

Wyoming Rural Development Council,



RURAL RESOURCE TEAM REPORT FOR THE STAR VALLEY RANCH ASSESSMENT LINCOLN COUNTY, WYOMING JULY 10-12, 2006

WYOMING RURAL DEVELOPMENT COUNCIL'S MISSION

*"TO CREATE PARTNERSHIPS THAT RESULT IN EFFECTIVE,
EFFICIENT AND TIMELY EFFORTS TO ENHANCE THE
VIABILITY OF RURAL WYOMING."*

THE WYOMING RURAL DEVELOPMENT COUNCIL

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

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

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

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

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

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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 Star Valley Ranch, Wyoming, in evaluating the community assets and liabilities, and in developing suggestions for improving the future for social, economic and environmental growth of Star Valley Ranch.

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

The Resource Team toured the town and interviewed approximately 150 people over a three day period from July 10th through the 12th 2006. The team interviewed representatives from the following segments of the community: SVRA Board of Directors, SVRA staff, committee members, volunteers, parents of school age children, youth, Lincoln County (Towns of Afton, Thayne and Alpine), chamber of commerce, emergency services, Town Council and general public listening sessions.

Many of these people had reviewed the questions with their respective businesses or organizations and were representing many people at the listening sessions. Each participant was asked to respond to three questions designed to begin communication and discussion, and to serve as a basis for developing the action plan. The three questions were:

What do you think are the major problems and challenges in Star Valley Ranch?

What do you think are the major strengths and assets in Star Valley Ranch?

What projects would you like to see implemented in 2, 5, 10, or 20 years in Star Valley Ranch?

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

The oral report was presented to the people of Star Valley Ranch on July 12th, 2006 and the many citizens who participated were in attendance.

Following the oral report, a formal written report is presented to the Town of Star Valley Ranch.

EXECUTIVE SUMMARY

The opportunity to participate in the Town of Star Valley Ranch Assessment during the week of July 10, 2006, gave our team a chance to see the past, present, and future of this newest Wyoming community. The thoroughness of planning and organization by Al Redlin and Jan Jonson, Town Council Members, gave our team a solid background for conducting the Assessment. Some of the highlights that added to our knowledge of the community and county were the tour and getting to know the leadership of the town and the association. A variety of eating places in Star Valley Ranch and Thayne were made available to the team, as was our stay at the Wolf Den Inn. A big thank you goes out to all who helped with this project.

The cooperation of community leaders to make this Assessment successful was readily apparent by the numbers attending the listening sessions and ending Town Meeting. Nearly 150 people from various populations participated in 9 scheduled listening sessions. We heard and recorded problems and challenges; strengths and assets; and projects and issues. Our team then met and spelled out the Major Themes and Sub-themes that we heard throughout the week. We gave that preliminary information to you in a feed-back Town Meeting that was attended by nearly 70 citizens of your new community. This report will pull together that information along with viable resource contacts.

Many issues (large and small) came out in the listening sessions. Each community member is responsible for starting the trends to bring the Town of Star Valley Ranch to the heights and visions that were expressed. And from others' experiences, we know that excellence can only be developed one step at a time. We, as a team, challenge each and every one of you to read this report, single out the one area where you can make a difference, rely on the resource information, and take action.

On behalf of the Town of Star Valley Ranch Rural Resource Assessment Team, let me express our gratitude for the hospitality shown us during our time in your community. Good luck on your challenges and visions.

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STAR VALLEY RANCH COMMUNITY PROFILE

Star Valley Ranch, located north of Thayne in Lincoln County, is surrounded by the snow-capped mountains of Star Valley and nestled up against the vast Bridger-Teton National Forest.

The Ranch was developed by the Stewart brothers, who originally came from Nevada to hunt in the 1960s. Originally a summer community, the Ranch would close in October. Water was turned off, gates were locked, and access was only by snowmobile, cross country skis or snowshoes. Most cabins were not winterized and had no garages or telephones. Star Valley Ranch began as the perfect resort community and still resembles one today, sporting two professional golf courses: Cedar Creek (an 18-hole course) and Aspen Hills (a 9-hole course).

In 2004, Star Valley Ranch consisted of approximately 2,000 acres subdivided into 2,034 privately owned building lots. A self-contained community with approximately 30 miles of roads and streets, it has its own water system for culinary needs and golf course irrigation. Star Valley Ranch also has a seasonal airstrip. Summer recreational facilities include the golf courses, one swimming pool, tennis court, hiking trails, and a fishing pond. Winter activities include snowmobiling, cross-country skiing and snowshoeing. Access to the nearby national forest is within walking distance. Two clubhouses, a library, a restaurant and bar are available for the numerous social activities on the Ranch. With year-round families moving to the Ranch, children attend school in Etna or Afton.

In 2005, the price of vacant lots ranged from approximately \$7,000 to \$55,000. Star Valley Ranch now represents one-quarter of the growth in the area. It became its own municipality in 2005. This important step will help Star Valley Ranch finance infrastructure improvements through a new distribution of sales taxes in Lincoln County.

Star Valley Ranch Statistics	
County	Lincoln
Zip Code	83127
Elevation	6,500 feet above sea level
Area	Land Area: < 3.0 square miles

Star Valley Ranch Demographic Report (Estimate)

Population

The estimated 2006 population for Star Valley Ranch is 1,455. The population in 2000 was 776 representing an 87.5% change. Over the next five years, the population is projected to grow by 24.1%. The median age of the population is 60.1, compared to the U.S. median age which is 36.3.

Households

There are 863 housing units in Star Valley Ranch. The Census revealed household counts of 357 in 2000, representing an increase of 141.7%. Over the next five years, the number of households is projected to increase by 25.9%.

Income

The average household income for Star Valley Ranch is \$79,821, compared to the U.S. average which is \$65,849. The average household income is projected to increase 12.2% over the next five year, from \$79,821 to \$89,551. The per capita income is \$37,550, compared to the U.S. per capita, which is \$25,129.

Employment

For the population age 16 and over, 34.8% are employed and 65.2% are not in the labor force. 26.5% of employees are employed in blue-collar occupations, 59.4% are employed in white-collar occupations, and 14.1% are service & farm workers.

Vehicles Available (2006 Estimate)

Average Vehicles Per Household:	1.92
0 Vehicles Available	0.19%
1 Vehicle Available	32.11%
2 Vehicles Available	44.10%
3 Vehicles Available	23.21%
4 Vehicles Available	0.19%
5+ Vehicles Available	0.19%

Educational Attainment (2006 Estimate)

Age 25+ Population	913
Less than 9 th grade	2.30%
Some High School, no diploma	8.11%
High School Graduate (or GED)	33.63%
Some College, no degree	22.02%
Associate Degree	10.41%
Bachelor's Degree	12.60%
Master's Degree	7.56%
Professional School Degree	2.19%
Doctorate Degree	1.20%

Lincoln County Profile

PERSONAL INCOME	2000	2001
Total Personal Income (000s \$)	\$307,953	\$331,436
Per Capita Income	\$21,041	\$22,505
Per Capita Transfer Payment	\$2,722	\$2,963
Per Capita Dividend, Interest, and Rent	\$6,420	\$6,557

RACE AND HISPANIC ORIGIN	2002 Estimate	% of Total
TOTAL	14,890	100.0%
White alone	14,602	98.1%
Black or African American alone	21	0.1%
American Indian and Alaska Native alone	83	0.6%
Asian alone	53	0.4%
Native Hawaiian/ Other Pacific Islander alone	3	0.0%
Two or More Races	128	0.9%

Race alone or in combination with one or more races:		
White	14,730	98.9%
Black or African American	34	0.2%
American Indian and Alaska Native	183	1.2%
Asian	68	0.5%
Native Hawaiian/ Other Pacific Islander	3	0.0%

Ethnic Origin:		
Hispanic or Latino (of any race)	322	2.2%
Non-Hispanic or Latino	14,568	97.8%
White alone	14,311	96.1%

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

LANDOWNERS	Acres	Square Miles
United States Government		
National Park Service	7,438	11.6
Forest Service	901,026	1,407.9
Fish and Wildlife	6,029	9.4
Bureau of Land Management	1,013,269	1,583.2
Bureau of Reclamation	25,032	39.1
Wyoming		
State Lands Commission	212,095	168.2
Recreation Commission	4	0.0
Game and Fish	2,181	3.4
Local Government		
County	0	0.0
City	0	0.0
School District & Colleges	0	0.0
Other Lands	1,482	2.3
Total Public	2,064,138	3,225.2
Total Private	568,566	888.4
Surface Water	7,898	12.3
TOTAL LAND	2,729,157	4,264.3

Source: University of Wyoming, Department of Geography & Recreation

SALES TAX COLLECTIONS	FISCAL 02	FISCAL 03
Agriculture Sector	\$39,433	\$76,752
Mining Sector	\$1,329,742	\$1,188,655
Construction Sector	\$177,501	\$269,857
Manufacturing Sector	\$590,500	\$729,744
Transportation (TCPU) Sector	\$910,118	\$905,444
Wholesale Trade Sector	\$2,230,145	\$2,638,941
Retail Trade Sector	\$3,877,684	\$4,178,882
Finance (FIRE) Sector	\$25,016	\$22,322
Service Sector	\$1,456,005	\$1,541,196
Government Sector	\$997,093	\$876,409
TOTAL	\$11,633,237	\$12,428,203

Source: State of Wyoming, Department of Revenue

POPULATION BY AGE: 2002	
Population under 5 years	935
Population 5 to 17 years	3,242
Population 18 to 24 years	1,479
Population 25 to 34 years	1,348
Population 35 to 44 years	2,143
Population 45 to 64 years	3,900
Population 65 years and over	1,843
TOTAL	14,890

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

COUNTY EMPLOYMENT STATISTICS	
Labor Force (Jan 2006) <i>p</i>	7,756
Employed (Jan 2006) <i>p</i>	7,363
Unemployed (Jan 2006) <i>p</i>	393
Unemployment Rate (Jan 2006) <i>p</i>	5.1%
Ave. Weekly Wage - Covered Emp. (Q3_05)	\$599

Source: State of Wyoming, Department of Employment

p = preliminary

CRIME OFFENSES BY CONTRIBUTOR: 2004	
Murder	1
Rape	0
Robbery	0
Aggravated Assault	39
Burglary	59
Larceny	124
Motor Vehicle Theft	21
Violent Crimes	40
Property Crimes	204
TOTAL	244

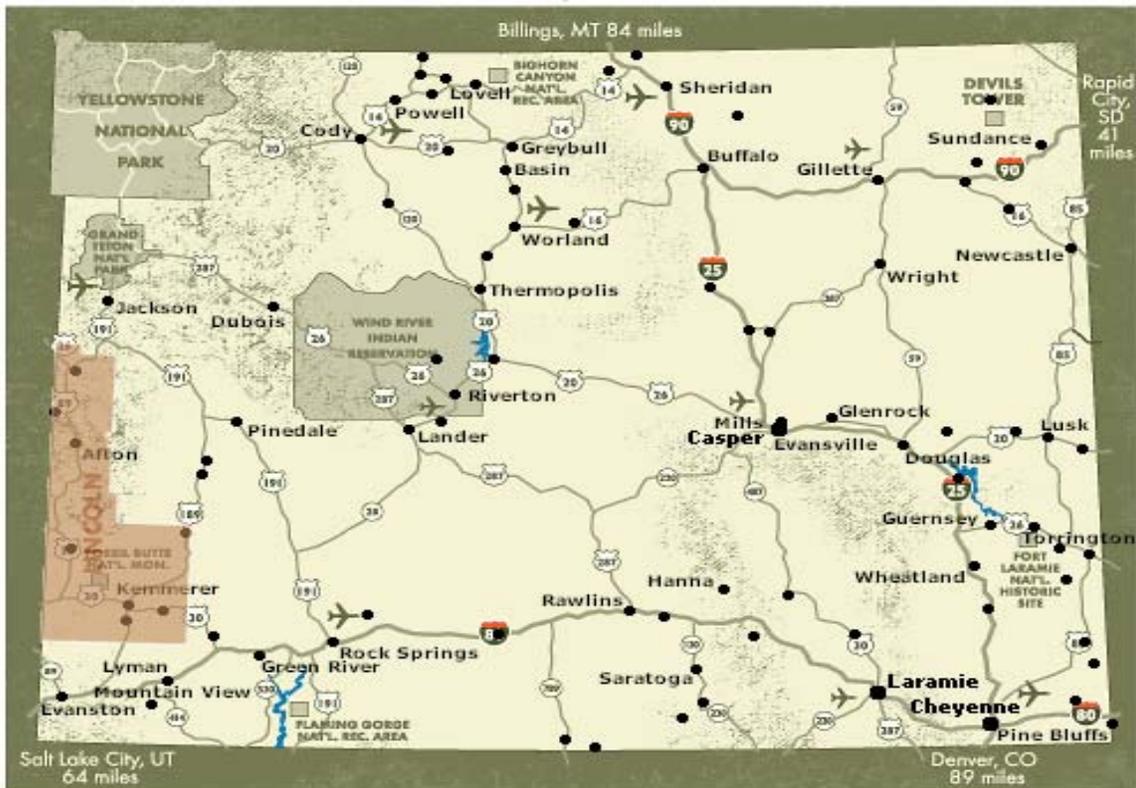
Source: State of Wyoming, Attorney General's Office, DCI

SELECTED STATISTICS SCHOOL YEAR 2001 - 2002	
Number of School Districts	2
Number of Schools	14
Fall Enrollment, 2001	3,110
High School Graduates, 2002	240
Average Daily Membership (ADM)	3,081
Average Daily Attendance (ADA)	2,918
Certified Teachers	202
Certified Staff	26
Classified Staff	187
Administration	19
Students Transported Daily	2,016
Bonded Indebtedness, 6/30/2002	\$11,380,000
Total General Fund Revenues	\$24,273,102
Total General Fund Expenditures	\$23,732,214
Operating Cost Per ADM	\$9,915

Source: State of Wyoming, Department of Education

COUNTY FINANCE	
Assessed Valuation (FY2002)	\$591,691,214
Total Taxes Levied (FY2002)	\$36,416,566
Sales and Use Tax Distribution (FY2002)	\$6,201,102
Bank Deposits (12/31/2002)	\$53,541,000
FY2002 Average County Levy (mills)	61.547

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



Workforce Training

1. Wyoming Department of Workforce Services offers employers up to \$2,000 per employee for training. (<http://wyomingworkforce.org/how/wdftp.aspx>).

2. Quick Start

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

training in:

- Customer Service
- Manufacturing
- Warehousing and Distribution

(<http://www.wyomingbusiness.org/business/workforce.aspx>).

State Incentives

1. No corporate state income tax.

2. No personal state income tax.
3. Community Development Block Grants administered by Wyoming Business Council.
Source: <http://www.wyomingbusiness.org/community/cdbg.aspx>.
 - Provides grants to local governments for community and economic development projects.
 - Provides convertible loans to grants based on job creation.
4. Partnership Challenge Loan Program administered by Wyoming Business Council.
Source: <http://www.wyomingbusiness.org/financial/loan.aspx>.
 - Provides low interest loans to community development organizations.
 - Provides gap financing for projects with the Wyoming Business Council participating with a commercial lender.
5. Industrial Development Revenue Bonds. Cities and counties may issue tax-exempt bonds to provide financing for manufacturing. Source: <http://www.wyomingbusiness.org/financial/idrb.aspx>.

Taxes

1. No corporate state income tax.
2. No personal state income tax.
3. No inventory tax.
4. Lincoln County has a 5% sales and use tax (statewide base of 4% plus 1% optional county tax).
Source: Wyoming Department of Revenue, Excise Tax Division (April 2006).
5. Unemployment Insurance - taxable base rate of \$17,100. Tax rates by industry grouping - WY Dept. of Employment. Source: <http://wydoe.state.wy.us/doe.asp?ID=831>.
6. Workers' Compensation - rates vary by occupation and can be found at:
Source: <http://wydoe.state.wy.us/doe.asp?ID=803>.
7. Property taxes. Average tax rate in Lincoln County is 6.6992%.
Source: Wyoming Department of Revenue, Ad Valorem Division

Tax computation:

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

Example: Tax on a commercial facility valued at \$1,000,000 is as follows: $\$1,000,000 \times 0.095 =$
 $\$95,000 \times 0.066992 = \$6,364.$

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

Telecommunications

Available Services:

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

Phone: (435) 783-4361
Fax: (435) 783-4928
Website: www.allwest.net

Services offered (Afton, Alpine, Cokeville, Diamondville, Kemmerer, Opal, Thayne): Web Hosting

Contact Communications
937 West Main Street

Phone: (307) 856-0980
Fax: (307) 856-1499

Riverton, WY 82501

Website: www.contactcom.net

Services offered (Afton, Alpine, Diamondville, Kemmerer, La Barge): 56 & 64 Data Connections, Frame Relay, ISP, Network Security, PBX, Web Hosting

Net Wright LLC

P.O. Box 1747
Riverton, WY 82501

Phone: (307) 857-5800
Fax: (307) 857-1053
Website: www.netwright.net

Services offered (Afton, Diamondville, Kemmerer, Opal): 56 & 64 Data Connections, DSL, Frame Relay, T-1, Web Hosting

New Edge Networks

3000 Columbia House Blvd., #106
Vancouver, WA 98661

Phone: (360) 693-9009
Fax: (360) 737-0828
Website: www.newedgenetworks.com

Services offered (Afton): ISDN-BRI, T-1

Qwest Communications

103 North Durbin, Room #1
Casper, WY 82601

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

Services offered (Afton, Diamondville, Kemmerer, Opal): 56 & 64 Data Connections, ATM, Centrex, Digital Switched Services, DSL, Frame Relay, ISDN-BRI, PBX, Private Line, Redundancy (Local), T-1, Web Hosting

Silverstar

104101 Highway #89
Freedom, WY 83120

Phone: (307) 883-2411
Fax: (307) 883-2575
Website: www.silverstar.com

Services offered (Afton, Alpine, Thayne): ATM, DSL, Frame Relay, T-1, Web Hosting

Union Telephone Company

850 North Highway 414
P.O. Box 160
Mountain View, WY 82939

Phone: (888) 926-2273
Fax: (307) 782-6913
Website: www.union-tel.com

Services offered: (LaBarge only)

Visionary

P.O. Box 2799
Gillette, WY 82717

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

Services offered: Web Hosting.

Source: Wyoming Interactive Business Center, Wyoming Business Council

Power Cost

Weighted Average Cost per kWh of Power

2001

Cents per kWh of industrial power	3.44
Cents per kWh of commercial power	5.21
Cents per kWh of residential power	6.28

Industrial Commercial Residential

Bridger Valley Electric Association, Inc. (2000)	4.80	7.34	7.92
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40014 Business Loop 80
 Lyman, WY 82937
 (307) 786-2800

Lower Valley Energy, Inc. (2001)
 236 North Washington
 Afton, WY 83110 5.26 5.65 5.21
 (307) 885-3175

PacifiCorp (2001)
 825 NE Multnomah
 Portland, OR 97232 3.24 5.14 6.44
 (888) 221-7070

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

Cost of Living Index (Prices as of January 4, 5, and 6, 2006, Statewide Average = 100)

Food	Housing	Apparel	Transportation	Medical	Recreation & Personal Care
93	106	95	98	101	105

Source: State of Wyoming, Economic Analysis Division (<http://eadiv.state.wy.us/wcli/NewsRelease-4Q05.pdf>).

Average Price of Single-Family Home (2004)

\$170,814

Source: A Profile of Wyoming <www.wyomingcda.com>

Higher Education

Western Wyoming Community College: Campuses in Rock Springs and Green River
 University of Wyoming Outreach Program

Transportation

1. Airports:

Jackson Hole (JAC)

7 miles north of Jackson

Commercial Service: Sky West, American, United, Air Wisconsin, Great Lakes (United Express)

Daily flights to: Denver, Salt Lake City, Dallas, Chicago

Runway: 6,305 x 150 ft., asphalt

Fixed Base Operators: Jackson Hole Aviation

Afton Municipal (AFO)

South edge of Afton

Runway: 5,218 x 75 ft., asphalt

Fixed Base Operators: Mountain Air

Cokeville Municipal (U06)

3 miles south of Cokeville
 Runway: 3,400 x 60 ft., asphalt
 Fixed Base Operators: None

Kemmerer Municipal (EMM)
 2 miles northwest of Kemmerer
 Fixed Base Operators: yes
 Runways: 8,200 x 75 ft., asphalt
 2,679 x 60 ft., concrete

2. **Highways:**

Distance from county centroid to nearest Interstate highway = 63.79 miles to I-80
 U.S. 30
 U.S. 89
 U.S. 189

3. **Railroad:**

Union Pacific

Lincoln County Business Report (Estimate)		
Daytime Population: Total Employees	3,808	
Business Counts: Total Establishments	682	
Employees By Occupation	2005	% of Total
<i>"White Collar" Employees</i>	2,150	56.5%
Administrative Support Workers	626	16.4%
Executive Managers & Administrators	362	9.5%
Professional Specialty Occupations	586	15.4%
Sales Professionals	85	2.2%
Sales Workers & Clerks	363	9.5%
Technical Sales & Administrative	14	0.4%
Technologies & Technicians	114	3.0%
<i>"Blue Collar" Employees</i>	1,650	43.3%
Construction, Repair & Mining	176	4.6%
Farming, Forestry & Fishing	122	3.2%
Handlers, Helpers & Laborers	109	2.9%
Machine Operators, Assemblers & Inspectors	63	1.7%
Other Services Field Based	29	0.8%
Other Services Site Based	629	16.5%
Precision Craft & Repair	360	9.5%
Private Household Service	0	0.0%
Protective Services	44	1.2%
Transportation & Materials Moving Workers	118	3.1%
Establishments: Size	2005	% of Total

1 - 4 Employees	461	67.6%
5 - 9 Employees	118	17.3%
10 - 19 Employees	57	8.4%
20 - 49 Employees	38	5.6%
50 - 99 Employees	4	0.6%
100 - 249 Employees	4	0.6%
250 - 499 Employees	0	0.0%
500 - 999 Employees	0	0.0%
1,000+ Employees	0	0.0%
<hr/>		
Major Industry: Employees	2005	% of Total
<hr/>		
Agricultural, Forestry, Fishing	55	1.4%
Construction	250	6.6%
Finance, Insurance & Real Estate	224	5.9%
Manufacturing	191	5.0%
Mining	221	5.8%
Public Administration	323	8.5%
Retail Trade	877	23.0%
Services	1,373	36.1%
Transportation & Communications	232	6.1%
Unclassified	8	0.2%
Wholesale Trade	54	1.4%
<hr/>		
Major Industry: Establishments	2005	% of Total
<hr/>		
Agricultural, Forestry, Fishing	18	2.6%
Construction	43	6.3%
Finance, Insurance & Real Estate	56	8.2%
Manufacturing	24	3.5%
Mining	9	1.3%
Public Administration	69	10.1%
Retail Trade	136	19.9%
Services	260	38.1%
Transportation & Communications	39	5.7%
Unclassified	8	1.2%
Wholesale Trade	20	2.9%
<hr/>		
Retail Trade: Employees	2005	% of Total
<hr/>		
Auto Dealers & Gas Stations	176	20.1%
Bars	41	4.7%
Building Materials Hardware & Garden	41	4.7%
Catalog and Direct Sales	2	0.2%
Clothing Stores	31	3.5%
Convenience Stores	70	8.0%
Drug Stores	43	4.9%
Electronics & Computer Stores	9	1.0%
Food Markets	42	4.8%
Furniture Stores	3	0.3%

General Merchandise Stores	67	7.6%
Home Furnishings	19	2.2%
Liquor Stores	14	1.6%
Music Stores	1	0.1%
Other Food Service	5	0.6%
Other Food Stores	7	0.8%
Restaurants	222	25.3%
Specialty Stores	84	9.6%
Total Retail Trade	877	100.0%
<hr/>		
Retail Trade: Establishments	2005	% of Total
<hr/>		
Auto Dealers & Gas Stations	18	13.2%
Bars	9	6.6%
Building Materials Hardware & Garden	7	5.1%
Catalog & Direct Sales	1	0.7%
Clothing Stores	5	3.7%
Convenience Stores	9	6.6%
Drug Stores	7	5.1%
Electronics & Computer Stores	4	2.9%
Food Markets	5	3.7%
Furniture Stores	2	1.5%
General Merchandise Stores	5	3.7%
Home Furnishings	5	3.7%
Liquor Stores	2	1.5%
Music Stores	1	0.7%
Other Food Service	2	1.5%
Other Food Stores	2	1.5%
Restaurants	21	15.4%
Specialty Stores	31	22.8%
Total Retail Trade	136	100.0%
<hr/>		
Service: Employees	2005	% of Total
<hr/>		
Advertising	0	0.0%
Auto Repair/Services	47	3.4%
Beauty and Barber Shops	31	2.3%
Child Care Services	21	1.5%
Colleges & Universities	8	0.6%
Computer Services	9	0.7%
Dry Cleaning & Laundry	26	1.9%
Entertainment & Recreation Services	82	6.0%
Health & Medical Services	131	9.5%
Hospitals	338	24.6%
Hotels & Lodging	88	6.4%
Legal Services	23	1.7%
Membership Organizations	68	5.0%
Miscellaneous Repair Services	22	1.6%
Motion Pictures	10	0.7%

Museums & Zoos	3	0.2%
Other Business Services	32	2.3%
Other Education & Library Services	13	0.9%
Other Personal Service	28	2.0%
Primary & Secondary Education	257	18.7%
Professional Services	49	3.6%
Social Services	87	6.3%
Total Services	1,373	100.0%

Service: Establishments	2005	% of Total
Advertising	0	0.0%
Auto Repair/Services	16	6.2%
Beauty and Barber Shops	15	5.8%
Child Care Services	3	1.2%
Colleges & Universities	4	1.5%
Computer Services	4	1.5%
Dry Cleaning & Laundry	4	1.5%
Entertainment & Recreation Services	15	5.8%
Health & Medical Services	37	14.2%
Hospitals	9	3.5%
Hotels & Lodging	25	9.6%
Legal Services	10	3.8%
Membership Organizations	29	11.2%
Miscellaneous Repair Services	13	5.0%
Motion Pictures	3	1.2%
Museums & Zoos	2	0.8%
Other Business Services	10	3.8%
Other Education & Library Services	2	0.8%
Other Personal Service	11	4.2%
Primary & Secondary Education	14	5.4%
Professional Services	18	6.9%
Social Services	16	6.2%
Total Services	260	100.0%

Lincoln County Consumer Expenditure Report (Estimate)

	2005 Estimate	2010 Projection	% Change 2005 - 2010
Total Households	5,957	6,620	11.1%
Total Average Household Expenditure	\$46,608	\$50,288	7.9%
Total Average Retail Expenditure	\$20,283	\$21,843	7.7%

Consumer Expenditure Detail (Average Household Annual Expenditures)

	2005 Estimate	2010 Projection	% Change 2005 - 2010
Airline Fares	\$298.15	\$328.17	10.1%

Alcoholic Beverages	\$479.09	\$523.49	9.3%
Alimony & Child Support	\$225.87	\$249.35	10.4%
Apparel	\$2,027.39	\$2,178.98	7.5%
Apparel Services & Accessories	\$310.32	\$341.61	10.1%
Audio Equipment	\$78.71	\$84.40	7.2%
Babysitting & Elderly Care	\$351.79	\$382.98	8.9%
Books	\$57.40	\$62.17	8.3%
Books & Supplies	\$124.89	\$140.62	12.6%
Boys Apparel	\$111.78	\$118.23	5.8%
Cellular Phone Service	\$238.66	\$253.28	6.1%
Cigarettes	\$323.97	\$335.57	3.6%
Computer Hardware	\$321.12	\$352.64	9.8%
Computer Information Services	\$31.54	\$34.71	10.1%
Computer Software	\$46.07	\$50.55	9.7%
Contributions	\$1,649.12	\$1,817.98	10.2%
Coolant & Other Fluids	\$7.66	\$8.20	7.1%
Cosmetics & Perfume	\$92.22	\$99.23	7.6%
Deodorants & Other Personal Care	\$25.49	\$27.40	7.5%
Education	\$884.48	\$995.67	12.6%
Electricity	\$1,267.58	\$1,337.48	5.5%
Entertainment	\$2,539.31	\$2,751.51	8.4%
Fees & Admissions	\$606.29	\$674.44	11.2%
Finance Chgs Exc Mort & Veh	\$475.25	\$512.59	7.9%
Floor Coverings	\$61.24	\$69.87	14.1%
Food & Beverages	\$7,063.09	\$7,548.01	6.9%
Food At Home	\$3,821.06	\$4,030.45	5.5%
Food Away From Home	\$2,762.94	\$2,994.07	8.4%
Footwear	\$359.89	\$381.41	6.0%
Fuel Oil & Other Fuels	\$128.79	\$137.08	6.4%
Funeral & Cemetery	\$82.13	\$88.75	8.1%
Furniture	\$506.14	\$556.41	9.9%
Gasoline & Oil	\$1,693.27	\$1,802.54	6.5%
Gifts	\$1,208.45	\$1,343.17	11.1%
Girls Apparel	\$136.24	\$144.68	6.2%
Hair Care	\$50.50	\$54.30	7.5%
Hard Surface Flooring	\$24.56	\$26.90	9.5%
Health Care	\$2,977.58	\$3,166.41	6.3%
Health Care Insurance	\$1,545.55	\$1,643.77	6.4%
Health Care Services	\$719.26	\$762.61	6.0%
Health Care Supplies & Equip	\$712.77	\$760.03	6.6%
Household Services	\$284.26	\$314.37	10.6%
Household Supplies	\$652.59	\$719.03	10.2%
Household Textiles	\$141.83	\$154.48	8.9%
Housewares & Small App	\$915.56	\$1,005.26	9.8%
Indoor Plants & Fresh Flowers	\$60.89	\$66.82	9.7%
Infants Apparel	\$103.32	\$109.97	6.4%
Jewelry	\$124.63	\$137.33	10.2%
Legal & Accounting	\$89.53	\$96.62	7.9%

Magazines	\$32.12	\$34.79	8.3%
Major Appliances	\$233.89	\$252.59	8.0%
Mass Transit	\$80.05	\$88.11	10.1%
Men's Apparel	\$351.91	\$378.69	7.6%
Mortgage Interest	\$3,631.14	\$3,999.44	10.1%
Natural Gas	\$478.54	\$509.32	6.4%
New Car Purchased	\$1,455.47	\$1,606.77	10.4%
New Truck Purchased	\$1,123.29	\$1,240.35	10.4%
New Vehicle Purchase	\$2,578.76	\$2,847.12	10.4%
Newspapers	\$67.21	\$72.78	8.3%
Oral Hygiene Products	\$23.41	\$25.18	7.6%
Other Lodging	\$477.09	\$540.77	13.3%
Other Miscellaneous Expenses	\$91.46	\$98.63	7.8%
Other Repairs & Maintenance	\$140.34	\$153.73	9.5%
Other Tobacco Products	\$36.00	\$37.26	3.5%
Other Transportation Costs	\$533.42	\$582.64	9.2%
Other Utilities	\$396.73	\$421.72	6.3%
Paint & Wallpaper	\$62.38	\$68.14	9.2%
Personal Care Products	\$152.01	\$163.52	7.6%
Personal Care Services	\$435.42	\$468.31	7.6%
Personal Insurance	\$481.45	\$529.38	10.0%
Pet Supplies & Services	\$252.51	\$271.61	7.6%
Photographic Equip & Supplies	\$113.31	\$122.02	7.7%
Plumbing & Heating	\$106.40	\$116.94	9.9%
Property Taxes	\$1,537.86	\$1,694.41	10.2%
Public Transportation	\$462.86	\$509.51	10.1%
Records/Tapes/CD Purchases	\$125.07	\$133.85	7.0%
Recreational Equip & Supplies	\$1,031.28	\$1,111.95	7.8%
Rental Costs	\$2,508.99	\$2,570.22	2.4%
Roofing & Siding	\$77.07	\$84.46	9.6%
Satellite Dishes	\$9.85	\$10.54	7.0%
Shaving Needs	\$10.89	\$11.71	7.5%
Shelter	\$9,303.61	\$10,061.67	8.1%
Telephone Svc Excl Cell	\$933.28	\$991.34	6.2%
Televisions	\$114.96	\$123.11	7.1%
Transportation	\$9,751.27	\$10,501.51	7.7%
Tuition	\$759.59	\$855.05	12.6%
Used Car Purchase	\$1,250.90	\$1,313.15	5.0%
Used Truck Purchase	\$764.15	\$802.29	5.0%
Used Vehicle Purchase	\$2,015.05	\$2,115.44	5.0%
VCRs & Related Equipment	\$47.22	\$50.54	7.0%
Vehicle Insurance	\$1,138.93	\$1,218.21	7.0%
Vehicle Repair	\$764.10	\$817.76	7.0%
Vehicle Repair & Maintenance	\$771.76	\$825.96	7.0%
Video & Audio Equipment	\$901.74	\$965.12	7.0%
Video Game Hardware & Software	\$29.29	\$31.32	6.9%
Watches	\$22.65	\$24.95	10.2%
Women's Apparel	\$653.93	\$704.39	7.7%

Resource Team Members Star Valley Ranch, Wyoming July 10-12, 2006



Team Leader

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Jay L. Dunbar, District Ranger
Bridger-Teton National Forest
Grey's River Ranger District
P.O. Box 339
125 Washington St.
Afton, Wyoming 83110
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Pat Robbins
Sweetwater EDA
1400 Dewar Dr, Ste 205A
Rock Springs, WY 82901
(307) 352-6874
parobbin@wyoming.com

Community Contact

Al Redlin
307-883-8696

STAR VALLEY RANCH COMMUNITY ASSESSMENT AGENDA

Monday	July 10	12:30 PM	Lunch (Wolf Den Restaurant)
		2:00 PM	Tour of the Community (Assessment team, Town Council, SVRA Chairman of Board of Directors and General Manager)
		4:00 PM	Orientation Session (Assessment Team, SVRA Board of Directors and General Manager, Town Council and Town Clerk)
		5:30 PM	Dinner (Los Dos Amigos Restaurant - SVRA Board of Directors and General Manager, Town Council and Town Clerk invited to attend)
		7:00 PM	General Listening Session (Everyone from the community is invited to attend and encouraged to participate)
Tuesday	July 11	8:30 AM	Listening Session (SVRA Board of Directors, SVRA Staff, Committee Members, Volunteers, Others who wish to participate)
		9:30 AM	Listening Session (Parents of school age children)
		10:30AM	Listening Session (Youth, Ages 10 to 18 - Snacks and soft drinks will be furnished - This is the only session where adults other than the assessment team are asked not to attend)
		12:00 Noon	Lunch (Cafe 89 @ RV Park)
		1:00 PM	Listening Session (Lincoln County, Towns of Afton, Thayne and Alpine. Chamber of Commerce, emergency services volunteers, Others who wish to participate)
		2:00 PM	Listening Session Town Council, Town Staff, Committee Members, Volunteers, others who wish to participate)
	3:00 PM	General Listening Session (Everyone is invited to attend and participate)	

5:30 PM Dinner (Eidelweiss in Thayne)

7:00 PM Town Council Meeting, Town of Star Valley
Ranch
(This meeting is held in the SVRA Library)

Wednesday July 12 9:00 AM General Listening Session
(Everyone is invited and encouraged to participate)

11:30 AM Lunch (catered)

1:00 - 5:30 PM - Assessment Team - Preparation for
feedback session

5:30 PM Dinner (catered)

7:00 PM Assessment Team - Preliminary Feedback
(Everyone is invited to attend)

**THANK YOU IN ADVANCE TO EVERYONE WHO ATTENDS
AND PARTICIPATES**

MAJOR THEMES

INFRASTRUCTURE

- Water
 - Water rights
 - Storage
 - Distribution
 - Supply and future supply
 - Quality/coordination with county
 - Ownership
- Roads
 - Maintenance/surfacing
 - Improvements/expansion
 - Signage
 - Drainage
- Wastewater
 - Coordination with County
 - Inspection of septic systems

COMPREHENSIVE LONG-RANGE PLANNING

- Demographic change
- Land acquisition for growth
- Green space
- Economic development
- Social needs

GOVERNING BODIES

- Roles and responsibilities defined
- Ownership/stewardship
- Enhanced coordination

COMMUNITY SERVICES/FACILITIES

- Health and Safety (law enforcement, fire, emergency management, medical)
- Post Office
- Town Hall

COMMUNITY ENHANCEMENTS

- Year Round Recreation Facility (community center)
- Entrance improvements
- Bike paths and trails
- Recreational opportunities

UNIQUENESS

- People talents and skills (volunteers)

- Intellectual talents
- Unlimited opportunities and potential
- Natural beauty
- Existing recreational opportunities

COMMUNICATION

- Partnership with State, Federal, County, Agencies and communities
- Two Governments
- Gap between generations
- Improving methods

Team Member Recommendations

Team Leader
Jo Ferguson
Executive Assistant
Wyoming Business Council
307-777-2802
jo.ferguson@wybusiness.org

COMMUNITY ENHANCEMENTS

Challenge: Lack of year-round community center/recreational center

Solution: It may be possible, through the Wyoming Business Council's Community Facilities Program, to use existing buildings to address this need. The Silo and the Town Hall may be eligible buildings. Expansion/renovation of existing buildings is possible plus insertion of ADA requirements. The town must own the building for four years; it can be transferred back to original owner after that time. If such a grant would be applied for, transfer of ownership would not have to occur until the grant is awarded.

Resources: The Community Facility Program is in Wyoming Statutes 9-12-801 to 803. To access more information about this program go to Wyoming Business Council website, www.wyomingbusiness.org click on Community Development, then click Community Facilities, scroll down to CFP Program for Rules and Regulations. The contact person for this program is:
Shannon Stanfill, Community Facility Program Manager
Wyoming Business Council 214 W. 15th Street Cheyenne, WY 82002
307-777-2841 Shannon.stanfill@wybusiness.org

Challenge: Entrance Improvements—many comments were made about the SVR entrance appearance: the need for entry way clean-up, weed control and beautification: and the enforcement of DCCR's.

Solution: Perhaps zoning ordinances might be placed in areas that are not complying with existing covenants. These can be put in place by cities or counties and are controlled by Wyoming Statute. Also, a "Community Clean-Up Day" would be an activity that could be sponsored by the Town. This type of clean-up event could be annual or semi-annual. Free trash bags could be provided by town or association governments. The Town of SVR could give community service awards to those volunteers that have cleaned up the worst looking area. Before and after pictures could be taken of areas and utilized for publicity for the following year. Some years ago Sheridan organized "Clean-up Sheridan Day."

Resources: Lincoln County Commissioners (for zoning information)

925 Sage Avenue, Kemmerer, WY 83101 307-877-9506
Sheridan Chamber of Commerce, info@sheridanwyomingchamber.org

INFRASTRUCTURE

Challenge: Water. Roads

Solution: Before any exchanges take place, it is suggested that a comprehensive assessment of condition of roads and water structures be completed. The roads must be of adequate standard. Before any Business Ready Community Projects through the Wyoming Business Council can be awarded, the town must own the designated roads or water structures.

Resources: Wyoming Business Council Business Ready Community Project Manager is Shawn Reese, shawn.reese@wybusiness.org, 307-777-2813
Wyoming Association of Rural Water Systems P.O. Box 1750 Glenrock, WY 82637 (307) 436-8636
Rocky Mountain Institute 1739 Snowmass Creek Road Snowmass, CO 81654-9199 (970) 927-3851 www.rmi.org dreed@rmi.org www.rmi.org

COMMUNICATION

Challenge: As we all know, no one community can be successful on its own. You have much to offer the many communities surrounding the town of Star Valley Ranch as they do you. It is imperative that lines of communication are open and opportunities shared.

Solution: An organizational council seems to be a good idea. This concept could be expanded to a government council - a council in which government agencies (federal, state and local) come together to share ideas and opportunities. Several of these councils are operating around the state. Prepare a variety of resource guides that spell out the availability of events, products, services in the area. The guides could include all the medical and healthcare options that Star Valley has to offer. Another could include the niche markets around the area. As these guides are completed, make sure they get into the hands of every citizen so that when a question comes up, the answer is in the little booklet. WBC can guide community on proper ways to prepare and publish this type of tool.

Resource Rachel Girt, Manager of Marketing and Public Relations
Wyoming Business Council 214 W. 15th Street Cheyenne, WY 82002 307-777-2851 rachel.girt@wybusiness.org
Another tool is the Institute for Decision Making
<http://www.esd.uni.edu/idm/community.htm>

GOVERNING BODIES

Challenge: Roles and responsibilities defined. Proper course of action for transfer.

Solution: From 1976 to 1985, the town of Wright, WY was a company town. As it became a municipality, it had many of the same issues that the Town of SVR and the SVR Association are encountering. Perhaps by reviewing some of the steps that were taken, SVR could benefit by another's past experiences

Resource: A book entitled, The Making of a Town: Wright, Wyoming by Robert W. Righter. The book can be obtained on line at <http://www.tomfolio.com/bookdetailssu.asp?b=2850&m=67>
The City Engineer of Wright, Cal Twiford, 307-464-1666

Del Tinsley – WY State Director
USDA Rural Development
P.O. Box 11005
Casper, WY 82602-5006
307-233-6703
del.tinsley@wy.usda.gov

Introduction: It was very apparent to me that SVR has many assets already in place for the foundation to build a very unique community. I was very impressed with the quality of people in leadership from throughout the community who all possess the like interests.

The overwhelming hospitality shown to our assessment team and enthusiasm from the residents was evidence of the interest in bringing the community forward.

MAJOR THEMES

INFRASTRUCTURE

Water Challenges: The Community needs to gain the water rights and storage for the water, as well as other water system improvements. The age of the system, as well as the effects of the on-going relationship with the Homeowner's Association appears to be a concern throughout the community.

Solution: There are several funding sources available that can provide assistance with improvements to the Town's water system as well as assist in obtaining future water supply. Projects often require partnering of funding sources in order to complete all aspects of the project - water supply, transmission, distribution, etc.

Contact: USDA Rural Development's Water and Waste Program (RDWW) has loans and grants available for improvements to both a municipal water system and sewer system. Loan and grant funds may be used to construct, repair, improve, expand, or modify rural water supply, treatment, and distribution facilities. The maximum term on all loans is 30 years for a municipality (due to statutory limitations) and the interest rates are set quarterly. The current interest is 4.5%. Eligibility for grant funds is based on the income of the Town in comparison to the State Non-Metropolitan median household income. For further information contact:

KayLyn Nerby, Business and Community Programs Director
USDA Rural Development - State Office
100 East B Street, Room 1005; P.O. Box 11005
Casper, WY 82602-5006
307-233-6719
kaylyn.nerby@wy.usda.gov

Wyoming Water Development Commission (WWDC) has grants available for Water supply projects including project construction and rehabilitation. Typical grants range from 50 percent to 75 percent of project costs. For further information contact:

Lawrence (Mike) Besson
122 W. 25th Street
Herschler Building, 4th Floor West
Cheyenne, WY 82002
307-777-7626
lbesso@state.wy.us

The **Drinking Water State Revolving Funds program (SRF)** is available to assist with water and wastewater system improvements. Loans through this program may be made for up to 20 years at an interest rate determined by the State Loan and Investment Board, which is currently established as 2.5%. A loan origination fee of one-half of one percent (0.5%) of the loan amount is collected. For further information contact:

DEQ/WQD:
Brian Mark at 307-777-6371
bmark@state.wy.us

Other Agencies that also have loan/grant programs that can be used for Water System Repairs include:

The **Office of State Lands and Investments Board (SLIB)** who administer the Mineral Royalty Grant program, Abandoned Mine Land Grant program, and Wyoming Joint Powers Act Loan program. For further information contact: Brad Miskimmins at 307-777-7331.

The **Wyoming Business Council (WBC)** administers the Community Development Block Grant Program (CDBG) and Business Ready Community Grant & Loan Program. Both these programs can assist with infrastructure subject to some conditions. For further information contact: Steve Achter at 307-777-2810 or Ray Sarcletti at 307-382-3217.

Sewer Challenges: The Community currently relies on individual septic systems throughout Town. As the Community grows and develops the ability to obtain permits for individual septic systems will become a greater issue bringing the need for a centralized sewer system to the forefront.

Solution/Contact: There are several funding sources available that can provide assistance with construction of the Town's sewer system. Projects often require partnering of funding sources in order to complete all aspects of the project – treatment facilities, collection lines, etc. For further information contact the above sources already mentioned, including RDWW, SRF, SLIB and WBC.

Road Challenges: The need for various degrees of road improvements/expansion, signage and drainage throughout Town was an issue expressed in all sessions.

Solution: The Community needs to begin the planning/feasibility phase for needed road improvements. It is recommended the actual road surface improvements wait until after the water and sewer system projects are completed to avoid additional repair/maintenance costs for the Town.

Contact The State of Wyoming has grant funds that can be used for planning, construction, acquisition, improvement or emergency repair of public facilities, including street and road projects. The board meets regularly on the third Thursday of each January and June to review grant applications. Matching funds may be required depending on the program used. For further information contact:

Brad Miskimins
Office of State Lands and Investments (SLIB)
Herschler Building, 3rd Floor West
122 West 25th Street
Cheyenne, WY 82002
307-777-7331

USDA Rural Development's Community Facility Programs (RDCEP) has direct and guaranteed loans available for essential community facilities in rural areas. Funds may be used to construct, enlarge, or improve community facilities for health care, public safety and public services - which include streets and roads. The maximum term on all loans for municipalities is 30 years (due to statutory limitations) and the interest rates are set quarterly. The current interest rate is 4.5%. For further information and applications processing contact:

Alana Cannon, Business and Community Programs Specialist
USDA Rural Development - State Office
100 East B Street, Room 1005; P.O. Box 11005
Casper, WY 82602-5006
307-233-6719
alana.cannon@wy.usda.gov

Other possible contacts:

US Economic Development Administration (EDA) has grant funds available for infrastructure such as streets and roads. There does need to be some industrial development located in the area or proposed for the area when EDA funds are involved. For information and program guidelines contact:

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

COMMUNITY SERVICES AND FACILITIES

Challenges: Health and Safety, Law Enforcement, Medical, Fire, Emergency Management were all mentioned during the various sessions.

Solution/Contact: There are several funding sources available that can provide assistance with improvements to essential community facilities. For further information contact some of the above sources already mentioned, including RDCF and SLIB.

- Funding for a Health Care Facility/Ambulance is possible through RDCF.
- For information about funding a Post Office contact
- Mark Lambert with the US Postal Service at (970) 244-3415.
- Funding for a Town Hall is possible through RDCF.

USDA Rural Development's Community Facility Programs (RDCF) has direct and guaranteed loans available for essential community facilities in rural areas. Funds may be used to construct, enlarge, or improve community facilities for health care, public safety and public services. The maximum term on all loans for municipalities is 30 years (due to statutory limitations) and the interest rates are set quarterly. The current interest rate is 4.5%. For further information and applications processing contact:

Alana Cannon, Business and Community Programs Specialist
USDA Rural Development - State Office
100 East B Street, Room 1005; P.O. Box 11005
Casper, WY 82602-5006
307-233-6719
alana.cannon@wy.usda.gov

COMMUNITY ENHANCEMENTS

Challenges: During several sessions there was some interest shown in a Community Center. A public place for community events, craft fairs, youth or other club meetings, or possibly even to double as a senior center.

Solution: A short-term solution for a Community Center might be the use of Town Hall once it is constructed. The Town Hall could possibly be used for small group meetings or gatherings as well as Town Council meetings.

On a long-term basis, the Town might start with a survey of local residents to determine what type of facility is wanted for the community. You might want to consider a modest center for club meetings and social gatherings or a multi-purpose center which includes a place for indoor recreation. Along with size and type of facility, other specifics would need to be evaluated including location for facility, costs to operate and maintain the facility, personnel to manage facility, etc.

Contact: Possible funding sources for this type of Community Facility include:

USDA Rural Development's Community Facility Programs (RDCF)

Contact: Alana Cannon at 307-233-6719

alana.cannon@wy.usda.gov

Mineral Royalty Grant Program

Administered by Office of State Lands and Investments

Contact: Brad Miskimins at 307-777-7331

Community Development Block Grant Program

Administered by Wyoming Business Council

Contact: Steve Achter at 307-777-2811

GOVERNING BODIES

Challenges: Governing Bodies

Solution/Contact: I recommend a mutual MOU on responsibilities and authorities between the Town Council and the Home Owner's Association. My second choice would be to make the Home Owner's Association a committee of the town council. It is very important that the community get this resolved before going ahead with improvements in the community.

COMPREHENSIVE LONG RANGE PLANNING

Challenges: Long Range Planning (Park & Trail System)

Solution: The community needs to be aware of the age demographics change that is occurring. Need to develop a long range plan to deal with this change. Included in that plan should be plans for city parks, year round recreation, bike paths, trails and recreations facilities such as the community center mentioned above.

Contact : The State Land and Water Conservation Program offers a reimbursable grant to acquire and/or develop/renovate public outdoor recreational lands and facilities. Grants range from \$10,000 to \$100,000 and require a 50 percent match. For further information contact:

Todd Thibodeau, Planner

122 W. 25th St.

Herschler Building, 1 East

Cheyenne, WY 82002

307-777-6478

The TEAL program administered by Wyoming Department of Transportation is a possible source for funding a walking trail. This grant funds projects like walking/bike paths, roadside landscaping, historic preservation, and other non-highway related projects. The typical grant

ranges between \$100,000--\$200,000. There is also a 20% match requirement. For more information, contact:

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

Other Possible Contacts: Many Wyoming communities have developed outdoor parks and trail systems in their towns. The trail system along the Bear River in Evanston is a very good example of this type of project. In the Northeast part of Wyoming both the Town of Sheridan and the Town of Buffalo have constructed trail systems along creeks through their towns. I would suggest visiting with other Towns at the next WAM convention to find funding sources used to help make their projects a reality.

COMMUNICATIONS

Challenges: Communications

Solution/Contact: The community needs to upgrade their communications for the residents of the city through the use of the internet and possibly a printing of a weekly activities calendar. This would improve the generational gap.

Patricia Robbins

Director, Sweetwater Economic Development Association
1400 Dewar Drive Suite 205 A
Rock Springs, Wyoming 82901
307 352 6874 Fax 307 352 6876
parobbin@wyoming.com

It was a pleasure participating in the Rural Community Assessment for the Town of Star Valley Ranch. Due to its historic role as a retirement community, the town has attracted people from diverse backgrounds from around the world, resulting in a tremendous amount of intellectual capital. These residents have the knowledge, the time, and the enthusiasm to shape the future of the Town in a very positive direction.

I would like to thank everyone involved in setting up the Assessment that did such a great job in making arrangements for the team. My thanks also go to the community members for the warm welcome. It was truly a pleasure to spend time in Star Valley Ranch.

Major Themes

Infrastructure

Water, Roads, Sewer

The biggest challenge the Town of Star Valley Ranch currently faces is that the Association owns the infrastructure instead of the Town. The Wyoming Business Council has two great grant programs that could help expand water, roads and sewer, but the infrastructure has to be owned by the municipality. The grants are also tied to business growth and job creation but could be used by the Town to ready the community for some commercial growth.

Should the Town of Star Valley Ranch be able to obtain ownership, the Business Ready Communities Grant for Community Readiness would allow the Town to apply for funds to prepare the town for growth. Rock Springs has used this program to extend a major road that will allow for commercial development. Green River has used this program for the extension of a road and water and sewer to undeveloped land for business recruitment.

For more information contact:

Shawn Reese, Community Readiness Program Coordinator
Wyoming Business Council
307 777 2813

or

Mary Crosby, LUAG

Mary is extremely knowledgeable about the grants and is highly successful with her applications.

Comprehensive Long Range Planning

The Town of Star Valley Ranch has applied for a Planning Grant from the Wyoming Business Council through the Community Development Block Grant Program, which if awarded, will allow them to hire a consultant to develop the Long Range Plan. The Wyoming Business Council can supply a list of qualified consultants that can submit proposals for the plan.

Contact:

Julie Kozlowski, Grants Program Manager
Wyoming Business Council
307 777 2821

One of the issues identified that needed to be incorporated into the plan was future economic development of the Town. One way to start is become a member of the Wyoming Economic Development Association (WEDA). The group meets three times a year around the state and presents program information that might be useful to the Town. WEDA can also serve as a resource in helping the town get their economic development efforts defined.

Contact:

Paula McCormick, WEDA Coordinator
263 N 8th Street
Lander, Wyoming 82520
307 332 5546

Governing Bodies

I commend both the Town Council and the Board of Directors of the Homeowners Association for their dedication to working together. The draft resolution proposed at the Town Council meeting in July is an excellent start at defining roles.

I think the Town and the Association could benefit from a facilitated meeting to further define roles and responsibilities. A facilitator could also assist in setting action steps for the Strategic Plan. Several facilitators are available, many at a nominal fee.

I have used the following facilitators in the past:

Hank Castillon
BLM
Rock Springs Field Office
280 Highway 191 North
Rock Springs, WY 82901
307 352-0201

Marty Kelsey
Dean of Administration, Western Wyoming Community College
307 382 1609

Community Services/Facilities

Post Office

Establishment of a Post Office for the Town was clearly a priority. National budget constraints will limit new development, but it is a possibility. New facilities will be considered based on population, number of deliveries, volume of mail, and growth potential. SVR is within the jurisdiction of the CO/WY District headquartered in Denver.

Contact:

Dean Granholm, District Manager CO/WY
United State Post Service District Office
7500 E 53rd Place
Denver 80266-9998

Community Enhancements

Community Center and Community Entrance Improvements

There are several options available for building a community center, which would provide year round recreation. Green River and Rock Springs have both built beautiful facilities utilizing the Capital Facilities Optional 1% tax. This tax is imposed on sales and use and is on top of the state 4%. This tax has to be voted on by the public and has to be used for a clearly stated project with dollar amounts attached. Once the dollars are collected the tax goes away. Sweetwater County recently passed this tax last November to build out infrastructure in all of the towns in the county. It had previously been used to construct the new county jail. The positive side of the tax is that it stops once the project is completed, and since it is a sales tax, it is paid for in part by tourists spending in the county. Sweetwater County has raised millions of dollars through this vehicle. It allows communities to build high dollar projects that might not have other means of funding. It does take considerable time and community buy-in, but can be very successful.

Sweetwater County also utilizes the Optional 1% Sales and Use Tax. This tax is used to support the general fund and it utilized to support the facilities that were previously built by the Capital Facilities Tax, such as the recreation centers. It is also used to fund emergency vehicles, snow removal equipment, sidewalk replacement, etc. This tax is placed in the general fund and does not have to be project specific on the ballot. This tax is on the ballot every four years and has been in place in Sweetwater County since 1974.

For more information contact:

Mary Keating Scott
George K. Baum & Company
401 West 19th Street, Suite 300
Cheyenne, WY 82001 307 778 8482

Another easier option, with lesser funding, would be a Community Enhancement Grant through the Wyoming Business Councils' Business Ready Communities Grant Program. The program is limited to \$500,000 per year and can be used for community facilities and enhancements. This program could be used to enhance the publicly owned entrances as well. The program has been used previously to create park areas and splash parks, driving ranges, and other community improvements.

For more information contact:

Shawn Reese, Community Readiness Program Coordinator
Wyoming Business Council
307 777 2813

Bike Paths and Trails

We heard several citizens talk about the need for trails and paths for year round use. Green River has built an extensive system of trails and paths that connect with the river utilizing TEAL funds from the Wyoming Department of Transportation. The grants are an 80/20 grant, requiring a 20% cash match. Green River's paths are for pedestrian, equestrians, and bikers and get extensive use. The grants are to be submitted by June of each year for funding with funding decisions made in October. (I contacted WYDOT and they will send the Town the information packet and will make sure that you receive the application packet for next year.) For more information on how Green River has used the grants contact:

Melody Roberts, Parks and Recreation Department
City of Green River
307 872-6151
or
Rich Douglas
Wyoming Department of Transportation
307 777 4384

Communication

The Town could easily implement several programs that would facilitate better communication throughout the Town and the Valley.

The first would be a County-wide Rural Community Assessment. This process, similar to the one the Town did, would incorporate all of the communities and would look at common issues and problems. It would not only offer solutions and identify partners, but it would stimulate discussion among the towns.

Contact

Mary Randolph

A second solution would to implement a quarterly meeting. We use this format in Sweetwater County hosted by the Sweetwater Economic Development Association with all of the elected officials invited to a no host dinner at one of the local restaurants. We have dinner and an informative program. The evening allows elected officials to visit in an informal setting without media and to learn about issues at the same time.

It has been very helpful in strengthening the relationships between the governing bodies. For more information, call my office at 352 6874.

Another way to improve communication within the Town would be to put all community information on the website. The Town meeting minutes, all activities and events could be posted similar to the newsletter. It would help reach the population that obtains its information electronically, and would also be accessible to the seasonal residents. You could also establish chat rooms for residents on specific issues.

Jay L. Dunbar

Bridger-Teton National Forest
Grey's River District
671 N. Washington St.
P.O. Box 339
Afton, WY 83110
307-885-5310
jdunbar@fs.fed.us

Introduction: During the period of July 10-12 I was fortunate to be a part of the Star Valley Ranch Community Assessment team. I was able to view first hand the building of Wyoming's newest town! It is a beautiful community with lots of energy and a tremendous desire to accomplish great things.

Star Valley Ranch has the opportunity to develop a community with lasting amenity values as well as a healthy and safe place to live. The level of commitment to do so was demonstrated by the amount of involvement and enthusiasm by Star Valley Ranch citizens.

It was noted on several occasions that the sheer talent of the people will ensure the success of any project attempted. There are definitely some projects which rose to the top and there is a consensus of opinion as to which projects will be completed and when.

Theme: LONG-RANGE COMPREHENSIVE PLANNING

Challenge: Planning for the future of Star Valley Ranch will be one of the most important and challenging projects undertaken. Recognizing and planning for the changes in demographics will be critical. It is a first step to building a community which has common goals and objectives as well as a direction that all can feel a part of.

Solution: The major goals and areas to develop initially should be a land use plan which identifies how land allocations have been and will be made. If additional land is needed this will also be identified. Once this is done, transportation networks should be identified. These may include not only roads but bike paths, bus stops, arterial networks and major connectors. Capital Improvements and Utilities need to be addressed including fire, law enforcement patrol areas, community services, sewer and water services areas, storm water facilities, and parks and recreation facilities. Economic development may not be a great part of the plan but needs to be included. Obviously, the natural environment is an important resource of Star Valley Ranch and is critical to maintaining the quality of life for its residents. Open space, the health of the aquifer, priority habitat, wetlands, well head protection areas, geologic conditions and erodible or impervious soils should be identified and guide land use. The resources to complete the identified targets should also be part of the plan as well timeframes and the priorities for their completion.

Resources: An excellent contact for further information concerning long-range planning is:

American Planning Association

1776 Massachusetts Ave., NW
Washington, DC 20036-1904
Phone: 202-872-0611
FAX: 202-872-0643
CustomerService@planning.org

Theme: Wildland /Urban Interface

Challenge: The risk of a destructive wildfire increases as more Star Valley Ranch homes are built near or within the forested areas of the ranch and adjacent to Bridger-Teton National Forest lands. Building and maintaining a defensible space between forested areas and the homes we all want to protect will be one of the most important and challenging projects undertaken. It will take an effort that will include a number of organizations; one that goes beyond the needs of individual homeowners. The community has the responsibility for planning into the design of a safe community and the development of an effective emergency response program. Each individual has the responsibility for home design and construction features landscaping and maintenance which will render their home defensible against wildfire.

Solution: The objective is planning for safety in the wildland/urban interface areas, so that homes and communities are more defensible against wildfire. Homes that have been built with fire resistance in mind can also withstand fire better than homes which have not been designed to do so. The implementation of fire-resistant practices in any future development or improvements, assessment of the hazards, design or modification of structures as well as the landscaping and the maintenance of existing vegetation are key elements to consider. Measures such as thinning trees and clearing brush from around homes, creating fuelbreaks and using fire-resistant materials for home construction will make homes easier to protect.

Resources: An excellent contact for further information concerning protection from wildfires is:

Firewise Communities: www.firewise.org/communities **OR**

National Wildfire Working Team
3833 S. Development Ave.
Boise, ID 83705

Mary Randolph

Executive Director
Wyoming Rural Development Council
2219 Carey Ave
Cheyenne, WY 82002
307-777-6430
307-777-6593 fax
mrand@state.wy.us

INTRODUCTION

First and foremost, I would like to extend my sincere thanks to the Town of Star Valley Ranch for hosting the community assessment and the assessment team. It was refreshing for us as team members to spend time in a community that does not have the “typical” rural issues that come about because a community has been in existence for a long time. Your leadership (Mayor and Town Council) should be commended for starting out on the right track. By the “right track” I mean planning – using planning tools from the beginning of your designation as a Town. By doing strategic planning you have a much better chance of a bright future for your community. You began with an assessment of your strengths, assets and challenges and now the Town now has plans to move further into planning efforts and I know they will be successful in obtaining the funds to do so.

Thank you for your hospitality – the meals and lodging were outstanding and just the friendliness and helpfulness of the citizens was beyond measure. I very much look forward to coming back in the very near future.

Please know that you now have 5 new friends in the State of Wyoming. Between us, we can help you find the answer to any question you might have. If we don’t have the answer, I can assure you one of us knows where to go to get the answer. Do not hesitate to give anyone of us a call at anytime.

MISCELLANEOUS

Funding: Many of the projects, issues and activities you will be involved in for the next few years will require money – avenues for funding including grants and loans. Funding for the many infrastructure needs you have can be obtained through USDA Rural Development (in which Del Tinsley has given recommendations); and the Wyoming Business Council (in which Jo Ferguson and Ray Sarcletti have given recommendations and assistance). There are numerous opportunities to apply for grants and I would offer several suggestions to assist you.

1. The Wyoming Rural Development Council (WRDC) is available to provide grant writers to write your grants for no fee. We have a cadre of volunteer grant writers throughout the state that will give assistance to communities and organizations. If you will identify the grant and offer someone to give information and assistance, we can provide the grant

writer. The WRDC is also willing to write and administer a grant for you. Contact: Mary Randolph or Ashley Bruner: 307-777-6430

2. The Wyoming Rural Development Council will also search for grant opportunities for projects or issues you wish to tackle. Again, contact Mary Randolph or Ashley Bruner: 307-777-6430.
3. Another organization that will provide assistance in grant searches and writing is the Wyoming Western Resource Conservation and Development Council. I would also suggest Star Valley Ranch consider becoming a member of the Council if you have not already done so. Contact: Maureen Meagher, maureen.meagher@wy.usda.gov.
4. If you are interested in having someone in your community trained in grant writing, the Wyoming Rural Development Council offers scholarships each year to attend a 40 hour grant writing school in Jackson, Wyoming. Contact: Mary Randolph or Ashley Bruner, 307-777-6430.
5. To enhance some of your youth projects and provide some funding, you might contact Cindy Garretson-Wiebel of the Wyoming Business Council. Cindy administers a rural rehabilitation fund that at times gives out grants for youth projects: 307-777-6589. Other youth funds that might fit into some of your projects or future projects may be obtained through Wyoming Ag in the Classroom grants. Contact: Sarka White 307-777-6618.

Non-profit assistance: During the Town Hall meeting we attended, discussion was held on purchasing a flag for your town hall. Several people stepped up to the plate and offered funds to do the purchase. If you had a 501(c)3 (non profit organization) established, those donations could be tax exempt. I offer a couple of suggestions:

1. The Wyoming Community Network (WCN) is willing to serve as a temporary 501(c)3 for you. The WCN is a non-profit arm of the Wyoming Rural Development Council and can establish a project account for you and any projects you might want to fund through donations. Contact: Mary Randolph 307-777-6430.
2. If you are interested in establishing your own 501(c)3 there is a lot of assistance in getting you started. The Wyoming Rural Development Council is happy to help you – in addition you can contact: The Wyoming Community Foundation: 307-721-8300 or Snowy Range Institute: (307) 766-2124.

Wildfire protection: Even though wildfire protection was not brought up in the listening sessions as an issue, I identify it as an issue for your community. Many of those beautiful homes are located feet away from the National Forest and timberlands. I encourage you to NOT wait for a disaster or a high fire season, but educate yourselves now and plan for the future.

Continue to utilize Jay Dunbar as a resource from the U.S. Forest Service. In addition, contact your State Foresters for assistance: Pinedale: 307-787-6148.

In addition, here a couple of good web sites for information:

<http://www.ext.colostate.edu/PUBS/NATRES/06302.html>

<http://cals.arizona.edu/pubs/natresources/az1290/>

http://cahe.nmsu.edu/defensible_zone/protect/docs_pdf/wildfire_defense.pdf#search=%22wildfire%20defensible%20space%22

http://www.fire.ca.gov/cdfbofdb/pdfs/4291finalguidelines2_23_06.pdf#search=%22wildfire%20defensible%20space%22

THEME: COMPREHENSIVE LONG-RANGE PLANNING

Challenge: As you move into long-range planning efforts for your community you will be facing many challenges to plan for the future. As we heard in the listening sessions, those challenges include: changing demographics from a retirement populated community to a young family community; and your obstacles in land acquisition and also preserving and protecting green space for parks and recreation.

Solution: At this point in time, you are in line for a planning grant from the Wyoming Business Council and that will begin you on the right track.

Resources: I am pretty sure you already have a planner lined up, but if not, please feel free to contact me and I'll be happy to provide you with reliable contractors.

In addition, continue to work with Forest Service and Bureau of Land Management, plus the private land owner to find opportunities to increase the acreage of your community. I again offer the services and expertise of the Wyoming Rural Development Council in facilitating any of the land acquisitions.

THEME: GOVERNING BODIES

Challenge: The major challenge before the Town and the Association is the definition of responsibilities. This seemed to be a major issue throughout all of the listening sessions.

Solution: At the time of the Assessment, the Town and Association were beginning to draft an agreement of responsibilities. I suggest you get this completed (if you have not already done so) and make sure it is well circulated and explained to community members

Resources: Should you find the need to have someone facilitate or mediate through the agreement I offer the Wyoming Rural Development Council. We have outstanding facilitation skills and the price is right! No charge!!

THEME: COMMUNITY ENHANCEMENTS

Challenge: For this theme, the sub-categories identified were health and safety; a post office and town hall. For the present time – your town hall is very adequate (and I might say unique for any other town in Wyoming!) but you definitely have a need for a post office and to focus on health and safety including law enforcement.

Solution: Post Office: as we learned, there are no longer boxes available in any community surrounding Star Valley – this will become unacceptable as I know you know. Continue to correspond with Senator Thomas and Senator Enzi – you might consider establishing a postal station vs. a post office if there is a facility to house it. This might be a recommendation that will be “down the road” due to lack of public facilities or businesses that could locate a postal station.

If you are interested for the time being to just have services (not boxes), you could consider a Contract Postal Unit. Contract Postal Unit (CPU) is a supplier owned or supplier leased site operated by the supplier, under contract to the Postal Service to provide Postal Services to the public.

CPUs provide selected services to the public (determined by individual contracts). CPUs may not provide all the services of a post office.

Inquires about what services an individual CPU offers should be directed to that CPU for information.

The contractor must meet the following criteria set forth by the United States Postal Service:

- Not located at a postal facility
- A surety bond may be required
- Cannot charge extra for Postal products and services
- Cannot be staffed by postal employees
- Cannot sell competitive services
- Cannot have post office boxes
- Cannot sell postal money orders
- Contracts are competitive
- Contracts are indefinite

Resources:

Senator Craig Thomas
Rock Springs Office
2632 Foothill Boulevard
Suite 101
Rock Springs, WY 82901
Phone: (307)362-5012
Fax: (307) 362-5129

Senator Mike Enzi
Jackson Office:

Post Office Box 12470
Jackson, WY 83002
Main: (307) 739-9507
Fax: (307) 739-9520

For information on the Contract Postal Unit, you can contact any postmaster in a neighboring community.

Solution: Another grant fund that can assist you for many of the activities and enhancements brought up in the listening sessions is the Department of Transportation (ISTEA) Intermodal Surface Transportation Efficiency Act (ISTEA) Grants.

As defined by the Federal Act, the eligible activities include:

1. Facilities for pedestrians or bicycles
2. Acquisition of scenic easements and scenic or historic sites
3. Scenic or historic highway programs
4. Landscaping and other scenic beautification
5. Historic preservation
6. Rehabilitation of historic transportation buildings, structures or facilities (including historic railroad facilities and canals)
7. Preservation of abandoned railway corridors (including conversion for use as bicycle or pedestrian trails)
8. Control and removal of outdoor advertising
9. Archaeological planning and research
10. Mitigation of water pollution due to highway runoff

These activities are exclusive, meaning that ***only the ten activities are eligible***. Your project may include other items, however, only these specific items are eligible, and ***only these specific items will be considered for funding***.

Other requirements for eligibility are:

1. The project must have a direct and substantial link to the intermodal transportation system.
2. The project must be above and beyond the normal transportation activity.
3. The project must not be a required mitigation.
4. The project must be accomplished without an adverse effect on a cultural, historical, archeological or environmental resource.
5. The project must have a public, political sponsor.

Resources: you can contact the Wyoming Department of Transportation for further information: (307)777-4375

Solution: To continue to enhance your entrances to the Town of Star Valley, the Wyoming Department of Tourism has grants available and they are typically due in August.

Resources: Leslie Kedelty, 307-777-7777

THEME: UNIQUENESS

Challenge: In my definition, the uniqueness of your community is NOT a challenge but a golden opportunity that many communities do not have. You have uniqueness in many ways, the people and the incredible skills they have brought to your community; the natural beauty and the recreational opportunities including the golfing, swimming pool and access to the National Forest.

Solution: A solution is not needed to fix anything, but I offer a suggestion to capture and utilize the diversity of skills and abilities of your citizens. I suggest you develop a skills inventory (of adults and youth) – this would be a written document that would list people, their skills and talents and what they would be willing to contribute in time and resources to the community.

Resources: Resource Conservation and Development has a program called “Asset Based Community” – it is a process to develop this inventory. To create this inventory, the Wyoming Rural Development or the Western Resource Conservation and Development Council can facilitate the process for you.

Mary Randolph
Wyoming Rural Development Council
307-777-6430

Maureen Meager
Western RC&D
maureen.meagher@wy.usda.gov

Theme: COMMUNICATION

Challenge: There isn't a town or an organization that does not have communication as an issue. Your challenge for communication was based on several issues: communicating between the governmental entities (other towns, federal, county, etc.); communication between your two governments (Town and Association); communication between generations; and improving methods of communication.

Solution: One solution regarding communication between government entities would be to create a council of governments – a group of all local government organizations and agencies that meet once a month to share information. This might formalize something that you are already attempting to do.

Resources: If you need assistance in formulating or if you would like someone to facilitate I would be happy to assist.

Mary Randolph
307-777-6430

Star Valley Ranch Community Assessment Listening Session Responses

WHAT ARE THE MAJOR PROBLEMS AND CHALLENGES IN YOUR COMMUNITY?

- Water is the highest priority problem on the Ranch
- Property owner covenants have not been enforced since the mid 90's
- Law Enforcement – use of Lincoln County sheriff that has limited officers does not provide SVR much protection.
- Postal service – no rural mail service
- Dogs – 500 more homes equals 500 loose dogs
- Silo Restaurant not handicap accessible
- Acquiring of land for expansion of land for recreation
- Water and roads
- Ditto
- Main roads into our community
- Ditto
- Roads and water
- 2 governments
- Roads and water system
- Community involvement – apathy
- Growth and expansion
- Growth – no post office
- Facilities for year round use – meeting spaces and recreation
- Water
- Lack of Year round recreation facilities
- Water, roads and recreation facilities
- Lack of involvement from owners that don't live on the ranch
- Two governments
- Enforcement of covenants
- Roads
- Water
- Ditto
- Roads
- Roads, water
- Water
- How to get more people to come to meetings
- Economic development – good paying jobs
- Security
- Meeting needs of growing needs and populations and agendas

- Delineation of responsibility between town and association
- Ditto
- No problems
- Funding for water
- Infrastructure
- Water, with so much building
- Water
- Dogs need controlling
- Speed limits enforced
- Water
- No land for growth
- Function of city government
- No coherent vision for the future
- Roads and water
- Working of two governments together
- Enforcement of the VCC
- Outstripped water resources and not built out yet
- Majority of people don't have votes
- Lack of land for year round recreation
- General planning – long range is lacking
- Roads and maintenance of roads – concerned with safety for walkers, bikers, recreationists and those exercising
- Septic systems in general
- No unplanned land and no town center
- ATV with juveniles on public roads
- Ditto
- Weed control – not major but needed
- Quality of roads
- Security – golf carts and ATVs driven up and down streets are a hazard
- No security to call if there are issues
- Recognize the demographics are changing and doing something to recognize it
- Organizing the main street business district
- Water, sewer and roads
- Dog barking is out of control
- Children on ATVs
- No security
- Very little law enforcement
- Lack of sheriff and law enforcement
- Not enforcing codes
- Planning – association and town need to focus on planning in a cooperative way
- Community assessment isn't involving all of the community of Star Valley Ranch
- With institution of the town the responsibilities of the association will be pushed to the side
- Ditto
- Turning assets of the association over the town – the procedure we will use

- Need to be united with SVR and SVR Town – work together for at least the next 10 years – keep this in mind
- Town Council are not credible – give false impression that they are in charge of things they can't be in charge of
- We are raising expectations of new folks through this assessment that can't be met
- Need to prioritize what we can and cannot do
- Ditto
- Water
- Trust – trust issue is rapid – older people have fought a hard battle and haven't gotten anything out of it. New people are more positive and we can make a difference with the Town
- Ditto
- Town and Board are too myopic – we are too short sighted and need to start planning a lot of things, not just water – we have a lot of other infrastructure that needs to be worked on
- No land to put any “year round” structures on such as a community center or swimming pool
- Ditto
- Where are we going to get the land to put all the wonderful facilities
- Town is not working in good faith with Association to get things accomplished – Town being heavy handed in how they are getting things completed
- I think people we elected and appointed are doing a good job and I trust them to make good decisions and it is just going to take time – it is not an easy job
- I like government – I think having the town and government we are on our way to solve our problems
- Confusion of Town and Association – information has been out, so how do we get people to pay attention and read information that is put out
- Ditto
- Communication – methods are there, people just don't read
- See waffling with city officials – go one direction then change – speaking before they can really do what they need.
- People are spoiled by paying no water fees – transferring water is going to be a big problem
- Ditto
- Tax base can be an issue in the future
- Professional services such as: dentist, beauty shop etc.
- Perception that we are RICH and that there is money pouring in
- Attitudes are changing from retirement to community
- Ditto
- Ditto
- Ditto
- Not taking consideration that demographics are different i.e. young people and timing of listening sessions
- Law enforcement
- Drugs
- Confusion of association and town – who is responsible
- Law enforcement – people driving too fast

- Not a streamlined process to be heard – not enough of these kind of meetings – not a procedure to make changes
- School bus stops are dangerous
- Ditto
- Community geared toward retirement i.e. activities of golf Wednesday - all in the morning. All events are structured around retirement
- More and more young people are moving in – structure is not geared toward them: no bike paths, parks, etc. Not kid friendly
- Ice skating rink – not useable because never shoveled
- Entrance and appearance when you come into the ranch
- Lack of communication between Town Council and young people and association board members
- Ditto
- Ditto
- Ditto
- Ranch offers more in the brochure than is really available – we say we have them but they are not maintained or available
- People drive too fast
- No one really cares that people drive too fast or people are drunk – no law enforcement
- Ditto
- General condition of facilities, even roads, general appearance
- Mosquitoes
- Ditto
- Ditto
- Ditto
- Shilo is only available for 4 months – we are encouraged to have more year round activities for families, but there are no facilities to use. Lack of facilities and lack of flexibility
- Animal control – mountain lions, bears, dogs, etc.
- Ditto
- Ditto
- Ditto
- Ditto
- Financial challenge to run community
- Reports made to police officers regarding drugs, but nothing has happened
- Association and “fighting”
- Problem is with communication from plot 4 and 5
- No young voice – to get elected you must be part of retirement generation
- We have lots of programs that give you too many sweets as snacks
- Greater community participation
- Do not have any land for the Town to grow
- Roads and water system – infrastructure that is already in place, but needs to be improved
- Communication – two way – us getting information out and having the public participate
- Water and roads

- EMT training – 10 EMTs serve area – many are getting older and we can't furnish the help except financially. Need 10 new trainees (cost \$75,000). NEED NOW
- Ditto
- Water – getting it transferred to the town
- Communication between association board and Town council
- Ditto
- Ditto
- Continue to use the word “water” – it needs to be defined so we communicate right. There is storage and culinary distribution.
- Ditto
- Ditto
- Lack of land for town facilities
- Major challenge is that we don't have a master plan
- Enforcing the covenants
- Lack of ability to have commercial facilities in town boundaries to create opportunities for economic development
- Ditto
- Ditto
- Lack of ordinances to control traffic
- General neatness in the community
- Assumption that Town has infinite resources and ability (now that we are a town) – challenge comes from not knowing what a “Town” can and cannot do.
- Ditto
- Traffic – lack of enforcement
- Changing over of water and road system to town
- Incorporating the Town and Association as one – seems ridiculous to duplicate administration. Association should eventually dissolve – no need for double bureaucracy
- Water
- Association be done away with and just have a Town government
- Entry way into the Ranch – needs to be cleaned up and presentable
- Association and Town working together – just need to define roles and responsibilities
- Entry way needs to be enhanced
- Ditto
- Getting participation from Town and Association members – not ready to see that as dissent, people are just choosing not to get involved, must think it is just someone else's responsibility.
- Addressing the infrastructure – biggest challenge in the immediate future is culinary water – challenge will be getting participation on the decision from community members
- Location – trying to achieve things and get information location can work against us – being at the end of supply chain for materials and sometimes minds of people at state level, etc.
- Getting together the major players in this community
- Have several people on the ranch that are part-time (vacationers or weekenders) – they let friends and family use their places and they bring a lot of noise (dogs, motorcycles, etc)

- Association fees and due – we don't use the golf course or pool and I pay fees for something I don't get anything from: no security; no road improvements, etc. Should be a fee just for golfers
- Lack of control over surrounding area – property outside of town. Unless annexed, we have no control over commercial ventures, etc.
- ATVs – need some controls (speed, age, noise)
- Like to see the stars – do not want to see street lights
- Dogs – no control over dogs
- Lack of Post Offices and or P.O. boxes for residents
- Split feeling of Afton & Kemmerer as center of Lincoln County
- Search and Rescue resources used mainly by Teton County during summer months for floating accidents
- Aspen Hills Golf Course is losing a huge amount of water to leaks
- The culinary water system faces the same problem (water leak) – pipes are old and a major blow up is waiting just around the corner.
- Many years of use without repair or just temporary fixes of our roads have caused major problems with the roads.
- Lack of law enforcement of the DCC and Rs
- Lack of near-by postal service
- Infrastructure for Ranch and community – water and roads – with so much new construction we will run out of water and quality will be a concern
- Water system is completely outdated – need good quality water it is one of basics
- Development of codes – type of homes that are being built, do they meet the design codes?
- Water – how do we get grants?
- Water
- Roads
- Littering
- Vandalism
- Up-keep of properties
- Water #1 and Roads #2
- Water is our #1 concern – negative transfer of delivery system to city
- Roads – clear signs and marking
- Security
- Fire protection
- Lack of open space
- Speeding vehicles
- Junk houses
- Water
- Roads
- Communication – getting everyone involved
- Turning over assets of association to town (water)
- Meeting needs of growing diverse population with diverse interests and agendas
-

WHAT ARE THE MAJOR STRENGTHS AND ASSETS OF YOUR COMMUNITY?

- Township has good management people as shown by the town's formation
- The communications system – internet, newsletters, emails has been excellent
- Membership has been kept abreast of what the Mayor and Councilmen are doing on their behalf. This open communications method is OUTSTANDING
- People that started the municipality are running again for re-election – major asset for SVR
- Planning and zoning are on the table for long range development
- Location and amenities
- People
- Location
- Ditto
- People
- Diversity of the people here
- Beauty of the environment
- Ditto all of the above
- Great recreational activities – developed and undeveloped
- Ditto
- Ditto
- Ditto
- Leadership for the town
- All of the volunteers
- Volunteers
- Most beautiful place
- 75% of population were managers or successful business men and we need to get them together
- People willing to share their talents
- Volunteers
- Management of the town
- Quality of the people and their education
- Outdoor recreation
- Ditto
- Location
- Entirely new town
- Pristine environment – I hope I can see moose in my back yard 10 years from now
- Quality of water
- Stars!
- Ditto everything that has been said
- Opportunity to start from scratch
- Town that is equipped to solve some of our problems
- Great people that are here

- Quality of life
- Ability to start from scratch and make our town unified in appearance
- Office (Town Hall) is always polite and helpful
- Recreational opportunities
- Location next to huge NF
- Location
- Clean air
- Ditto
- Good quality water
- Ditto
- Beauty of the Valley
- Gorgeous place
- Environment
- Leadership
- Majority of people have pride in home and property
- SVR is in Wyoming
- Ditto
- Ditto
- Ditto
- Design of new town
- No pressure to have to have a green lawn but can have native plants
- Quality of individuals
- Community Pride
- Strong families
- Getting some of our tax \$\$ back
- Airport
- Great golf complex
- Young people
- Natural beauty and wildflowers
- As we are developing, have the habitat to attract amazing animals – green space
- Golf
- Swimming
- Tennis
- Association employees
- Ditto
- Snow machining on public property in the winter
- Association and Town that work together
- Cross-country skiing
- Hiking
- Bike riding
- County where it is safe and enjoyable to live in
- Ditto association employees
- 4th of July celebration put on by volunteers
- No need to lock a door or take the key out of your ignition

- Rural character
- Offers golf
- I moved here because it is not the desert
- Association employees
- Ditto
- Ditto and Board of Directors of the Association
- Ditto
- No state tax
- Beauty of the place
- Still at a point that we can solve problems - not too big and we are in Wyoming
- Volunteers
- Ditto
- Association and the leadership and work they do with small amount of employees
- Volunteer base
- Moved here because it was not a town and we could do as we pleased
- Association has done a great job of holding the Ranch together with limited funds
- Lot of recreation facilities that can be improved and developed with space
- Unlimited possibilities – if we have \$\$ we could do anything
- People that live here
- Extra \$\$ we have coming in now since incorporated – scared that we are not going to handle it right
- Ditto
- Learned things in the past thru lawsuits and that could be an asset in the future
- Wonderful place – economical and has lots of amenities
- Golf community
- Ditto
- Golf course is the major strength and asset
- Beauty
- Ditto
- Ditto
- Ditto
- Ditto
- Natural beauty and family activities we could participate in
- Swimming pool, scenic beauty
- Volunteers (beautification committee)
- Great volunteers that are dedicated
- Swimming pool and golf course
- Good school system
- Economical place to live
- “Wyoming – The way America use to be” – that sums it up – good pace to raise your kids
- Ditto
- Ditto
- Ditto
- Centrally located – can go lots of directions

- Ditto
- Need young people to move up in leadership
- Excited about being the Town – I think it can help settle association disputes
- Ditto
- Ditto
- Great opportunity with Town and opportunity to make change and be a part of it
- Swimming pool
- Trees
- Lots of wildlife here
- Lots of golfing
- Pretty on the mountain
- Hiking on the mountain
- Riding motor bikes on trails
- Shooting guns with my dad
- Our cabin on the mountains
- Swimming pool
- EMTs
- Quality of people on the Town Council and the Mayor
- Talent in the community and we need to round that up
- Great enthusiasm in the community to move forward
- New and full of enthusiasm – if we lose it we will never get it back
- Ditto
- Volunteers – they are going to get tired – need new ones!
- Environmental quality – stars, water, and general beauty
- Recreational opportunities in place now – other communities in Star Valley don't have those
- When we became a Town we were already large in size so we were eligible for more financial funds
- Town is subdivided and we know where everything is
- People that live here and when they get involved
- Ditto
- Ditto
- In the past we have had lots of controversy and that kept folks interested and involved – with no controversy, they aren't involved
- Location - in the past has been a remote location taking care of itself and recently we have been getting attention
- Peaceful and quiet, no stop lights
- People
- Ditto
- Ditto
- Rural atmosphere
- So much diversity of background and skills – if we can put that together we can accomplish anything
- Rare entity because we have a lot of amenities: golf, swimming etc, in a home setting
- Ditto

- This could be a model community for the State of Wyoming
- “Wyoming’s version of Sun City” – much more rural, not a real heavy planned community
- Ditto
- Ditto
- Lack of traffic
- Can see the stars
- Friendliness, throughout Star Valley – store employees are honest is an asset
- Ditto
- Friendliness: It was a shock when a young kid at night pulled up behind me and dimmed his lights
- Mountains, hiking and ATV trails
- Financial structure of Wyoming
- Ditto
- High speed internet access
- Cell phone services
- Sense of community
- Our volunteers, property owners committees such as beautification committee, golf and green committee
- Mayor and Council member who listen to suggestions. Association leaders who do the same. Listen and use suggestions discussed if possible.
- New source of funding with creation of a town
- Struggling with lack of funding in the past could be a major strength as we go forward. The hard lessons learned in the past could be a great asset in the future.
- Property taxes and utility costs are low
- Peaceful and quiet
- It is good old Wyoming
- Financial reasons: low property taxes – low cost of living in Wyoming
- Leadership – Ranch has come a long way and I’m glad to see us moving onward and upward
- Small community
- Beauty
- Friendliness
- 1st person to use the water
- Clean air
- Beauty
- Friendly neighbors and people
- Outdoor opportunities
- Wildlife
- Beautiful area
- Great recreational opportunities (summer and winter both; golf course; tennis; pool; playground)
- People with varied backgrounds and knowledge who are willing to serve the community

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

- 2 years: Complete turnover of the Culinary water system to the SVR with the water rights issue resolved and membership approval
- 2 years: Major Culinary water system leaks repaired and those sections replaced with new pipe/components
- 2 years: Culinary waters system storage facility design complete and construction contract awarded
- 2 years: Post office space allocated and construction started
- 2 years: SVR police force staffed and operation space allocated
- 2 years: Grants for waste treatment and sewer system submitted
- 5 years: Culinary water system (supply, storage, and distribution) upgrades construction complete
- 5 years: SVR sewer and waster treatment facility construction projects awarded
- 5 years: SVR entrance, buildings construction completed
- 5 years: SVR police force equipment updated
- 5 years: Ranch road resurfacing contract awarded
- 10 years: Sewer system and waste treatment facility construction complete
- 10 years: Township development construction complete (grocery store, gas station, bank, business, town hall and offices)
- 10 years: all ranch roads paving completed
- 10 years: SVR Fire department and EMT ambulance facilities equipped and completed.
- Make sure accessibility at the forefront of construction and facility design and construction
- Question: will there be a change in Association Fees? Lot owners should not be assessed the same fees as those who actually live on property year around.
- Recycling
- More facilities year round
- See more security regarding dogs
- Need a change in demographics on the ranch
- Entrances to community
- Need to provide positive youth activities in the future
- SVR tennis complex
- Development of water system
- More communication with everyone
- Roads
- New community building
- I like what we have now
- Roads
- Post office within the next 2 years
- Larger swimming pool

- Recreation community center
- Ditto
- Ditto
- Ditto
- Ditto
- Building like the Silo – however one that you can hear something
- Community center open all year round
- Trail development for year round use
- New culinary distribution system
- Acquisition of property of town council facility
- Continuation of using technology for members that can't be here all year – so they can be involved in decisions
- Way to deal with waste water
- Town own its own building
- Ditto
- Town center with restaurants, library, shops
- Post Office
- Ditto
- Programs to take care of what we already have.
- Distribution of culinary water and additional Storage
- 3 new water wells
- Recreation for growing number of children
- Roads paved
- Wal-Mart in Alpine or Afton
- New safe culinary distribution system
- Large swimming pool so we can do laps
- Culinary water
- New irrigation system for Aspen Hills
- Sewer system instead of septic tanks
- Ditto
- Water system
- Ditto
- Post office
- Ditto sewer system
- Zoning and planning
- Ditto
- Development of fire and police system
- Water project behind us
- Ditto
- Ditto
- Involved with town around us in some kind of a community project
- Land designated for business district
- Court dated plan with town and association coordinating on vision of the plan
- Indoor year round swimming complex

- Land set aside for green spaces
- Ditto
- Year round facility for recreation
- Bike paths and running paths
- Regional parks for different parts of the ranch, Plats 4 and 5
- Ditto grey water system
- Develop airport and market it
- Entrance cleaned up and looking like something – junky now
- See project we go forward with to go along with western theme
- Expansion of city's sphere of influence
- More facilities that year round
- Serious effort to go for grant efforts and recoup our tax dollars
- Jack Nicolas golf course with not so much out of bounds
- Acquire adjacent land
- Recreation center owned by the town
- Parks for children
- Coordinated community education and recreation program
- Ditto everything but do with a high a quality
- Year round organized recreation program
- Continuing marketing program and using diverse skills of old and Young
- Continue bikeways and paths
- Cross-country ski trails for winter
- New irrigation system at Aspen Hill Golf course
- Person appointed to go after grant money
- Entrance improved so you know where you are, so guests know where they are – cleaned up and get rid of junk
- Town map
- Year round recreation system
- Good road signage and better stop signs
- Acquire land outside of association – no eminent domain
- Aspen Hill water project
- Entrance – fix it up
- Year round shooting facility – rifle and shotgun
- Organizing a business center
- Need 2 good restaurants
- Publicize as a resort community
- We need a lodge for short and long-term residents
- Need a community activities building
- Need a beautiful town entrance with stores and a post office
- Zoning rules to keep it very much in the western Wyoming tradition
- Stricter rules about building as far as set backs and lengths
- Café and wine bar in the town entrance
- Store for some basic needs

- Plan that had been developed that we can financially support replacement of facilities and water system and looking at new demographics and their needs and wants
- Ditto
- Post Office here in the Town – Post Office is the sign of a Town – work aggressively to get one
- New water system with hydrants
- Ditto
- 5 years: expanded tennis facility
- Entrance cleaned up – 6 months (weeds mowed and cleaned up)
- Weeds cleaned up at the entrance
- Culinary water and distribution
- Additional water storage for additional use and high use
- Water storage system
- Long term: Post Office, Sewage
- Ditto
- Walgreens – with Walgreens we live in Utopia – I’ve seen it on TV
- Police protection is needed
- If I left and came back – I would like to know when I entered the town
- Clean up the entrance
- Water storage and irrigation
- Year round recreation facility
- Golf course could stand some improvements (sand traps)
- Ditto
- Plan to build out the lots for utilities so we can address the roads
- When we get water system in we need to consider sewer and address roads
- Bike paths in the future
- Make Forest trails more accessible
- Make sure we have good relationship with Forest Service so we can continue access to the Forest
- Small businesses to generate some tax base – retail and service
- Ditto, but would like to see more professional services
- Ditto
- Town develop relationship with surrounding towns
- Mosquito abatement
- Ditto
- Ditto
- Ditto
- Year round Recreation center (basketball courts)
- Ditto
- Ditto
- Ditto
- Cross county ski trails (maintained and groomed)
- Ditto
- Bike path and walking trails (maintained)

- Ditto
- Ditto
- Ditto
- Ditto
- Town planned and ability to maintain entrance to town
- Ditto
- Ditto
- Having infrastructure that supports recreation center and activities – ball fields, hockey
- Ditto
- Ditto
- Ditto
- Strength is in the children and we need to plan for them and have activities and facilities for them
- Youth committee – great job of advertising but need some kind of informational signs so people know what is going on
- Golfing and swimming become more affordable
- Ditto
- Free golf for members and free swimming
- Convenience store (so you don't need to drive to Thayne to buy milk)
- Multi-person building with classrooms that can be used for meetings or classes
- Post Office
- Ditto
- Ditto
- Ditto
- Office building
- New Shilo facility or refurbished
- Roads that are actually roads
- Paved roads
- Expanded recreational facilities
- Ditto
- Town has done excellent job with dust guard – continue to work on roads and water system (dust guard and fixing ruts)
- Update water system
- Softball/baseball complex
- Ditto
- Ditto
- Funding for the youth – Town and Association are not willing to help – i.e. Easter egg hunt, talent show, etc. Town events, but no funding for them (at least 100 kids participate)
- Clear direction on where money goes for Association dues and assessments
- Enforcement of codes (what you can have in your yard, etc.)
- If you want a community to be proud of, everyone needs to help and contribute to keep it that way
- People mow lots for fire hazard
- Lots around golf course being mowed for aesthetics

- Guest friendly community (prices are high for golf)
- Areas open for snowmobiling and skiing in winter
- Down in entry where there are cars – it looks bad – clean up with entranceway
- Town Hall or store at entry
- Ditto
- Ditto
- General maintenance and clean up of the place
- Ditto
- Ditto
- Have a law enforcement person in the Town – have a clear understanding who you can call
- Ski report
- Ditto
- Ditto
- Ditto
- Nice park with playground equipment and equipment for older kids
- Sports fields (soccer, baseball)
- Restaurants
- Zoo
- I want it to stay just the same – don't want it to change at all
- EMT training - \$75,000 needed to train 10 additional EMTs
- Need to branch out and think about a Town Hall, a place for year round activities, activities for young families and a place for young youth – Town needs to consider more than what we have had our minds locked into.
- Mosquito abatement
- Council needs help in understanding grants, acquisition and the process we need to go through to apply and apply correctly so we have high odds of acceptance
- Ditto
- Need to get a master plan completed
- A statement should be created (1 page) that delineates what the Town and the Association division of responsibilities are
- Water system
- Ditto
- See existing facilities fixed up and made first class
- Water system (culinary) upgraded
- Build on what is already here and improving on it
- Prioritization of “wants” done on a financial basis
- 10 years: water system
- 2 years: commitment for funding and plans for water system (water master plan)
- Acquire additional land for building and recreational facilities
- 3 years: have a new town hall with space for year round type activities
- 5 years: softball – baseball complex for summer use – 3 fields
- See Town of Star Valley Ranch enthusiastic about working with other Towns in the Valley
- Town have the ability to rent a building for storage for fire equipment

- Short term: close relationship with Forest Service to provide and finish the thinning project and fuel reduction project
- Forest Service look at dead trees around the town to get something done
- Ditto
- 6 months to 1 year: Association and Town not have any animosity – neither entity feels threatened and they work well together
- Next 1 to 2 years: Hiking trails, bike paths
- SVR town become a partner with other towns and share activities
- Ditto
- Town involved with entire community and their water process (From Smoot to Alpine) – entire water system for Valley
- Ditto
- Ditto
- Town to look intently and deeply into our methamphetamine and drug problem
- Enforcement of roadways
- New paved roads
- Marriage of homeowners association and city so everything is under one umbrella. i.e. get water issue resolved soon (1-2 years).
- People need to pay for water
- Short term (2-3) years: culinary water system sorted out (range of working to what we have to starting over)
- 3-5 years: water system that was put in that is dependable and expandable; fire hydrants like other municipalities
- Improvements in the road
- Feel like there are more things to do, particularly in the winter
- 5 years: have taken steps to build a community center that has health and fitness facilities for year round
- Develop recreational infrastructure as people like to see when a Town grows
- Immediate: transferring water from Association to Town – I have seen nothing put forth to tell us what is happening. We need to see something soon on this
- Town Hall with Fire Station and other facilities
- Goal of town when it formed was water and roads; roads have been transferred to Town, water transfer needs to happen too
- Longer term 10-20 years: the community has more of a family feel to it. More of an influx of families with children and members still working.
- With potentially 2,000 moving here, a school might be down the road
- A school will need land and there should be consideration made in expansion for a school and other facilities
- Age demographics will be changing and we need to plan for that
- 5-10 year plan put together by Town and Association; fear that there is going to be a loggerhead down the road
- Need for a master plan
- Security and police protection

- Pass ordinances that have the rules and then enforce them i.e. unlicensed drivers of golf carts, 4wheel, snowmobiles, etc. We have been lucky so far!
- Need to develop infrastructure for a larger growing population and future of being a Town – may need our own police force, maintenance, etc.
- Where there is a will, there is a way and the Town can get grants and dollars to help with water system; Association cannot; so it would be to everyone’s interest to get the water transferred and resolved.
- Education will help people have a better understanding of what they are voting for in terms of water rights and distribution
- Paved roads
- Ditto
- Ditto
- Post Office branch at Star Valley Ranch
- Ditto
- Mail delivery
- See a lot of Star Valley Ranch stay the same
- Ditto
- Organization to the activities: a lot of activities happen here, but it is word of mouth. It doesn’t seem to be good communication to let everyone know about the activities.
- 10 years: be alive
- Medical facility – local medical facility, not terribly complex but some kind of local medical services
- Ditto
- CB network: 8:00 a.m. every morning that announces activities such as golf games, bridge games (carryover from old days when there was not telephone services) – could switch to email every morning
- Fire alarm system
- Thayne library
- Lower Valley community center
- Lower Valley Bike Path
- Culinary water systems and distribution system
- Additional water storage for addition supply during high use periods
- Stop the loss of waters dude to leakage. Repair or replace old system Aspen Hills
- Repair or replace road surfaces in high use areas and main access roads
- Good water system
- Community sewer, water and paved roads
- 2 years: Aspen Hills irrigation
- 5 years – tennis courts and tennis facilities
- 5 years – New pool
- 2 years – community center
- Purchase of land at front entrance for recreation community center
- To become an efficient, self-sustained prospering community
- Service (police and medical)
- Water

- Power
- “Get er done!”
- Improve roads
- Water
- Security
- Leash law in effect
- Contractors that leave their dogs home
- Speed and noise enforcement (4 wheelers)
- Improve buildings i.e. Silo is a landmark, but also a rodent, bird invested, leaky roof). Perhaps put up a new building down by playground
- Pursue money to build a new swimming pool

20 CLUES TO RURAL COMMUNITY SURVIVAL

1. Evidence of Community Pride:

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

2. Emphasis on Quality in Business and Community Life:

People believe that something worth doing is worth doing right.

3. Willingness to Invest in the Future:

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

4. Participatory Approach to Community Decision Making:

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

5. Cooperative Community Spirit:

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

6. Realistic Appraisal of Future Opportunities:

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

7. Awareness of Competitive Positioning:

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

8. Knowledge of the Physical Environment:

Relative location and available natural resources underscore decision-making.

9. Active Economic Development Program:

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

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

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

11. Acceptance of Women in Leadership Roles:

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

12. Strong Belief in and Support for Education:

Good schools are the norm and centers of community activity.

13. Problem-Solving Approach to Providing Health Care:

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

14. Strong Multi-Generational Family Orientation:

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

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

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

16. Sound and Well-Maintained Infrastructure:

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

17. Careful Use of Fiscal Resources:

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

18. Sophisticated Use of Information Resources:

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

19. Willingness to Seek Help from the Outside:

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

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

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

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