

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 have 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 Avenue
Cheyenne, WY 82002
307-777-6430
307-777-6593 (fax)
mrando@state.wy.us
www.wyomingrural.org

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Powell Resource Team

October 1-3, 2002

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Process for the Development of this Report

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

The City of Powell requested a community assessment from the Wyoming Rural Development Council. Sharon Earhart of the Powell Chamber of Commerce served as the community contact and worked with the Powell community assessment team leaders in agenda development, logistics, and publicity in town for the assessment. The Wyoming Community Foundation provided a grant to help defray community expenses for the assessment. Resource team members were selected to visit Powell; interview citizens, business and community leaders; and, develop a plan of recommended actions for the town.

The Resource Team visited Powell over a three-day period from October 1-3, 2002. Our visit began with a tour of the town and facilities. During 15 listening sessions, the resource team talked to approximately 200 people and 5 written comments. Participants were 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 Powell?
- What do you think are the major strengths and assets in Powell?
- What projects would you like to see completed in two, five, ten, and twenty years in Powell?

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

The preliminary findings were presented to the people of Powell on October 3, 2002.

Following the preliminary findings meeting, this formal written report was prepared and presented to the town of Powell.

Executive Summary

There are many strengths that Powell has to build upon to have a successful future. To become and maintain a vibrant, sustainable 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. The work is not on just the big jobs; it is also on the small ones that can be achieved quickly.

There are a number of short term, accomplishable recommendations that the assessment 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 has 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, especially in a small community. Each small step, every accomplishment, no matter how limited, is movement in the right direction toward achieving Powell's goals. It can be done! It is your choice, your decision; you can do it.

On behalf of the Powell Resource Team, I want to thank the people and businesses of the community, and our sponsors, the town of Powell and Chamber of Commerce, for the hospitality shown to us during our stay. Thank you!

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 here to help you in any way that we can.

Sincerely,

Treva Blumenshine
Team Leader
And
Mary Randolph
Executive Director

Resource Assessment Team Members

Powell, Wyoming Resource Team September 9-10, 2002

Treva Blumenshine, Team

Leader

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tblume@state.wy.us

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Wheatland, WY 82240
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1949 Sugarland Dr., Suite 118
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307-672-5820, ext. 4
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Wyoming Business Council
300 So. Wolcott, #300
Casper, WY 82601
307-577-6012
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Dept. of Health
Office of Telehealth
202 Care Ave.
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307-777-5511
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Debbie Popp

Small Business Development Center
P.O. Box 3922
Laramie, WY 82071
307-766-3505
E-mail: debk@uwyo.edu

Rod Proffitt

Washakie County Planning Office
1001 Big Horn Ave., Suite 104
Worland, WY 82401
307-347-2741
E-mail: rodbp@trib.com

Local Contacts/Coordinators

Sharon Earhart

Powell Chamber of Commerce
111 S. Day
Powell, WY 82435
307-754-3494

Powell Community Assessment Agenda
September 9-10, 2002

Tuesday October 1, 2002

8:30 am Breakfast at Commons
9:30 am Tour of community and Facilities
10:30 am Listening session with Higher Education Group
11:30 am Lunch
12:45 pm Listening session with Service Organizations
1:30 pm Listening session with Newcomers
2:30 pm Listening session with High School Teachers
3:30 pm Listening session with Elementary teachers
5:00 pm Supper

Wednesday, October 2, 2002

8:00 am Breakfast
9:00 am Listening session with Local officials
10:30 am Listening session with Law Enforcement/Firefighters
11:30 a.m. Lunch
1:00 p.m. Listening with Financial/Economic Development
2:30 pm Listening session High school Students
4:00 pm Listening session Utilities/Industry
5:00 pm Listening session with Retail/Chamber
6:00 pm Supper
7:00 pm Listening session with Ag/Rural

Thursday, October 3, 2002

8:00 am Breakfast
9 and 10:00 am Listening session with Health/Social Services/EMT's
11:00 am Listening session with Clergy
12:00 pm Lunch
1:30 pm Back to Common Area
2-5:30 pm Preparation time for Town Meeting
5:30 pm Supper
7:00 pm Town Meeting

What We Heard From What Was Said

After listening to citizens of Powell, the Resource Team reviewed what was said and condensed the comments into a few major themes. These are not in any particular order.

Youth

- Lack of jobs
- Substance abuse
- Lack of activity
- Leaving Powell
- “Can Do” attitude
- Work ethic
- Caring
- Progressive
- Team players

Facilities

- New high school
- Recreation center
- Mental health
- Outdoor swimming pool
- Fairgrounds
- Hospital

Communication

- Internet
- Cell phone service
- Internal within city
- Intracommunication with Cody
- With state government
- Fiber optics

People

- Positive attitude
- Pride
- Volunteerism
- Leadership/cooperation

Economic/Community Development

- More jobs and higher wages
- Diverse business (ag/retail/commercial) community
- College expansion
- Retain downtown businesses viability

Quality of Life

- Small town atmosphere
- Location
- Outdoor recreational opportunities
- Good place to raise a family
- Health care
- Good public services
- Good water
- Climate

Recommendations Submitted by Resource Team Members

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

A primary contact for general assistance and funding is the **Wyoming Community Network** (www.wyomingcommunitynetwork.com). The Wyoming Community Network was developed to help communities develop plans, expertise, and infrastructure to take advantage of economic and community development opportunities. An affiliate of the Wyoming Rural Development Council, the Wyoming Community Network is a clearinghouse of information for communities. The website has a community development database, has links to funding sources, and can match communities with agencies and organizations that can provide assistance.

Resource Team Reports

Powell Community Assessment Report

Treva Blumenshine

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Wyoming Department of Transportation
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INTRODUCTION

Thank you, Powell Valley Chamber of Commerce and the City of Powell for the wonderful hospitality, time and visit. This was my first time I had spent in Powell, and I was very impressed with the city itself and the residents. So many positive aspects of the community were shared throughout the listening sessions. It was evident to me that Powell pride is strong. I really did enjoy my visit and the opportunity to be on this community assessment team.

SOCIAL SERVICES/YOUTH ISSUES

Challenge:

In a majority of the listening sessions, a concern arose for the awareness, education and prevention of substance abuse with both alcohol and drugs. The concern seemed to be mostly centered on the youth who are drinking and using illegal substances, especially meth.

In these sessions, the issue of youth have nothing to do was addressed. Expanding the well-developed recreation program, currently for ages under 12, to incorporate the older ages and adults is a possibility. Hopefully, by finding productive alternatives for the youth, they will find it unnecessary to find unsafe alternatives.

Mental health facilities also were mentioned as a challenge for Powell. It appears that facilities in the area are being used, but more are needed. It may be possible to coordinate with other mental health alliances in the county or surrounding towns to build or finance a facility to be used by several agencies and/or Northwest Community College.

Solution/Contacts:

Several agencies at the state level may be able to offer guidance and direction in helping to combat the substance abuse issues facing Powell.

Safe Drug-Free Schools and community grants, which are funded by the U.S. Department of Education, are available to school districts through the Wyoming Department of Education.

Contact:

Dr. Paul O. Soumokol
Wyoming Department of Health
Hathaway Building, 2nd Floor
Cheyenne, WY 82001
307-777-7168
PSOUMO@educ.state.wy.us

Other Contacts:

Sharon Guerney
Wyoming Department of Health
Division of Substance Abuse
Hathaway Building, 2nd Floor
Cheyenne, WY 82001
307-777-6885
SGUERN@state.wy.us

Diane Galloway
Director
Wyoming Department of Health

Division of Substance Abuse
Hathaway Building, 2nd Floor
Cheyenne, WY 82001
307-777-6494
DGALLO@state.wy.us

The Learn and Serve America school-based programs offer grants to develop high quality, service-learning programs for K-12 graders. These programs provide school-aged youth with classroom and community opportunities to develop their academic and civic skills by addressing real-life problems in their communities.

Contact:

Kathy Scheurman
Wyoming Department of Education
2300 Capitol Avenue
Hathaway Building, 2nd Floor
Cheyenne, WY 82001
307-777-7843
KSCHEU@educ.state.wy.us

Cathy Lyman
WCNCS
Herschler Building 1W
Cheyenne, WY 82001
307-777-5396
CLYMAN@state.wy.us

BIKE PATHS/WALKWAYS

Challenge:

During several of the listening sessions, the team heard the need for bike/pedestrian pathways throughout the Powell area.

Solution/Contacts:

The Wyoming Department of Transportation offers several grant possibilities for a community to build bike and walking pathways through an area. Transportation Enhancement Activities (TEAS) are for those projects located on or adjacent to the State Highway System (SHS). Transportation Enhancement Activities Local (TEAL) are for those projects that are sponsored by local entities and generally located off or away from the SHS. These competitive grants can be used for projects ranging from the restoration of historic transportation facilities, to bike and pedestrian pathway facilities, to landscaping and scenic beautification for roadways or downtowns, and to the mitigation of water pollution from highway runoff.

Contacts:

For the TEAS and TEAL programs:
Dave Young

Local Government Coordination
Wyoming Department of Transportation
5300 Bishop Blvd.
Cheyenne, WY 82009
307-777-4275
Dave.Young@dot.state.wy.us

Vic Strube, P.E.
WYDOT District Engineer
Box 461
Basin, WY 82410
307-777-568-3425
Victor.Strube@dot.state.wy.us

FACILITIES

Challenge:

During every listening session, the desire to have a Powell recreation center arose. The reasons ranged from a place to go as a family, to a place for the youth to hang out, to a place to workout. Such a strong desire should be explored.

Also, many comments were voiced on the need for a mental health facility. A partnership with Northwest Community College could be considered. Some of these funding contacts may be researched.

Solution/Contacts:

Funding ideas for the recreation center, mental health facilities, etc. include:
Kresge Foundation
www.kresge.org

USDA-Rural Development
Federal Building, Room 1005
100 East B. St., PO Box 820
Casper, WY 82602
307-261-6300
<http://www.rurdev.usda.gov/wy>

For foundation information, contact the Foundation Center of the Web at www.fdncenter.org. for \$19.95 per month, you are allowed unlimited searches for foundations that meet your criteria.

Brad Miskimins
Grant and Loan Program Manager
Herschler Building, 3W
122 West 25th Street
Cheyenne, WY 82001

307-777-7309
BMISKI@state.wy.us

ECONOMIC/COMMUNITY DEVELOPMENT

Challenge:

Powell seems like an investment-ready community with the new commercial business parks, Northwest College Center for Technology and Innovation, and Plaza Diane: Business Center. It seemed throughout the listening sessions that it is difficult to maintain a strong employment base because of low wages and opportunities.

Another area of concern that was discussed in almost every listening session was the need to keep the youth in Powell. It seemed throughout the sessions that employment opportunities and wages are not adequate to keep the population base from growing older. In the future, business growth studies and ideas may need to be explored to keep the younger population from leaving the area.

Solution/Contacts:

State agencies are available to guide and assist in economic and community development in a community. It seems like Powell is on the way, but a little more help may be beneficial.

Here are several contacts that may be able to assist:

Leah Brusino, Director
Wyoming Business Council
North West Regional Office
143 S. Bent, Suite B
Powell, WY 82435
lbrusc@state.wy.us
307-754-5785

Drs. Roger Coupal and Tex Taylor
University of Wyoming
PO Box 3354
Laramie, WY 82070
307-766-2386

Contact for Workforce Development Training Program:

Jan Wilson
Wyoming Employment Resources
100 W. Midwest Ave.
Casper, WY 82601
307-235-3200

Powell Report

Lola J. Lucero
USDA Rural Development
1949 Sugarland Dr. Suite 118
Sheridan, Wy 82801
(307) 672-5820 ext. 4
(307) 672-0052 fax
lola.lucero@wy.usda.gov

INTRODUCTION

On behalf of the resource team I would like to thank the City of Powell for the warm, wonderful Western hospitality that was expressed during our stay. The logistics were excellent and it was evident that Sharon and the Powell Valley Chamber of Commerce took extra steps to make the assessment a success prior to our arrival. The food was excellent and thanks to all of the citizens, businesses and students who had a part in making our stay memorable and enjoyable. The City of Powell can be proud of the citizens' commitment to the steady growth of their community and especially the concern for the youth of community. This commitment is very evident by the community support, which made *THE MERC* possible.

The Powell downtown area is attractive with the colored brick, planters, Plaza Diane, The Commons. I was impressed with the number of and variety of businesses, restaurants, and the amount of traffic the downtown area generates.

The City of Powell should be complimented on their foresightedness as they have planned and developed water treatment and storage facilities, electrical generation, business parks and medical facilities par excellence. Interestingly though, there were many comments heard at the listening sessions that indicted further expansion of facilities are needed, such as a recreation center, new high school and an in-treatment mental health center.

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

RECREATION CENTER

The interest seemed to be in a facility that would provide activities for the youth in the age bracket of 13 - 19. The community needs to evaluate the use and programs that will be offered. The center should be big enough to serve the intended purpose but not so big that full utilization would be difficult. If the center is too large, the operation and maintenance costs could be more than the community is willing to pay.

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

Jay McGinnis, Executive Director
Sheridan County YMCA
417 North Jefferson
Sheridan WY 82801
(307) 674-7488
scymca@fiberpipe.net

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

1. Form Joint Powers Board between the City of Powell and Park County.
2. Form a Non Profit Organization.
3. The City of Powell could apply for loans and grants.

Funding sources might include:

1. Rural Development – Community Facility Loan – this would be for a direct loan or grant.
Contact point is: Heidi Stonehocker, Rural Development Manager, 208 Shiloh Rd., Worland WY 82401-8729749. Her phone number is 307-347-2456, Ext. 4. Her email address is heidi.stonehocker@wy.usda.gov
2. Local banks have funds available for projects and the loan can be guaranteed by Rural Development. Contact a local bank or contact Rural Development at the address above.
3. Any of the Bond Councils in the state can help set up bond elections and give advice as to the best bonding route to pursue. Three bonding companies are:
 - a. Borthwick Law Firm, 1312 Capitol Ave., Suite 506, P.O. Box 1124, Cheyenne, WY 82001, phone 307-635-2433.
 - b. Herschler, Freudenthal, Salzburg & Bonds, 314 E. 21st Street, P.O. Box 387, Cheyenne, WY 82003-0387, phone 307-634-2240.
 - c. Wiederspahn, Lummis & Liepas, PC, 2020 Carey Ave., Suite 700, Cheyenne, WY 82001, phone 307-638-6417.
4. State Loan and Investment Board, Brad Miskimins. Phone 307-777-6646.
5. A 1 per cent Capital Facilities tax designated for the construction of the recreation center would be a possible funding source. The tax would expire upon completion of the project.
6. The Kresge Foundation provides challenge grants for the construction of community facilities. A community match is required prior to release of grant dollars. A city must pledge and deliver at least a third and as much as half of the projects total costs before Kresge will make a grant. For more information, contact The Kresge

Foundation, P.O. Box 3151, Troy, MI 48007-3151, call (248) 643-9630 or visit the Foundation's website: <http://www.kresge.org/>

7. Private foundations can be found through the Internet at the Foundation Center. Their web site is www.fdncenter.org.

Other Resource Contacts:

Wyoming Community Network, Inc.
GrantStation Insider

WyomingCommunityNetwork/GSInsider@emailfactory.net

Wyoming Foundation Directory
Laramie Co. Community College Library
1400 East College Drive
Cheyenne, WY 82007
307 778-1215

COMMUNITY SERVICES

During the listening sessions, the people of Powell were identified as strength. There is concern about the community, neighbors, the youth and the future of Powell. Powell has many outstanding attributes and qualities. It is evident that the citizens of Powell are involved in various community activities. With the number of activities and organizations already established, the following recommendation is made:

- Compile and publish a list of all the different activities/groups/organizations that exist in Powell. Compiling the report could be a "project" for a civic group to undertake. Results of the report could be useful to promote the services available as well as attract volunteers to help. An example of this was when the medical listening session was asked if there are AA meetings available? There was a response that they thought there was but not certain when or where the meetings were held.

It was mentioned several times the need for a mental health treatment facility that provides short or long term care, i.e. 72 hour hold, 30 day treatment, or longer. Presently a person put on a 72-hour hold is transferred to the jail instead of a treatment facility. If an individual needs long term care, i.e. eating disorder, depression, etc. an individual person must go to Billings or Casper for treatment.

The construction of a facility could be financed by a loan from USDA Rural Development under the Community Facility program. The contact for this program is Heidi Stonehocker, Rural Development Manager, 208 Shiloh Road, Worland, WY 82401-8729, (307) 347-2456, Ext. 4. Her email address is heidi.stockhocker@wy.usda.gov

Another possible source of funding would be Community Development Block Grant dollars. For information contact Steve Achter, Wyoming Business Council, 214 West 15th Street, Cheyenne, WY 82002, (307) 777-2810.

SUBSTANCE ABUSE

The issue of substance abuse, especially with the youth, was mentioned as a problem. There has been numerous youth that have died as a result of traffic accidents. It is evident that additional education of both the youth and the parents is necessary. The education can be conducted similar to the DARE program only at a higher adult level. The tough part will be convincing the parents to attend the classes. The students are a "captive" audience at the high school. There may be a need for an incentive campaign to have parental participation in these classes. The safety of the youth of Powell should be sufficient incentive. It also appeared the judicial system is "lenient" on the fines for underage drinking. It may be appropriate to include the judges in the educational process also. Resources to contact for funding or educational material regarding "at risk" youth and substance abuse are:

Michelle M. Sullivan
Director, Wyoming Programs
Daniels Fund
201 East 5th Street
Sheridan WY 82801
(307) 673-1987
1-866-673-1987
msullivan@danielsfund.org
www.danielsfund.org

Higher Education Center for Alcohol and
Other Drug Prevention
A Center for US Department of Education
www.edc.org/hec

HIGH SCHOOL

The issue of construction of a new high school or remodel of the existing school was evident by the numerous times it was mentioned at the listening sessions. The citizens of Powell would like to have this issue resolved. The State Senators and Representatives from Park County need to address this issue with the Wyoming Joint Appropriations Committee.

REMOTENESS TO STATE GOVERNMENT

It was mentioned that Powell is remote to Cheyenne and the State Government making it difficult to have an impact on policy making and meeting attendance. While this is a problem throughout Wyoming, modern technology has helped reduce the amount of time spent in travel. I suggest that you contact the key people at respective state agencies that you deal with frequently and request inter-active video connection through Northwest Community College for meetings. This will probably take extra effort for several

meetings but once the "habit" is established the timesavings will be worthwhile. The cost of the connection is minimal compared to time and travel costs.

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

Resource Team Report

City of Powell

Rodney B. Proffitt

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Introduction

Thank you for the opportunity to visit your community. I enjoyed meeting some really fine people - people really working together for the common good. The word I kept hearing, and which exemplifies all that I saw and heard is “progressive”. Truly, this is a progressive community looking to the future with pride and willing to work for it.

Since the community has made a great deal of headway other communities in Wyoming can only hope to emulate, much of what we heard were State-wide concerns; such as low wages, limited job opportunities, lack of recreational facilities (especially for 12 to 18 year old people), young people leaving, and school finance/capital construction problems. One unique issue not previously voiced by basin communities that I am aware of, but which came up rather often in the listening sessions, was mental health care and facilities. Another issue that usually comes up in Wyoming communities, but which was not heard in Powell, involves seniors and senior related challenges.

Powell scores very well from an asset-based perspective. The downtown is vibrant and flourishing, there is a stable and ambitious economic development group/chamber, and people are willing to invest financially in the future of their community (ie. The Merc). It has all levels of health care facilities from a good hospital to assisted living and into nursing home facilities. Since mental health and drug rehabilitation are issues in Powell; presumably people see acquisition of services and facilities to fill those needs as the missing pieces in the health care puzzle.

The community has much to be proud of and that pride shows.

The School Construction & Finance Issue

Challenge: According to what we heard, although the community as a whole is maintaining its population numbers, the demographics are changing. Thus, the number of school age children is dropping. However, at the same time school facilities continue to age and must either be replaced or under-go major repairs. This has put the community into a quandary.

If the local issues are not difficult enough, like so many communities in the State, the continuing struggle at the State level only makes matters worse. Fiscal policies are fluid, entities controlling the purse strings have all been re-created, and it is very likely that the upcoming election and legislative session will bring even more changes. Although this is a significant problem, it also offers opportunity.

Fortunately, the community has a new superintendent that many people voiced strong support for, and in which the community appears to have a great deal of confidence. Obviously, it will be difficult for a new superintendent to take decisive action until he gets his feet on the ground. Learning the issues will be difficult, while he gets acquainted with the community. People seem willing to work with this new superintendent to create solutions.

The challenge is two-fold. First, should the community build a new school or renovate the existing structure? Second, if the community decides to build a new facility, where would that structure go, or if it decides to renovate, how does the community enhance the facilities to meet future needs of the community?

Ideas and Contacts: One-by-one, schools impacted by the impasse at the State level have taken the initiative and proceeded forward. Worland, Sheridan, and Casper are among those that have moved on. Even if Powell decides to wait on the State to sort things out, it must still make some local decisions.

My suggestion is that the community crosschecks the findings of the facilities team that evaluated the school structures. I am advised by the National Trust for Historic Preservation (“NTHP”) that unless the architects and engineers are well acquainted with older structures, it is likely they will not accurately assess the structure. There is also a certain bias in favor of building new rather than fixing the old that must be overcome in many instances. In other words, I would urge the community to get an independent analysis of the structures in question to better evaluate the options.

The other finding NTHP made regarding schools is that planning for a new school is often made in a vacuum. The school placement does not take into account traffic patterns, access to emergency services, demographics, zoning and a host of other considerations. A new school is a decision the community will live with for generations, and it should not be done without evaluating all of the ramifications that decision has for the community.

I was struck by comments several people made that contemplated how the City, the County, schools, the County fairgrounds, and Northwest College might work together on a strategic plan for facility placement to everyone’s mutual benefit. I would encourage this kind of collaborative farsightedness; not that it will ultimately prove feasible, but that it will give the community a chance to look at both the “forest and the trees”.

Federal:

Nationaltrust.org - National Trust for Historic Preservation
John Mitterholzer, IV john_mitterholzer@nthp.org
(303) 623-1504; ext. 231 FAX: (303) 623-1508

State:

Capital Financing - Bruce Hayes bhayes1@educ.state.wy.us
(307) 777-6198

Complaints – Dr. Annette Bohling, Deputy Superintendent
abohli@educ.state.wy.us (307) 777-7674

Complaints – Mary Kay Hill, Consultant mhill1@educ.state.wy.us
(307) 777-7720

Small Schools – Larry Biggio, Director lbiggi@educ.state.wy.us
(307) 777-7804

www.k12.wy.us Wyoming State Department of Education (“WDOE”)
2300 Capitol Avenue, 2nd Floor, Hathaway Building

Don Bryngelson
Director of the Wyoming School Facilities Commission
Cheyenne, WY (307) 777-8670

Local:

Duane Edmonds, Member of the Wyoming Board of Education
(4th District - Powell) duanee@wavecom.net (307) 754-9696

Downtown / Economic Development

Challenge: The City of Powell has done a great deal to improve its downtown and make it a showplace for good community planning. We heard no dissent regarding what’s been done, but we did hear some concern for what Powell might do to build on what has already been done. The challenges to maintain and enhance successes are often more difficult than those first steps.

There was also some concern over the stability of an economy built on “beets, barley and beef”. This challenge came in the form of calls for diversification of crops and the economy. I know from my own experience in Worland, that getting farmers with significant investments in equipment, which can only be used for sugar beets, is difficult to say the least; not to mention that the average age of a farmer in Wyoming is 57. These people have spent the better part of a lifetime learning about the nuances of crops their fathers raised and are not inclined to abandon that knowledge and experience.

The final challenge for economic development is past failures. Some people expected a quantum leap in job opportunities and wage hikes, which never happened. A recent

bankruptcy by a major employer that financially impacted many farmers was mentioned several times. Some people are hesitant to get “burned again”.

Ideas and Contacts: Powell is on the right track, and it has taken all the steps that those of us in planning try to get our communities to do. Just because those things that the community wants to accomplish have not been achieved does not mean that they will not come about. Economic development is not a sprint, but a marathon. Results are hard to quantify in the short-term, and may only be that things have not gotten any worse.

The community rightfully takes pride in the downtown; its functionality, its aesthetic value, and its contribution to the community’s quality of life. If I can offer any insights into bettering the downtown, it’s only to preserve and enhance what’s there. The NTHP has a program called the “Main Street” program that has proven very successful. A book of success stories illustrates just how successful. This program goes far beyond the physical environment, and offers a number of creative solutions to marketing, retailing, etc.; keeping the downtown current with successful business practices nationwide.

We received some comment about the downtown’s business hours. Since we were advised the Chamber is already working on this, it’s hardly a new suggestion. However, I add my voice to those that are promoting this. The Merc is experiencing good business on Sunday, and this may be a clue to retailers downtown. It is simply better to set hours according to when the best times are for customers rather than when its most convenient for business owners. I would encourage businesses to work with the Chamber in developing a program that makes products and services available for as many hours and days of the week as possible.

I note that the Wyoming Department of Revenue has built a really nice building on the east edge of Powell. It is my understanding that governmental units wanting to construct new facilities have to justify NOT going into the downtown. The NEPA process allows local input on federal decisions, and that process is not limited to only forest issues. I strongly urge Powell to participate in the decision-making process to locate facilities for State and federal agencies. Community input may mean the difference.

My daughter attends Northwest College. From personal experience, I do have one other suggestion. I have noted that getting from the college to downtown and vice-versa could be improved. My daughter has been without a vehicle and has refrained from going to movies, dinner, and social events downtown because she just didn’t want to make the trek downtown. The distance is not that significant, but the most direct route is slow going and the speediest route does not go downtown. My suggestion is that the community investigate putting in a hiking/biking path leading from the college to the downtown, and that a transportation study be done to see if more college staff and students would utilize downtown if there were better access to it from the school to see if further access issues need to be addressed by the community.

We are working on several recreational projects in Worland; including hiking/biking trails. It was our conclusion we needed a plan to link up various segments with parks,

schools and the river. We also felt that a grant application for an individual project would receive a more favorable response if it were tied to a planned system. Our grant application (90/10 match) to plan for this system was approved less than a week after it was submitted. Given the community's concern for recreational opportunities, and as a draw for college students; a good system of trails would be a good investment.

National:

www.mainst.org/ The National Main Street Center
1785 Massachusetts Avenue, NW
Washington, DC 20036 e-mail: mainst@nthp.org
Phone: (202) 588-6219 FAX: (202) 588-6050

www.doc.gov/eda/ Economic Development Administration
Attn: John Rogers, Regional Director edrmtda@peoplepc.com
P.O. Box 10074
Helena, MT 59626
Phone: (406) 441-1175 FAX: (406) 441-1176

www.uli.org/ The Urban Land Institute
1025 Thomas Jefferson Street, NW
Suite 500 West
Washington, DC 20007 e-mail: unknown
Phone: (800) 321-5011 FAX: (202) 624-7140

www.preservenet.com/ New Urbanism – PreserveNet
Compiles links to resources on traditional neighborhood design.
Find zoning laws, mailing lists, and architects

www.nado.org National Association of Development Organizations
Attn: Aliceann Wohibruck, Executive Director
aw@nado.org
400 North Capitol Street, NW, Suite 390
Washington, DC 20001
(202) 624-8813

State:

www.wydotweb.state.wy.us/ Wyoming Dept. of Transportation
Richard Douglass, Local Government Coordinator
Phone: (307) 777-4384 FAX: (307) 777-4163
Jay Meyer, Bicycle and Trails Coordinator

www.wyomingbusiness.org Wyoming Business Council
Attn: Steve Achter, Director of Investment Ready Communities
214 West 15th Street
Cheyenne, WY 82002
Phone: (307) 777-2807 FAX: (307) 777-2837

Local:

Ken Markert, Park County Planner Phone: (307) 527-8540
Cody, WY 82414 e-mail: kmarkert@parkco.wtp.net

Books:

Streets and Sidewalks, People and Cars

Dan Burden 2000 52 pp

Small Town Planning Handbook

Thomas L. Daniels 1995 305 pp

Understanding Your Economy

Mary L. McLean 1992 245 pp

Parks, Recreation, and Open Space

Alexander Garvin 2001 80 pp

Main Street Success Stories

Suzanne G. Dane 1997 191 pp

Practice of Sustainable Development

Rutherford H. Platt 2000 162 pp

Health Care Issues

Challenge: One might expect a listening session conducted for law enforcement officials to cite drug and alcohol abuse among teens and young people, but we heard this same comment from a cross-section of the community. It was noted that there were a number of programs giving children things to do, but those programs ceased at about age 12. The problems begin about the same time kids grow out of organized events – kids are simply left to their own devices after age 12. There were some comments that this has become part of the community culture – a recognized right-of-passage.

As the saying goes, “Idle hands”. Sure enough, drug and alcohol abuse, vandalism, etc. seem to be common to all sectors of the community during the teenage years. The saddest commentary on this problem that we heard was of the multiple deaths of young people suffered by the community in recent years. Although this is a significant problem in Powell, it is a problem faced by communities everywhere – it’s just a matter of degree.

The community has taught their young people to expect that adults will provide for their needs. Not only have their expectations not been met for organized activities, but also not having ever created their own entertainment and recreation, they do not have the skills or the resources to start. They simply are not adjusting to a changing environment. Those changes are coming at a stage in life when most young people are trying to find themselves anyway, and experimentation is just part of that process.

The challenge is to give young people positive diversions, which are not only good for them individually, but which bond them to the community. Give them new experiences that can also be experiments for teens. One can’t change the need to experiment, but the community can mitigate the problems associated with that process. Hiking/biking trails,

a swimming pool, a recreation center, etc. were all brought up as projects – the challenge being to fund these diversions.

There is no indication that Powell's mental health situation is an anomaly. To the contrary, this truly is a national problem. In the late 80's Denver was going through a financial black hole, but a study of the street people that were appearing downtown found that the homeless problem was unrelated to the economy. The homeless were the marginally mentally ill turned loose from various institutions and left to their own devices. The problem still exists.

Fortunately, Powell is a very family oriented community and family takes care of its own. Unfortunately, the stress and financial burdens placed on the family as a result currently have no outlet, and often caregivers age to the point they can no longer care for those that need them.

Ideas and Resources: Through the listening sessions with high school students, we were told over and over police and business people harass students. It seems businesses do not want students in their stores. Police are placed in a no-win situation protecting businesses by rousting students. It is my observation that people often conduct themselves in a self-fulfilling manner. I strongly recommend more contact between and among Chamber members, police and students (college and high school).

Some communities have instituted ride programs. This entails having a student or other citizen patrol with police. It gives citizens a glimpse of what police must do on the job. There is also the opportunity for annual events, such as a "Student Appreciation Day", an annual picnic with various events like sack races, etc., and annual exchanges, like a "Law Day" where students go through the legal and political process at the local level. Instead of giving seminars on shoplifting and vandalism to businesses, include students. Let students see the problems caused by such actions – the costs to the community, and participate in the solutions.

When I was a sophomore in high school there was a great deal of vandalism on Halloween. The next year, the town gave us walkie-talkies to carry in our cars and we patrolled the town on Halloween. We had a great time. Some of our parents even listened in as they played bridge that night, confident in the fact that we were staying out of trouble and having a good time. Teens want to be part of the adult world and have adult responsibilities – as long as its fun. Also, try fundraisers that pit students against cops and Chamber members. These can be done in any season; golf, tennis, or even pool in the Spring, softball and swimming in the Summer, flag football and a bicycle race in the Fall, and basketball and bowling in the winter.

We are advised the City already has created a recreation district, but that the district revenues are insufficient to build a recreation center or other "big ticket" facilities. The community might consider forming a foundation to support the district; much like it has formed a foundation in support of the hospital. (Since there are medical ramifications to

the challenges being addressed with recreational amenities, it may be that the hospital foundation's mission could be broadened to include fundraising for these projects.)

Right now, the City of Worland is seeking ways it can utilize the old middle school property soon to be abandoned by the school district. One group wants to renovate the existing structure to meet public needs. There are two gyms, a 600-seat auditorium, and a great deal of space for various organizations. Another group wants to demolish the building and sell the property to developers. The money derived from the sale would then be used for public purposes. There is no reason that the City of Powell could not work with both the Fair Board and the school district in a mutually productive way to generate funds and/or make property available for public purposes to achieve the project goals the community has set for itself.

National:

www.nal.usda.gov/ric/ Rural Information Center
Phone: (800) 633-7701 FAX: (301) 504-5181

State:

www.wycf.org Wyoming Community Foundation
Attn: Michael J. Lindsey, President wcf@wycf.org
Phone: (307) 721-8300 FAX: (307) 721-8333

Local:

Charles G. Kepler, Cody
Wyoming Community Foundation Board Member
Phone: (307) 527-7891 FAX: (307) 527-7897

Greg Wyndham

Southeastern Wyoming Resource
Conservation and Development Area Council
304A 16th Street
Wheatland, Wyoming 82201
Phone 307-322-2187
FAX 307-322-4109
greg.wyndham@wy.nrcs.usda.gov

INTRODUCTION

The first hour I spent on your community I questioned what the need was. However, I was there to listen and that is what I did. You are very fortunate to live in Powell, and I believe a large majority of your residences recognize the advantages you have. You are surrounded by nature's beauty, you have great people, and much of the infrastructure in place that makes a community attractive to those on the outside. This may be the shortest report I write because so many of the things communities typically need are already in place. You have done a great job planning for your community and you should be proud.

Youth

Challenge: Every community is faced with this challenge. Since the beginning of time parents have worried about what their children are doing. There are no easy solutions and the problem can not be addressed without involving the youth. You can build the greatest community center in the state, a pool, or a roll-a-blade park but if no one uses it you have not accomplished much. There needs to be a consensus on what is wanted. Then a plan can be developed to accomplish the objective. Several Towns have designated locations where kids can hang out. You have different groups with different interest so you may need more than one area.

Solution/contact: There are a number of facilitators through out Wyoming willing to help, in addition you may want to contact communities/organizations that are trying to address some of the same problems(things to do, drugs, jobs) for assistance contact:

Mary Randolph, Executive Director
Wyoming Rural Development Council
2219 Carey Avenue,
Cheyenne, Wyoming 82002
(307) 777-6430

Bill Hill, Area Coordinator
Big Horn Basin RC&D
208 Shiloh Road
Worland, Wyoming 82401
Phone 307-347-2456 Ext 194

Mike Pence, City Administrator
220 Wyoming Highway 233
Kemmerer, Wyoming
(307) 828-2350
(designated areas for kids to hang out)
(Riverton is also doing this)

Governors Youth Initiative
Wyoming Community Foundation
221 Ivinson Avenue, Suite 202
Laramie, Wyoming 82070-3038
(307) 772-8300

Wyoming Health Department
(307) 777-6494
(Drug abuse prevention)
**Said to contact and they would
designate the person to work in the
Powell area.

Joe Coyne, CANDO (307) 358-6530
Linda S. Wolfe (307) 358-2000
Converse Area Dev. Organization
Job training youth/adults (tech. Center)

INFRASTRUCTURE, HOUSING, FACILITIES ETC.

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

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

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

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

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

USDA Rural Development
(307) 261-6300
100 East B Street
Federal Building, Room 1005
Casper, Wyoming 82601

3. There were a number of comments concerning affordable housing for single mother's etc., in addition to the USDA Rural Development, below are a number of people or agencies that can provide assistance in this area.

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

U.S. Department of Housing and Urban Dev.
www.hud.gov, 307-261-6254 (they can provide additional
direction or information on who might be able to
help with affordable housing.)

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

Capacity Building

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

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

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

AGRICULTURE

Challenge: Agriculture is an important part of the community. The rural feeling and connection with agriculture is one of the good feel things about this community. Agriculture is struggling to survive and it needs young people involved to insure its place in the future.

Solution: Change is hard, very few people enjoy change but it is inevitable. We have to plan for change and not wait for it to happen. A program that is developing a lot of interest deals with land-use diversification. Looking for new markets and new opportunities in the agriculture area may be the only way to insure the survival of the family farm.

Contact: Boyd Byelich,
USDA Natural Resources Cons. Service
Cheyenne, Wyoming
(307) 772-2016 (ext 119)

POWELL COMMUNITY ASSESSMENT

Fran Cadez, J.D.

Office of Telemedicine
Wyoming Department of Health
2020 Carey Avenue, 8th Floor
Cheyenne, WY 82002
307-777-5511 (Phone)
307-777-7127 (Fax)
fcadez@state.wy.us

INTRODUCTION

I would like to express my gratitude to the city of Powell for the warm reception they gave to the assessment team, as well as the candid input community members were willing to share with us. Special thanks go out to Sharon ?? with the Powell Chamber of Commerce, who was our official tour guide and chauffer during our stay and went beyond the norm to ensure our visit was comfortable and very well coordinated.

My report centers around issues related to health care, mental health and substance abuse, as identified by the community of Powell.

Mental Health

Challenge: The need for a residential treatment program for those with mental health and substance abuse issues. A place to hold individuals suffering from acute mental health episodes and subject to emergency detention evaluations and hearings.

Solution: Community members expressed frustration with the lack of any residential treatment programs in the vicinity, to address the needs of those with mental health and substance abuse issues. Of concern, was appropriate placement for those who are placed on an emergency detention hold, due to an acute mental health episode. Currently, these individuals are housed in the jail, which is inappropriate. Clearly, the need exists for comprehensive regional resources to address both mental health and substance abuse concerns.

Contacts: Within the Wyoming Department of Health, several employees are focused on assisting communities in increasing services in the areas of mental health and substance abuse.

Chuck Hayes, MSW
Project Coordinator
Wyoming Department of Health
Mental Health Division
610 Yellowstone Road, Rm 259B
Cheyenne, WY 82002
307-777-5698 (Phone)
307-777-5580 (Fax)
chayes@state.wy.us

Mr. Hayes reports the Wyoming Department of Health is interested in assisting conjoint efforts that address both substance abuse and mental health issues. Systems development funding may be available from the Mental Health Division of the Wyoming Department of Health for these efforts.

Pablo Hernandez, M.D.
Administrator
Wyoming Department of Health
Mental Health Division
6101 Yellowstone Road, Rm. 259B
Cheyenne, WY 82002
307-777-7997 (Phone)
307-777-5580 (Fax)
pherna@state.wy.us

Dr. Hernandez is supportive of community mental health systems development outside the Wyoming State Hospital setting and could be instrumental in assisting with the creation of a community based initiative in this area.

Other resources include:

Richard Patterson, Director
Washakie County Mental Health
206 South 7th Street
Worland, WY 82401
307-347-6165 (Phone)
307-347-6166 (Fax)

Lew Markley, Programs Manager
Washakie County Mental Health
206 South 7th Street
Worland, WY 82401
307-347-6165 (Phone)
307-347-6166 (Fax)
lew@washakiemhs.org

Mr. Patterson and Mr. Markley have been successful in developing independent residential units in Washakie County, for individuals with mental health and substance abuse issues. Low income apartments are available to those with these classifications, as well as anyone else who qualifies for low income housing, including senior citizens and low income individuals or families. A vocational component, originally subsidized as supportive employment, is now self sustaining, with work bid out to community businesses. The program has utilized Wyoming Community Development and HUD funding in its development. The Washakie County program has received national recognition for its efforts.

The Washakie County program is also struggling with placements, other than jail, for those on an emergency detention hold and has teamed with neighboring counties in pursuit of State Implementation Grant funds through the Wyoming Department of Health, to develop alternative placements.

Substance Abuse:

Challenge: Community members expressed concerns regarding issues of substance abuse and alcohol abuse in the community among youth. Acceptance by adults of alcohol use among youth was also expressed as a concern.

Solutions: The Wyoming Department of Health, through its Substance Abuse Division, has several individuals who are assisting communities with these concerns. Park County has submitted an application for State Implementation Grant funds through the Wyoming Department of Health, Substance Abuse Division, which would include funds for the Powell Community to fight underage drinking. Specifically, funds would go towards: 1) developing community readiness and mobilization; 2) needs assessment; 3) prioritizing; 4) resource assessment; 5) targeting efforts; 6) best practices; and 7) evaluation. Information regarding the acceptance of this proposal should be available in the very near future. This matrix can be viewed at: <http://www.unr.edu/westcapt/> Click on Program Planning & Best Practices.

Contact:

Diane Galloway, Director
Wyoming Department of Health
Substance Abuse Division
2424 Pioneer Avenue, Suite 306
Cheyenne, WY 82002
307-777-6494 (Phone)
307-777-7006 (Fax)

David Shavel, Prevention Coordinator
Wyoming Department of Health
Substance Abuse Division
2424 Pioneer Avenue, Suite 306
Cheyenne, WY 82002
307-777-3357 (Phone)
307-777-7006 (Fax)
dshave@state.wy.us

Mr. Shavel provides training to communities through the Substance Abuse Division, focusing on identifying best practices and coalition building for specific program development. Mr. Shavel would be a resource for federal as well as state funding sources to support programs to eliminate underage drinking and associated problems. According to Mr. Shavel, he is able to offer extensive training in these areas to the community.

Additional resources in the Substance Abuse Division include:

Janet Jares, Tobacco Prevention Program Manager
Wyoming Department of Health
Substance Abuse Division
2424 Pioneer Avenue, Suite 306
Cheyenne, WY 82002
307-777-5454 (Phone)
1-800-535-4006
307-777-7006 (Fax)
jjares@state.wy.us

Lawrence Flynn, Substance Abuse Consultant
Wyoming Department of Health
Substance Abuse Division
2424 Pioneer Avenue, Suite 306
Cheyenne, WY 82002
307-777-5828 (Phone)
307-777-7006 (Fax)
lflynn1@state.wy.us

Mr. Flynn assists in the development of projects for co-occurring disorders, specifically, mental health and substance abuse disorders.

Cherri Lester, Substance Abuse Treatment
Wyoming Department of Health
Substance Abuse Division
2424 Pioneer Avenue, Suite 306
Cheyenne, WY 82002
307-777-3355 (Phone)
307-777-7006 (Fax)
cleste@state.wy.us

Other resources include:

In addition, Park County, Cedar Mountain provides inpatient as well as outpatient mental health services through West Park Hospital, could offer assistance in developing community systems of care. Cedar Mountain also provides assistance in addressing substance abuse issues in the Powell school district. Contact persons from that program include the following:

Ivan Kuderling, Director
Cedar Mountain Center
West Park Hospital
707 Sheridan Avenue
Cody, WY 82414
307-578-2421

Dawn Garrison,
Cedar Mountain Center
West Park Hospital
707 Sheridan Avenue
Cody, WY 82414
307-587-3059
dawn@codywtp.net

Jenny Smith, Tobacco Coordinator
Cedar Mountain Center
West Park Hospital
707 Sheridan Avenue
Cody, WY 82414
307-527-7501
jensmith@wphcody.org

Steve Elledge

Director of Field Operations

Wyoming Business Council

300 So. Wolcott, Suite 300

Casper, WY 82601

307.577.6012

FAX 307.577.6032

selledge@wysbc.com

INTRODUCTION

Powell has come a long way since the days I spent with my grandfather in the community. However, Powell still maintains the small, close-knit community appeal it has always possessed. Powell presents itself as good as any community I have visited. Clean, healthy, and comfortable best describe my impression of the area. I enjoyed my stay in Powell and look forward to future visits.

The community has a lot of bases covered when it comes to economic and community development. The community is obviously ready for business and is addressing, or has addressed, most infrastructure elements necessary to classify the area as “investment ready”. Housing continues to be addressed, business-ready locations are being addressed in the development of business parks, employee training opportunities are being addressed both at the college and local levels, health care and senior care appear adequate and are continuing to be addressed, a quality school system is in place albeit there is some frustration concerning physical plant for the high school, and the community is generally upbeat and welcoming toward new business prospects.

I will attempt to cover some less evident areas in this report, provide some additional concepts that could be considered, and take an honest look from the outside – in at some of the weaknesses that may need addressed.

YOUTH

Challenge: A tremendous amount of input was received during the assessment regarding Powell’s youth. Substance abuse and lack of activity ranked at or near the top of list, along with the statewide problem of retaining our youth in the state as contributors and resources once they reach job seeking age and education level.

I will address some of the retention issues (lack of jobs) in the economic development section of this report. In this section I will concentrate on the “nothing to do” and substance abuse issues. For the most part I believe that they are directly related to each other. However, I do think that there are roots for the substance abuse issue that are deeper and more difficult to fix than the “nothing to do” syndrome, which many times is used, or even invented, as an excuse for substance abuse and petty crime issues.

Opportunity: I would propose that Powell consider forming a *Youth Empowerment Council* in the community to activate the Junior and Senior High School students, involve them in community activity, and empower them to face up to critical issues and challenges and participate in addressing them. Issues such as youth activities; substance abuse; social, community, and governmental activities to name a few. I believe this council would allow the youth to participate rather than spectate, learn how to deal with issues, and take ownership in the community. I am most familiar with the Casper model, co-sponsored by the City, the School District, and the Wyoming Medical Center Foundation. Situations addressed in Casper include development of the local skate park; development of a program addressing High School dropouts; a program addressing teen suicide; and attendance with city representatives at a National League of Cities meeting to discuss youth issues. For information on the Casper Youth Empowerment Council and assistance with exploring the opportunity for Powell contact:

Bill Edwards, Casper College ACT Center
125 College Drive, Casper, WY 82601
307.268.2337 bedwards@caspercollege.edu

Challenge: One of the major challenges regarding youth and young adults is particular to communities who include one of Wyoming's seven Community Colleges. That challenge involves incorporating an ever-changing student body into the heartbeat of the community.

Opportunity: Powell has a great opportunity to "recruit" an educated work force, a bevy of potential entrepreneurs, and a solid young citizenry from Northwest Community College.

There appears to be two major community groups at the college, the faculty and staff who work, live, and participate in the community; and the student body, who for the most part exist in their own little world on campus until they move on to further education or out into the workforce. While these students are at the college it would seem there is a great opportunity to introduce them to the assets and benefits associated with being a part of the community. I hope that community orientation and community welcome functions are happening regularly. I would also suggest that local service clubs and other organizations include the College students in as many activities as possible. If there is a Key Club or other similar entities on campus they are great for community contact.

I have also often wondered why we could not take a day or even a week for college student government and process participation at the local level, similar to the high school Boy's and Girl's State functions held yearly in the State. This would provide a combination of familiarization, acquaintance, and networking between the community and the students. It seems logical to think that giving the college students some ownership and pride in the community, even for the brief period they are with us, provides them a sense of ownership and an existing network that they may feel comfortable in dealing with through their careers and lives. If they are passing through

on their way to university, maybe the connection will bring them back with their businesses and their families. If they complete their education at Powell, perhaps they will be so connected they will not want to leave.

This is pure conceptualization by myself at this point. I have no examples or references that I know of that I can share in this report.

ECONOMIC AND COMMUNITY DEVELOPMENT

Challenge: While Powell appears vibrant in the retail and service based industries, manufacturing and industrial opportunities are not readily apparent, whether by circumstance or by design. Small, value-added type industries are an important backbone component of an economy. Where do we get these types of businesses when the nations economy is sluggish and companies generally have their expansion/relocation interests on hold?

Opportunity: Several options are available to communities that are ready for business and willing to step out and pursue it. Among the options are *purchase and relocation, start-up, and local expansion and diversification.*

Purchase and relocation: When things are a little slower nationwide, the opportunities to acquire businesses with existing markets increase. This is an option with great potential for smaller communities as it enables the area to be selective and shop for the types of industry it has targeted and deemed compatible. It also allows for “sizing” businesses to community capability based upon employee numbers, locations, etc.

Interested individuals, partners, groups, and other businesses should be encouraged and educated on the values of this approach to local job creation. When an opportunity is identified a method of communicating it to the community should be instituted. Investors can act individually, partner up, or form a corporation for multiple owners and capital pooling. Other advantages to the purchase of existing business in this manner include local ownership, which increases community support, and entrance into outside markets that may not be readily accessible to the “start-up”. Powell has exercised a similar concept on a much larger scale with the organization of the “community-owned” Mercantile. Businesses of all sizes and all types are on the market daily and may be located and pursued in a variety of ways:

- Local and state economic development organizations are continually recruiting new business. Many of those solicitations can and do result in innuendos from prospects regarding their desire to “sell & retire”.

Contact:

Leah Brusino, Wyoming Business Council
143 S. Bent, Suite B, Powell, WY 82435
lbrusc@state.wy.us 754.5785

Den Costantino, Wyoming Business Council
214 West 15th Street, Cheyenne, WY 82002
307.777.2842

- The Internet provides a host of opportunities to locate available businesses. Some sample sites include:

www.bizbuysell.com
www.businessesforsale.com
- Businesses available may also be located through regional and local newspapers, realtors and business brokers, and word of mouth referrals. Interestingly enough, many of the better opportunities are not advertised.

Startups: Business startups and new entrepreneurial ventures are a necessity in any stable and growing economy. Identification and funding of these ventures has always been a major challenge in business development. The promotion of entrepreneurship is a growing challenge in our country as many of our citizens search for the security of the regular paycheck and benefit package. The entrepreneurial challenge needs to be planted early in our homes and schools. Opportunities for youth to learn of the advantages, excitement, and reward of self-employment and business operation need to be supported and encouraged. In Powell a Youth Entrepreneurship experience has been developed to introduce and encourage youth to explore such options. Contact:

Leah Brusino, Wyoming Business Council
143 S. Bent, Suite B, Powell, WY 82435
lbrusc@state.wy.us 754.5785

Additionally the Converse Area New Development Organization (CANDO) has developed a week long Youth Entrepreneurship Camp opportunity, held several times each summer at the Wyoming State Fairgrounds facility in Douglas and available to youth from all over the state. Contact:

CANDO, Joe Coyne, Executive Director
P.O. Box 593, Douglas, WY 82633
307.358.6520 cando@netcommander.com

One of the biggest concerns facing most startup businesses is financing. That is a difficult mountain to climb for many and actually stalls or inhibits new business. There is no magic answer on how to attack this. Options include “friends & family “ financing; commercial bank loans with or without federal & state program participation or guarantee; investor solicitations and options; grant opportunities; and an option seldom used in Wyoming that utilizes the projected customer as the businesses capital source. The eventual “end user” or customer finances many startups around the country. Many larger corporations need products or components but don’t have the time, desire, or knowledge to enter into the business themselves. I believe that this concept could be

promoted on a smaller scale in the state, as well as at the regional and national/international level. Step 1 in the entrepreneurial experience is a Business Plan. Assistance in all areas of business planning is available in Powell through:

Dwain Heintz, Director, SBDC
Powell, WY 307.754.2139
director@wir.net

Gault & Associates, LLC
216 West Pat O'Hara Drive
Powell, WY 82435 754.7006
ggault@tritnet.net

Additionally, if the business were to be built around a new product or innovation, a potential grant resource would be the SBIR Program:

SBIR Program, Jill Kline
Gillette, Wyoming
307.682.2660 jillkline@vcn.com

Andy Rose, MAMTC
146 S. Bent, Powell, WY 82435
754.4832 andyrose@wyoming.com

Leah Brusino, Wyoming Business Council
143 S. Bent, Suite B, Powell, WY 82435
lbrusc@state.wy.us 754.5785

There are different funding resources being identified and developed in the State of Wyoming for new ventures, including:

Venture West Network, David Languli
P.O. Box 3561, Laramie, WY 82071

Wyoming Seed Capital Loan Program
(under development)
Ben Avery, Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002 307.777.2863

Another great tool for entrepreneurship and startup promotion is the *Business Challenge* Program. This program allows local businesses and service providers contribute to a grant award that is presented yearly to the winner of the challenge. Entrepreneurs submit business plans to a judging panel made up of local and/or statewide professionals proficient in different areas of business, i.e. finance, marketing, lending,

personnel, etc. The winning business is presented with a grant award made up of contributions from the business community. Examples might be \$500 accounting services from a local CPA, \$500 in bank services from a local lender, \$500 legal fees from a local attorney, \$500 in advertising each from different media sources (radio, newspaper, specialty advertising, etc.), \$500 in office supplies or services from a local vendor, \$500 in business meals from a local restaurant, etc. etc. Under this scenario the participation of 20 local businesses would provide a startup business with \$10,000 in assistance, a real grant boost from the community to get the business going. For further information on the Business Challenge program contact:

Leah Bruscino, Wyoming Business Council
143 S. Bent, Suite B, Powell, WY 82435
lbrusc@state.wy.us 754.5785

Local expansion and diversification: Usually one of the most lucrative, and usually the most overlooked, are the businesses in the community with the drive and desire to grow and prosper. National averages for new job creation range show that 80% to 90% of new jobs are created from within, from those entities already in place in the community. Several opportunities to assist in identifying and assisting these businesses exist. Currently underway is the Wyoming Business Survey program being executed throughout the state by Wyoming Chamber of Commerce Executives and the Wyoming Business Council through the local area Chambers of Commerce. A database created from the surveys will provide vital information regarding Wyoming businesses “wants, needs, and plans”. To learn more about the program contact:

Powell Valley Chamber of Commerce
P.O. Box 814, Powell, WY 82435
800.325.4278 info@powellchamber.org

Candy Wright, WCCE
P.O. Box 301, Wheatland, WY 82201
307.322.3977 wbs@communicom.com

Tom Fuller, Wyoming Business Council
Cheyenne, WY 307.777.2807
tfulle@state.wy.us

Numerous funding sources are available for business expansion and diversification starting with the local commercial lending institutions and complimented by numerous state and federal enhancements and gap funding opportunities. To obtain information and location assistance contact:

Leah Bruscino, Wyoming Business Council
143 S. Bent, Suite B, Powell, WY 82435
lbrusc@state.wy.us 754.5785

Engineering, design, implementation, and educational opportunities are available to assist growing businesses through:

Andy Rose, MAMTC
146 S. Bent, Powell, WY 82435
754.4833 andyrose@wyoming.com

And management and educational opportunities to grow your business are available from the SBDC:

Dwain Heintz, Director, SBDC
Powell, WY 307.754.2139
director@wir.net

Diversification of the local business base offers unlimited opportunities. In the Powell area the Agriculture industry provides opportunity for diversification and value-added projects and businesses. Discussions with some who are familiar with the area suggest that much has been developed in the idea stage; some ventures have been initiated – both successfully and not so successfully. One idea that I have heard in several different conversations relates to *Alternative Crops*. The climate in the Powell area appears suitable and the major key, water, appears to be available. Grant Farms in Northern Colorado, a 2500-acre facility, produces enough alternative food crops that they could possibly support a processing facility off of that amount of land. Their crops include *broccoli, lettuce, and cilantro*.

Additionally, one of the fastest growing segments of agriculture is the *Organic crop* segment. New USDA Certification procedures released in mid October seem to put everyone on a level playing field to enter this market. And the European market continues to grow to the point where they are requiring that even the seed itself be organic. One growing organic market that could be of local interest is the *organic alfalfa* market.

For further information of the Grant Farms model, as well as new alternative crops research being conducted through Colorado State University and further information on organic crop opportunities contact:

Ted Craig, Wyoming Business Council
Division of Agribusiness
Cheyenne, WY 307.777.6578
tcraig@state.wy.us

MENTAL HEALTH CONCERNS

Challenge: There was a multitude of comment regarding the need for a mental health facility in Northwest Wyoming. Concerns over the treatment of suicidal individuals and substance abusers were common.

This is not a field I am comfortable with my expertise in, but I felt it necessary to comment based upon the importance placed on the subject by the community.

An excellent resource, or “sounding board” for concepts and resources would be:

Mike Huston, Director
Central Wyoming Counseling Center
1430 Wilkins Circle
Casper, WY 82601 227.9583 473.8066 234.6674

WORKFORCE TRAINING

The Community College is being utilized very nicely for many workforce-training programs. The partnership is one that has obviously been nurtured and developed in a cooperative effort.

Challenge: Continue to develop the area’s workforce in response to the needs of local industry and as a tool for attracting targeted industry, using a “quick response” or “fast track” approach.

Opportunity: The Wyoming Division of Workforce Services has one of the premier workforce development training grant opportunities in the region available to supplement the costs of training new employees or retrain existing employees to meet new business demands. For information on accessing this program contact:

Leah Brusino, Wyoming Business Council
143 S. Bent, Suite B, Powell, WY 82435
lbrusc@state.wy.us 754.5785

The remainder of the opportunity is answering the need for continual identification and/or development of practical training opportunities with easy and immediate access. This is the job of a consortium including Community College staff, Economic Developers, committed businesspersons, etc. A local Workforce Development Council would prove beneficial to the community to address these and other workforce related issues and opportunities.

SUMMARY: I learned a lot about Powell and about how a small Wyoming community can address economic issues while serving on the assessment team. I hope I am able to give back to the community a little through this report. I see a lot of opportunity in the Powell area, and a lot of promise. The “mix” of community leaders, by age and by occupation, is outstanding. One gets the feeling that “everyone” is involved when one

witnesses the community pride evident throughout. If strength comes from numbers I see the community getting stronger as more of your citizens show up to participate and assist in the various community activities.

Don't stop now! Continue to open up and develop new and improved tools, continue to innovate, continue to capitalize on your strengths and tackle your weaknesses.

I am available by telephone, e-mail, and US Mail to address anything included herein in more detail. Sometimes clarifications are necessary and I welcome the opportunity to provide and discuss.

Debbie Popp
Wyoming Small Business Development Center
P.O. Box 3922
Laramie, WY
Phone: 307-766-3505
Fax: 307-766-3406
email: debk@uwyo.edu

INTRODUCTION

I want to commend the citizens of Powell on the pride that emulates from your community. I thoroughly enjoyed my stay. Over and over again, we heard one of the strengths of Powell is its people. Communities are people. It is evident this community pulls together when it needs to, and this community works towards common goals and makes those goals realities. I would concur that your strongest asset is the people of Powell!

Powell has developed a wonderful and attractive downtown area. There is a diversity of businesses now and plans are underway to expand the business base with the development of a business and industrial park. Powell has many talented individuals who share a common vision and are progressive in expanding economic development opportunities. I was especially intrigued by “The Merc” and the overwhelming support it has received from the community. I think “The Merc” demonstrates perfectly how a community can work together to identify needs and come up with a creative solution. Powell will become a model for other small communities.

Special thanks to Sharon and her staff at the Powell Chamber of Commerce for all the arrangements, they made it easy for us to do our job.

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

FACILITIES

Challenge: In every session, the project most wanted in Powell is a recreational or multi-use facility. There seems to be a lack of meeting room space for the public as well as a lack of facilities for youth activities, etc. Right now it seems the public is invited to use facilities at the Community College and at the high school, but it seems times available are limited.

Solution/Contact: Some of the other assessment team members have provided ideas for funding and agency contacts. There may be quite a lapse of time for this facility to become a reality. If a new high school is built in Powell (one option), the community may want to assess the feasibility of using that building versus new construction. Possibly investigating what other buildings are available for a temporary facility.

ECONOMIC/COMMUNITY DEVELOPMENT

Challenge: Many people mentioned that agriculture is an asset to the community, but that traditional agriculture operations should diversify to survive seasonal markets and economic turbulence.

Solutions/Contacts: For the past two years, I have been involved with a team of federal and state professionals providing education and resources in Agricultural sustainability and diversity. We have put together a resource manual addressing this specific area. Our team provided workshops in five communities this past year. These workshops provide resources and tools that will enable professionals to provide technical assistance for agricultural enterprise diversification. These workshops also create opportunities for professionals, producers, and rural communities to share ideas, information, and experiences related to agricultural enterprise diversification. We are open to providing more workshops in the future.

The U. S. Department of Agriculture has produced a tool kit “Alternative Enterprises and Agritourism,” and USDA-Natural Resources Conservation Service’s Grazing Lands Technology Institute has produced an excellent chapter on Enterprise Diversification for the National Range and Pasture Handbook (Butler, 1997). To view this information or request a workshop, please contact Boyd Byelich.

Boyd Byelich
USDA Natural Resources Conservation Services
8416 Hildreth Road
Cheyenne, WY 82009

Challenge: Several comments were made in the sessions about the need for more restaurants.

Solution/Contacts: This is a great opportunity for someone! But before someone opens up a new restaurant, I would recommend a market analysis and feasibility be done. The state of Wyoming will soon have available a market research center. This center will be able to provide valuable information and answer the question “Can another restaurant be successful in Powell?” The information can be defined even further, what type of restaurant would do well in Powell (ethnic, franchise, etc...), target market, location, etc. The Market Research Center will work closely with the Small Business Development Center, Wyoming Business Council, MAMTC, and other economic development professionals. Please contact one of the people below for more information.

Dwane Heintz
Small Business Development Center
143 South Bent St., Suite A
Powell, WY 82435
Phone: 307-754-213

Leah Bruscano
Wyoming Business Council
143 S. Bent, Suite B
Powell, WY 82435
Phone: 307-754-5785

Challenge: Some issues were brought out about limited shopping hours and diversity of downtown businesses.

Solutions/Contacts: The Powell downtown area is a very attractive and inviting shopping haven. I found the types of businesses in this small community is much more diverse than many other communities of Wyoming. It is crucial for Powell business owners to understand whom their customers are and what their needs are to keep the downtown area vibrant and active. The Market Research Center, as mentioned above, will be able to help with many questions concerning clients. Business owners can do some investigative work on their own as well. A common practice is to just ask the customers about what they want, surveys and focus groups may be used, or an independent team can be brought in to do one-on-one consultations with individual businesses.

One strategy that Laramie businesses utilize is to provide a “Gallery Walk” once a month. Several businesses will bring in guest artists or feature work by a specific person for this one night. Advertisements for the event include all businesses involved. The event is held in the evening for approximately four hours. This event has been done for several years and generates a lot of interest. There are many creative ways to promote a downtown area. The Powell Chamber of Commerce can provide the leadership to promote brainstorming on events/activities. Other contacts to assist in this area are Dwane Heintz and Leah Bruscano and other local economic development partners.

YOUTH

Challenge: Substance abuse was a consistent theme in all groups. Substance abuse coupled with the high incidence of accidents and deaths of teens/young adults was especially alarming. Many people expressed the lack of activities for people in the age group of 12-21. Substance abuse is an issue most communities face. Many times we look toward law enforcement or schools to provide the answer, education, and resources. Civic or parent groups can take the lead for implementing programs and they would certainly want to include law enforcement and schools.

We want our youth to become productive and responsible citizens in the community. We can teach our youth decision-making skills, and provide opportunities for them to become more involved in the community. And as was expressed many times in the community sessions, the adult community would like to see their youth stay and work or return to Powell and raise families.

This issue deals with several elements: substance abuse, activities for the 12-21 age group, and job opportunities.

Solution/Contact: My first recommendation would be to compile a directory of organizations that work with youth and provide activities/services available in Park County. This compilation would provide what exists now, but where overlaps or gaps exist. A consideration for the community is to form a Youth Services Council such as in Laramie County:

Wyoming Department of Employment
1510 East Pershing Boulevard
Cheyenne, WY 82001
Contact: Dave Griffin, Manager, Cheyenne Employment Center
Phone: 307-777-3722
Email: dgriff2@missc.state.wy.us

There are many nationally recognized youth programs that provide substance abuse education. Substance abuse is an outcome of making the decision to use drugs. Decision-making, one's values and ethics are characteristics that assist in determining the decisions we make. Programs that provide tools and strategies to develop healthy values, ethics, etc., I believe will go farther to help youth make good decisions. One such program is Character Counts. CHARACTER COUNTS! is a nonprofit, nonpartisan, nonsectarian coalition of schools, communities and non-profits working to advance character education by teaching the Six Pillars of Character: *trustworthiness, respect, responsibility, fairness, caring and citizenship*.

CHARACTER COUNTS! National Office
Josephson Institute of Ethics
4640 Admiralty Way, Suite 1001
Marina del Rey, CA 90292-6610
Tel: (310) 306-1868
Fax: (310) 827-1864

You may want to seek consultation with Connie Scigliano from Gillette, WY who has been trained in the Character Counts program. She can provide more details of implementing this program in your community. Please contact me for Connie's contact information.

Entrepreneurship is a viable alternative to finding employment. There are many programs in the state where youth entrepreneurship opportunities exist. Some programs involve partnering local businesses and the local high school to provide internships/employment/mentoring for students in a business they are interested in. One program, in particular CANDO (Converse Area New Development Organization (CANDO)), provide training in a specialized area and employment opportunities for

students to practice the skills acquired for businesses/non-profits, etc in the local community as well as the state. Joe Coyne, CANDO executive director, targets youth in development of new skills and providing employment opportunities. One CANDO program is Project C.R.E.A.T.E., which provides Wyoming youth, age 14 and up, with employment and technology training, as well as an opportunity to gain real world experience. After attending an initial training session, students become part-time employees of a student-based program and have the opportunity to gain experience in the Information Technology field.

Because project C.R.E.A.T.E is "Project" based, they are always looking for new opportunities to provide businesses with services that provide success. Services include multiple areas of expertise in Website Development. CANDO sponsored youth entrepreneurship camps this past summer to teach business basics.

Joe Coyne
CANDO Tech Center
Box 593,
Douglas, WY 82633
307-358-2000
Website: www.candotechcenter.com

Dwane Heintz with the Wyoming Small Business Development Center has worked with other partners in Park County to provide workshops and other educational opportunities in youth entrepreneurship.

Dwane Heintz
Small Business Development Center
143 South Bent St., Suite A
Powell, WY 82435
Phone: 307-754-2139

Powell Assessment – September 9 – 10, 2002

What Was Said At the Interviews

The Resource Team spent 2 days interviewing local residents to hear what they had to say. Those being interviewed were directed to answer three questions:

1. What are the major problems and challenges in your community?
2. What are the major strengths and assets of your community?
3. 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.

Problems and Challenges

- Internet service and cell phone service could be better—isolated
- More welcoming group activities
- More emergency and hospital support
- Local phone service
- Low wages
- Finding work
- Low wages
- Wages
- Town doesn't understand single older women with children—for a college town
- Internet services
- Poverty stricken people are discriminated, unethical businesses (violated federal and state laws)—see more repercussions to businesses for unethical practices i.e. labor laws
- Wages
- Wages and unemployment
- Availability and diversification of retail –money is going out to other towns
- Solicitation of big businesses into this town—ruin standard of living, moving here is stagnant, not a lot of availability
- Not a lot of organizations for teenage kids, under age drinking is addressed but there is no alternative activities, organizations to join
- Bring in a community health facility/recreation center
- Lack of activities for people under 21
- Crummy, crummy, crummy cell service. I pay \$50 a month, yet I can never get service, I can't cancel with a one year contract, therefore, I should be able to talk to someone so I can hear them or they can actually hear me
- Single women with children, traditional or non –community support
- Cell phone service
- Finding work, phone and internet

- Internet and cell phone service are poor, low wages, few lower priced stores, police attack teen generation for underage drinking but other crimes abound, not enough activities for younger generation (police focus)
- More recreational activities – any kind, bowling alley only open weekends
- More stores in Cody, better prices, more variety
- Not enough job opportunities for college students
- Work that conforms to class schedules
- Less entertainment, malls
- Substance Abuse, strong youth involvement, meth labs
- Alcohol abuse, minors getting it, adults using irresponsibly
- Driving While Intoxicated, youth element, people getting killed
- Gasoline prices are way much higher than in other local communities
- College seems to be in some sort of transition or groping for identify and direction
- Lack of adequate affordable health insurance for people with non-governmental jobs
- Many newcomers are not getting plugged in to what the community has to offer
- Not a lot to do
- Movie schedule can't be found
- Discrimination towards college student
- Lack of economic opportunity
- Ditto; people leaving community
- Substance abuse, youth mostly
- Provincialism, can't think outside of boundaries; better if could work with Cody;
- Not good job of marketing location
- Geographic location is benefit, but challenge for leadership in Cheyenne to recognize this area;
- Billings proximity hurts community for choice, options, no sales tax, long term problem; culture supports going somewhere else for options, choice
- State has high number of students that go out of state
- Ag bus. Base is unstable; needs to diversify
- Limited shopping
- Lack of good jobs
- Lack of good jobs for young people out of high school
- Telecommunications
- Transportation, air, trucking in and out
- Transportation
- High speed internet
- Viable industry
- Nothing for 18 year olds to do, or go
- Business district expanded one block north, keep downtown viable
- Ditto
- Ditto
- Parking downtown
- Maintaining affordable health care for all ages

- Resolving high school building issue
- Dilemma of what to do what with the high school
- Ditto
- Ditto
- Racism
- Dilemma of high school
- Community involvement in understanding substance abuse
- Drugs and alcohol
- Child care
- No place for kids to hang out, recreational activities are limited, drugs and alcohol
- Ditto
- Ditto
- Risky behaviors
- Vandalism
- Drugs and alcohol and declining enrollment, increasing aging problem, tax base
- Service industry has low wages
- Drug and alcohol
- College and school district working relationship needs to improve and set goals together, keep kids in town after graduation
- Exodus of youth
- Ditto
- Inbred attitude, don't want to look to the future
- Adjusting to the change in culture, different culture that has moved in
- Ditto
- Lack of community involvement when it comes to drug and alcohol
- Low wages
- Lack of health insurance and benefits
- Child care—difficult to find and difficult for child care providers for them to make a living
- Fear of paying taxes, unwillingness to pay taxes
- Be more aggressive, work in clubs to bring in extra dollars to improve image of city, no one wants to handle the initiative of leadership
- Ditto, missing opportunities (grants)
- Mental health issues, lack of resources; long and short term care
- Fluctuating population level
- Ditto
- Need to attract businesses
- Ditto
- Attracting business to keep youth
- Technology issues, cell phone coverage
- Ditto
- Ditto
- Changing demographics; 20 to 30's group is leaving
- Ditto

- Clean industry to keep families
- Diversity in industry, business, population
- Accessibility to town (airports); difficult to attract speakers because of access issues
- Expanding opportunity for fiber optics, schools and community working together to formulate this, was seen to be competitive with economic dev. Efforts (private enterprise)
- Library with expanded hours
- Recreation for kids 14 to 18 years old (free) on the evenings
- Drugs
- Lack of revenue for law enforcement
- Lack of place for kids to hangout
- General city budget does not keep pace with need
- 30 to 35 people employer
- Income stream from state, not continuous
- Keep youth in town, minimum wage is problem
- Livable wage to keep young
- Ditto
- Ditto
- More demands on city with increased senior population
- Revenue going down, population not supportive of 1cent sales tax
- Ditto
- Ditto
- State funding decreasing, hard to balance local govt. funds
- Not enough good paying jobs
- Recreation center
- Businesses to pay enough to keep youth here
- Ditto
- Economic dev. \$ has not brought good paying jobs
- Jobs have not materialized, even with grants through city
- Decreasing farm land due to development
- Mental health
- Underage drinking, and crimes that go with it
- Juvenile crime
- Drugs
- Lack of youth activities
- Underage drinking
- Ditto
- Ditto
- Substance abuse
- Apathy of citizens
- Finances from state
- Ditto
- Not enough activities

- Ditto
- Ditto
- Ditto
- Underage drinking, traffic accidents
- More activities for kids
- Juvenile crime issues and issues with parents regarding this
- Apathy
- Tolerance for substance abuse
- Ditto
- Lack of businesses
- College is a concern
- Lack of acceptance by parents of alcohol problems of youth
- Competitive wages with surrounding communities. The Powell Police Department is one of the lowest paid communities in the state.
- Monopoly on gas prices – highest in the state
- Drugs, meth
- More Law Enforcement and for nothing kids to do
- Don't support our youth
- Abuse of alcohol as well as the strong tolerance of and for the second hand repercussions of the affects of alcohol and substance abuse, i.e. Burglaries, domestic problems, loss of job and work performance due to alcohol and drug abuse and the tolerance and acceptable out comes of the results of this problem included deaths and injuries
- Clean up run down areas and houses in town
- Drug and alcohol
- Youth activities
- Economic growth and development
- Alcohol/UAD/Crimes that go along with underage drinking
- Mental health
- Drugs
- Young adult activities
- Apathy
- Acceptance of the parents letting kids drink (Right of Passage)
- Home school kids can't participate in school activities
- Available jobs to keep youth in community
- Expansion of economic base
- Diversify agric.
- Lack of telecom.
- Ditto
- Available jobs
- Business opportunities
- Economic implications of substance abuse
- Maintain or increase slow steady growth
- Lack of transportation or remote location

- Ditto
- Lack Regional airport
- Ditto
- Need more flights, carriers, strong air transportation
- Youth reek
- Need more training
- Support and expand college
- Ditto
- Fragile nature of ag economy, need more value added
- Continued support of downtown businesses
- Lack of venture capital
- Nothing to do
- Ditto
- Doesn't agree with school grading system
- Ditto
- Ditto
- New school
- Kids getting in trouble
- Too much growth
- Drugs, but not as bad as people say
- Recreation center
- Smoking, chewing, pot, meth
- Drop out rate
- Hard grading system
- Alcohol abuse, traffic accidents
- More high school activities at rec. dept.
- Community should be more supportive of high school (fund rising)
- Town is pathetic
- Gang involvement
- Nothing to do
- Retirement town
- Police target teens
- Too many police officers
- Hospital kills more than it saves
- Cops pick on us
- Businesses target teens for bad behavior
- Teens targeted

- Ditto
- Ditto
- Ditto on not enough activities
- Limited job opportunities
- Resistance to change in ag and in general
- Unwillingness to take risks (banking institutions)
- Public transportation, airlines,
- Better marketing outside area
- Improved economy, better living
- Good old boy system
- Drugs
- More activities for kids
- Vandalism
- No secrets, confidentiality issues
- Economic development
- Ditto
- Geographically remote
- Troubled youth, drugs, alcohol
- Lack of opportunities for youth
- Risk taking behavior of youth, leading to tragic accidents
- Lack of adequate telecom infrastructure
- Activities for youth
- Recreation center
- Mental health, stigma attached
- Perception that mental health services are unavailable
- Residential treatment for mental health
- Getting out information about available resources in community
- Communications re: infrastructure, T1's etc
- Ag producers and locals don't support local merchants
- Remote geographically
- Sales tax issue is problematic, because no sales taxes in MT; makes huge disadvantage on purchase of farm machinery (only 7 states tax farm equipment)
- Lack of internet service
- Need more support for Infrastructure for transportation (rail for business), passenger rail service
- Global economy, internet usage, leads to global market place; causes local merchants to market to much broader area
- Educating main street merchants to needs of ag community
- State institutions don't understand the remoteness of community and difficulty of accessing state government meetings
- Retirement age doesn't support school taxes
- Substance abuse
- Mental health services for underserved population and all people
- Competition for clients with the health providers

- Ditto for mental health services, how to provide financial for people over 19 who need medicine, preventive care who can't afford health insurance
- The increase in diabetic children in our community i.e. diabetes, obesity, etc. dental care is needed, waiting list for senior citizens who need health care through public services
- Ditto, mental health, and stigma attached to mental health and because of stigma people do not seek care, lack of resources, and don't have temporary services that need evaluations and involuntary commitment.
- Ditto for lack of care for elderly who can't afford it and Medicare no longer pays for some care
- Ditto for lack of care for elderly, and ditto for mental health issues
- Professional people have coverage but can't provide coverage for families
- Facilities for adolescents and children in crisis intervention, follow through is unavailable because of waiting list
- Lack health care education for the community i.e. cpr, blood pressure screening
- Lack of subsidized housing in this area, especially with young families with new babies
- Nursing program doesn't have enough facilities to take more students
- Wages
- Drug and alcohol abuse with youth
- Suicide rate is too high
- Job opportunities
- Lack of Businesses
- Ditto
- High crime for small population area; vandalism, drag racing
- Lack of mental health support for drug and alcohol abuse; AA programs
- Church attendance and spiritual guidance
- Issues in school systems
- Ditto
- Capital funds for making hospital competitive
- Lack of good job opportunities for youth
- Substance abuse and sex (youth),
- Lack of activities for youth, limited for adults as well (limited to bowling, bars and going to movies—response rent one)
- Coordinating with schools to have an open night for religious activities, schools provide scheduling on a night that was considered an open night for church.
- Job opportunities for youth
- Cell phone service is pitiful, it affects business
- People can't find jobs other than McDonalds
- Highly tied to agriculture, lack of economic diversity
- Jobs for educated children
- Need of additional transportation, taxes
- Better of transportation to get in and out of town
- Center for teens that is run by teens where they can go and hang out

- New high school
- Ditto
- Leave high school decision local, and all school decisions keep at local control
- Ditto
- Put all fertilizer plants outside of town
- Need handicapped accessible living arrangements that aren't in nursing homes, etc.
- More funding for seniors
- Ditto
- Ditto
- Ditto
- Funding for underprivileged children for medical and eye doctor
- Affordable housing
- Transportation

Strengths and Assets

- College
- College good about scholarships and financial opportunities, and voc rehab
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Fine recreation and sports program for all ages especially K-12
- All school systems
- College and people that are here, are a great asset
- People in the community
- College and school system
- College and professors
- College
- College and small town atmosphere
- School system and college day care and give best emphasis for play for learning and wonderful place to learn
- Ditto, public school system
- Attitude of people
- College and voc rehab
- College and cooperation between all school systems
- College
- College and community helps towards scholarships
- College and small town atmosphere

- College and also untapped assets, in this room and community, communication between all
- Colleges, good programs, location
- College (good welding program, known in the country)
- Instructors good, known as person not a number
- Rural community atmosphere, more populated from where I come from
- Community really clean, more sanitary
- More pride, people pick up junk
- Excellent financial aid for non traditional students
- Excellent voc rehab program
- Kindness of people, the college, resources
- College, small town atmosphere
- College and community
- Parks
- School system
- Parks and community
- Sole proprietorships
- Family owned business
- Northwest College is in Powell
- Strong Volunteer Spirit
- Small town welcoming feeling
- Downtown looks great
- Parks and Recreation softball facilities are abundant
- Homesteader Park
- College Environment brings in more highly educated people with diverse interest
- Size of community is small enough that people know each other, yet big enough to afford a level of privacy
- Affordable cost of living
- Available housing
- Strong core of community and economic development promoters and supporters
- Strong community education programming
- Home-owned banking institution sensitive to local needs
- A fine hospital
- The Powell Mercantile
- Close to many natural wonders
- Really nice people
- Good variety of restaurants
- Easy to get around
- Nice Cody is close with Wal-Mart
- Human potential; good people
- Good location, unique
- Agribusiness base; people, farming community
- College, rich ed. Resource
- College as cultural resource, recreational resource

- Wanting to make Powell pleasant place to live, Habitat for Humanity; downtown projects; close knit community; volunteerism; community support;
- Expand cooperation with Cody; college is ready to serve businesses; bring businesses in
- The people
- Community support of college
- Core group of entities that come together to solve problems
- Can do attitude
- Good Chamber of Comm.; community gov't strong
- People friendly, spirited
- Bank, newspaper
- Hospital infrastructure strong
- School system one of best in state
- College
- Strong core downtown area
- Plan for expansion (community plan)
- Viable economic dev. Committee
- Fairgrounds, airport
- Loves small town atmosphere, farm life;
- How people communicate;
- Focus of people is not just on business;
- Courteous drivers;
- High school and college all schools
- Safe place
- Ditto, religious diversity
- High school extracurricular activities, many opportunities
- Ditto, recreation dept. does a good job providing activities for 12 and under
- Ditto and ditto religious community and good health care
- Ditto
- Business community supports education/schools
- This community has improved downtown area, lights on the street
- Lots of traditional values, quiet, safe place
- Ditto everything
- Hospital
- Ditto everything
- Ditto community supports everything, strong support, honesty
- Ditto hospital
- Longevity of high school staff and test scores are one of the highest in the state, staff volunteerism
- Great place to raise kids
- Downtown that is alive
- Public supports downtown, and put a store in
- Social services do a good job of integrating and supporting each other and not duplicating services

- Great weather, scenery
- Safe place not afraid something would happen, don't worry about children
- Ditto
- Law enforcement
- Chamber does a good job
- Intergenerational activities
- Ditto
- College, brings in cultural activities
- Recreation dept. activities for kids
- Skate park
- College
- People, supportive
- Ditto
- Clean streets, parks
- City has pride, festivals, activities
- Neighborhoods, home owners have pride, ownership in community
- Schools
- Ditto
- Ditto
- Business district downtown
- Active chamber, habitat for humanity, service organizations
- Fairgrounds
- Health care
- 4H clubs
- Community is open to ideas (town, county)
- Diversity of churches
- Kids involvement in activities
- Volunteer leadership of activities
- Fire dept.
- Great place to live
- Low personal taxes
- Nice clean town, good place to raise kids
- Ditto
- College, good schools
- Ditto
- Ditto
- Infrastructure of city, water, streets, support decent standard of living
- Good sized community to raise kids
- Personable community
- Sanitation, recycling center, supported by city
- Attitudes, progressive, courteous, helpful
- Variety of social service agencies for support
- People, volunteers
- City is accommodating to citizens, and citizens are responsive

- Nice parks within city, and ample recreation opportunities in area
- Ditto
- Home town pride
- Turnover rate of city employees, very low
- Dedication, positive, caring community
- Long term residents
- Good reputation around state
- College
- Employees of city
- Sense of community
- Education, college town
- Community pulls together
- Ditto
- Ditto
- Good town to grow up in
- Good people
- Good educational system
- Ditto
- Small town
- Good quality of life
- People come together in a crisis
- Recreation dept good for kids under 12
- Good people, do the best
- Clean
- Good sense of family
- Will pull together for a common goal when all are on board
- Economic dev.
- Clean
- Parks
- Recreation/Parks Dept.
- College
- Community will pull together during crisis
- Good quality of life
- College
- Business owner support
- Hospital
- Farming
- Business strengths in the community established businesses such as farming, NWC, Powell Hospital, etc. But this community needs to cater more to the farming community and realize it's effects
- People who are friendly and caring
- Education
- Churches
- Schools

- Gov't
- Positive attitude
- Strong community support
- Strong work ethic
- Involvement by community, caring
- Team work, partnerships, easy to accomplish projects
- Health facilities, nursing home, assisted living, hospital
- Positive govt, city council, has established good infrastructure
- Ag community very aggressive in production,
- Good schools
- Great economic development team
- College
- Infrastructure is good for development (sewers, storm systems, water)
- Good planning
- Provide for industrial growth, areas for expansion
- Positive spirit that benefits entire town
- Ditto
- Community involvement and working together, team work
- Creativity, thinking outside the box to make things happen
- Positive work environment
- Pride of home ownership
- Activity and pride in retail community
- Ditto
- Community works together for good of all, coordination, cooperation
- Unselfish spirit of community
- Good housing development
- Farming community
- Good community to raise kids
- Ditto
- Clean
- Good college
- Clean and looks nice
- Crime is low
- People are friendly
- Close community
- Well educated population
- Good school, higher standards
- Lots of 4 wheeling places, dirt bikes
- Ditto
- Ditto
- Small town = more help
- Small town, friendly
- No traffic
- Low crime

- Nice place to grow up
- Town supports athletics in high school
- Ditto
- Ditto
- Good sports team
- No waiting at hospital ER
- Nice location, ski areas close, camping
- Close to Billings for shopping
- Hunting, keeps kids out of trouble for short periods of time
- Small town
- Ditto
- Quality of life
- Ditto
- Clean air
- Clean water
- Friendly, compassionate people
- Low crime
- Ditto
- Curb appeal of the town
- Success in town's history
- Safe place to live
- Lots to do (hunting, fishing)
- Family activities
- Ditto
- Everyone knows everyone
- Mild winters
- Cross country skiing
- Real estate for housing and industry
- Supportive citizens to work on problems
- Small town appeal
- Progressive minded community
- Highly educated community, relative to size
- Ditto
- Housing, industrial parks, ready for economic development
- College
- Hospital
- Chamber of commerce building
- Excellent formal and informal leadership
- Downtown, main street, center of town
- Community pride, striving daily to improve town, atmosphere is attractive
- Diversified age group
- Ethics, personal and business
- Safe environmental
- Community pride

- Pride in Home ownership
- College, economic benefit, asset
- Ditto
- School system, K-12
- College degrees and post graduate degrees
- College enrichment classes for life long learning
- Health care, facility, personnel
- Assisted living center
- Retirement community extends volunteers
- Canal running through town, drought free because of reservoir capacity
- Low crime, some related to drug abuse
- Law enforcement understands community, not gung ho type
- Mild climate, location
- Economic benefit from tourism, affluent changes in Cody
- Recreational opportunities
- Lot of qualified health care professionals
- Lot of caring professionals
- Ditto both items, quality hospital for size of community, quite a bit of specialty care providers who come from Billings
- Small community, people tend to care more
- Nursing program helps area of shortage of nurses in this area, looking at providing outreach program, people really do care in Powell, physicians treat nurses with respect. Low turnover of employees, hospital supports the nursing program
- Ditto on caring aspect of community
- Ditto
- Strong public health program in county and in Powell and funded by legislature, provide financial assistance for child and maternal health
- New hire will help with health care education, downtown area impressed us, close to Yellowstone
- Great school system, well educated from K to post high school
- Ditto geographic surroundings, recreational activities
- Ditto location, educational system, good physicians
- Community that works well together
- Farming community, fairly stable community
- Community include migrant population—there are excellent services for this group of people
- Good children resource center, NOWCAP, 2 Headstarts
- Camaraderie for change, caring people
- Hospital
- Ditto
- College
- Ditto
- Police and fire, law enforcement

- Schools system k-12
- Cooperation between major entities for goal accomplishment
- Citizens pull together for ag community disasters
- Values, cohesiveness of community
- Clean town
- New business
- Geographic location
- Expansion at reasonable place
- Positive attitude of community, working together of major institutions and ag group
- Good cooperation between leadership, businesses and others
- Health care is good, assisted living, etc.
- Conservativeness, solid community
- Stable and good sense of community
- Quality of local leadership
- Community is friendly
- Proximity to mountains, outdoor activities, Billings, Cody, small town but close to things of interest
- Cost of living is less, but access to outdoor activities
- Attractive to retirement because of climate, cost of living
- Most churches involved in ministerial association, good camaraderie
- Local resources, college, hospital, police/fire, k-12 schools, people pull together
- Leaders are progressive and pull together
- NWC for all ages
- Good place to live
- People
- Senior center is very important
- Ditto
- Ditto
- Ditto
- Clean and friendly
- Good medical facilities
- Good doctors
- Nicest people in the world
- Good solid ag base
- Room to grow
- Northwest College
- Agricultural lifestyle
- Reasonably, stable retired community
- Agency community networking

Projects

- Sierra or large retail store move here
- More retail, and big recreational center
- Recreation center
- Ditto
- Idea of a large recreation center, i.e. pool, centrally located and retail discount
- Year round business opportunities, bigger business (retail)
- New industry
- More business with job opportunities
- Big companies here and job opportunities and career specific have to leave nothing here.
- Public equestrian center and every city needs a Wal Mart
- Equestrian center could be famous again, don't agree for more retail but more industry
- Don't keep money locally (businesses complain) businesses getting together and share shipping, etc, and share savings to consumer no jobs here for us, more awareness for domestic violence, and education for sexual assault, and education about poverty and as citizens ignore—a lot of preconceived notions, get confidence level up for clients
- Safe students were involved in a poverty simulation, and they couldn't believe the impact and extend sensitivity training with positions of authority
- More transportation trucking and rail, more industry, and refinery
- Better network of communications, tap on resources throughout the basin, and transportation
- Market other community resources
- Are we going to have other schools? More communication with school district, policymakers, to be more a part of the planning discussions, is more actively included in decisions, more open communications.
- We don't have a say as citizens about decisions
- More investigative journalism, more interesting news, educational
- Increased community awareness of substance abuse, lots of accidents, tragic things that have happened, drinking and driving mostly with young people, in addition, more and more meth labs. (Also a problem) substance awareness programs, meth lab awareness education
- Don't neighborhood watch, emergency community awareness, cleaning up our community
- McGruff crime stopper program
- Not as much road construction
- WalMart
- Roads get down, faster speed limits
- Communities is very involved
- Higher pay
- Want to be paid for a skill obtained

- Have a different retail store move in to Powell (something besides Pamida)
- More activities for teens that aren't religious
- Local (Wyoming/Park) phone service for Clark, Wyoming. We are Project Telephone, MT.
- We have little cell phone access in NW Park County, I-net is through Nemotel in Montana.
- More big business, shopping, recreational activities
- Big business/ Industry
- More business, larger ones
- More community activities
- Recreation center
- Big Business
- A separate area for EMS personnel
- A 24-hour fitness for people who can't fit regular college gym hours into their schedule
- A bigger retail outlet ex. Shopco, Target. Etc.
- Increased community awareness of substance abuse issues
- Some sort of youth center/community recreation center
- College to get their vision and direction back
- New high school
- A "not-in-our-town" campaign against meth labs
- Increase economic development
- Finish road construction
- Improve cell phone services, more towers
- Strengthening economy; offsetting losses from energy co.; resources for young people, increasing jobs for all age groups;
- Ditto; new employment opportunities; change political focus as a state to support youth in community;
- Increase job opportunities; more tech businesses;
- College expand and meet and exceed target statements, diversifying into distance ed, identify target populations for specific training; non traditional students; be prepared to attract business;
- Need to get business to provide training for; they (college) is ready
- Connection with Cody, partnerships, an attitude of serious cooperation for working together; value for econ. Dev. Work closely together
- All purpose recreation center
- Ditto
- Swimming pool; Olympic size pool for College, schools, community
- Ditto
- Walking path, bike path being worked on now
- High school project finished
- Fire hall, moved, up and running with state of art equipment
- Occupy old fire hall, so not empty
- All store fronts filled, evening shopping

- High speed internet connections
- Telecom redundancy
- More restaurants
- Wants to see community stay small; doesn't want to see any more people here; doesn't want to change everything
- More employment opportunities, stronger economy
- A real recreation center, plenty of athletic possibilities, bike trail, running trails
- Ditto, place for kids to hang out
- See community grow, controlled growth
- New school at the same level, replace what we have
- Ditto, bringing jobs in, attract young families,
- See facilities issues taken care of—high school/community, pool, stadium, tennis courts
- Attract a major manufacturer, would bring jobs, tax base, help us grow
- Ditto employment opportunities
- Ditto recreational facility, see community art space, cultural space
- Ditto recreation center and industry that attracts people who need training, jobs. A new high school needs to be quality no cheap building
- Ditto bike path
- Digital cell phone coverage
- Ditto and expand better computer infrastructure—connectivity
- College growing, more opportunities
- Recreation center
- Ditto
- Expanded diversity in economic development
- Ditto
- Airport expanded, runway improved, more leased hanger space
- Long term mental health care (eating disorders, etc)
- Continued emphasis on beautification, parks, common areas, improved lighting
- Ditto all above
- Greater diversity in restaurants
- Mass transportation, railroads
- 4 year university
- Ditto
- Ditto
- Move fairgrounds to larger area outside of town
- Skate board park
- Continued growth, development, planning ahead
- Ditto
- Passing capital facilities tax for new jail
- Recreation center, keep kids here
- Ditto
- Ditto
- South side, storm drainage project

- Upgraded telecom connections
- Ditto
- Ditto
- Ditto
- Ditto
- Balanced waste stream based on recycling
- Businesses to relocate here for more tax revenue
- More voc. Classes at high school, welding, nursing at the college
- Extended walking and biking paths
- Among basin towns, treatment for seriously mentally ill (facility) for substance abuse, too
- More recreation for kids over 12
- Homesteader park made into water park, concessions
- Better wages for city govt. employees and health care and overall in jobs (Cody is higher for same jobs)
- Ditto
- Attitudes that no longer condone substance abuse
- Ditto
- More activities for kids
- Higher wages
- Youth centers
- Ditto
- More support for recreation for kids over 12
- Better wages
- Ditto
- More fun vs. competitive activities and parents who support this
- More businesses, retail sales, jobs
- Ditto
- Support of small businesses (shop at home)
- College expand into 4 year university,
- Wages, activities for youth
- More vendors, businesses
- Activities for kids over 12 other than sports
- Committee of influential members to have 5 year substance abuse plan
- Recreation center, convention capabilities, multifunctional facility, swimming pool
- Further development of economic development, broader based
- More support for families and family structure
- More cops
- Ditto
- Better community support of cops
- Ditto
- Ditto
- Wages

- Ditto
- Ditto
- Community leaders be future oriented and think outside the box, finding revenue
- Attitudes of community leaders, who believe things shouldn't change, need be progressive, willing to take risks
- Work more with school districts to involve parents, increased communication with those parents who don't care
- Natural resources specialty area of college at a 4 year program here
- Community Recreation Center (multipurpose)
- More money for law enforcement
- Things for Powell youth to do
- Educate this community on the affects of drugs and alcohol on the community as a whole. Have the farming community educate people on the importance of agricultural products and money in this community. Catering city services to retirement age folks as well.
- Community improvements in housing and rental, cleanup what we have
- Business development that will offer more jobs that could offer more jobs to school and college students, as well as our lower income families that wants to work to improve.
- Make Homesteader Park as a community park, pool, slides, concessions, skateboards, bikes, recreation opportunities for young adults over 12
- Community members to take on the task of substance abuse and integrate a 5 year plan to tackle these serious issues
- "Wages" more business
- Expansion of ag base, value added to products, marketing of ag products
- Expansion of non-ag, light manufacturing
- Expansion of transportation
- Expand downtown business, keeping within downtown
- Diversify to technology, business
- Recreation center, swimming pool
- Ditto
- Ditto
- College grow, become 4 year school
- Expand well paying jobs to bring young families in
- Good steady growth, partnership with city
- Fiber optics for better telecom
- World class school system, with world class test scores
- Maintain good, broad base age of population
- Ditto
- Healthy community, less drug problems
- More cops to have more of a visible presence
- Growth, more population, more diversity
- State more active in recruiting businesses
- More open mindedness to diversity

- Facility for conventions
- Double size of population
- Insurance costs, liability, insurance for small businesses; tort reform
- Wendy's
- Wal-Mart
- More technology, computers for everyone in school
- More jobs for minors
- Ditto
- Ditto
- More things for kids to do
- Nice people instead of jerks
- More places to ride off road vehicles
- Ditto
- Ditto
- New high school, but close to fast food
- Bigger skate park
- Mall
- Target, Arby's, and DQ
- Regional airport
- Amtrak through Wyoming
- Teenage night clubs
- More jobs for parents
- Malt Shop
- More school activities (voc. Classes)
- Stay over night on sports trips
- More hunting, long seasons
- Lottery
- School website to make it easier
- More shopping
- Malls
- Ditto
- Million more people
- More job opportunities
- More activities for families
- New high school
- Recreation center
- Ditto
- Job opportunities
- Town for families not retirement
- Swimming pool
- More industry
- More diversity in ag, beyond beans, beets and barley
- Value added to ag, processing crops
- Tourism ideas for ag, alternative crops, bed and breakfasts

- College become premier institution, beyond two year prep school; developing international student base, equine program, regional/national expertise in some program areas
- Road to Cody finished
- College growth
- More airlines in Cody
- Basin viewed as one area, working together, not separately
- High tech telecom network
- Ditto
- General growth in all areas of community
- Improved marketing of community to attract more businesses like sierra
- Recreation center for kids, teenagers
- Ditto
- Manufacturing
- Better utilization of commercial buildings
- Improved railroad service
- Highway system into interstate in Montana for improved trucking
- Parenting classes
- New high school
- Move fairgrounds
- Bus service from Cody to Powell and also throughout the basin
- Multipurpose recreation center, pool, ice rink
- Ditto
- Outdoor pool
- Communities have a local capital facilities tax, instead of county-wide tax
- Ditto
- Inpatient treatment facility in Park county for mental health, short term treatment for decompensating patients, violent patients
- Niche business development, that would make people think of Powell
- Survival of ag community, through diversification of ag industry
- Center of excellence for economic development and maintain small town values
- Community Rec. Center
- Diversified economy
- Encourage startups
- Powell should work toward becoming a “signature” community – incubator for professional development
- Highway to Cody finished
- Growth
- New high school
- Public transportation, bus, passenger rail
- Public transport would facilitate less cars in Yellowstone
- Swimming pool, inside and outside
- Multipurpose facility for fairgrounds and college use

- Multi-use recreation center, young people wanting to stay in Powell, and jobs fitting their needs, more coming back and raising families
- Education of prevention in the health areas, a stable mental health staff
- Ditto recreation center, adequate housing for young families
- Ditto economic growth, a controlled growth
- Ditto people leaving, Wyoming is the lowest for paying nurses wages, need to keep people here, need the growth, need to change mentality and encourage people to move here—a town that welcomes people
- Recreation center that is bigger than Cody's
- A high school
- Improved funding for health care, for quality care, improved facilities, evolutionary issues of hospital, college, and school systems, too, all need to expand in direction in which they are already going
- Expand economic base
- Eye focused on the future
- New high school
- Ditto
- Developing programs to give kids opportunities to engage in positive activities and off drugs
- Hospital could be more than it is, live up to its potential, and become more advanced
- Ditto
- Telemedicine activities
- Outdoor swimming pool
- Ditto
- Community willing to pay for services at hospital
- Job opportunities that are sufficient to keep youth here
- Recreation center
- Education on developing small businesses, home offices
- Grants available to build small businesses
- Drug rehab center
- Improved communication about existing services
- Education to help improve services for kids
- Improved Law enforcement funding to keep law enforcement in the community
- Recreational facility
- Ditto
- Ditto
- Continue to diversify economic base, need to keep young people here
- New high school
- More programs for children
- More Habitat for Humanity
- Ditto
- Rec. center that can't be taken away from teens
- 4 year college

- More retail businesses
- Settle things down until war is finished or decides where it is going
- Presbyterian facilities for needy
- More work and jobs
- Housing and transportation issues resolved
- Stable economic growth
- Expansion of recreational opportunities
- Healthy population (I'll be gone before then!)
- Transportation coalition to include the entire Big Horn Basin and Billings

ADDITIONAL COMMENTS FROM PARTICIPANTS

- Comments: have activities other than athletics for youth, library, theater, bowling activities, but could be expanded; lots of activities for kids under 8th grade; airports expensive; mental health issues, need residential center for treatment; visiting psychiatrist, community does have providers that provide mental health treatment
- Comments: Internet speed is slow, phone lines from the 50's and 60's
- No modem access and variety of access, way over priced,
- Cell service—dead spots, poor reception, dead spots in downtown Powell (no service), providers are Verizon and Cellular one
- Comments: any drug abuse programs? There is a DARE program at elementary, program for violators—12 week program, drug problem has progressed, court ordered drug program, attitude problem with some parents, education in health classes, we are more reactive than proactive, possibility of grant for drug education, trying to get to parents
- School enrollment is declining everywhere; we have lost about 300 students, result of youth moving away lack of job, and families moving out of state because of lack of jobs
- Racism—prevalent of all ethnic groups, problem is underground, attitude in classroom, community behavior and jobs people don't get—the problem is there.
- Comments: Recreation district in existence now, does fine job, but geared to young children
- Comments: fiber optic connection between Cody and Powell has been diff. because of comm. leaders can't work it out;
- Cody is in college's tax district, Lovell is not in this district and this may be reason why focus is on Cody, not Lovell; county includes Cody, not Lovell
- Comments: police assigned to school, trying to coordinate kids to work on substance abuse issues; cops caught in middle, cause kids have nowhere to go and cops chase them away from businesses; substance abuse issues need to be addressed by parents, tolerance needs to change, parental education programs have been delivered but attitudes have not changed; criminal consequences are not applied to multiple DUI offenses (not strict enough); town curfew is 12 midnight during the week and 1 AM during weekend; need assistance for low

income kids who can't afford to pursue the arts (music, etc); home schooled kids should be able to participate in school activities.

- Comments: too many government regulations for Powell airport to get traffic diverted here; more people, more restaurants, goods and services choices, diversity of people and businesses; ditto to diversity
- Comments: Involuntary commitment proceedings, adolescents taken to Sunlight Shelter in Cody, others held in county jail
- Comments: no sales tax on farm equipment would be an economic development package to assist farmers, put more \$ in their pockets that will come back to community; video
- Comments: school system problems are in middle and high school, and programming for kids in the middle intellectually are not provided for, not stimulated; or school system seen as totally unchallenging to students; assisted living facility and 100 bed nursing home facility owned by hospital, funds from Farm loan board and community funding contribution; assisted living down on loans through hospital, full most of the time; 12 step programs not taken advantage of or not communicated about
- Comments: blood screen health fair? Yes, hospital and college do this. Hospital is funded through mill levy—yes we have a hospital district, do have a foster care program, foster care program always needing more families, will be working with more agencies to get word out to get more families for foster care and to train, EMT did get a little bit of salary but also volunteer, there are monthly cpr trainings between Cody and Powell, all health care agencies require American Heart Association training, Community service block grants provide funding for emergency medical, dental per year for families that qualify under poverty guidelines also some assistance to elderly, new program that augments Medicaid that pays for dental care for pregnant women who don't qualify for medicated and over 21, senior center receives state funding through dept. of aging, one nurse responsible for overseeing nursing assistants with services for seniors in their home—need more help, some private individuals who provide services in the home i.e. medication, baths, etc...
- Comments: Connection Mountain Pacific Health System, accessing, monitoring, on-site, through computer link for monitoring
- UW – WAMI site, teaching site
- VA-CBOC – Sheridan host
- Physician office monitoring
- No outlying clinics
- Clark, clinic, too small
- Distance learning, T1 connections HIPAA, issues. Could be used more
- More vandalism, tire slashing, etc. boredom of kids, drag racing.