industry
- Highway construction interrupting flow of tourists
- Ditto
- Air & ground transportation problems
- Ditto
- Need for a new museum
- Need central location for events and cultural activities
- People aren't sure if they want to promote tourism; want the benefit w/out the cost
- Common focus or goal of the community for long & short term
- Reservation for reservation & Lander to work together on tourism
- Water distribution center needs overhaul
- Water –need more
- Need to do better job promoting use of horses for recreational purposes
- Need to tie museum in w/ reservation & history of the area
- Water – need to keep up w/ growth (in town & outlying areas)
- Solid Waste
- No night life for young adults
- Ditto

- Focus on tourist season year round rather than just summer
- Marketing of tourism needs to be broader/it's too narrow
- Courteous polarization
- Diverse community can be a challenge
- Need a museum /need destination point
- Need high-speed telecommunications services
- Need a museum
- Ditto
- Need to work closer w/ reservation/learning how they do things
- Don't have enough dedicated resources for tourism (manpower & money)
- Need someone to coordinate community activities
- Need merchants to co-sponsor events
- Need leadership in economic development
- Gasoline prices & the impact on tourism
- Transition from old tourism facilities to new facilities
- Concerns about health care facilities & change in management
- Limited infrastructure is challenge to attract employers
- Small economic base to add to infrastructure
- Community cannot generate \$ from tax base for recruiting new businesses
- Redundant telecommunications needed for business recruitment
- Transportation/small roads
- Limited water & land resources
- Ditto infrastructure
- Diversity of opinions to the need for industrial development
- Need cohesive vision
- Community won't welcome economic development/only want specific type of industry
- Summer tourism is so big that residents are treated like tourists in Lander
- Residents travel to Riverton to shop
- Tough to expand business in Lander
- Ditto infrastructure- utilities & roadways
- Poor customer service in retail stores
- Difficult to attract big businesses
- Community needs an incubator to fund grants for small businesses
- Need to provide resources for those wanting to start a business
- Land –only 16% privately owned
- Water
- Lack of county planning
- Tough to survive as a small business
- Diversification of economy

- Need a focused economic development effort
- Very poor marketing of Lander
- Poor transportation
- Poor communications system/need more infrastructure
- Need to provide more jobs to youth
- Environment for starting a new business in Lander is difficult
- Unclear vision/unclear who we are
- Community needs a vision
- Have run off businesses interested in moving to Lander
- Need to target businesses for recruitment
- Dependent on government to assist w/ economic development, need to do this ourselves
- Lander doesn't welcome growth
- Pro-active & reactive in economic development
- Most things rotate around non profits (NOLS) need to diversify
- Need more support for business growth
- NOLS recruits from outside Lander/ no jobs for spouses
- Need more good paying jobs
- Shopping and cultural activities are limited
- Community needs to define what is appropriate economic development
- Need more cultural activities
- Need to market small specialty shops
- Focused development
- Difficult to recruit young, single employees
- Community leaders don't appreciate profit motive – elected officials, school board, etc.
- Young employees are high risk recruitments & therefore it's hard to get a job
- Lack of support/ more people need to attend a assessment session
- Wind river reservation
- Lack of community participation /no participation from business community
- People are tired of attending meetings & getting no results
- Need more of a focus on business
- Diversity without linkages
- \*Ditto
- Lack of affordable housing
- Lander has a different growth standard than what is judged nationally
- Lack of services for youth
- Lack of workforce preparation for youth to stay in Lander
- Better knowledge of the benefits of being in Wyoming
- City meetings at the same time

- Educate our youth for a global economy
- Lack of adequate parking
- Need for better community education around issues
- \*Ditto
- Major decisions are left to a few due to people leaving the table
- Projects are stalled by “process”
- Diversity is a barrier to understanding
- Everyone is feeling stretched for time
- Maintaining your history with growth
- \*Ditto
- Need a large space to bring our community together
- Need a community cultural complex/facility opera, symphony, fine arts community meetings, museum, library
- Lack of awareness of available services
- Funding Issues – funding is in current dollars rather than real dollars
- Big communities gets more support
- Current industries in Lander can’t bring long term stability and growth
- Need to move from a traditional economy to a higher tech economy – less reliance on government, ranching and mining jobs for economic growth
- Children are leaving the community
- Duplicative efforts among government agencies
- Maintaining quality of life while achieving economic growth
- \*Ditto
- Need to develop the concept of the river running through town and walkway through town
- Need education on public lands management for K-Adult
- Need for affordable housing
- Limited housing
- Homeless population
- Not utilizing assets on the reservation
- Working ranches are being bought up by absentee landowners
- Issues surrounding drought
- \*Ditto
- People go to Riverton to shop for staples
- \*Ditto
- Need a larger ranch, feed and supply store
- \*Ditto
- The community of Lander needs more understanding better education around federal and public lands use as it pertains to agriculture
- \*Ditto

- Agriculture is being pulled by many different interests, and concerns are not being heard by the state and federal government.
- \*Ditto
- Jack Morrow Hills outdoor education plan cut usage of permits on land by 2/3
- Lack of fiber optics availability
- Need better understanding and education around the benefits that agriculture and its revenue provides to Lander
- \*Ditto
- Prices to sell and buy ranches is set by grazing rights
- Estate tax needs to be decreased
- Need to market our community for tourism
- Federal regulations are overwhelming the local ranchers
- People have hard time making living, stores open and close
- Cost to operate business high
- Develop a good work force – chicken and egg situation, low pay scale, hard to attract good qualified workers
- Secure qualified work force
- Attitude of businesses – minimum wage, need to pay more
- State is people poor – cannot generate cash to maintain economy
- Finding balance of quality of life and economy
- Inferior water system
- No master development plan – infrastructure
- Why can't Lander draw businesses (new) – diversify
- Population growing older – lack of opportunity for younger people
- Town lacks certain amount of enthusiasm as people grow older
- No opportunities for young people to go to college and return
- Limited resources – financial, taxes, making opportunities in community, competitive salaries, investments by community to make things happen (paid person),
- ditto
- QOL stalemates growth (can't do attitude)
- Lack of direction in city and county government – leadership/focus on projects
- Apathy – people get tired, those who carry ball don't get substitutes
- Recruitment of workers – can't pay big city salaries
- Volunteers getting burned out – tired of carrying ball on projects/programs
- Affordable housing, rental market pathetic
- County cannot seem to get all communities (Riverton, Lander, Hudson, Jeffery City, etc.) to agree on projects, e.g. roads
- Micro-management by citizens to use funding, territorial, lack of trust on use of tax dollars, no end dates, accountability, poor preparation of needs/ballots, etc.
- Shortage of safe, decent affordable housing

- Seeing more Native Americans employed in Lander
- Segmented communities that are non-inclusive - ditto
- Have no thoughts about Lander
- Patient care is on downslide b/c of staffing problems
- Lack of handicapped accessible housing in Lander
- Lander needs to invest in the Native American community & more outreach is needed
- Native parents have no voice in Lander High School
- Native Americans need a voice in local government
- Every year UW says they want to work w/ tribes & then nothing happens
- Tribes are not recognized for financial and civic contribution they make to Lander – tribes are unappreciated
- Difficult to get financing for housing on reservation/Native Americans can't get loans - ditto
- Lack of capital for housing or business development
- Ditto – tough to work w/ banks to get capital b/c of trust lands (they can't be used for collateral) - ditto
- No representation or voice on Lander School Board for students on the reservation
- Lack of understanding of how the tribal governments function
- Need a better understanding of sovereignty
- Need better coordination between schools on reservation as kids move on to high school – kids are struggling
- Lack of education about tribal government
- People in Lander and Riverton think their money goes to support reservation – this is false & needs to be better understood
- Broaden vocational training & opportunities for students that are not interested in attending college
- Acknowledge that racism, discrimination & prejudice does exist – this needs to be recognized
- Teachers on & off the reservation don't have an understanding of the Indian culture
- Lander needs to work w/ the tribes to make this a joint community
- Native Americans are expected to conform to Lander culture when they attend schools off the reservation
- Have to commute to Riverton to buy things
- Not enough to do
- \*Ditto
- Underage drinking
- Drug abuse
- \*Ditto
- Lack of activities for everyone but especially youth
- \*Ditto
- Lack of activity results in drinking and drugs

- \*Ditto
- Fighting outside of school
- \*Ditto
- Not enough to do for little kids and teenagers
- Need for a recreation center
- Dragging main is a waste of time
- Lack of opportunities that other states might have: Theatre, concerts, cultural and art activities
- \*Ditto
- 7-12 nothing to do
- Lack of pride in the school (Cheerleaders, letter jackets, gossip)
- Lack of respect for teenagers from adults
- Not enough electives in school to prepare for school
- \*Ditto
- Lack of year long planning by teachers – everything happens at the end of the year
- Same math being taught in 7<sup>th</sup>, 8<sup>th</sup> and 9<sup>th</sup> grade (redundant)
- Uses of land (Alkali)
- Redundant coursework in
- Lack of funding for school activities (extracurricular)
- Retirement community creates lack of youth activities
- Vandalism
- Teacher pay
- Safety issues due to law enforcement focused on the bar issues
- New ideas for traditional teachers
- Talk about Teen risk issues, but they don't do anything about it
- Favoritism to athletes (especially males)
- \*Ditto
- Teachers turn the other cheek to bullying
- Teachers losing interest in students
- No interest from teachers close to retirement
- More variety with elective classes
- Lack of Counselors reaching out to all students
- Aging population
- Losing youth/moving away
- No jobs for those moving in to town
- Transient population leads to at-risk students & difficulty in meeting standards
- Prejudice both ways – between reservation & Lander
- Downtown parking is a problem
- Difficult to meet needs of all students – from areas outside of Lander – difficult to provide adequate services to these students

- Access to & availability of telephone lines
- Difficult to deliver academics to all of the students – it's related to socio-economics – and meeting the standards is difficult w/ a diverse group of children
- Need to prepare for influx of Hispanic populations
- More multiply handicapped children w/ greater needs take more time – learning problems require more time of teachers who have limited time
- Economic development growth to include community & schools
- Need local assistance to help find resources for economic development
- Peer pressure among students to have sex and participate in risky behavior
- Administrator & teacher shortage due to aging population
- Fragmentation of rural areas – irrigation systems
- Water supply
- Loss of population in city/gain in county – is it restricted building codes in city? Taxes?
- Infrastructure – problems using tax dollars
- Huge land mass with no population
- Unregulated growth – in county
- Unfunded mandates from federal and state governments (EPA, DEQ, COE, primacy over water dew), ditto
- Job opportunities for well educated youth from Lander limited, ditto
- Business environment (export young people) – treated as a colony by mineral industry –
- Must protect our environment in harmony with mineral extraction
- Education of community on issues –
- Expand better paying jobs in Wyoming
- Teachers and state employees are best mpaid jobs in some areas of Wyoming – people do not understand that and the need for salary (competitive) increases
- Polarization – two extremes on any issue (mostly lifestyle)
- Snow bird community – marketed that way after mine closed and became very successful
- Diversity
- Lack of labor force
- Declining student enrollment – affects taxes, sports classification, work force, etc.
- Retirees on fixed income and contribute less to community than year around residents
- No or few public service announcements
- Lack of good paying jobs
- ditto
- Ability to get along as a community
- Cooperation of groups in a community to accomplish goals or projects
- Many low wage jobs in community
- Housing prices are high compared to wages that are paid

- Lack of affordable housing (\$65,000 and up),
- ditto
- No facility for public use like YMCA or Recreation Center
- Void of cultural exposure for youth
- Parking on Main Street and Downtown
- Equity in the enforcement of city ordinances
- Mosquito Spraying inconvenient, ineffective, and redundant
- Schools need to be structured better with respect to curriculum and administration,  
ditto
- Community is passive reactive rather than proactive,
- ditto
- Apathy
- Hard to maintain a level of community interest on important projects
- Diversity of interests hurts projects because they can't develop consensus,
- ditto
- Lack of community leadership
- Lack of definition leads to poor decisions regarding economic development
- \*Ditto
- Past planning documents have not been implemented
- \*Ditto
- Apathy toward litter in the community
- Enthusiasm for projects dies down due to lack of participation
- Lack of a place for youth to go leads to risky behaviors
- Water quality, quantity and management
- \*Ditto
- Unreliable air travel and other transportation
- \*Ditto
- Planning to keep beautification of outlying areas
- Plan for rural sprawl growth
- Lack of financial access to preventative care for families
- Ditto
- Economic growth through better housing, clean high paying industries, individual consulting firms, and a community that is not dependent on mining industries.
- Ditto
- Development of downtown
- Lack of jobs for spouses coming to town
- Protect the environment
- Lack of low and middle income housing
- Ditto
- Lack of landscaping with native plants (Parks and landowners)

- Ditto
- Lack of expansion of the library – need a place for kids to go (good technology resource)
- Lack of paying attention to the needs of low to medium income owners
- Lack of recruitment of stable businesses to town
- Poor job market
- No jobs for kids
- Property tax structure encourages breaking up large ranches due to residential classification rather than agricultural classification (higher taxes)
- Improve diversity (attract a black staff person)
- Ditto
- 40% tobacco use among teens 20% alcohol rate for kids
- Out migration of patients
- Expansion of services to reduce out migration
- Lack of financial access for preventative healthcare
- Lack of transportation to health care facilities
- Reservation does not have enough money to hospitalize Native American patients
- High cost of property and housing
- Lack of jobs
- No health care provider on weekends
- Common community perception that the care at the hospital is low quality. Employees underpaid, understaffed, moral issues, survey indicated that there was a problem)
- Ditto
- Ditto
- Government employees have insurance, but others (small business employees and owners) do not have medical coverage
- Out migration of patients due to perception of low quality
- Customer satisfaction surveys from the hospital were very positive
- Quality people at the hospital
- Out migration is due in part to no services (heart surgery)
- No money for dentures once coverage is provided for extraction of teeth
- Transition to new owners is hard on a hospital
- Discrepancy between the public's perception of quality and the customer satisfaction survey
- Nothing for teenagers to do (leads to risky behaviors drink, drugs, teen pregnancy)
- Ditto
- Ditto
- Ditto
- Ditto

- Lack of meeting the needs of all the people in the community (low to medium income)
- Need jobs for disabled population so they are not dependant on Medicaid
- Lack of aggression in recruiting business (anti-business, anti-growth)
- Community is aging without an influx of families
- Public officials
- Courthouse not “family first” attitude
- Lack of water to develop major industry
- Inversion of air into valley which leaves smog
- Low wages
- High prices
- Lack of youth services
- Lack of community center of adequate size
- Community participation is limited
- Lack of community services awareness
- Poor marketing of Lander & Fremont County (“Nebraska” is better marketed)
- Poor communications system
- Lack of non-alcoholic activities for youth & young adults
- Difficult environment for new business
- Not clear who we are & what we want to be
- Apathy within community to participate
- Wanting other people to be responsible to get things done/bring customers through the door
- Lack of youth activities available, esp. high school age
- Lack of high speed internet lines
- Remoteness from major distribution centers (cost to get goods here – can’t keep prices low enough to compete with super stores)
- Low wages vs. high land prices
- Lack of decent air transportation service
- Lack of focused effort for economic/community development
- Lack of interest by city to set a serious budget amount for economic/community development
- Tribal board appointments in Lander committees – having them chosen as board members based on their professional backgrounds like other appointees, rather than as representatives of the tribes
- Getting the public to understand the needs of the age community
- Water
- Medical costs too high
- Need business – major industry
- Funding problem for community projects

- Housing costs too high
- Wages too low
- Jobs for youth
- Lack of scholarships for high school graduates
- Public transportation between communities
- Land owners closed minded
- No classical music on radio
- Housing costs too high
- Alcohol and drugs, tobacco use
- Teenage pregnancy
- School drop outs
- Jobs for youth and individuals with disabilities
- Housing for elderly
- Low minimum wages
- Transportation for elderly
- Elected officials grew up in Lander and lack fresh ideas
- Drinking
- Low snow pack
- No public transportation
- Loop Road is bumpy
- Pay to get into athletic events
- Lack of sufficient infrastructure to attract and support new businesses (phone/fiber optic), transportation (air service, access to interstate system, rail service)
- Lack of a diversified economy (overly dependent on agriculture and tourism) and insufficient mixture of light industry, manufacturing, and e-commerce
- Lack of skilled and educated labor force
- Lack of diversified business economy (clothing stores, western stores, farm and ranch supply stores, implement dealers, athletic/sports equipment stores, affordable family restaurants)
- Lack of aggressive growth oriented city council (overcome status quo, need banker, business, or real estate motivated individuals)
- Lack of understanding of Lander community on role of agriculture and economic viability
- Lack of community goal setting
- Lack of programs for youth – start up and die out
- Lack of access to preventative health care

**What are the major strengths and assets of your community?**

- Beautiful mountains & deserts
- Natural resources

- Wildlife/horses
- Friendly people
- Ditto
- Beautiful scenery
- Proximity to mountains
- Unique geology
- History
- Positive attitudes
- Mainstream beautification
- Friendly People
- Low population
- Access to back country
- Ditto small town
- Well positioned for future for nitch tourism
- Cultural tourism
- Reservation/historical sites
- NOLS
- Well off old folks are attracted to Lander
- Many niches to draw from that are attracted to Lander
- Heritage tourism
- Strong leadership to promote certain community activities & events (i.e. bronze pieces on main street)
- Major Construction on Togwotee Pass 2003-2008
- Outstanding performing arts group
- Strong support for performing arts
- (Can see stars)
- Cultural resources/fine arts talent at high school and fine artists in community
- Tribal artists
- Dancers
- Jazz festival
- Ditto leadership
- Ditto cultural arts
- Proximity to Sinks Canyon
- Education levels in community are high
- Beautiful location
- Natural resources
- Branch of community college
- Proximity to trail heads and opportunities to develop these
- Diversity of wildlife
- Ditto

- Photo opportunities/scenic landscape
- Good medical facility
- Diversity in people
- Physical Environment/natural resources
- Quality of life
- Low crime rate
- Access to public land
- Quality of life
- Character of town is defined by diversity of personalities
- Main street is attractive
- Diversion for commercialism
- Quality of life
- Committed group of people focused on economic development
- Relatively hassle free
- Government is easy to work with
- Open loving people
- Easy environment to live in/level playing field – all people are treated equally
- Lack of class structure
- Reservation is positioned well to be team players/ they are open for dialogue
- Quality of life
- Attractive for retirees
- Access to fly fishing
- Good environment/ no urban stress/lack of pollution
- Very tight community
- Sense of community /not overdeveloped
- Friendly community
- Influential people live here
- Part of the state of Wyoming/low taxes
- Open to newcomers
- People want to be here
- Diversity of Natural Resources
- \*Ditto
- Public more aware of natural resources than they were 30 years ago
- Diversity – experience, background, religion can be utilized to help solve problems
- \*Ditto
- Caring people
- \*Ditto
- Strong sense of community and individualism
- \*Ditto
- Community has a rich history which can be translated to economic development

- Community has the ability to capitalize on Dude Ranches in the valley
- Cultural events in the community are strongly supported
- European and Indian cultures could be captured
- There are efforts that are currently being developed effectively -Jail, NOLS, High School, Museum for the American West, Dubois Library
- \*Ditto
- Issues become personalized through sparse population and relationships
- Artistic and historic culture is reflected in the work that was done on the main street project
- Quality of life
- Privacy is respected
- Conformity is not forced
- Safe environment, clean air
- People are supportive, open, and responsible
- Natural Resource base, public lands, pristine environment
- \*Ditto
- Quality of life in Lander is a major asset
- Diverse group of interests that provide input on how public lands should be used
- Many people move to and invest in Lander for the public land
- Farming and ranching industries provide the open spaces in addition to our public land
- Lander has a slow steady economic and population growth rate (not booming and busting)
- Excellent access to public lands both in quality and quantity
- Good community spirit/investment in the community
- \*Ditto
- Willingness to work together/agencies partnering
- Good climate
- \*Ditto
- Ranching culture
- Caring and friendly people
- Community is safe, beautiful, Rural Development
- Lander cares about it's business
- Good optimistic medical facility
- \*Ditto
- Centrally located to the state
- Green trees and grass is due to agriculture
- Openness to new innovative technology in agriculture
- Greatest strength in Lander is our Ranching community being stewards of our land
- Aesthetically pleasing community and extremely efficient

- We have capability for tourism
- Intellectually superior community provides good resources and flexibility to meet economic challenges
- \*Ditto
- Tree City USA qualification, and “City of Bronze” status
- Geographic location and esthetics
- Friendly community
- Talented people – artistically, professionally, choice to live here, ditto
- Safe place to live, although police force underpaid,
- ditto
- Honest people, ditto
- Mountains, climate, vertical snow
- Open spaces created by agriculture --- strong community who wants to preserve
- Natural surrounding
- ditto
- Excellent schools
- People are survivors – when mineral business shut down, people survive and adapt
- Central Wyoming College in close proximity – could be developed more, use to meet community needs (training)
- NOLS brings in good people, their strength is community strength
- Riverton/Lander hospital combination
- Nursing program and CWC
- High government employment a strength by contributing to economy, stable
- Medical services – infrastructure and personnel
- Cooperative City Council
- Hospital has made a good attempt to reach the native American community – care is positive
- Some County commissioners want to work w/ native Americans and want to work on projects together
- History of Lander – was originally part of the reservation – this will help to forge ties
- Diverse community – strong Ag community, NOLS, many special interest groups, etc. – not all right or left wing
- Willingness of Lander companies to work out on reservation - specifically construction companies, will subcontract w/ Shoshone tribe.
- New businesses are beginning to come to Lander
- ditto
- Diverse community, open-minded
- Feel more welcome during holiday events – feels comfortable here attending community events
- Good school district – good educational opportunities - Lander has best educational system in the county

- Some churches in Lander go to church events on the reservation & invite Native Americans to attend their church events in Lander
- Small close knit community
- \*Ditto
- Strong Community
- \*Ditto
- Good understanding and support for the bonding of the high school
- Good place to raise kids
- Beautiful spot to live, close access to nature
- Good Businesses
- Mountains, close to Jackson
- \*Ditto
- Caring community (bond issue, senior citizens home)
- \*Ditto
- Lack of prejudice in the community
- NOLS helps to preserve the nature we do have
- Small, conservative, safe community
- New High School
- \*Ditto
- People, and businesses willing to help with student activities
- Good for old and young people and ranching
- \*Ditto
- Smaller classrooms
- Community supports athletics
- \*Ditto
- Community centered around the high school
- Outspoken community
- Strong support system for the school
- Active parents
- Strong Parents in Education
- Diversity in community
- Cultural activities in Lander are encouraged
- High expectations for students/parents try to prepare students for the world
- Students do well in college/have good educational background from Lander
- Core group of educators in district that are involved in community
- Lander Children's Museum
- Ditto – nice to have museum near the tribes
- CWC
- Integration of tribes into school system
- Economic & social diversity

- NOLS – very supportive of community & employment opportunities
- Beautiful scenery
- Children in Lander appreciate their surroundings & easy to connect surroundings to education
- Nature conservancy
- Healthy minded community
- Lifestyle – great place to live, short distance to wonderful experiences
- NOLS building and new motel/convention center
- Snow birds
- Quality of life – good hunting, fishing
- Senior center –
- Environment – air, setting, mountains
- Diverse population – NOLS, retirees,
- Medical community and services
- Vigorous retirees
- School system
- Near areas of state that attracts tourism
- Golf course
- Parks and recreation department programs
- Wind River Training
- Small percentage of people who do all the work are more appreciated by others here
- Many local community groups who do good things for Lander
- Diversity and strength of population from people outside of area
- Locals are beginning to accept new ideas from outsiders
- Mountains
- Close proximity to pristine wilderness
- Not that far from major city
- Hospital in Lander
- Bronzing Company
- Ability to camp in City Park,
- Ditto
- ditto
- American Legion Baseball in park
- In wintertime, park is ice rink
- Swimming Pool
- Willingness for the community to partner and work together
- Ditto
- Ditto
- Volunteerism
- Ditto

- Ditto
- Ditto
- Environment
- Ditto
- Great school system
- People who are not judgmental, open minded
- Good diversity socioeconomic, attitude, age, geography
- Friendly community
- Beautiful place to live
- Ditto
- People born and raised in Lander are very open
- Ditto
- Great networking with people who have backgrounds rich in experience
- Ditto
- Lander is not like Jackson
- No wind
- Good programs for youth under 12, volunteer structure to support it
- Ditto
- Music at the Lander Bar
- Business community has been very aware of not sprawling, revitalizing of old building
- Ditto
- Lack of support to the recycling project
- Ditto
- Good recreation activities within 30 minutes
- Ditto
- No gangs
- Ditto
- Lower crime
- Ditto
- Setting is beautiful
- Ditto
- People want to be in Lander
- Ditto
- Lander once was called the Mayo Clinic of the West
- Ditto
- People are hardworking, honest, caring
- Ditto
- Diverse population in such a small town (not common in small towns in Wyoming)
- Ditto

- Redoing the streets
- Ditto
- Bond Issue for the high school
- Ditto
- People in community, partnerships, volunteerism
- Ditto
- Ditto
- Recent influx of vigorously retired people (life experience)
- Parks and recreation department (low cost of sports camps, conservations camps)
- Community College provides community classes that are low cost (computers, pottery, etc.)
- Community pool
- Parks
- NOLS
- Wind River Mountains
- Great people
- Quality of life
- Sense of community
- Environment – beauty, air, quiet, water
- “Open” people – accessibility
- Diverse population
- Attractive Main Street
- Historic western town and feel
- Central state location
- Diversity & education level of its residents
- Beauty of location
- Rich in history
- Friendliness of people
- Backcountry opportunities
- Charm of Main Street
- Free camping
- Senior citizens center, meals on wheels
- Climate, sunshine
- Beautiful, good hunting/fishing
- Good sense of community
- School bond issue
- Good place to live
- The people
- Community college
- Volunteerism

- Schools
- Nonjudgmental attitude of people
- Diversity
- Friendly
- Programs for youth
- Welcomes newcomers
- Outdoors, mountains, great views
- Nice people
- Wildlife
- Good people
- Concerts
- Good food at senior center
- Good medical facility
- Good scenery
- Shopping is good
- Fishing
- New chamber leadership
- Improving cooperation between chamber, city, and Leader Corp
- Quality of life
- Volunteerism
- Mountains
- Partnerships of groups
- Wind River Reservation
- Health

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

- More annual festivals/arts events
- Planned development
- More festive atmosphere
- Recognition /Emphasis of ranching heritage
- Major museum in completion
- Ditto
- Growth in town/rather than growth from rural areas in
- Ditto
- Managed growth
- New high school, museum, highway between Lander & Riverton expansion
- Beautification for entrances to town/gateway
- Inspirational entry point

- DSL in two years (50% of households)
- Expansion of NOLS
- Development of strong economic development committee
- Development of projects: software companies; lone eagles
- Opportunities for young people to stay in Lander
- Opportunities for businesses in Lander
- Continuation of restoration of buildings along main street
- Zoning changes to promote heritage and beauty of town
- Theme for downtown
- More bronze monuments /promote city of bronze
- Expanded business park
- Ditto
- Growth of nitch businesses /antique stores
- Increase population to 10,000 to 12,000
- Steady slow growth
- High-capacity telecommunications/need major telecomm. Backbone to Lander
- Need to focus job development efforts better
- Need to recognize tourism & industrial businesses & cater to them
- DSL
- Need access to better technology
- Internet market place /incubator in 5 years
- Legitimate business park (non-industrial)
- Business Incubator in 2 years
- Major planning effort to focus on open space, clustering & planned annexation
- Marketing plan that is consistent w/ Lander's culture
- Need business park w/ sewer, water, gas & telecommunications
- Major water project
- Museum project
- More housing
- New parks/needs to evaluate facilities & upgrade
- W/in 2 years – need an arts gallery that reflects Lander
- Cohesion on main street similar to what has started at Lander Bar
- Focus on state designated back ways & byways
- Money to preserve old main street buildings & rehabilitate them
- Need infrastructure for new affordable housing areas
- Need government dollars to assist w/ housing areas
- Target So-Ho market – promote telecommuting
- Study those that have moved to Lander & why they moved here & target this market
- Promote consultants & independent contractors/ programmers
- Need improved air transportation/county needs to commit to regional airport

- Need another airline competitor or more flights
- An artists park where variety of arts can have retreats classes
- Support for the arts – in an expanded role
- Ditto airlines & get the state involved
- World Class vocational training opportunities for young people
- An economy where our young people can stay
- Clusters will be different than the original design
- In two years, a communication mechanism is designed (i.e. National Coalition Building Institute)
- Expanded Businesses
- Parking problems addressed
- Glass recycling plant
- Continue to support main street historic district (sidewalks, lights)
- Telecommunications infrastructure
- We need opportunities for youth
- New High School with capacity for community functions
- Community facilities to accommodate large gatherings for meetings. Conventions
- Water management plan
- Free activities for youth
- Planned Economic growth in small businesses (technology, virtual business, small scale enterprises)
- Enhance water flow and quality (Popo Agie)
- Further develop the walkway to enhance the community
- Manage the flow of the river so it doesn't dry up in the summer
- Development of the River naturally going through town for recreation, aesthetics
- Take advantage of natural resources and history
- Public transportation system
- Barriers broken down between Lander and the reservation (clear up misconceptions)
- Indoor recreation facility that is community, family oriented (similar to Rock Springs and Rawlins facilities)
- A mechanism to help develop and provide economic growth of small businesses in Lander through facilitated recruitment and marketing
- Plan for economic development so we don't lose the quality of life issues
- Programs to help with natural resource projects for schools (wetlands project)
- Ditto
- Walk in and Yes programs developed
- Ditto
- Museum completed
- Ditto
- Second off stream storage reservoir

- Ditto
- Form an agricultural cooperative organization to support industry and agricultural businesses
- Ditto
- Need local input to federal regulations before they are enforced
- Ditto
- We would like to see more tourism (come but not stay)
- Like to see agriculture related open spaces retained
- Water shed management that addresses the needs of all the users
- More retail businesses/Coops to capture shopping needs
- Community based activities that would help integrate youth through retirement age
- Better maintenance of roads and allowing ranchers to help
- Need a batting cage
- Need to help ranchers ability to purchase ranches
- Build a tram to take allow people to ride up sinks canyon
- Need a hobby store
- Tram for Popo Agie falls
- I-Trolley for downtown Lander
- New high school plans include developing the beta test site for Cisco into a full-scale 24 hour operation.
- Equity and fairness in property tax (rural and city)
- Attraction of small businesses
- Transportation – getting in and out of Lander and products
- Improved infrastructure – water, phone, high school, telecommunications,
- Ditto
- Ditto
- Master plan on expansion – subdivisions, growth, etc.
- Ditto
- Ditto
- Ditto
- Opportunities for youth to return with jobs and fair salaries
- Better recruitment for business
- Set standards higher – go for something higher than minimum wage businesses
- Local government funded position for community development, planning, grant writing, recruitment of new business, etc.
- Pave Loop Road, could be promoted as an attraction (snowmobiling)
- Upgrade Loop Road – not necessarily paved, turnouts, parking, etc.
- Class to teach teachers about the Indian culture
- More safe, affordable housing
- More Native Americans participating in all segments in Lander

- Designation of countywide landfill super site -this needs to be planned for immediately
- Would like to not see a specific Native American segment on the assessment – they should be able to participate in all the groups - not a separate group
- Jobs for kids that graduated from Lander to be able to live here – more tribal member college graduates living here
- More native American owned businesses
- More Native American people employed in Lander
- Integrated small business structure that sustains a stable economy
- More Native American cultural education
- ditto
- Less prejudice in native & non-native American communities
- Courses for all students - high school & CWC - to assist in backfilling jobs & traditions on the reservation –to transition to employment opportunities on the reservation
- Allow for telecommunications fiber optic projects to include reservation – need to improve telecommunications
- Make progress on substance abuse problems within the community as a whole – need to build trust first to heal community before the problem can be addressed
- Recreational center or YMCA for youth
- More housing in Lander & on reservation
- Pool tables that are not in a bar
- New school and recreation center, dance hall
- Ditto
- Under 18 club
- Ditto
- More teachers in the school who really care
- More elective classes
- Recreation Center
- Ditto
- Facility that would bring concerts here
- More lanes on the highway between Riverton and Lander
- More businesses to employ and give students a place to hang out
- Motorcycle and ATV park
- More shopping
- Ditto
- Recreation Center for families
- Better education system to prepare students for college
- More community service projects to make Lander a better place to live
- Youth night at some of the different facilities
- Drive-in movie theatre

- Ditto
- Recreation Center with games section
- A place for youth between 18-21
- Mall
- Classes for hobbies, special interests and arts
- School sponsored senior trip
- Sponsor more activities like project graduation, prom, BBQ, after graduation parties
- Keep the hospital open for job opportunities when we come back to the community
- Things to do that are smoke free, and drug free
- Solid deliverance of standards & curriculum – need cohesive plan
- School system needs to do a better job getting out info on what we are doing, what we are doing & how it will impact the students
- Pioneer museum
- Progress in improve transportation – airlines that are on time, with reasonable rates, better maintenance of roads, lower expenses to ship products to Lander
- Better utilization of state school
- Bring younger families to Lander that can maintain a life
- Mineral industry needs to enhance minerals in Wyoming rather than simply export product
- More conventions and conventions centers
- Protected open spaces and maintain viable agriculture
- More efficient use and storage of water – even out,
- ditto
- May need upstream water storage and flood control
- Pass 1% sales or capital facilities improvement taxes
- More interest in becoming elected officials in community
- 2-5 year goal – Need for business park to attract business, business planning, a place where businesses can set up shop and go, and training
- Recreation center – racket ball, etc.
- Moderate income housing (\$90-120) homes with water and sewer
- Younger people involved in running of community, city council, boards, school boards, planning commission, leadership, etc. Long learning curve for new leaders
- Fiber optic communications to provide technical job skills in high tech sector
- Health Fairs provided by a variety of medical professionals,
- ditto
- Museum,
- ditto
- More and better parking in downtown
- Weekly or daily public service announcements that cover more public issues
- More public education about what dogs, cats, and horses need for care,

- Ditto
- ditto
- Develop more access to public land
- Youth center with classroom facilities
- Business Incubator
- Art Incubator
- Networking Database of Lander Churches to provide seniors low cost home maintenance
- Art Center
- More integration between the community and Junior High and High School
- Community wide energy conservation to capitalize on solar energy
- Development of a business leadership network
- Ditto
- Something more for youth to curb the risky behaviors
- Ditto
- Work closer with the schools on prevention of risky behaviors
- Free clinic for medical care
- Tax structure to support the expansion of the museum and library
- Ditto
- Recyclable Center that is supported and utilized
- One place where citizens could go to learn more about services that are available (especially for low to middle income)
- Education Outreach businesses (Elderhostel, guides and outfitter mentors, natural history outreach with museum)
- Use the outside resources (historic sites, Sinks Canyon)
- Diversify businesses
- Ditto
- Leave the loop road just as it is
- Ditto
- More extensive walking paths (up the loop road)
- Ditto
- Ditto
- City Council or Chamber aggressively recruit business in the area (tax relief, tax incentive, lower cost property, less people working 2-3 jobs)
- State of the art convention center
- Forum for the hospital to listen to the community and be more responsive of needs
- Development of Business Leadership Network to employ youth with disabilities so they can stay in our community (keep them off the street, help with self-esteem)
- Development of a teen center \*Ditto
- Integrate Native Americans into institutions

- Not enough motels for large events (1A, 2A sports) not enough places to eat, no motel with a pool, no discount
- Free clinics for medical care for low income
- Non-profit hospitals
- Empower the Hospital Board of Directors
- Hospitals involved in community activities (help their reputations)
- Higher paying jobs, lower housing costs, jobs with health benefits
- Hospital is looked upon and respected as a high quality services because of joint ownership with the Riverton and Lander hospitals
- Compassionate and caring staff at the hospital similar to Casper and the way it was in the early 70's and 80's
- Adults who set an example for our youth (no open containers, smoking on high school grounds)
- Organized, fun, structured activities for youth to help alleviate risky behaviors
- More day care facilities
- Recreation center for kids
- Better playground equipment at parks
- Non-smoking restaurants & bars
- Increase size of medical center
- Develop old high school into small business mall – crafters, artists, etc.
- A comprehensive business retention and expansion project that includes production agriculture as a business. (Locally driven project)
- Recreation Center for kids
- Large community center
- Youth center
- Zoning
- Historic Main Street
- Develop & implement “marketing Lander” plan that is consistent with Lander’s culture
- Youth center
- Funding for Historic Lander
- Retail/Lodging combined meetings/association
- Recreation center
- Water treatment plant enlarged
- Business park (not industrial) – potential to bring in higher paying tetchier/professional jobs
- Building codes that require new structures to fit in with historic look of Main Street
- Permanent animal shelter
- Park amphitheater – outdoor
- A second water storage unit (lake) down river of current one or enlarge current one

- Public education of the help and \$ support the cattle industry provides to the community – that permitting fees from public lands pays for wildlife habitat improvement, snow fences, water tanks, etc.
- Hunter safety education to include proper behavior when hunting on leased public lands; i.e. opening and closing of gates so cattle don't get out.
- Better maintenance of public roads on public lands
- Keeping teaching curriculum unbiased – not preaching vegetarianism which is a personal philosophy
- Fiber optics
- Co-op agriculture stores to ensure success and decent prices
- Stable business
- Good jobs and higher wages
- 14 millionaires move to town
- More radio in town
- Public transportation
- Development of a business leadership network
- Major business/economic business coming to town, nonpolluting, non-corrupting the life we have
- Free medical clinic – prevention, social services
- Museum
- Recreation and social programs for youth
- Pioneer museum
- Horse racing
- Softball/fastball
- Small car race track
- New high school
- Museum
- Addition of new NOLS location
- Oil the Loop Road
- Good air service
- New high school
- Expansion of business district with rezoning and parking
- Relocation and expansion of community college
- Expansion of CWC class offerings
- Construction of 4-lane highway Lander to Riverton
- Reconstruction and spot improvements on Loop road
- Construction of museum
- Construction of new community center and convention facility
- Construction of new or expanded recreation center with basketball, volley ball, and weight training facilities

- Construction of a new elementary school and junior high school
- Improved water storage and delivery to better utilize snow pack
- Improved and maintained health of ranching resource
- Free clinic with medical community support for preventative care
- Museum
- Hospital in tune with community
- Hospital Board made up of community members and power for community needs