

The Wyoming Rural Development Council

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

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

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

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

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

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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 Ten Sleep, Wyoming in evaluating the community's assets and liabilities and in developing suggestions for improving the environment, social and economic future of Ten Sleep.

The town of Ten Sleep requested a community assessment from the Wyoming Rural Development Council. Rod Proffitt and Mike Yauck served as the community contacts and worked with the Ten Sleep leadership group of Joe Sterling, Wally Trembath, and Kathryn Moore in agenda development, logistics, and publicity in town for the assessment. Resource team members were selected to visit; interview citizens, business and community leaders; and develop a plan of recommended actions for the town.

The Resource Team toured the town and interviewed approximately 150 people over a three day period from October 22-24, 2001. There were five traditional listening sessions, at Hake Realty, TeleServices, the Senior Center on Tuesday night and Wednesday, and at the school. The team visited various businesses in town, and visited with the owners and others in the businesses about the assessment process. At some locations listening sessions occurred. Participants were asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing the action plan. The three questions were:

- What do you think are the major problems and challenges in Ten Sleep?
- What do you think are the major strengths and assets in Ten Sleep?
- What projects would you like to see completed in two, five, ten, and twenty years in Ten Sleep?

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

The oral report was presented to the people of Ten Sleep on October 24, 2001.

Following the oral report, this formal written report was prepared and presented to the town of Ten Sleep. It was agreed that copies of the report would be made by Rod Proffitt, and is sponsored by a grant from Big Horn Electric.

Executive Summary

This assessment was not typical of most WRDC community assessments in that there was not a widespread understanding in the community of what the assessment is and is not. There was considerable apprehension that a team of outsiders was coming in to tell the community of Ten Sleep what they should do; few people were aware that the city council invited the team to Ten Sleep; and, a few people believed that the “assessment” must have something to do with taxes. The assessment team spent an inordinate amount of time explaining to people that:

- The assessment team was invited to the community by the town council.
- The assessment team is a “listening post” for the projects the citizens of Ten Sleep wish to achieve; the team does not dictate to the citizens what projects they *should* do.
- The assessment is a tool for the citizens of Ten Sleep to use in determining the future of their community.

It is the sincere hope of the WRDC and the members of the assessment team that the people of Ten Sleep will utilize this report as a tool to improve their community in the manner they see fit.

That said, there are many strengths that Ten Sleep has to build upon to have a successful future. To become a vibrant, sustainable community takes only a few people willing to roll up their sleeves and go to work. Once this nucleus begins to exert effort, it will begin to show some successes. Then this nucleus needs to expand to include more and more of the community until the entire community is involved. But the work is not on just the big jobs; it is on the small ones that can be achieved quickly. The big ones will come later after Ten Sleep has seen the results of the smaller and see that it can accomplish things.

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

Each of you individually must decide what it is that you want to do – what kind of project you want to tackle. There are enough tasks for everyone, especially in a small community. Each small step, every accomplishment, no matter how limited, is movement in the right direction toward achieving Ten Sleep’s goals. It can be done! It is your choice, your decision; you can do it.

After members of the community have had the opportunity to read the report, your Team Leader will contact the community team leader and set a date for a town follow-up meeting. We will come back and facilitate you through a priority setting session and introduce you to the Wyoming Community Network, and Jennifer Goodman.

On behalf of the Ten Sleep Resource Team, I want to thank the community and our sponsors, the town of Ten Sleep and the Big Horn Mountain Country Coalition for the hospitality shown to us during our stay. Thank you!

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

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

Sincerely,

Mary E. Randolph, Executive Director
Wyoming Rural Development Council

Bernie Bornong, Ten Sleep Team Leader

Resource Assessment Team Members

Ten Sleep, Wyoming Resource Team October 22-24, 2001

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143 S. Bent, Suite B
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Local Contacts/Coordinators

Town of Ten Sleep

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Ten Sleep, WY 82442
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Washakie County

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Worland Chamber of Commerce

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(307) 347-3226
wacc@trib.com

Ten Sleep Community Assessment Agenda
October 22-24, 2001

Resource Team Agenda

Tuesday, October 23, 2001

- 7:00 am** **Breakfast at Mountain Man**
- 8:00 am** **listening session at Perk Cup**
- 9:00 am** **stop in Ferdicks Garage**
- 9:15 am** **listening session Dirty Sally's**
- 10:30 am** **listening session at Hake Realty**
- 11:00 am** **listening session at Big Horn Bar**
- Noon** **Lunch at the Ten Sleep Seniors Center**
- 1:00 pm** **stop at the hardware store**
- 1:15 pm** **listening session at TeleServices**
- 2:30 pm** **stop at the Ten Sleep Nat'l Bank**
- 2:45 pm** **stop at the Log Cabin Motel**
- 3:00 pm** **stop at the Valley Motel**
- 4:00 pm** **dinner at the Meadowlark Lodge**
- 7:00 pm** **Listening Session at the Ten Sleep Senior Citizens Center.**

Wednesday, October 24, 2001

- 7:00 am** **breakfast at the Flag Staff Cafe**
- 8:00 am** **stop at Tenbroek RV park**
- 8:30 am** **listening session at the Ten Sleep School**
- 10:15 am** **stop at the library**
- 11:00 am** **listening session at the Senior Center**
- Noon** **Lunch at Senior Center**
- 1:00 pm** **listening session at the Nature Conservancy facilities**
- 7:00 pm** **Wrap-Up Session at the Ten Sleep Senior Center. The WRDC Resource Team summarized what they heard from the community at this session.**

What We Heard From What Was Said

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

Quality of Life

- Natural beauty
- Small town atmosphere
- Water
- Climate
- Clean up the town.
- Ordinance enforcement

Youth

- Things to do
- Jobs

Seniors

- Housing
- Health care

Economic Development

- Clean/low impact development
- Tourism

Communication

- Needed in community
- Needed between communities in the county
- Leadership

Education

- Keep the school

Facilities

- Crosswalk
- Recreation facilities

Health Care

Infrastructure

- Road repair
- Road paving
- Water/sewer

Housing

- Affordable housing
- Available housing
- Senior housing
- Availability of land

Recommendations Submitted by Resource Team Members

The Resource Team has given many suggestions, some which have been repeated by more than one of the team members. We have listed the individual recommendations, along with contact information for the respective team members. You are encouraged to communicate directly with any team member whose recommendation you decide to implement. You may also contact Jennifer Goodman at the Wyoming Community Network for assistance in identifying resources to accomplish tasks. Her number is 307-766-2107 or e-mail at jgoodman@uwyo.edu.

Bernie Bornong

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INTRODUCTION

Many people stated that one of the best attributes of Ten Sleep was the community's small size. That also presents a challenge in how to accomplish the many potential projects that are listed in this report with a limited number of people. I have two thoughts on addressing this challenge, to avoid burning out the "doers" in the community:

- Pick one or two small, relatively easy to accomplish projects to start with. This will build confidence and pride, and will help recruit additional volunteers as the "successes" mount.
- For the larger projects, I would urge you to carefully prioritize these projects and pick those with a large probability of success and with broad community support.

One of the challenges we heard was "Change – people don't want to see it; afraid of it". I urge you not to let your desire to maintain the small town amenities of Ten Sleep to stand in the way of taking positive steps to improve and control your future. Change is happening, whether you plan for it or not – for example, school enrollment has steadily declined from 161 students in 1995 to approximately 105 for this school year. I sincerely hope that the citizens of Ten Sleep use this report not only to accomplish specific projects, but as a "forum" to continue a constructive dialog about what future you desire for Ten Sleep and how best to achieve that.

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

QUALITY OF LIFE: Clean up the town/Ordinance Enforcement

Challenge: Many people told us that while the natural environment in and around Ten Sleep is beautiful, there is a problem within the community with junk and trash on properties. We were told that while there are ordinances on the books, enforcement is usually not successful.

Solution/Contact: I contacted Mike Kuzara, Town Marshall of Ranchester, and found out that they had a similar problem with junk and junked vehicles on properties, and began to take action about a year ago. Similar to Ten Sleep, Ranchester had junk ordinances on the books, but were dissatisfied with the results and lack of ability to enforce those ordinances. Some of the steps they took, and that Mike recommends, were:

- Review the ordinances, and revise if necessary. Mike told me that the State Statutes give municipalities a lot of authority in defining a nuisance, but care was needed in making sure of enforceable definitions.
- Have supportive law enforcement. Ranchester had a contract with the county sheriff to enforce the junk ordinances, but were dissatisfied with the lack of enforcement, so they filled the position of Town Marshall. I understand that Ten Sleep contracts with the County Sheriff's office for this coverage – I suggest reviewing your relationship and situation with the Sheriff's office. You may very well be satisfied with the current situation, or you may decide you need to do something different.
- Need for a municipal court/judge. The mayor, with the approval of the city council, can appoint a municipal judge. Mike suggested that although a town can appoint just about anybody to this post, it was advantageous to have a person experienced with the law, and the forms and procedures involved. I understand that Ten Sleep has a municipal judge, Richard Hopkinson – I suggest reviewing this entire situation with him, if you have not already.

Once these items were in place, Ranchester sponsored a clean up day last summer. They sent a letter to all community citizens asking them to help, and offering the use of the town crew, backhoe, and dump truck to haul off junk. They also contacted towing companies, many of who were willing to tow vehicles for salvage fees if the owners signed over the title. At the same time, they sent 60 letters to property owners notifying them they were in violation of the ordinances. With the incentives and community wide effort at cleaning up, Mike told me that 55 of the 60 properties are now in compliance, and they have to deal with citations and the legal process on only 5 properties.

In a separate matter, Mike said Ranchester also had a problem with derelict buildings. The solution was to adopt the Uniform Building Code (UBC), and enforce those codes for community health and safety. Mike said this is a fundamentally different enforcement procedure, in that the UBC is primarily enforced internally in the town government through building inspections. For more information contact:

Mike Kuzara
Ranchester Town Marshall
Ranchester Town Hall
Ranchester, WY 82839
307-655-2283

YOUTH: Things to do

Challenge: Adults and youth agreed that besides school sports and church activities, there is a lack of youth activities. Establishing a recreation district would create a funding source for youth sports leadership and maintenance of sport facilities.

Solution/Contact: Establish a recreation district under Wyoming Statute 18-9-101(a)(i) through (iii).

I spoke with Richard Wright and Whitey Wells of the Sheridan Recreation District about how to get a recreation district started:

- Richard outlined the first steps as:
 - Get help from the city and school board attorneys in insuring compliance with the statute, setting up the proper tax exempt status, and establishing the proper representation on the board.
 - Develop a set of rules and regulations. Richard told me they would be glad to send you a copy of the Sheridan Recreation District rules and regulations for you to use and review. The rules and regulations also list the other Wyoming Statutes involved in getting a recreation district established and organized.
- Although the county can be involved, Richard's recommendation was that a joint city – school district partnership works well. That would alleviate non-local county resident's concern over increased taxes, and would allow the recreation district to use school facilities such as gyms. If a joint city – school district organization is considered, one of the first steps would be to contact those entities.

For more information contact:

Richard Wright or Whitey Wells
Sheridan Recreation District
(307) 674-6421

Solution: One of the major assets Ten Sleep enjoys is the wealth of experience in the senior population. A solution is to develop a program that would get the kids and the seniors together.

Oftentimes seniors have odd jobs that need doing, such as shoveling snow, raking leaves, or painting. I recommend that a coordinator develop a list of things the seniors would like to have done, then go to the schools and develop a list of kids willing to work, and get them together.

This does not necessarily just have to be work oriented. Many of the seniors have talents in art, or other craft activities. Perhaps a 'multi-aged' after school program could be developed for grade school age kids, where the kids could go to the senior center after school and participate in art classes, or in other activities.

Solution/Contact: Healthy Communities/Healthy Youth (HC-HY) of Washakie County is available as a resource for youth activities and programs. I spoke with Phyllis Lewis about HC-HY.

- HC-HY has done some activities in Ten Sleep in the past, including a SEARCH survey of Ten Sleep youth approximately 4 years ago. I understand that the survey lists issues, positive influences upon youth (assets), and attitudes, and that Judy Morrison, the school superintendent, has a copy of this survey.
- HC-HY has programs that facilitate youth involvement in their community and identifying youth needs. For example, a program called “County Conversations” allows youth to brainstorm what they want, and how they can help their community.

For information contact:

Phyllis Lewis
Washakie County Healthy Communities/Healthy Youth
307-347-3431
phyllis.lewis@agmail.uwyo.edu

Solution/Contact: Create a job-shadowing program for youth to travel to Cheyenne during the legislative session to witness first hand the daily activities of the Washakie County elected officials. Developing this program through the school will help engage youth in the importance of becoming active in their community and in opportunities for a future public office in Washakie County. The Wyoming Business Alliance sponsors a job-shadowing program with the Wyoming legislature. For more information contact:

Wyoming Business Alliance
139 West 2nd, Suite 3-E
Casper, WY 82601
(307) 577-8000
(307) 577-8003 fax
wba17@home.com (e-mail)

Solution/contact: The 21st Century Community Learning Centers Program awards grants to rural and inner-city public schools to enable them to plan, implement, or expand projects that benefit the educational, health, social services, cultural and recreational needs of the community. Grants awarded under this program may be used to plan, implement, or expand community learning centers. The 2001 applications were available on January 3, with applications due March 30. For further information:

Website: www.ed.gov/21stcclc
e-mail: 21stCCLC@ed.gov

Solution/contact: Learn and Serve is a sister program to the AmeriCorps program that sponsors programs and grant money to get youth involved in their communities. The website is: www.learnandserve.org

ECONOMIC DEVELOPMENT – Tourism

Challenge: Ten Sleep's location on US highway 16 provides an excellent opportunity to generate tourism income and businesses. The challenge is how to capture those visitors that are passing through.

Solution/contact: There were many projects suggested at during the listening sessions, including developing a main street theme, increasing winter recreation use, and increasing tourism in general. US Forest Service Rural Community Assistance Program grants are available to fund community based efforts in rural communities that help communities capitalize on their natural, resource-based potential and assets. Marketing/merchandising, outdoor recreation, and tourism are some of the types of potentially fundable projects. The grant schedule for the Bighorn NF usually begins in about April, when the Forest Service sends out requests for grant proposals. For more information contact:

Margi Brayton-Gray
Bighorn National Forest
2013 East Side Second Street
Sheridan, WY 82801
(307) 674-2600

ECONOMIC DEVELOPMENT – General considerations

Challenge: Ten Sleep citizens recognize the challenge the community has in maintaining the existing lifestyle and small-town atmosphere, while having enough economic development to maintain the community.

Solution/contact: The Environmental Protection Agency has developed a website to assist communities with "Smart Growth". Smart growth is development that serves the economy, the community, and the environment. It changes the terms of the development debate away from the traditional growth/no growth question to "how and where should new development be accommodated." The website includes a guide of funding resources to assist local and state governments, communities, and non-governmental organizations who are addressing the varied aspects of smart growth.

For more information about smart growth policies, funding sources, networking opportunities, technical tools and resources, go to the smart growth website at: www.epa.gov/smartgrowth

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The assessment of the community of Tensleep has been an exciting, interesting, and challenging project. I am grateful for the opportunity to participate and familiarize myself with the community and its residents. As a Wyomingite all of my life, it is a shame that this was my first opportunity to spend some time in the area and meet the people. We have some true treasures in this State that many never have the chance to discover. The community of Tensleep typifies the independence and the pride of the rural west while maintaining a uniqueness all its own. In this report I will attempt to address some of the issues that surfaced during the assessment process and offer some viable options, solutions, and ideas that may be useful.

QUALITY OF LIFE

Tensleep lies in a beautiful setting at the foot of the Big Horn Mountains. The surrounding landscape alone is a fantastic asset. The “small town” atmosphere is a major strength to most residents and there is a strong desire to maintain that quality. Another major contributor mentioned in the Quality of Life category was the water.

Challenge: Maintaining the small town atmosphere, or “staying the same” as many stated, does not mean “doing nothing”. As the world changes around us, we have to explore and institute change in order to maintain status quo. People and structures age, the world around us evolves, old things become obsolete and require disposal and/or replacement, and new things become necessary. It is important that we continually look ahead and prepare. This can be accomplished without losing sight of our heritage and our history. The one thing that is for certain is that doing nothing significantly reduces the chances of accomplishing anything positive.

Solution: I would recommend a community action group be formed and open to all interested residents. It is quite possible to build this group off of the nucleus formed by this Assessment process and those involved in planning and implementation. Everyone has a stake in the process. Committees will be formed to address specific projects and a community vision can materialize. All it really takes is a few motivated citizens. People are a natural resource that must be capitalized on.

Resources: Potential facilitators with backgrounds in group organization and motivation:

Jennifer Goodman
Wyoming Community Network jgoodman@uwo.edu
P.O. Box 3554 307.766.2107
Laramie, WY 82072

Mickey Beaver
Navigating Change mickbeaver@home.com
1020 Bristol 307.235.5572
Casper, WY 82609

Leah Brusino
Wyoming Business Council lbrusc@state.wy.us
143 S. Bent, Suite B 307.754.5785
Powell, WY 82435

Challenge: Maintaining the quality and quantity of water that is currently enjoyed by the community, while adhering to quality guidelines, treatment procedures, and the continual growing demand for the precious resource.

Solution: Planning for the inevitable. A first step might be the consideration of water meters to assess use, as well as potentially increase revenues to offset system repairs and to prepare for future treatment and possible additional source location. This is a long-term challenge without immediate need but it is not too early to start considering such options.

YOUTH

Challenge: Keeping the youth of the community occupied, entertained, and involved is a major challenge in many communities. It is common to hear that there is nothing for the youth to do. This is unfortunate and should be addressed, but will likely always be said. Many believe that the solution to this complaint is a Recreation Center or a Swimming Pool. While these are desirable additions to a community they do not offer solution for a large number of youth. Athletic opportunities are usually available through the public school system. Many of our young folks are not athletically inclined and a new gym or swimming facility doesn't do a lot for them. While you cannot please all people at all times, effort can be directed toward the majority.

Solution: There are a number of programs and activities that can be directed toward the youth. In most instances, the missing ingredient is a committed and enthusiastic leader. Getting the youth involved in community activities, mentoring programs, special interest groups, and the general flow of community life is a great start. Community businesses should look seriously at mentoring or apprenticeship opportunities. Involve the youth in the business, use them as sounding boards, share challenges and celebrations.

A Community Youth Empowerment Council might prove a strong asset to the community and I strongly recommend a Youth Entrepreneurship Program that teaches youth the components of a Business Plan and the issues involved in business operation.

Give the youth a stake in the community's future, work with them to develop activities in which they have strong ownership.

Resources: Youth Entrepreneur Program
Leah Bruscano
Wyoming Business Council
Powell, WY 307.754.5785
lbrusc@state.wy.us

Youth Empowerment Council
Barb Rea
Wyoming Medical Center Foundation
Casper 307.577.2134

ECONOMIC DEVELOPMENT

Challenge: A coordinated effort to pursue opportunities and develop direction for the development of the community.

Solution: A group of community-minded citizens interested in the development of Tensleep. This group could function as an arm of an existing county group but needs to have local involvement and local focus. The best intentions for any community, if imposed from the “outside”, cause friction and dissatisfaction in most instances. Much can be learned from outside entities, and much assistance is available, but the “doing” needs to be generated locally.

Resources: Group organization, ED support
Leah Bruscano, Regional Director
Wyoming Business Council
Powell, WY 307.754.5785 lbrusc@state.wy.us

Planning, visioning, organization facilitation
Mickey Beaver, Navigating Change
Casper 307.235-5572 mickbeaver@home.com

Challenge: The economic development challenge in Tensleep is somewhat difficult to identify. There are strong feelings regarding development on both sides, for and against. The simple analysis would be that there is a desire for jobs, but not for industry. I even heard, on more than one occasion, that the most desirable situation would be to have folks work in Worland and live in Tensleep. This scenario seems okay for some, but young families with school children will find it much more convenient and economical to live where they work and where their children are schooled. Witness the current decline in the Tensleep school enrollment.

Economic development is a process, not an event. It takes time and commitment and the results are not always quantifiable. It starts with a positive attitude and an understanding of the objective, which is job stability, controlled growth, and a strong emphasis on retention and health of local businesses. The community cannot be afraid of development

and continue as a viable community. It is time to take a look at some opportunities and make some decisions.

The desires I heard most often during our stay in Tensleep included a need for personal services in the community such as Healthcare, dental services, car repair, and stable year-round employment opportunities.

Solution: Filling most of these niches will require a viable market, which the Tensleep area can provide on a small scale, and some professional networking. It might also require some creative entrepreneurship and marketing of the community. It is important to remember, when discussing “leakage” and the lack of goods and services in the community, that the highway runs both ways! If you do something right and fair with a certain amount of flair, and expose it well, it can grow and prosper in a small community. Investor involvement may be integral in attracting young practitioners and entrepreneurs to the area. Many small businesses experience major setbacks during the initial funding stages and require the participation of “Angel” investors or entrepreneurial “partners”. Examples might include local backers for an auto repair business or investors equipping a Dr. or Dentist office and renting to startup or traveling practitioners.

Resources: Startup and business operation assistance; business education classes and seminars

Dwane Heintz, Director, WSBDC
Powell, WY 307.754.2139 1.800.383.0371
director@wir.net

Leah Brusino, Wyoming Business Council
307.754.5785 lbrusc@state.wy.us

Wyoming business leads resource
Paula McCormick, Wyoming Economic Development Assoc.
5319 Highway 287, Lander, WY 82520
307.332.5546 weda@rmisp.com

Small business & women-owned business funding & assistance
Lindy Murphy, Wyoming Women’s Business Center
P.O. Box 3922, Laramie, WY 82071
307.766.3084 lindyWBC@uwyo.edu

I believe that it is imperative that a small business climate be nurtured in the community and an effort be put forth to assist and support those efforts. The above resources are able to work with interested parties in the community from the first step to actual business development. The Community Assessment through the WRDC is a great start toward a visioning process for the community. Tensleep has a bright future and I met many folks capable of picking up small pieces of the big puzzle and moving forward.

In addition to the resources I have provided, I am available to discuss and assist in any way that I can toward the pursuit of stability and economic growth in the community. Thank you for your hospitality and for exposing me to a great piece of Wyoming.

Jack L. Hyde

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INTRODUCTION

I would like to thank the town of Ten Sleep and the surrounding area for the friendly and warm hospitality that was provided to us during our visit. Having lived in Washakie County for 3 years previously, it was nice to see some familiar faces and I enjoyed the opportunity to meet new people. The Ten Sleep community has a great deal of amenities including natural beauty, small town atmosphere, wonderful water and climate, and outstanding outdoor recreation opportunities. Ten Sleep is a town with a future.

ECONOMIC DEVELOPMENT

Challenge: The need for recruitment of clean, low impact new businesses was something the team heard on several occasions. Entrepreneurial training for existing business owners as well as owners of start-up business is essential and can go a long ways toward strengthening the viability of new or expanding businesses. Technical assistance grants to finance and facilitate development of small and emerging private business enterprises could also be a benefit.

Solution/Contacts: The Wyoming Small Business Development Center (SBDC) provides a wealth of assistance to business owners. The assistance includes business plan assistance, accounting, marketing, government procurement, and grant and loan application preparation. The SBDC office is located in Powell, however the Director will travel to Ten Sleep to meet with clients.

For additional information regarding the SBDC contact:

Dwane Heintz
Region 2 Director
143 South Bent Street, Suite A
Powell, WY 82435
800-383-0371
307-754-2139
FAX 307-754-0368
Email: nwwsbdc@wave.park.wy.us

The USDA Rural Development, Rural Business-Cooperatives Service (RBS) offers Rural Business Enterprise Grants (RBEG) to finance technical type assistance to facilitate development of small and emerging private business enterprises in rural communities.

For additional information on RBEGs contact:

Heidi Stonehocker
Rural Development Manager
Rural Development
208 Shiloh Road
Worland, WY 82401
307-347-2456 ext.4
FAX 307-347-2802
Email: heidi.stonehocker@wy.usda.gov

INFRASTRUCTURE

Challenge: The need for funding to complete road and street repairs and paving as well as funding for water and sewer system improvements was another major need that was identified by many citizens at the listening sessions.

Solution/Contacts: The State Mineral Royalty Capital Construction Account (MRG) has matching grant funds that are available for public infrastructure and services. For information contact:

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

The Wyoming Water Development Commission has both loan and grant programs available to help with construction and rehabilitation of publicly owned water supply systems. For information contact:

Wyoming Water Development Commission
Lawrence M. Besson, Director
Herschler Building, 4W
122 West 25th Street
Cheyenne, WY 82002
307-777-7626
FAX 307-777-6819
Email: lbesso@state.wy.us

The USDA Rural Development Rural Utilities Service (RUS) administers a water and wastewater loan and grant program to improve the quality of life and promote economic development in rural America. This program is administered by the State Office of Rural Development. For information contact:

Jerry Tamlin, C&BP Director
USDA Rural Development
100 East "B" Street, Room 1217
PO Box 820
Casper, WY 82602
307-261-6319
FAX 307-261-6339
Email: jerry.tamlin@wy.usda.gov

The USDA Rural Development Rural Housing Service (RHS) administers community facilities loan and grant programs to assist low-income rural areas and towns in developing or improving essential public community facilities. This program is administered through 5 local Area Offices. The office that serves the northwest portion of the state is located in Worland. For information contact Heidi Stonehocker who was described in the previous section of this report.

HOUSING (ESPECIALLY SENIOR HOUSING)

Challenge: The assessment team heard considerable input about the lack of affordable housing, the low quality of the existing housing stock, the need for affordable senior housing, and the lack of available land for development for housing.

Solution/Contacts: Other small rural communities have faced similar situations and challenges. The Wyoming Community Development Authority (WCDA), which is the housing finance agency for the state, manages the HOME Investment Partnership Program, or HOME for short, which helps pay for development costs if the subsidy is passed on to the homebuyer. For information contact:

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

The City of Worland has recently had a preliminary feasibility study completed regarding an assisted living facility for Washakie County. The results of this study would be beneficial for the town of Ten Sleep to review. For information contact:

Rodney Proffitt
Washakie County Planner
1001 Big Horn Avenue, Suite 104
Worland, WY 82401
307-347-2741
FAX 307-347-9366

The USDA Rural Development Rural Housing Service (RHS) has a variety of programs that are targeted toward providing affordable housing in small communities and rural areas. I will provide a brief outline on some of these programs.

- I. Guaranteed Rural Housing Loans – this program is designed to help low and moderate income households with good credit and steady income purchase homes without a down payment requirement.
- II. Home Ownership Loans – these loans are to assist very low and low income households purchase or improve their homes at a subsidized interest rate.
- III. Section 504 Rural Home Repair Loans and Grants – these loans and/or grants are available to assist very low income homeowners with repairs to their homes. The interest rate is 1%. The terms are for up to 20 years. Grants are for elderly applicants at least 62 years of age.
- IV. Rural Rental Housing Loans (Section 515) – these loans are for rental housing units to provide subsidized affordable rentals for persons of very low, low, and moderate incomes including those ages 62 and older, handicapped, or disabled.
- V. Rural Rental Housing Loans (Section 538) – this program is intended to produce new affordable rental housing by inviting qualified lenders and eligible housing providers to propose rental complexes that will serve rural residents with low to moderate incomes.
- VI. Housing Preservation Grants – Grant funds are available annually on a competitive basis to nonprofit groups assisting very low income homeowners with essential repairs.
- VII. Self Help Housing – this program allows homeowners to provide sweat equity for construction of homes under supervision by a construction supervisor sponsored by a housing authority or other non-profit organization.

For more information and to discuss with applicants who have experience with these programs contacts are:

All of these programs are processed and serviced for the northwest portion of the state by the local Rural Development Area Office located in Worland. Heidi Stonehocker is the Area Rural Development Manager and her contact information was provided earlier in this report.

The small town of Sundance, WY formed a housing authority and developed a small 12-unit elderly apartment complex a few years ago. It has been a very successful project. A potential contact to discuss their thoughts is:

Cindy Van Horn, Manager
Green Mountain Estates
Sundance Housing Authority

PO Box 831
Sundance, WY 82729
307-283-2948

A private developer built a RRH 515 4-unit apartment project in the small community of Edgerton, WY a few years ago. This developer has built many of these projects in various small communities in several states over the last 20 years. A contact is:

John Bosley
Bosley Management, Inc.
1566 Terra Avenue
Sheridan, WY 82801
307-672-0407

Recently, Housing Partners in Riverton applied for a Self Help Grant for technical assistance in the development of a self help housing project. Four homes have been completed and were financed by Rural Development. For information contact:

Sue Hoesel
307-857-1988

For the last several years 100% of Wyoming RD's total allocation of Housing Preservation Grant funds have been utilized in the northwest portion of the state. The grantee is based in Worland and they have used these grant funds throughout 4 counties (Washakie, Hot Springs, Park, and Big Horn). They have been extremely successful and continue to receive funding on an annual basis. For information contact:

Joe Stolns
Chief Executive Officer
Northwest Community Action Programs of Wyoming, Inc. (NOWCAP)
PO Drawer 158
Worland, WY 82401
307-347-6185

SUMMARY

Again I want to express my thanks to the friendly citizens of the Ten Sleep community who took the time to participate in our assessment process. They have a lot of good thoughts and obviously are a great little community that is a great place to live. Also, thanks to the fellow team members for all their cooperative efforts. Finally, another thanks to the local folks who organized the assessment process. This was my first experience in the community assessment process, and I found it educational, rewarding, and enjoyable.

I hope the Ten Sleep community will find our report helpful in their efforts to help make their community an even better place to live. Thanks for the opportunity to participate.

Leah Bruscino

Northwest Regional Director
Wyoming Business Council
143 South Bent, Suite B
Powell, WY 82435
307-754-5785
307-754-0368 (fax)
lbrusc@state.wy.us
www.wyomingbusiness.org

Challenge: Identification of grant programs and training for grant writing are two challenges that hamper project implementation in Ten Sleep.

Solution: The Big Horn Basin Grant Writers Network is a diverse group of individuals that currently write grants for the organizations they represent or are interested in learning how to write grants. The group meets the 4th Thursday of each month, 9-11 a.m., alternating between a regular meeting/networking and professional development programs. Meetings are typically held in Powell and Cody but can also be rotated to other communities in the Basin depending on interest.

Past training topics include how to approach foundations, Community Development Block Grants, and grant writing basics. At the regular meetings, attendees share information on available grants, demographics, research resources, and other grant-related subjects.

Notification of meetings is sent via e-mail. To be included on the e-mail notification list contact Kathleen Kelley, Northwest College Grant Writer, at kelleyk@nwc.cc.wy.us.

Darwin Pace

Fannie Mae
2424 Pioneer Ave. #204
Cheyenne, WY 82001
307-432-5502
E-mail: Darwin_d_pace@fanniema.com

INTRODUCTION

This assessment is the first one I have participated in as a team member, and it was a rewarding experience. Tensleep is in a beautiful setting. Having been born and raised in Wyoming, and having lived here most of my life, I found many similarities between Tensleep and the small farming/ranching community where I grew up in Southeastern Wyoming. I particularly enjoyed meeting and working with my fellow team members.

My report will cover those major themes identified by the team in our listening sessions with the town residents. On those themes where I feel qualified, I will provide resource information that hopefully will be helpful to Tensleep should they choose to pursue our recommendations. I would be happy to visit with any resident to answer any questions I can after they receive the report.

Blossom, don't grow.

I heard this phrase only once, toward the end of our visit, but it sums up the feelings of the community as I heard them expressed. A desire to keep the school, to find jobs for kids so they can stay in the community, the crosswalk, to develop some form of economic development, to provide various forms of housing were common themes of what the problems and challenges were, but always they were prefaced by the need to keep Tensleep as it is. It will be difficult in Tensleep, or any community, to have it both ways.

TOWN CLEANUP

Challenge: One of the most frequently mentioned problems was the general appearance of the town, including properties right on main street that need attention. Specific comments were made as to enforcing existing codes which appear to be in place to provide for dealing with this situation.

Solution/Contact: There is really no contact source here, other than perhaps visiting with other similar sized communities that have a neat appearance to review their codes, and the means in which they are enforced. This issue will be resolved when the town leadership, with the support of the electorate, chooses to solve the problem.

SENIOR HOUSING/ASSISTED HOUSING

Challenge: Probably the most often mentioned topic during the assessment was the need for Senior Housing, although it should also be noted that most of our audience were, in my opinion, seniors.

Solution/Contact: Jack Hyde had several suggestions for the seniors that spoke to the team about this issue. Also, an example of what has been done recently exists in the town of Powell, where a facility was built with funds from a variety of sources, including tax credit financing, grants and loans. Contact should be made with the town of Powell on how they approached the situation for ideas. Tax credit applications for this type of project would be approved by the Wyoming Community Development Authority,

AFFORDABLE HOUSING

Challenge: The need for safe, affordable housing was also frequently mentioned. Available land around the town is both Federally and privately owned. Existing lots within the town that are available for building are scarce.

Contact/Solution: The State of Wyoming has no housing department as such. Housing programs are administered by the Wyoming Community Development Agency. Funds for development are available through WCDA who administer the HOME and CDBG grant funds. Their address is as follows:

Wyoming Community Development Authority
155 N Beech Street
P. O. Box 634
Casper, WY 82602
Ph 307-265-0603
Fax 307-266-5414

Comments were made at listening sessions regarding abandoned buildings in the town. The city should investigate to see if these properties could be razed, and the lots developed for new affordable housing.

ECONOMIC DEVELOPMENT - Tourism

Challenge: Many comments related to the perceived potential of the Tensleep area for development of tourism activities, both in summer and winter months. Also, comments were received that Tensleep should seek some economic development to provide for the needed jobs to help retain youth and provide for sensible growth.

Solution/Contact: I defer this to the able hands of the Wyoming Business Council. For information contact:

Leah Brusino
307-754-5785
307-754-0368 (fax)
lbrusc@state.wy.us
www.wyomingbusiness.org

YOUTH

Challenge: Many comments were received regarding youth activities and facilities for keeping youth in the community busy. A swimming pool and recreation center were most often mentioned

Solution/Contact: Facilities are often funded by the one-percent capital facilities tax. Mention was made of this during the assessment, and that a proposal voted upon last summer failed. This ballot was an “all or none” type ballot. In Laramie County, a “menu” ballot was proposed, and the citizens were able to select those projects that they felt were best for the community. Several projects were for outlying, small communities, and they passed easily. Procedures for passage of the tax are outlined in State Statute 39-15-203 (iii). For information contact:

Rod Proffitt
Washakie County Planner
1001 Big Horn Ave., Suite 104
Worland, WY 82401
(307) 347-2741
rodbp@trib.com

Greg Wyndham

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

INTRODUCTION

I understand the pride you feel in your Community. Ten Sleep is surrounded by nature's beauty and you should be very proud of where you live. One of the themes repeated through out the assessment process was the desire to maintain the rural community or small town values that you treasure. I am reminded of a quote I hear on a regular basis. *"Failure to Plan is Planning to Fail"*. You have taken the first step by requesting this Assessment. The resources (people and agencies) listed in this report are willing and able to help, however, they need someone in **your community** to provide the direction and leadership that makes things happen.

EDUCATION

Challenge: Typically in rural settings the school is a focal point of the community. This concern was expressed during several different listing sessions. A declining number of students and other factors affecting the school have already lead to efforts by the state administration to consolidate the schools in Washakie county.

Solution/contact: Many of the rural communities in Wyoming are facing a similar situation. If student populations continue to decline, the financial obligations of keeping a school open becomes too great and schools are consolidated. The Chugwater community is making a concerted effort to keep its school. The parents in the outlying area, the school administration and the Chugwater Town leadership have combined forces in this effort. An effort to recruit new students has been very successful, capitalizing upon the student to teacher ratio and quality of education the students are receiving. The Town has purchased a school bus with the parents of students using the bus paying a fee to support the transportation cost. For more information contact:

Dan Kirkbride (bus manager)
P.O. Box 37
Chugwater, Wyoming
307-422-3377

Town of Chugwater
307-422-3493 (City Hall, 1-4 M,W,F)

YOUTH

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

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

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

Jennifer Goodman 307 766-2386
Wyoming Community Network
University of Wyoming
Laramie, Wyoming

INFRASTRUCTURE, HOUSING, FACILITIES, ETC.

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

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

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

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

or

Steve Achter
Wyoming Business Council
307-777-2811
sachter@state.wy.us

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

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

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

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

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

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

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

4. There were a number of comments concerning downtown improvements or traffic safety. Depending on the area location, there are On System Enhancement Programs and Off System Enhancement Programs. The best place to start is by contacting the Regional Office. If you need additional information you can call the State Office in Cheyenne: Dave Young is the contact, (307)-777-4275.

Ron Huff, State Engineer, WYDOT
218 West C
Basin, Wyoming 82410
Phone (307)-568-3424

CAPACITY BUILDING

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

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

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

What Was Said At The Interviews

Problems and challenges

- Change – people don't want to see it; afraid of it.
- Maintaining the lifestyle is a challenge.
- Don't want to see town turn into a "little Jackson."
- Highway restrictions against Main Street development?
- Declining school population.
- Nobody wants students bussed to Worland.
- Clean up town
- Lack of housing
- Need to clean-up areas of town.
- Abandoned buildings.
- Need to enforce city codes
- Better leadership.
- Only residents within city limits can run for office. Outlying areas don't have representation or are not able to run for office.
- Lack of shopping opportunities.
- Vehicles speed through town.
- Shortage of affordable housing.
- Attitude.
- Longtime residents don't want growth/change.
- Don't know what resources are available (grants, etc)
- Lack of land development.
- People are afraid to let Ten Sleep grow.
- Land locked (Federal, state & private)
- Apathy.
- Businesses struggle.
- Locals don't support Ten Sleep businesses.
- Need more pride.
- No medical practitioners.
- Animosity between Ten Sleep and Worland.
- Poor roads.
- Lack of compliance for city ordinances.
- Lack of opportunities for kids.
- Keep the community alive.
- Lack of support for computers and network.
- Poor communication and advanced advertising of listening sessions.
- Lack of understanding about costs incurred when economy stays flat or declines.
- Availability of low costs supplies (personal and business)
- Difficulty of obtaining capitol for business start-ups or expansions.
- Perception is that Worland is a poorly managed community and those effects will rub off on Ten Sleep.
- Animosity and jealousy toward Worland.
- Gravel streets

Problems and challenges (continued)

- No emergency back up systems for power, etc.
- Air transportation.
- Lack of jobs to keep youth in community.
- Job situation hasn't improved in 50 years.
- Lack of young families with kids.
- Declining school enrollment.
- Water system needs to be assessed.
- Lack of activities for youth, especially in the summer.
- Lack of communication on assessment process.
- Need more children for the school.
- Value isn't added to products before they leave the community.
- Recruit families with children to the community.
- Lack a proactive attitude.
- Lack of zoning, no enforcement of existing zoning.
- Losing population.
- Losing young people.
- Lack of senior housing
- Lack of health care.
- Lack of senior housing.
- Ditto
- Senior facilities
- Lack of jobs.
- Lack of revenue to put projects into action.
- Lack of activities for youth.
- Keep what we have but encourage economic development
- People outside of city limits don't feel like they have a voice in the community.
- Low school enrollment
- Lack of economic growth
- Ditto
- Town isn't big enough for kids to be able to do things
- Lots of abandoned buildings scattered around town.
- Nothing for the teen-age kids to do
- Ditto
- Ditto
- Not enough money to keep school open
- Road repair in the community
- Ditto
- Not enough jobs for the youth
- Ditto
- Too small
- Nothing to do
- Need to focus as much effort on youth as senior citizens
- 4 dittos
- Low expectations of behavior

Problems and challenges (continued)

- Very little negative consequence for negative behavior
- Low self-esteem
- Town looks old
- Too much law enforcement
- Law enforcement sucks
- Drinking problem in all ages
- Ditto
- Ten Sleep has become a retirement community
- Community activities for kids, especially teenagers
- Ditto
- Help for aging
- Ditto
- Activities for students
- 6'8" post player and point guard
- Once school activities over, hangout at pony, drag main
- Lack of facility for kids to hang out
- Jobs for work force-age population – leads to declining enrollment, could lead to loss of school
- Ditto, need growth in jobs
- Low population base, need increase
- Ditto, jobs and population
- Increase in wages
- Kids roaming around; kids out at 3 am on Saturdays
- Teachers/others w/jobs difficult for spouse to find work
- Ranching only good jobs
- Don't jeopardize life style – no big city thing
- Acceptance in a closed tight knit community, reluctance to accept new folks. Hard for kids moving in, especially in middle and high school. Problem for adults, too.
- Ditto
- Affordable housing
- Ditto
- Ditto
- Law enforcement – drugs in community – lack of follow-up on consequences
- Attitude of Worland, county commissioners to Ten Sleep – don't always get fair shake, kids are 2nd class to Worland kids. Ex: slant of tax initiative to Worland
- Lack of crosswalk.
- Lack of senior in-home health care.
- Nothing for kids to do in town.
- Ditto
- Lack of senior housing.
- Lack of law enforcement in summer.
- Liability insurance prevents creation of a swimming pool.
- Young families leave to find jobs.

Problems and challenges (continued)

- Lack of community support for school and senior activities.
- Not enough to draw tourists to town.
- Lack of volunteer base to lifeguard at a swimming pool.
- Shopping elsewhere.
- Lack of insurance prevents community activities.
- Advertising costs are high.
- Worland only interested in helping Worland.
- Lack of unique Wyoming-made gifts
- Low population base
- Activities for children
- Housing
- Law enforcement (drug and alcohol)
- Economy – more jobs to bring families here
- Organized activities for youth
- Acceptance of newcomers – students and adults
- Police force needs to be more consistent
- Gossipy

Strengths

- Ski area
- Mountains
- Beauty
- Community is a hideaway
- Secluded
- Beauty of area
- Concern of community for its members
- Jobs close by in Worland.
- Little traffic on commute to Worland.
- Pepsi.
- Nice geographic location – mountains
- Outside activities
- Community spirit
- Crown Cork and Seal
- Outdoor activities
- Outdoor sports
- Outdoor recreation
- Security of small town.
- Neighbors watch out for other people's kids.
- Small community
- People are helpful
- People stick together.

Strengths (continued)

- Tourists
- Physical beauty
- Nice community if you're an outdoor person.
- Surrounding area.
- A lot of people would like to move here.
- Scenic beauty
- Quality of life.
- Water (artesian)
- Climate
- School
- Agriculture
- Good telecommunications services.
- People work together
- School
- Great place to live.
- Outdoor recreation.
- Big Horn mountains
- Hunting, hiking
- Highway 16
- Wildlife
- Fishing
- Safe feeling
- Ten Sleep and Worland to remain stable but not much change.
- Quality workforce.
- Friendly people.
- A community you can walk in.
- Good education.
- High school grads have determination to go to college.
- Best telecommunication infrastructure.
- Good water and power, costs are reasonable.
- Power cooperatives give representation to people.
- Responsive power companies.
- Wonderful water and air quality
- Low tax burden.
- Safe community.
- Outdoor sportsman's paradise.
- Outdoor recreation
- Neighbors
- Friendships
- Small town atmosphere
- Scenic beauty.
- Rural way of life.
- Ideal climate
- Emergency services (fire & ambulance)

Strengths (continued)

- World-class recreation potential.
- Ditto
- Tourists.
- Water
- A lot of community activities (school, church, family)
- Many generations of families are here.
- School system.
- Close to a variety of services (good accessibility)
- Remoteness and lack of people.
- Good telecommunication services.
- A lot of potential in many different areas.
- Nice place to raise a family.
- Favorable tax structure
- People and lifestyle
- People.
- Nowoodstock Festival.
- Safe, secure feeling.
- Water
- Highway 16
- Low traffic.
- Remoteness, small town.
- Senior Center.
- Museum.
- Great coffee shop.
- Low pollution
- Open country side
- You know everybody
- Ditto
- Ditto
- Freedom and benefits of the outdoors
- Ditto
- Ditto
- Ditto
- Low crime rate
- Community helps out
- Ditto
- Ditto
- Community pulls together when something bad happens.
- No drug problem
- Physical beauty of surroundings, location
- Ditto
- Strength of tight knit (good and not so good)
- Outdoor activities
- School programs

Strengths (continued)

- Once welcomed, small town nice, walk to work, pace of life
- People willing to pitch in if need seen (ex. help after town burned)
- Ditto community support
- Ditto – support for school example
- Some leaders stepping forward
- Lack of respect for adults in kids
- Senior center
- Churches get along and work together
- Ditto all above
- Ditto that
- No air pollution, no big city smog
- Super kids, chance in small town to get to know them
- Mountains.
- Scenic beauty.
- Water
- Bank
- Ambulance.
- School.
- Fire department.
- Quality workforce.
- Tourism.
- Ski area.
- School programs
- Parent involvement
- Environment
- Sporting, hobby activities
- Community support
- Nature Conservancy.
- Visitor education facilities at the Ten Sleep Preserve.
- Ski area.
- Friendly and open to newcomers.
- Rural counties with an abundance of public land are the fastest growing.

Projects

- Main Street theme (old west??)
- Growth to the point that Ten Sleep can maintain school.
- Skate park and/or bike park.
- Increase winter tourism.
- Keep new construction under a theme.
- More winter activities to draw people to town.
- Recruit clean manufacturing businesses.
- Encourage cottage industries.

Projects (continued)

- Additional tourism promotion.
- Expand tourism opportunities.
- No big housing developments.
- Fill vacant commercial property.
- Satellite Big Brothers/Sisters (something for kids to do).
- Crosswalk to Senior Center.
- Flashing light to slow down traffic.
- Historic preservation of buildings
- Concert in the park
- Booths along Main Street during concert in the park.
- Additional activities to draw visitors.
- Growth as long as it's family oriented.
- Plan for growth.
- Water plant (sell bottled water).
- Make bottles for bottled water plant.
- More businesses.
- Relocation of fire department & city hall to Main Street.
- Assisted living.
- Senior housing (rent subsidized)
- Low-income housing.
- Social services for elderly
- Healthcare
- Public health nurse here several days/week.
- Community center where artists could make products for sale.
- Building for businesses to locate in (medical, dental, taxidermy).
- Job training and a mentor program
- Vocational school.
- Acknowledge Ten Sleep in County advertising
- More work provided in County
- No rapid or extreme growth.
- Beautification of community.
- Work with school to use emergency generator when there is an emergency or power outage.
- Pave the streets.
- More responsive law enforcement.
- Develop golf course
- Lodging & restaurant at golf course to attract meetings.
- Nature Conservancy developed into a year-round facility.
- Reopen airstrip.
- Improve Worland air service
- Develop Worland airport facilities and hangars.
- Recreation center
- Forum for exchange of ideas in the community.
- Keep agricultural way of life while promoting economic development.

Projects (continued)

- Have a vision for change so we don't end up with what we don't want.
- Increase tourism
- Pave streets
- Personal pride in property
- Ditto
- Ditto
- Ditto
- Ditto
- Ditto
- Hold a pow wow.
- Ditto
- Ditto
- Water and sewer system completed
- Ditto
- Crosswalk on Main Street
- Publish toll-free number to police department in Worland.
- Facilities for seniors (senior day care)
- Encourage local shopping.
- Clean up litter and landfill
- Find out how people feel about the community growing.
- Community swimming pool
- Recreation center.
- Senior housing
- Paved streets but don't lose identity of town.
- Bottled water plant
- Ditto
- Senior housing
- Senior housing
- Clean-up property
- Recruit doctor or physicians assistant
- Clean-up creek area
- Swimming pool
- Follow through on projects that community chooses to do.
- More housing.
- Manufacturing using local raw products
- Local communication forum for the community.
- Flourishing community (economically). Be intentional or it won't happen.
- Recruit light manufacturing.
- Maintain school
- Identify areas for development
- Ten Sleep needs to blossom not grow
- Recreation hall
- Ditto
- More things for people to do

Projects (continued)

- More restaurants
- Swimming pool
- Increased population
- More job opportunities
- Maintained roads
- More people
- Community swimming pool
- Skate park
- Ditto
- Ditto
- More community events (like rodeos, etc.)
- Ditto
- Ditto
- Ditto
- More people taking charge
- Theater
- Ditto
- Ditto
- Ditto
- Ditto
- Less cows, more people
- Bigger school
- More youth
- More people
- More stuff to do in school (more curriculum choices)
- Ditto
- Ditto
- Ditto
- More sporting events
- 5 dittos
- More clubs in the school
- Ice rink
- Ditto
- Ditto
- More diverse cultures in town.
- Taco Bell
- Ditto
- Ditto
- A mall
- Ditto
- Subway Restaurant
- Place for industrial development
- Seven Eleven
- Special event to bring a lot of people to town.

Projects (continued)

- An arcade
- Ditto
- Ditto
- Auto mechanic
- Sponsor more community events
- Road repair
- Recreation center
- Youth facility
- Increase in school building size
- Economic development
- Economic development
- Lower property tax
- More people need to get involved
- Clean sidewalks and streets
- Advertise to encourage businesses to move in
- Ditto
- Involvement of organizations and groups
- More cell phone towers
- More housing
- Ditto
- Get rid of old trailers to make room for new housing
- Clean up the community
- Recreation/youth center
- Clean up
- Ten Sleep still here
- School still here
- Increase school rooms, improvement to school
- Sitting on “mountain bike landmine”, races – tremendous opportunity
- Increase population base
- Economic development without taxes.
- Bottled water plant
- Clean up the town.
- Repair streets.
- Senior assisted living.
- Medical clinic at least twice each month.
- More business opportunities.
- Something for youth to do (ideas need to be youth driven).
- Ditto.
- Youth programs that are as solid as the senior citizen’s programs.
- Outdoor arena.
- Businesses working together.
- Face of town: Old West
- Western mall.
- Palladium

Projects (continued)

- Churches come together.
- Senior housing
- Keep it neat and cleaned up
- Economic development
- Population increase

The following was read by a community member at the October 23 listening session at the senior center:

Ten Sleep is a very real place and one of the gifts bestowed upon people who are authentic is the ability to immediately see pretense and posturing for what it is. Real economic development is a sustained process requiring energy, involvement, and leadership development within all levels of a community. Though an external catalyst may begin the discussion, sustaining requires growth, desire and cooperation within. The existing seeds must be tapped and nurtured. Every preexisting community institution – churches, schools, government bodies, businesses, social and service organizations, must be personally contacted and listened to within the secure confines of their own walls before they are brought together publicly. Individuals, too, with issues and ideas must be drawn out, their feelings and thoughts given credence before they are secure enough to speak publicly. This cannot, absolutely cannot, be accomplished in 15 to 30 minute sessions set up without adequate notice or preparation. To provide in such a way is a sham set up only to fulfill some bureaucratic objective in an economic development grant application. Change is inevitable here, development is not. We have a large aging population, there are no careers for young people who may wish to stay and there is a slowly growing group of “outsiders”, retirees, business owners, and environmental developers drawn to the isolated beauty of the area. How we plan for that inevitable change is key. Children and young people must be offered more opportunities both socially and intellectually on a daily basis. Older established civic groups must reach out to younger and newer members of the town for support and ideas while at the same time outsiders must treat traditional leaders and cultural organizations with respect. We cannot be fearful or dishonest with each other, and the small but growing diversity which exists in Ten Sleep should be cultivated to insure that in five to ten years we live in a place which honors its natural beauty, respects its past, while creating a future community with a valid reason for surviving in a global and highly technological nation. This work then can only be a first charge. If anything real is to follow in Ten Sleep it will be the responsibility of those who live here through the quiet of winter to begin.