

## **THE WYOMING RURAL DEVELOPMENT COUNCIL**

The Wyoming Rural Development Council is a collaborative public/private partnership which 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

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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September 26-28, 2000

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(The following documents are attached to this report)

Deloitte & Touche LLP Study  
Benchmarking & Target Industry  
Analysis State of Wyoming, March 2000

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

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

The Worland Chamber of Commerce and the Washakie Development Association requested a community assessment from the Wyoming Rural Development Council. Rodney Proffitt, County Planner; Randy Adams, City Planner; and Mike Yauck, Director of the Chamber of Commerce, served as the community contacts and took the lead in agenda development, logistics and publicity for the assessment. Resource team members were selected to visit, interview citizens, business and community leaders; and develop a plan of recommended action for the city. The team members were carefully selected based on their fields of expertise that Worland officials indicated would be needed to respond to the problem areas identified.

The Resource Team toured the city and interviewed over 200 people during a three day period from September 26-28, 2000. The team interviewed representatives from the following segments of the Worland community: Chamber members, Washakie Development Association members, realtors, attorneys, ministers, City Officials, County Officials, agriculture community, federal officials, senior citizens, youth, school administrators, teachers, medical personnel, social service personnel, NOWCAP participants, the community of Tensleep, and other members of the community. 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:

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

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

The oral report was presented to the people of Worland on September 28, 2000 and many of the citizen of Worland who participated in the interviews were in attendance.

Following the oral report, a formal written report was prepared and presented to Worland via Rod Proffit. It was agreed that the Washakie Development Association would print copies or

summaries for each person interviewed.

## **EXECUTIVE SUMMARY**

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

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

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

On behalf of the Worland Resource Team, I want to thank the community and our sponsors, CANDO and the City of Worland for the warm hospitality shown to us during our stay. The meals and accommodations were outstanding. We heard over and over in the listening sessions that Worland was filled with warm, caring individuals and we certainly can attest to that! Thank you very much.

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

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

Mary E. Randolph, Executive Director, Wyoming Rural Development Council

# RESOURCE TEAM MEMBERS

## Worland, Wyoming Resource Team September 26-28, 2000

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## **LOCAL CONTACTS/COORDINATORS**

### **Washakie Development Association**

#### **Rodney Proffitt**

Washakie County Planning Office  
1001 Big Horn Avenue Suite 104  
Worland, WY 82401  
307-347-2741  
307-347-9366 (fax)

### **Worland Chamber of Commerce**

#### **Mike Yauck, Executive Director**

120 North 10<sup>th</sup> St.  
Worland, WY 82401  
307-347-3226

### **Randy Adams**

#### **City Of Worland**

829 Big Horn Ave.  
Worland, WY 82401  
307-347-2486  
307-347-3883 (fax)

### **Comfort Inn (Accommodations for the team)**

100 North Road 11  
Worland, WY 82401  
307-347-9898

# Worland Community Assessment

September 26-28, 2000

## Resource Team Agenda

<u>September 26<sup>th</sup></u> Tuesday	Activity	Location
10:00 B 12:00 p.m.	Orientation and Organization Meeting (Resource Team only)	Washakie County Museum
12:00 p.m.	Lunch (Dominos Pizza - sponsor)	Washkaie County Museum
1:00 p.m.	Tour of Worland area	Holly Sugar, Pepsi, Crown Cork
4:00 p.m.	WDA & Chamber listening session	City Hall Council Chambers
5:30 p.m.	Working Dinner-Listening session, Realtors and Attorneys	Ram=s Horn Restaurant
7:00 p.m.	Public listening session	NOWCAP
<u>September 27<sup>th</sup></u> Wednesday	Activity	Location
7:00 a.m.	Ministerial Alliance	Comfort Inn
9:00 a.m.	City Officials Listening Session	City Hall Council Chambers
10:00 a.m.	Public listening session	City Hall Council Chambers
11:00 a.m.	County Officials listening session	County Commissioners Board Room
12:00 p.m.	Lunch with Big Horn Mountain Country Coalition	County Commissioners Board Room
1:00 p.m.	City and County Law Enforcement listening session	Washakie County Sheriff=s Office
2:30 p.m.	Ag Ambassadors listening session	Washakie County Extension Service Office
4:00 p.m.	Federal Officials Visioning Session	BLM Office
5:30 p.m.	Medical and Social Services Personnel listening session	Washakie County Medical Center
7:00 p.m.	Social Hour open to the public Working dinner with City and County Planning Commissions	The Office Lounge The Office Lounge

**September 28<sup>th</sup>**  
**Thursday**

	<b>Activity</b>	<b>Location</b>
7:00 a.m.	Women=s Organizations listening session	Comfort Inn
9:00 a.m.	Coffee talk on radio	KWOR AM & KKLX FM
10:00 a.m.	Ten Sleep Officials & citizens listening session	Then Sleep Senior Citizen Center
Noon	Lunch with Senior Citizens	Senior Citizen Center-Worland
1:00 p.m.	Public listening session	Senior Citizen Center-Worland
2:30 p.m.	Student/youth listening session	Washakie County School Dist. #1 Administration Office
3:30 p.m.	Educators listening session	Washkaie County School Distr. #1 Administration Office
5:00 p.m.	Resource Team Meeting	City Hall Council Chambers
6:00 p.m.	Dinner	
7:00 p.m.	Town Hall Meeting	Washakie County School Disrict #1 Middle School

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### **FACILITIES**

**A concern that was mentioned several times is the lack of a one- percent sales tax in the County. This is a major concern for planners when the need exists for matching funds in almost all grant programs. With the one- percent tax the county could fund a larger number of projects. This tax should be pursued so that adequate funding is available to partner with other State and Federal Agencies to complete necessary community programs.**

### **Recreation Center, Conference Center, Convention Center**

The subject of a Recreation Center, Conference Center, Convention Center came up at several of the listening sessions. These projects could be viewed in combination or singularly. The community needs to evaluate the uses for each and decide on a facility that would be big enough to serve the purpose but not so big that full utilization would be difficult.

The city of Cody is currently working on an ice arena. This facility is a not-for-profit venture and being developed privately. Cheyenne has also constructed a facility that is similar to those mentioned. This facility is a for-profit venture. Contacts for these projects are:

1. Cheyenne - Mike Rosethal. Phone 307-634-7723
2. Cody - Victor or Karen Riley. Phone 307-527-5211

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

1. Form a Joint Powers Board between the city of Worland and the county of Washakie.
2. Form a Non Profit Organization.

3. The city of Worland could apply for loans and grants.

Funding sources might include:

1. Rural Development - Community Facility Loan - this would be for a direct loan or grant. Contact point is Jack Hyde, Rural Development Manager, 208 Shiloh Road, Worland, WY 82401-2914. His phone number is 307-347-2456. His email address is [jack.hyde@wy.usda.gov](mailto:jack.hyde@wy.usda.gov).
2. Local banks have funds available for projects and the loan can be guaranteed by Rural Development. Contact a local bank or contact Rural Development at the address above.
3. Any of the Bond Councils in the state can help set up bond elections and give advice as to the best bonding route to pursue. Three bonding companies are:
  - a. Borthwick Law Firm, 1312 Capitol Ave., Suite 506, P.O. Box 1124, Cheyenne, WY 82001, phone 307-635-2433.
  - b. Herschler, Freudenthal, Salzburg & Bonds, 314 E. 21<sup>st</sup> Street, P.O. Box 387, Cheyenne, WY 82003-0387, phone 307-634-2240.
  - c. Wiederspahn, Lummis & Liepas, PC, 2020 Carey Ave., Suite 700, Cheyenne, WY 82001, phone 307-638-6417.
4. State Loan and Investment Board, Brad Miskimins. Phone 307-777-6646.
5. Private foundations can be found through the Internet at the Foundation Center. Their web site is [www.fdncenter.org](http://www.fdncenter.org).

### **Housing Issues - Senior, Low Cost, Assisted Living**

The assessment team heard several comments regarding the need for affordable housing as well as subsidized housing. We also heard that the need for assisted living facilities was present. It appears that the current facilities are adequate to handle seniors who are mobile and those that need nursing care. However the need was for a facility that would fill the gap between these two. There are several issues with this topic. First, to obtain senior housing or low income subsidized multi-family facilities a need must be demonstrated in the community. Generally, this is accomplished by a developer as part of the loan package. There are several funding sources for this type of project.

Funding sources might include:

1. USDA - Rural Development's Multi-Family Section 515 loan program. This program is administered by the use of a Notification of Fund Availability (NOFA) which is published in the Federal Register. Generally these funds are made available around the first of the year. Rural Development also has a guaranteed loan program under Section 538. This program is also handled under the NOFA system. These loans are designed for low and very low-income tenants. Specific details as well as developers

who have worked in this program can be obtained from Jack Hyde, Rural Development Manager, 208 Shiloh Road, Worland, WY 82401-2914. His phone number is 307-347-2456.

2. Wyoming Community Development Authority (WCDA) is the State housing authority. They have control over Low Income Tax Credits and the HOME Investment Partnership Program, HOME for short. These funds can be used for development costs if a subsidy is passed to the tenants. WCDA also has a Multi-Family bond authority but this generally only works with projects of 150 or more units. The contact person at WCDA is Cheryl Gillum, Housing Programs Director. Her address is 155 North Beech, Casper, WY 82601. Her phone number is 307-265-0603
3. Funding sources for an Assisted Living facility might be obtained through USDA - Rural Development's Community Facility program. This program has funds for direct loans and guaranteed loans. The same office listed in number 1 above handles these programs.
4. A local developer generally initiates single family housing projects. If no developer is available the community could initiate a development by purchasing and installing the needed infrastructure. Funding is available on a non-profit basis from Rural Development under its Section 523 program. This program loan funds a very low interest for the development of building lots. These lots are then sold to prospective low-income homeowners in conjunction with the building of a home. These homes can be financed with Rural Development funds under the Section 502 program. The local office in Worland handles these programs. Contact person is the same as in 1 above. Another source of funding is through the WCDA's HOME program, which has funds available to finance single family homes for low-income purchasers. This program involves an interested builder who will construct homes using HOME funds then sell them to authorized buyers. Rural Development can participate with WCDA in financing these homes. The contact for WCDA is Cheryl Gillum, Housing Programs Director, 155 North Beech, Casper, WY 82601. Her phone number is 307-265-0603.

## **Business Park**

Another concern expressed in the listening sessions was for the development of a business park. The issue of land availability was discussed. The term "land locked" was used several times. The issue of finding suitable land is paramount to the development of a business park that will be used by new or expanding businesses. Land in the flood plain should not be considered. The cost of flood insurance to new businesses would no doubt discourage development. With proper planning the community should be able to find suitable land to buy. The funding possibilities include:

1. USDA - Rural Development using their Community Facility Loan and Grant

program. This program has long term low interest loans for communities to obtain. Some grant funds may also be available. The contact person is the same as above.

2. Another source might be the Industrial Road Program, Office of Local Government Coordination, P.O. Box 1708, Cheyenne, WY 82003-1708. Phone 307-777-4384.
3. Funds are available from the Economic Development Fund from the Federal Home Loan Bank of Seattle. EDF funds can be used to support community or economic development activities. The Federal Home Loan Bank offers a number of community lending program to financial institutional customers (local banks). The local banks pass the money to nonprofits or governmental bodies. For more information contact the Seattle Home Loan Bank at 1501 Fourth Avenue, Suite 1900, Seattle, WA 98101-1693. Their phone number is 1-800-973-6223. Their web site is [www.fhlbsea.com](http://www.fhlbsea.com).
4. Funds may also be available through the Department of Commerce under their Economic Development Administration. Their address is 1244 Speer Boulevard, Room 670, Denver, CO 80204. Their web site is [www.doc.gov](http://www.doc.gov). This web site lists all of the available programs.
5. Another source might be from the Federal Mineral Royalty Capital Construction Account, Brad Miskimins, Grant and Loan Manager, Herschler Bldg. 3 W, 122 W 25<sup>th</sup> Street, Cheyenne, WY 82002, phone 307-777-7309.

### **Green Way along the Big Horn River**

The development of a green way along the river was discussed. There are several sources for funding this project. Some of them are:

1. Habitat Trust Fund Grant (Aquatic), Mark Fowden, 5400 Bishop Blvd., Cheyenne, WY 82006. Phone 307-777-4559. The purposes are to maintain or improve water developments and riparian habitat for the benefit of aquatic wildlife.
2. Land and Water Conservation Program, Jeff Hauff, Manager, Planning and Grants, Herschler Bldg 1E, 122 W 25<sup>th</sup> Street, Cheyenne, WY 82002. Phone 307-77-7029. Purpose is to acquire and/or develop/renovate public outdoor recreational lands and facilities. A 50% match is required.
3. Habitat Trust Fund Grant (Terrestrial), Gary Butler, 5400 Bishop Blvd., Cheyenne, WY 82006. Phone 307-777-4590. Purpose is to maintain or improve water development and riparian habitat. A 50% match is required.
4. To obtain a catalog of Wyoming State Grant Programs contact the Department of Administration and Information, State Library Division, 301 Capital Ave., Cheyenne, WY 82002. Their web site is <http://www-wsl.state.wy.us/sis/grants/index.html>.

## YOUTH

### Out Migration

This problem was discussed as several sessions. Generally this related to the loss of youth that left the community to find good paying jobs after completion of college. This causes a “brain drain” on the local community. This is a problem with most communities in Wyoming. The only real solution is the creation of jobs in the community that are technical in nature. Most comments indicated a lack of interest in industrial jobs, so the logical solution would be high-tech jobs. These type companies have been moving into smaller communities in the State. SENTO opened a business center in Evanston and is contemplating expanding into Green River in the next year or so. This is a Utah company that has employed several hundred workers in Evanston and plans on 200 more in Green River. They deal in computer technologies and are a clean business to bring into a community. You can visit their web site at [www.sento.com](http://www.sento.com). In Casper, Boise Cascade Office Products order center opened about 2 years ago. That business has grown and now employees over a hundred employees. Their web site is [www.bcpb.com](http://www.bcpb.com). Businesses like these are becoming more common in rural America. They can conduct business from basically anywhere that rapid Internet access is available.

The following contacts are available for financial assistance to train and develop the workforce of the community:

1. Carl D. Perkins, Vocational and Technical Education Act of 1998. Contact Heather Wagoner, Hathaway Bldg., 2<sup>nd</sup> Floor, 2300 Capital Avenue, Cheyenne, WY 82002. Phone 307-777-5329. This program is available to develop academic, vocational and technical skills in vocational students.
2. Workforce Development Training Fund. Contact Jan Wilson, P.O. Box 2760, Casper, WY 82602-2760. Phone 307-235-3294. The purpose of this fund is to enhance employment opportunities and help meet training needs of existing and new industries.
3. Adult Educational and Literacy. Contact the Department of Education, Karen Milmont, Hathaway bldg., 2<sup>nd</sup> Floor, 2300 Capital Avenue, Cheyenne, WY 82002. Phone 307-777-3545. The purpose is to provide education for undereducated adults (those who have not graduated from high school or received a GED).

### Day Care Facility

The need for a day care center was discussed at several listening sessions. This type of facility could be developed by a not-for-profit group that is willing to spear head the project. One such group in Worland is NOWCAP. They have the staff and desire to help the community that is needed to get the project off the ground. One such project that has

been recently completed is the Children's Discovery Center in Pinedale. The director of this facility is Carol Chidsey. Her address is P.O. Box 100, Pinedale, WY 82941. Her phone number is 307-367-6272.

A funding source for this type of project is through the Community Facility loan program of Rural Development. Contact Jack Hyde at the Worland office listed in comments above.

**Pat Bersie**

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Issue to Address	Possible Solution	Recommended Resources
1. Lack of effective communication between community entities appears to result in rumors, lack of trust, misinformation, and duplication of efforts.	a. Increase participation of community members in city council and county commission meetings.  b. Encourage community members to study issues before meetings.  c. Encourage community members to volunteer their services to city and county planning offices for special projects.  d. Develop effective communication skills for improved consensus building.	a. Post and publish meeting agendas as early as possible.  b. Copies of codes and ordinances available in reference area of local library.  c. Contact Randy Adams, at 347-2393, or Rod Proffitt, at 347-2741.  d. Contact: NancyJo Illminen, Wy Emergency Mgt. Agency, 777-4917, can provide Effective Communications course at no cost to community.
2. Need for Walking & Bicycle Path	Incorporate pathway design with flood control management program.	Contact Randy Adams, City Planner, 347-2393; or Alisa Sauvageot, WY Emergency Mgt. Agency, 777-4918

<p>3. Lack of follow-up on previous community assessments</p>	<p>a. Maintain interest in follow-up activities by keeping the community informed about what=s going on. Create enthusiasm for strengthening the community (economically, socially, and environmentally) through regular progress reports and activities designed to celebrate successes..</p>	<p>a. Use local media, utility bill mailings, public library bulletin board, civil organization meetings, etc.</p> <p>Contact high school journalism class and ask them and their teacher to consider taking on the task of providing progress reports, etc.</p>
	<p>b. Generate enthusiasm through increased citizen involvement.</p>	<p>b. Continue to discover what other communities are doing by using the Internet and by monitoring the WAMNews which is published by the Wyoming Association of Municipalities.</p> <p>On the Internet, check out the National Civic League=s web site, <a href="http://www.ncl.org">www.ncl.org</a>. Read its A100 Things You Can do For Your Community In a New Century@ list. Learn about the Farmer=s Insurance Company=s AThe American Promise@ program designed to bring democracy to life in the classroom,@ and don=t</p>

		<p>overlook the links to other civic organizations</p> <p>And don=t miss the league=s publications list for information on community building.</p>
<p>4. Unplanned growth can have negative impact on a community=s society, infrastructure and natural environment</p>	<p>Continue to update and implement the community=s development plans. Smart growth results from good planning and enforcement of existing codes and ordinances. Building stronger and better also increases a community=s ability to prevent or lessen the effects of a disaster thereby increasing the sustainability of a community=s environment and economy.</p>	<p>Contact city and county planners. Also, call Pat Bersie, Wyoming Emergency Management Agency, 307-777-4017.</p>
<p>5. Community Appearance</p>	<p>Initiate a beautification project which includes the removal of abandoned vehicles. Arrange with a metal salvage firm to provide removal of abandoned and donated Ajunkers.@ Salvage companies will sometimes provide this service at no charge. Local jurisdiction would have to handle the legal notification process required to contact owners vehicles.</p>	<p>Contact Ray Jones, Western Metal Recycling/Atlas Steel, Salt Lake City, Utah: 801-975-9669.</p>

## Worland Resource Team Report

Submitted by Bernie Bornong  
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Hold a meeting immediately after you receive this report. Make an implementation plan that schedules potential projects over the next several years, and assign group chairman and committee members. Choose some relatively simple projects first, in order to achieve some concrete successes. Make community members aware of successes - publicize completed projects, and make people aware of the status of on-going projects. *This assessment created some momentum in Worland - use every opportunity to keep that momentum alive!*

### 1. Some short term projects that can sustain your initial momentum:

- There are very few events that are celebrated in the community.
- There are very few fun things to do in the community.

Organize a day that highlights some positive aspect of Worland. Worland is a very diverse community, ethnically, especially for Wyoming. The German heritage was celebrated in the Oktoberfest, which we understand is not being done anymore, and Washakie County has a relatively large Hispanic population, just to name two heritages that are represented. Some people mentioned a Diversity Day, and that could be celebrated in conjunction with Martin Luther King/Equality Day.

- Keep up the beautification efforts. Considerable work was done on the east entrance to town, and it shows!
2. Develop a community leadership development program. This could satisfy two needs we heard about there is a lack of leadership, and, if developed or sponsored jointly by the city and county, can improve the city/county relations. A leadership development program I am aware of, and attended, is the Leadership Sheridan program. It could be used as a model, or at least as an example that might be tailored to fit Douglas' needs. The program includes about 6 Saturdays, typically during the later winter/early spring months. Topics include an introduction to local and county government; the local court system; a day on local history and the quality of life factors that make the community what it is; an introduction to boardsmanship

and what boards/committees are active in the community; the economy of the community; and, leadership and communications skills. The specific objective is to energize and train community leaders, for either formal boards or group leadership roles, or, at least for informal community leadership and support roles. Barb Daugherty coordinates the Leadership Sheridan program, 307-672-2485. She can answer questions concerning publicity, recruitment, and initial organization.

3. In addition to the adult leadership training, Rapid City, SD, has recently instituted a youth oriented leadership program. It is aimed at high school students, and the primary objective is to get them interested in, and knowledgeable about, the community so that they will be more likely to return after college. There are fewer sessions than the adult class, but many of the same topics are covered, including an overview of the local economy, amenities in the community, and workings of local governments. Linda Rabe (605-343-1744), at the Rapid City Chamber of Commerce, is familiar with this program.
4. There were several disturbing issues concerning youth:

A community has several youth issues: teen pregnancy, kids at home unsupervised, alcohol and drug abuse.

People characterizing the level of the issue said that drugs and alcohol were a very big problem.

People thought that some adults were denying the drug problem among the youth.

One community resource already in place that helps communities with these issues is Healthy Communities/Health Youth of Washakie County. Phyllis Lewis is one contact at 347-3431. This organization has been in Worland for a couple of years, but we did not hear of this in any of our listening sessions, so either people are not aware of it, or did not think it was pertinent to the discussion at the time.

Perhaps the mechanism to address these youth issues is already in place, and simply needs to be made more visible or reintroduced to the community. A possibility for increasing the presence of Healthy Communities/Healthy Youth (HC/HY) of Washakie County would be to add a VISTA volunteer to the HC/HY staff. HC/HY of Sheridan County has one 40 hour per week VISTA volunteer on staff to help coordinate activities/programs between the other youth organizations, such as Big Brother/Big Sisters, coordinate fundraisers, and coordinate volunteer help. Kathy Schonenbach (674-2650) is a nurse with the Sheridan County Community Health program that oversees the HC/HY of Sheridan County, and she could provide information concerning the VISTA volunteer position.

5. One of the most consistent themes we heard was that there is a lack of activities for youth. While this is being at least partially addressed by the new Boys and Girls Club, another possibility mentioned by at least two people in our listening sessions was a skateboard park. Sheridan recently completed a skate park, and it is proving to be very popular. City

Councilman Dennis Hayes (307-674-6483, ext. 231) largely spearheaded the effort to plan, fund, and build the skate park. Dennis said he would be willing to come to Worland to explain how this project was accomplished. A few of the items he mentioned to keep in mind were:

- Have the kids involved in the planning from the start, especially in design and location.
  - Work on getting other community members on board, including police and people in the neighborhood where the park would be built. Dennis said there was overwhelming support for the park, just A not in my neighborhood@.
  - Dennis estimated the total price of Sheridan=s to be about \$120,000, of which \$14,000 was in-kind donations. It was funded, I believe, almost entirely by local business donations and grants. Many downtown businesses, especially the banks were interested in making donations so that the skateboarders would have a place other than their sidewalks!
  - On the matter of liability, Dennis said that he spoke with many skate parks in California, and they had yet to be used over their parks, so he felt that although there was risk, it wasn=t as high as might be anticipated. Sheridan uses the standard items such as lighting, and signing that includes skate at your own risk and kids under 7 (I believe) must be accompanied by an adult. The most important thing to Dennis, in Sheridan=s case, was that moving the kids off the street, to a dedicated skate park, was a positive, risk-reducing step that might help strengthen the city=s defense in a liability suit.
6. I work on the Bighorn National Forest, and I will conclude my report with two Forest Service items. The first is the Forest Service=s Rural Community Assistance Program. Margi Brayton Grey, 307-674-2600, currently oversees this program on the Bighorn National Forest. This is a grant process that aids rural communities. The objective is to help communities organize, develop broad-based local action plans, and take actions that build towards sustainable solutions for economic, social, and environmental concerns and opportunities. Projects might include developing a tourism brochure or sponsoring the Worland leadership program. Grant applications are typically processed each spring. At least some Worland community leaders, including County Planner Rod Proffitt, are already aware of this program.

The other item is that at least one person in the listening sessions related to us that since the Tensleep Ranger District Office closure, it was necessary to drive to Buffalo to get a firewood or Christmas tree permit. The fact is there is a two person Bighorn National Forest office co-located in the BLM building at 101 S. 23<sup>rd</sup>, 347-5105. Maps, wood products permits, and Forest information are available. I have already notified District Ranger Kathy Bulchis of this misperception, so expect some additional publicity helping remind people of the local Forest Service office.

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### Worland Community Assessment - General Observations

Any community process that depends on people attending listening sessions during their own time will miss residents who are unable or unwilling to spend their off-time at meetings. Apathy is rampant in the United States and is obvious in rural Wyoming. Unless people are fearful for their immediate future, few will take the personal (or professional) risk or the initiative to voice their opinions at public meetings. I commend the 200 people who took their time and sacrificed other activities to attend the community meetings. This computes to approximately three percent of Worland's population.. Low attendance at the Community Assessment meetings could indicate one or more of the following:

- \* People aren't hurting badly enough to take their problems into their own hands.
- \* They are willing to allow "them" to make the decisions for the future.
- \* They simply don't believe that there is anything that they can do personally to help.
- \* Town residents have been saturated by " outside consultants and facilitators" who have come to "help" them build their futures.

One interesting observation I heard was: "They are us!", meaning that the "other guys" who people want to blame for their local problems are the very people who are doing the complaining but not working to make things better.

Before I arrived to work with the Community Assessment Team, I presumed that I generally knew what was good about Worland. My first experience with Worland was as a research entomologist for the University of Wyoming in 1972. I knew it is a safe town with the pleasant small town atmosphere and relaxed rural way of life. It has a beautiful location between two ranges of mountains and enjoys the mildest weather I have ever found in Wyoming. Worland enjoys good public health and education infrastructure. The hospital and the schools rate highly against towns this size. It has, in particular, a very hard-working population who enjoy and support their community. Volunteerism is a way of life for many Worlanders and their philanthropy is greater than any other town of its size in Wyoming..

Other facets of Worland stayed the same. The "we can't do it here" mentality is firmly in place. Apathy hinders the rebuilding Worland as a viable business community. Our listening groups

mentioned the "good old boys" who inhibit progress because they do not like change. This feeling has been in place since I moved to Worland in the 1980's. Thus the underlying sentiment of many Worland citizens is that there is still a strong non-growth attitude.

The old Washakie Hotel was mourned by many during our listening sessions. It was referred to as a major component of the Worland business and social community. I lived here and remember the uproar in town when the last operator of the Hotel decided to sell the building because he was losing money. Business leaders, bankers, realtors and other townspeople allowed the sale and eventual razing of the Hotel because "it would just be too expensive to update... besides that, we don't need it anyway." The building stood empty for months before it was finally bulldozed down and the bricks carted away. Worland suffers from myopia when it looks to the future.

I see the anti-growth attitude, the fear, the distrust, frustration, and the lack of communications as being major stumbling blocks to Worland's future. Many residents are disenfranchised from years of being ignored by the "powers that be" or the "good old boy's network". Some residents still chose to turn a blind eye to the serious problems that restrict community progress. Without aggressive, pro-active, visionary leadership and guidance from a core group of interested, involved citizens, Worland may be going into the new century and making decisions looking in the rear view mirror.

#### Communication:

Communication was cited as one of the major themes surfaced during the September 2000 Worland Community Assessment. The assessment team re placed several categories of concern under the general communications theme: (1) Attitudes; (2) Leadership; (3) Planning; (4) Media Support; (5) Conflict; and (6) Smart Growth. Worland, like many Wyoming communities, suffer from an assumption that "everybody knows everybody" and that "everybody knows every thing that we do". During the three day series of listening sessions, we heard evidence of problems around town due to rumors, mis-communication, mis-conceptions, and an absolute lack of communication. Perceptions and assumptions were made by many people based on a systemic breakdown in local communications.

Worland's internal community communication network is weak, if not broken. Even though we were told several times that because it is a small town "everybody knows everybody", there is noticeable lack of consistent and appropriate intra-community communications. Communication breakdown between local, state and Federal government agencies, business, professional, generations, cultures, family and social facets of the community contributes to mis-information and dis-information in town.

The small town grapevine and rumor mill are alive and well in Worland. These information venues appear to be a major source of mistrust, misunderstanding, fear, and discontent. Rumors of closure and loss of Worland's three major manufacturing industries were voiced as a serious

problem to a stable business environment. We were assured by Holly Sugar, Crown Cork and Seal, and Admiral Beverage that they were strongly committed to staying and growing in Worland. CITIZENS NEED TO KNOW!

Several groups of people mentioned that they were "out of the loop" about community, agency, and organizational meetings. There doesn't appear to be a single, reliable source for a community events calendar. People at Ten Sleep say they find out most of the meeting schedules from announcements on the local radio stations. Many groups in Worland and Ten Sleep pointed a finger at an overwhelming lack of support for local organizations and events from the Worland Daily News. "Unless you buy an ad, your news and announcements won't be printed in the newspaper.

Suggestions to address Worland's communication problems include:

- \* Community Information Task Force. The first step towards addressing its communications challenges, Worland should bring together a group that will cooperatively and collaboratively develop a comprehensive communications improvement plan. Whether facilitated by members of a local organization like Worland Sweet Talkers Toastmasters(r) Club or outside professionals, Worlanders must come together to begin finding solutions to their information challenges. Any town that depends on the grapevine and rumor mill information dissemination will make giant steps backward. Unofficial, unsubstantiated information causes misunderstanding, conflict, and fear. Worland must open information channels that allow free flow of dependable, consistent information and ideas. Today's community cannot afford to not have the best communication possible. Local Toastmasters who could be contacted include Reba Neumann at Admiral Beverage, Scott Gaulke at RT Communications or Bill Hill at the Bighorn Basin RC&D office.

- \* Worland citizens and leaders must begin meeting with the Editor/Publisher of the local newspaper in order to build a good working relationship so that Worland residents do not feel "out of the loop" about their community meetings and activities, and those of other local agencies and organizations.

- \* The Worland Daily News(tm) has the responsibility and obligation to be a major player in supporting Worland with timely dissemination of local news and calendars of events. The citizenry must also be made aware of the costs and other operational needs of the newspaper.

- \* "Community Public Information Forum". A community information clearing house that allows citizens easy, open access to their elected officials and community leaders would help communication channels. Something like a series of "Community Suggestion Boxes" spread throughout the community at various locations would provide people with a non-threatening avenue for suggestions. It appears that a wide variety of groups are currently attempting to fill this void, but have not been successful. There are many creative, community-minded, highly

skilled and educated people in Worland's business, government, senior citizen, realty, education, agriculture and Hispanic communities who should be involved in a community-wide forum. Taking a proactive stance on these concerns would be better where representatives of the various communities within Worland meet on a bi-weekly or monthly basis to work with and address the public concerns.

\* Interactive Worland Community Home Page. In the year 2000, more and more people use the internet as a viable link to accurate and timely information. A community home page like [www.worlandwyo.com](http://www.worlandwyo.com) could include a public forum chatline where people could post concerns, meeting announcements, and other information for the good of the community. Other opportunities derived from a Worland home page would be a place to post business and demographic information that could attract new businesses and provide a source for Worland natives to "keep an eye" on their hometown, which might attract a few of them to bring their families and businesses "home".

\* Weekly Community Calendar "Alerts" Organizations such as the Chamber of Commerce or the Washakie Development Organization could send out announcements and schedules of important meetings or events in the Big Horn Basin via fax, email or mail. Gillette Chamber of Commerce uses this method .to alert its membership of upcoming events.

## Attitudes

Worland's is afflicted by an attitude "us versus them". City residents and developers compete with rural landowners; rural landowners compete with federal and state government agencies; young versus old; etc. ad nauseum. Realtors and developers are frustrated by the perception that Worland is "landlocked" by large landowners refusing to sell agricultural property adjoining the town. Agricultural producers, in turn, state that the land-lock problem stems from Worland being surrounded by huge tracts of undeveloped Federal land. In virtually every listening session there was a "them" or "they" who were ultimately responsible for problems and conflicts in Worland.

Many residents feel "held down" and ignored by the "good old boy's network". Some residents believe that Worland's elected and non-elected community leadership are ignoring problems that restrict the town's potential to progress into the future. There is despair in these peoples voices when they say that they are powerless to control their own destiny.

Mistrust and conflict between local groups appear to be stumbling blocks to progress. Agricultural people mistrust the town residents and vice-versa. People misunderstand each other on both sides of the straw-burning issue. There is a pervasive belief that Worland "opposes growth". Anti-growth attitudes in Wyoming are usually based on the fear of long time community residents that the rural, small town way-of-life would be lost. An attitude of "we

can't do it here" stigmatizes future growth.

Peoples attitudes are usually formed by basic beliefs and experience. Perception is reality. Problems with attitudes stem from communications breaking down.

People must respect each other and learn to listen to others feelings and ideas in a neutral, non-threatening forum. Rumors, fear of confrontation and criticism, and mistrust keep people from meeting face to face to voice their ideas. It is possible to disagree without being disagreeable." Mis-information always causes problems. It is a roadblock to Worland's future.

Many people seem to have given up on Worland redesigning itself as a viable business community. "We used to be the business hub of the Big Horn Basin" and "we can't attract conventions because the Washakie Hotel is gone" are sentiments we heard over and over from different groups.

Possibilities to help adjusting local attitudes:

\* To improve the "poor me", "they did XYZ", we can't do it because x", and most of the other perceived problems, Worland must create an open cooperative environment where communications .is encouraged and solutions found for the communities problems.

\* Worland must take its future into its own hands and create a new positive atmosphere that encourages and supports innovation, creativity, and unique new ways to find solutions to the problems. Any solution that addresses the towns problems must be holistic in nature to accommodate the complexity of the issues and problems.

\* One method of creating a positive environment for visioning the future is to conduct facilitated meetings in neutral locations where residents can openly and honestly make suggestions without the fear of being criticized or ridiculed. Natural resource conflicts have been reduced through Coordinated Resource Management. This and many other processes like this seek to find common ground, not a winner and a loser.

Leadership

Criticism about what's wrong with any town is usually directed toward the communities leadership. A sampling of what we heard in Worland was:

- \* We lack a sense of direction.
- \* " They" were the source of problems ranging from loss of downtown business to the drug problems.
- \* Worland doesn't understand itself
- \* The town doesn't have it's own special identity.

- \* Worland suffers from a "malaise" about it's own "place".
- \* The leaders are apathetic.

The anti-growth attitude, the fear, the distrust, frustration, and the lack of communications are huge stumbling blocks to Worland's future. Many residents feel disenfranchised by the perception that they are being ignored by the "powers that be" or the "good old boy's network". Some sectors of the town have chosen to turn a blind eye to some of the serious problems that continue to restrict the communities progress.

Proactive leadership must happen in Worland. There needs to be better accountability and responsibility for things that have to happen in Worland. There are many "turf wars" going on in town. There is an "us versus them" attitude between the city and county agencies that is counter-productive. Leaders must seriously consider listening to the entire community, not just special constituencies.

Resources to address Worland's leadership challenges:

\* Conduct a Worland Leadership Program similar to Coordinated Resources Management sessions conducted by the Wyoming Department of Agriculture. Contact: Dennis Sun, Wyoming Department of Agriculture CRM Coordinator, 3323 S. Poplar, Casper, WY 82601 (307) 472-6280

\* W.R. Kellogg Foundation had provided community leadership assistance grants. One of the recipients of the Kellogg community assistance was in Lusk about 1997. Mayor Mark Lohr, Box 390, Lusk, WY 82225 (307) 334-3612 may be able to help Worland contact the Kellogg Foundation..

Value Added Agricultural Products.

Worland still views itself as an agricultural community. Wyoming's agricultural industry faces the same problems that every Western state has seen for the past 100 years. Drought, blizzards, weeds, predators, insects, disease, fires, increased rules and regulations, high feed and transportation costs which become higher production costs. On the other side, they face declining market prices and competition from foreign producers. The irrigated land and the amount and quality of the water available in Washakie County gives it some great opportunity for expanding the breadth of their agricultural product base.

Irrigated agriculture is the main reason Worland has grown and prospered in the center of the Big Horn Basin's high desert country. Holly Sugar's eighty years of success is testament to the specialized sugar beet industry of the Basin. Malt beer barley is a staple part of the crop rotation and some dry beans are grown throughout the Basin. High quality alfalfa hay is an important component of the agricultural economy.

The livestock industry in eastern Washakie County provides the majority of the agricultural income in the Ten Sleep area. Many Ten Sleep area River ranchers have lived and been educated in Worland so have strong personal and business ties. For whatever reason, several livestock feeding businesses have gone out of business at Worland during the last twenty years. University animal scientists and agriculture economists could provide assistance and guidance on marketing, capitalization, and animal management to evaluate the economic viability of livestock feeding operations in the Worland area.

Meeting attendees underscored the value of high quality water as an important resource. The Basin's unique geology produces many hot artesian water wells. This resource can be utilized to develop a viable aquaculture industry. Jim Bennage, director of the Aquaculture Center at

Sheridan College has developed strategies and techniques for commercial fish-farming that could use high quality geothermic artesian water in low maintenance, non-recirculating water systems to grow commercial fish species.

Complaints were heard from many Worland residents about the air pollution caused by burning barley stubble after harvest. Harvesting the grain leaves hundreds of pounds of straw. Producers burn the straw because it is the cheapest and quickest way of getting it off of the fields so they can continue farming operations. The resultant smoke blankets the area and causes breathing problems for many residents, particularly the sizeable population of senior citizens.

This negative could be turned into a positive rather quickly by developing products from the straw. Technology developed by the US Forest Service Timber Products lab in Madison, Wisconsin is available for no charge. In this process, waste wood is ground into a powder, combined with other material like plastics or resins and turned into a strong, light building material. Worland's barley straw could be used in the same manner and manufactured into a commercially viable building products. Bob Dettmann, USFS in Denver would be a good contact person for USFS community development guidance and access into the personnel at the Madison laboratory. Wyoming Business Council may be useful to fund initial business viability studies and USDA Rural Development Business and Industry Loans could be used to construct a manufacturing facility upon positive outcome of the product development study.

Value added product opportunities:

\* Work with Holly Sugar Corporation and Pepsico to utilize the locally grown sugar beets as the major component for the production of sweetened drinks such as Pepsi, Seven-Up and other soda pop brands produced in Worland. Potential sources of assistance with this type of project would be the Wyoming Business Council, USDA Rural Development Business and Industry program.

\* Future options may include livestock feeding operations, livestock and/or grain processing facilities could utilize any number of specialty grains for pasta or pastries, vegetables or herbs, or specialty meat products.

\* Invite University of Wyoming agricultural and business scientists to review and evaluate new product sources such as specialty lamb feeding facilities, specialty crops (onions, potatoes, specialty grains for pasta and cookie flour.)

Drug and Alcohol Problems

By the admission of parents, City and County law enforcement, school teachers and Middle and High Schools students, Worland is in the middle of a drug "epidemic". Alcohol and illegal drugs from marijuana to methamphetamines appear to be a major components of the social life of Worland's children and young adults, regardless of social, educational, or cultural backgrounds. The recent high-profile discovery of a methamphetamine laboratory and the overdose death of a

24 year old Worland man have spotlighted the problem.

Marijuana use within the community is commonplace and has been for many years. Pot use is multi-generational in Worland. Young parents between 20 and 30 years old are setting poor examples for their children by openly using marijuana. Law enforcement officers are well aware of the drug problems and indicated that "grass" was almost a non-problem because methamphetamine was cheaper than marijuana and at least as widely available.

### Judicial Responsibility

Some residents laid the blame for Worland's rampant drug use squarely at the feet of an overly lenient judicial system. Several concerned citizens stated that there were widely divergent types of punishment for alcohol and drug abuse. It is incumbent upon the judiciary in Washakie County to adopt a more consistent and tougher policies towards illegal drug and alcohol abuse. We heard from several sources that some people get tough sentences for the same infractions where other people simply are given a small fine and a warning. There were whisperings that it depended on "who you are" whether or not the law breakers were punished to the full extent of the law.

The magnitude of the Worland drug problem and it's associated problems of teen pregnancy and other social and community problems scream for a solution. The days of supporting the status quo as it pertains to drugs must end. Illegal drug use and the associated problems in Worland is certainly one of the greatest potential problems that limit its attractiveness to new business relocating to this beautiful little community.

Worland's drug problems are not underground. Drugs are commonly found within the schools. Law enforcement officers are fully aware of the extent that illegal drug and underage alcohol use is adversely effecting the town. School teachers and administrators stated that their hands are tied because drug sniffing dogs are limited in what they can search in schools. On campus, only cars and lockers can be searched by the dogs. Legal restrictions deny using dogs to locate drugs being carried on the student's person.

According to drug prevention professionals cited in an October 9th Wyoming Public Television special on Wyoming's methamphetamine problems, there are several "key" steps that need to be taken by a community to begin controlling their local drug problems. First, there needs to be a community recognition of the problem. If there is a silver-lining behind this disturbingly dark cloud is that Worland has admitted that it does have a drug problem.

The community must then take a proactive role in meting out consistent levels of punishment commensurate with the crime of use, distribution, or manufacturer. The Wyoming Public Television stressed the consistency and the severity of the punishment must "make it painful enough that they don't want to do it again".

It was also stressed that drug and alcohol use is more a problem with medical/psychological roots than in criminal justice. Personal and group counseling is expensive, but it appears to be one of the major tools that is necessary for drug users and their families to understand the physiological and psychological ramifications of using drugs. A local pastor told us that the Worland's ministerial community sees drugs, alcohol and teen pregnancies were major concerns in town. He re-emphasized that the problems go across all cultural, economic and social strata.

Opportunities to address Worland's drug and alcohol problem:

- \* Counsel with judges and the legal community to standardize the system of judicial punishment for use of illegal drugs and alcohol. Coordinate this through the Wyoming Attorney General and Governor Geringer's Drug Prevention Task Force.
- \* National Drug Prevention Grants to build a solid DARE - type drug education and prevention
- \* Develop a broad spectrum, multi-generational task force from the parents, education, medical, legal, religious, and law enforcement communities to develop solutions and alternatives to drug use.
- \* Request extra law enforcement drug education staffing grants rather than patrolmen.

### Teen Pregnancy

Worland has the highest incident of teenage pregnancies in Wyoming. This is a very large problem according to many parents, educators and other people we met in listening groups. Teen pregnancy is strongly linked to other problems including having "nothing" to do and the high incidence of drug and alcohol abuse.

### Youth Out-migration

Worland, like every rural American community, is suffering from the loss of young people to populations centers that tend to be within 50 miles of an ocean. Our children are the most important value-added product we ship out of state. Many times we heard that "once they go to college, the kids only come back to visit". Parents, friends and educators told us that they were proud of Worland's many successful native sons and daughters who left to become leaders in many career disciplines and fields of endeavor.

Worland schools have graduated many young people who are well prepared for work in the computer-industry. Some of these individuals have worked for several years in the industry and are capable of creating a highly mobile computer-based business.

Potentials to allow young people to stay working in or returning to Worland:

- \* Work with senior citizens and Worland Schools to inventory local natives who own and operate out-of-state or out-of-county business that might be compatible with the Worland community and way of life.
- \* Incentives to help new low impact, high-technology, computer-based businesses owned and operated by Worland natives to move "home" to Worland. Some Williston, North Dakota

developed a "Welcome Home" program for inviting successful natives to return to their hometown and to bring their businesses "home".

- \* Work with the Wyoming Business Council, local economic development groups and local government to assist Worland High School graduates with college tuition and fees with an obligation to return for a specified period of time after graduation.

#### Youth Recreation Programs and Facilities

From the very first meeting, Worland residents told us that one of their greatest concerns was the lack of things for teens and pre-teens to do for "fun" after school and in the evenings. Many mentioned that this void in community facilities and programs might be contributing to the high incidence of illegal drug use and teen pregnancy.

#### Opportunities:

- \* Continue raising funds and community support to create the Boy and Girls Club organization and the facilities to support it. Some of the groups indicated that it "was too expensive".

- \* Create a mentoring program for grade school and middle school children along the lines of the DARE program.

- \* Develop an adult education curriculum for teenager that would direct their attention to the responsibilities, costs, and lost opportunities for teen pregnancy.

#### Senior Citizens

Worland's senior citizen population is a large and valuable component of the community population. During our conversation with the seniors, they told us that they have outgrown their current facilities and have major concerns about in-town and out of town transportation, affordable housing and assisted living facilities.

This segment of the population will be growing exponentially as the "baby-boomer" generation begins to retire and use senior citizen facilities and resources during the next two decades. According to the National Association of Development Organization's Research Foundation, "a baby boomer turns 50 every seven seconds in the US". The impact of this generation on existing senior citizen facilities is very hard to measure. In addition to the traditional senior facilities, the "boomers" will place greater pressure on the senior health care system. "Boomers" have also had the reputation of not saving adequately for their retirement, so need to work part time in flexible and temporary-type jobs. This may benefit towns like Worland who could use these educated, experienced workers as another source of employees.

Problems identified by seniors and medical service providers during our visit included: inadequate senior citizen housing, no assisted-living facilities, poor transportation options, lack of a geriatrics physician and a senior citizen center that is too small for the burgeoning senior population.

## Opportunities available for Senior Citizens:

Administration on Aging  
(202) 619-7501  
[www.aoa.dhhs.gov](http://www.aoa.dhhs.gov)

American Association of Retired Persons (AARP)  
(800) 424-3410  
[www.aarp.org](http://www.aarp.org)

Grantmakers in Aging  
(937) 435-3156  
[www.giaging.org](http://www.giaging.org)

National Aging Information Center  
(202) 619-7501  
[www.oao.dhhs.gov/naic](http://www.oao.dhhs.gov/naic)

National Rural Health Association  
(816) 756-3140  
[www.nrharural.org](http://www.nrharural.org)

National Center for Rural Aging  
(202) 479-1200  
[www.ncoa.org/ncra/ncra.htm](http://www.ncoa.org/ncra/ncra.htm)

USDA Economic Research Service  
(202) 694-5436  
[www.ers.usda.gov](http://www.ers.usda.gov)

Federal Interagency Forum on Aging Related Statistics  
(301) 458-4636  
[www.agingstats.gov](http://www.agingstats.gov)

## Business Diversification and Attracting New Businesses

Worland, like every rural American community, has lost hundreds of its young people to larger cities where jobs and opportunities are perceived to be better. Only a small percentage of the high school graduates have the opportunity to stay in Worland so most leave town for academic

or technical post-high school education. Wyoming statistics show that most of our young adult population will leave the state after they finish their advanced education.

Out of state employers place high value on Wyoming's small town young people who have been given a good education and have been taught from childhood a strong work ethic. During many of the listening groups people told us "once the kids go to college, they only come back to Worland to visit".

Today's mobile workforce and telecommunications facilities are building opportunities for Worland that never existed until the past 5 years. RT Communications is a state leader in building communication infrastructure that will put Worland at the epicenter of Wyoming telecommunications and telebusiness industry.

We are on the verge of a huge wave of new retirees as the baby-boomer generation leaves the conventional workforce and proceeds into retirement. Statistics claim that a huge percentage of these people between 55 and 65 years will not stop working but will create business on their own terms and in locations where they want to live. Availability of high-tech retirees and having the fiber optic and other telecommunication facilities available in Worland makes it a prime spot to attract these highly productive residents. Because they are past the age of parenting, few of these people will be consumers of the educational system, but will provide a wider community economic and tax base.

Worland schools have graduated many young people who are well prepared for work in the computer-industry. Some of these individuals have worked for several years in the industry and are capable of creating a highly mobile computer-based business. It is feasible that some of these retirees will come home to create technology businesses..

Potential for allowing young people to stay in or return to Worland:

- \* Work with senior citizens and Worland Schools to inventory local natives who own and operate business that might be compatible with the Worland community and way of life.
- \* Some North Dakota communities have developed a "Welcome Home" program for successful natives of their towns and have been invited to bring their businesses "home".
- \* Incentives to help new computer-based businesses to move to Worland.
- \* Work with the Wyoming Business Council, local economic development groups and local government to assist Worland High School graduates with college tuition and fees with an obligation to return for a specified period of time after graduation.

Projects, Facilities and Programs

The third question posed to every community input group was: What Projects do you need in Worland over the next 2, 5, and 20 years. The list grew longer with every meeting. Many projects were mentioned over the three days of listening.

Among the most commonly requested were: Convention Center, Business Park, Teen Center, Recreation Center, new and expanded Senior Citizens Center, bike and jogging trails, Boys and Girls Club, new Middle School, expanded post-secondary education programs, and additional downtown businesses. Some of these items are well along in the planning and construction stages. Some are just on the drawing board while others have not even gotten out of the discussion stage. Every project begins with an idea, a vision, a dream.

The hard part is to turn that dream into reality. Among the other things, this reality takes blood, sweat, tears, commitment, patience, enthusiasm and creativity. Every project evolves through stages that involve hard work at every step. In many cases, people think that the money is the most important facet to consider. In reality, a well-planned locally supported project is usually easy to fund..

There are many sources of assistance that are available to address the long list of proposed projects. Before any project can be created, it needs to be planned. To "make the project happen:", the community must find a core group of dedicated, motivated and visionary people who are committed to working together to build the plans for each and every one of these projects.

One of the first steps to failing in getting a project created is to go hunting for the money before the plan is completed. From the time schedule and the basic budget to the operation and maintenance agreements and the engineering designs, every project MUST have the best plan that the community can afford.

In today's world of funding, planning is the first step to getting a project "on the ground". The following resources may be helpful to the many project teams that will be necessary to create the visions that we heard from the Worland listening sessions.

#### Potential Community Grant Funding Sources

The Musser Fund  
(612) 825-5442  
3722 W. 50th Street. Box 119  
Minneapolis, MN 55410  
Judith Healey, Director

MDU Resources  
(701) 222-7828400 North 4th Street  
Bismarck, ND 58501  
Robert E. Wood, Director

A Territory Resource (ATR)  
(206) 624-4081  
603 Stuart Street # 1007  
Seattle, WA 98101  
Carol Pancke, Executive Director  
Distance Learning and Telemedicine Loan and Grant Program  
[www.usda.gov/rus/dlt/dlml.htm](http://www.usda.gov/rus/dlt/dlml.htm)

ESRI Software Company  
(303) 449-7779  
4875 Pearl E. Circle, Suite 200  
Boulder, CO 80301  
Carl Sylvester, Director  
(community planning with GIS)

The Ruth and Vernon Taylor Foundation  
(303) 893-5284  
1670 Denver Club Bldg.  
Denver, CO 80202  
Miss Friday Green, Trustee  
(social services and youth)

Pamida Foundation  
(402) 339-2400  
Box 3856  
Omaha, NE 68103  
(contact local store manager for information)

#### Community Development and Grant Source Web Sites

100% Wyoming  
A Territorial Resource Foundation  
Administration on Aging  
Ag in the Classroom

[www.me.uwyo.edu](http://www.me.uwyo.edu)  
[www.atrfoundation.org](http://www.atrfoundation.org)  
[www.aoa.dhhs.gov](http://www.aoa.dhhs.gov)  
[www.reeusda.gov/serd/hep/agclass.htm](http://www.reeusda.gov/serd/hep/agclass.htm)

American Association of Retired Persons	<a href="http://www.aarp.org">www.aarp.org</a>
American Small Town Directory	<a href="http://www.peakware.com/smalltown/index.html">www.peakware.com/smalltown/index.html</a>
Aspen Institute	<a href="http://www.aspeninst.org">www.aspeninst.org</a>
Catalogue of Federal Domestic Assistance	<a href="http://www.gsa.gov">www.gsa.gov</a>
Community Development Block Grants	<a href="http://www.wyomingbusiness.org">www.wyomingbusiness.org</a>
Federal Web locator	<a href="http://www.law.vill.edu/fed-agency/fedwebloc.html">www.law.vill.edu/fed-agency/fedwebloc.html</a>
Foundation Center online	<a href="http://fdncenter.org">http://fdncenter.org</a>
Fundraising Online	<a href="http://www.fundraisingonline.com">www.fundraisingonline.com</a>
Governor Geringer's Office	<a href="http://www.state.wy.us">www.state.wy.us</a>
Grantmakers in Aging	<a href="http://www.giaging.org">www.giaging.org</a>
Grants Funding Loans	<a href="http://www.idimagic.com">www.idimagic.com</a>
Grantsmanship Center	<a href="http://www.tgci.com">www.tgci.com</a>
Internet Prospector Newsletter	<a href="http://w3.uwyo.edu/~prospect">w3.uwyo.edu/~prospect</a>
Kellogg Foundation Grants	<a href="http://www.wrk.org">www.wrk.org</a>
Library of Congress	<a href="http://loc.gov">http://loc.gov</a>
National Assn. of Development Organizations	<a href="http://www.nado.org">www.nado.org</a>
National Aging Information Center	<a href="http://www.oao.dhhs.gov/naic">www.oao.dhhs.gov/naic</a>
National Center for Rural Aging	<a href="http://www.ncoa.org/ncra/ncra.htm">www.ncoa.org/ncra/ncra.htm</a>
National Council of NPO Assn.	<a href="http://www.ncna.org">www.ncna.org</a>
National Rural Development. Partnership	<a href="http://www.rurdev.usda.gov">www.rurdev.usda.gov</a>
Non Profit Resource Center	<a href="http://www.not-for-profit.org">www.not-for-profit.org</a>
Non Profit Times	<a href="http://www.nptimes.com">www.nptimes.com</a>
Notices of Government Funding	<a href="http://ocd/usda.gov/nofa.htm">http://ocd/usda.gov/nofa.htm</a>
NPO Net	<a href="http://www.npo.net/nponet/hotlists/ntee-t.htm">www.npo.net/nponet/hotlists/ntee-t.htm</a>
Pew Charitable Trust	<a href="http://www.pewtrusts.com">www.pewtrusts.com</a>
Philanthropy Journal Online	<a href="http://www.pj.org">www.pj.org</a>
Regional Assn. of Grant Writers	<a href="http://www.rag.org/rags/map.htm">www.rag.org/rags/map.htm</a>
Small Business Administration	<a href="http://www.sba.gov">www.sba.gov</a>
State of Wyoming	<a href="http://www.state.wy.us/state/welcome.html">http://www.state.wy.us/state/welcome.html</a>
US Bureau of Reclamation	<a href="http://www.gp.br.gov">www.gp.br.gov</a>
US Park Service Preservation grant	<a href="http://www.ncptt.nps.gov">www.ncptt.nps.gov</a>
USDA Economic Research Service	<a href="http://www.ers.usda.gov">www.ers.usda.gov</a>
USDA Non Profit Gateway	<a href="http://www.usda.gov/nonprofit.htm">www.usda.gov/nonprofit.htm</a>
USDA Rural Development	<a href="http://www.rurdev.usda.gov">www.rurdev.usda.gov</a>
UW Business Assistance Center	<a href="http://www.uwyo.edu/bu/bac/bac1.htm">www.uwyo.edu/bu/bac/bac1.htm</a>
WY Grants Information	<a href="http://will.state.wy.us/sis/grants">http://will.state.wy.us/sis/grants</a>
WY Rural Development Council	<a href="http://www.rurdev.usda.gov/nrdp/wy.html">www.rurdev.usda.gov/nrdp/wy.html</a>
WY Secretary of State (corporations)	<a href="http://soswy.state.wy.us/corporat/corporat.htm">http://soswy.state.wy.us/corporat/corporat.htm</a>
WY Small Business Development Center	<a href="http://www.uwyo.edu/sbdc">www.uwyo.edu/sbdc</a>

Rural Community Development Information Resources

Administration on Aging  
(202) 619-7501  
[www.aoa.dhhs.gov](http://www.aoa.dhhs.gov)

American Association of Retired Persons (AARP)  
(800) 424-3410  
[www.aarp.org](http://www.aarp.org)

American Planning Association  
(202) 872-0611  
[www.planning.org](http://www.planning.org)

American Public Transit Association  
(202) 898-4109  
[www.apta.org](http://www.apta.org)  
Bighorn Basin Resource Conservation and Development Council (RC&D)  
(307) 347- 2542 Extension 6  
208 Shiloh Road  
Worland, WY 82401  
William L. Hill, Coordinator

Coalition of Comm. Develop. Financial Institutions  
(215) 923-5363  
[www.cdfi.org](http://www.cdfi.org)

Community Transportation Association of America  
(202) 661-0217  
[www.ctaa.org](http://www.ctaa.org)

Corporation for Enterprise Development  
(202) 408-9788  
[www.cfed.org](http://www.cfed.org)

Economic Development Administration  
(202) 482-5081  
[www.doc.gov/eda](http://www.doc.gov/eda)

Educational Resources Information Clearing Center on Rural Education and Small Schools  
(800) 624-9120  
[www.ael.org/eric](http://www.ael.org/eric)

Federal Interagency Forum on Aging Related Statistics

(301) 458-4636  
[www.agingstats.gov](http://www.agingstats.gov)

Grantmakers in Aging  
(937) 435-3156  
[www.giaging.org](http://www.giaging.org)

Housing Assistance Council  
(202) 842-8600  
[www.ruralhome.org](http://www.ruralhome.org)

International City/County Management Association  
(202) 289-4262  
[www.icma.org](http://www.icma.org)

League of American Bicyclists  
(202) 822-1333  
[www.bikeleague.org](http://www.bikeleague.org)  
MAMTC  
Box 3362  
University Station  
Laramie, WY 82071  
(800) 343-1432

National Aging Information Center  
(202) 619-7501  
[www.oao.dhhs.gov/naic](http://www.oao.dhhs.gov/naic)

National Association of Counties  
(202) 434-4780  
[www.naco.org](http://www.naco.org)

National Association of Resource Conservation and Development Councils  
(202) 434-4780  
[www.rcdnet.org](http://www.rcdnet.org)

National Center for Bicycling & Walking/Bicycle Federation of America  
(202) 463-6622  
[www.bikefed.org](http://www.bikefed.org)

National Center for Rural Aging  
(202) 479-1200

[www.ncoa.org/ncra/ncra.htm](http://www.ncoa.org/ncra/ncra.htm)

National Rural Development Partnership  
(202) 6990-2394  
[www.rurdev.usda.gov/nrdp/index.html](http://www.rurdev.usda.gov/nrdp/index.html)

National Rural Education Association  
(970) 491-7022  
[www.colostate.edu/Orgs/NREA](http://www.colostate.edu/Orgs/NREA)

National Rural Health Association  
(816) 756-3140  
[www.nrharural.org](http://www.nrharural.org)

National Rural Health Association  
(816) 756-3140  
[www.NRHArural.org](http://www.NRHArural.org)

National Rural Health Resource Center  
(218) 720-0700  
[www.ruralcenter.org/nrhrc](http://www.ruralcenter.org/nrhrc)  
National Scenic Byways Program  
(800) 429-9297  
[www.byways.org](http://www.byways.org)

Organizations Concerned about Rural Education  
(202) 822-7300  
[www.ruralschools.org](http://www.ruralschools.org)

Regional Airline Association  
(202) 857-1170  
[www.raa.org](http://www.raa.org)

Smart Growth Network  
[www.smartgrowth.org](http://www.smartgrowth.org)

Sustainable Communities Network  
[www.sustainable.org](http://www.sustainable.org)

USDA Economic Research Service  
(202) 694-5436  
[www.ers.usda.gov](http://www.ers.usda.gov)

USDA Rural Development  
(202) 720-2791  
[www.rurdev.usda.gov](http://www.rurdev.usda.gov)

US HUD  
[www.hud.gov](http://www.hud.gov)  
(202) 401-0388

Wyoming Business Council  
214 West 15th Street  
Cheyenne 82002  
(800) 262-3425  
[www.wyomingbusiness.org](http://www.wyomingbusiness.org)

Wyoming Business Council  
Northwest Wyoming Regional Office  
Powell, WY  
(307) 754-5785

Wyoming Manufacturer's Association  
951 North Poplar, Room 706  
Casper, WY 82601  
(307) 237-9660

Wyoming Department of Agriculture  
2219 Carey Avenue  
Cheyenne 82002  
(307) 777-7321  
[www.wyagric.state.wy.us](http://www.wyagric.state.wy.us)

Wyoming Independent Living Rehabilitation, Inc.  
Ken Hoff, Executive Director  
305 West First  
Casper, WY 82601  
(307) 266-6956

## SUMMARY

My comments and interpretation of what I heard at the numerous listening sessions should not be

viewed as a blanket criticism of the town of Worland. Neither is it an indictment of the dedicated, hardworking people who live and work in this part of the Bighorn Basin. Indeed, I have a very warm place in my heart for this unique community.

Worland is a beautiful town with many challenges. It is a friendly town, but some residents feel alienated because of poor communications. Worland is a major manufacturing hub for Wyoming and is envied by many towns for the broad-based industry it enjoys. Unfortunately, so many downtown businesses have closed their doors that Big Horn Avenue looks like a ghost town. Regardless of its present troubles, I am sure that Worland will recover and take its position as a state leader in telecommunications and all of the ancillary technological businesses that it will spawn.

With every challenge, there is opportunity. Although they probably don't recognize it, Worland's strongest and most marketable asset is its people. Ideas and energy flowed deep and wide at our listening sessions. While hearing about the challenges and the problems in Worland, we could see the strength, the excitement, and the willingness of Worlanders to step forward to make a difference in their future.

Worland is on the brink of overwhelming changes in community demographics and business.

It is now incumbent upon the residents of Worland to step up and work together to do away with the communications problems and the apathy that has held them back for the past few years. "They are us." The time is right for people to put aside the petty problems, turf battles and meet the challenge to pull together to bring Worland into the new millennium.

## Worland Resoruce Team Assessment Report

### Mary Randolph

Executive Director, Wyoming Rural Development Council

2219 Carey Ave.

Cheyenne, WY 82002

307-777-6430

307-777-6593 (Fax)

E-mail: [mrando@state.wy.us](mailto:mrando@state.wy.us)

### **BUSINESS/INDUSTRY/ECONOMIC DEVELOPMENT**

*As with many rural communities in Wyoming, our downtown merchants continue to struggle to stay in business and provide services for a community. Throughout many of the listening sessions in Worland, we heard comments made about retailers in regards to customer service, hours of operation, goods provided and downtown business aesthetics.*

Suggestions I would offer:

1. If there is an active retail association, I suggest sending a person to the National Small Stores Institute held annually. This Institute is a 3 day seminar focused exclusively for independent retailers. The conference is for Main Street Coordinators, Chamber of Commerce Executives, or independent retailers. The conference is tiered at 3 levels and it would take a person 3 years to become certified. The 2000 Institute is held October 29 to November 1, 2000. The contact for this Institute is:

NRF Foundation  
325 7<sup>th</sup> Street, NW, Suite 1100  
Washington, DC 20004  
202-737-2849  
202-626-8130 Fax

2. Sheridan, Wyoming Main Street Program has done an excellent job in their efforts towards revitalizing downtown and getting beautification projects done through grants, donations and plain old volunteerism. I would suggest you contact the Director of this program and pick her brain or ask her to present at a Merchant or Chamber Association meeting.

Edre Maier  
Executive Director  
Uptown Sheridan Association  
P.O. Box 13  
Sheridan, WY 82801

307-672-8881

E-mail: [uptown@wavecom.net](mailto:uptown@wavecom.net)

3. A Customer Service training session might benefit not only the retailers, but any entity involved in retail, businesses, or tourism. A person I would recommend for training is:

T. Scott Gross

210-634-2122

He has written a book called: APositively Outrageous Customer Service@.

*Many business opportunities are looking to relocate in Wyoming and Worland should be in the loop to respond to these opportunities. My recommendation:*

1. The Wyoming Business Council has formed a strategic alliance with WEDA (Wyoming Economic Development Association) to funnel business opportunities to communities. Worland needs to get into this system of hearing about opportunities. The contact for this is:

Paula McCormick, WEDA

5319 Hwy. 287

Lander, WY 82520

307-332-5546

[weda@rmisp.com](mailto:weda@rmisp.com)

I understand that Worland may have participated in a WEDA meeting in September and have tuned into this alliance and opportunity - keep involved!

2. The Federal Reserve Bank in Kansas City, will host, free of charge, an excellent training session regarding community development and preparing your community for new business. The contact person to bring the session ADoing Dobable Deals@ is:

Larry Meeker, Federal Reserve Bank

925 Grand Boulevard

Kansas City, MO 64198-0001

816-2476

[larry.g.meeker@kc.frb.org](mailto:larry.g.meeker@kc.frb.org)

3. E-commerce should also be recognized as an opportunity for small business folks and pursued for your community through the Downtown merchant association, the Washakie Economic Development Association or the Chamber of Commerce. Contact for training:

Mahlon Sorensen

Small Business Administration

100 East B. Suite 4001  
Casper, WY82601  
307-261-6503  
Email: [mahon.sorensen@sba.gov](mailto:mahon.sorensen@sba.gov)

4. Other e-commerce resources include:

[Http://www.smartplanet.com](http://www.smartplanet.com)  
[Http://www.sba.gov/classroom/](http://www.sba.gov/classroom/)  
[Http://www.becrc.org/sme/smbiz.html](http://www.becrc.org/sme/smbiz.html)  
[Http://www.webmanagers.org/wmtc](http://www.webmanagers.org/wmtc)

*During the listening sessions, it was apparent that workforce issues are of a high priority in Worland.*

1. The Hitachi Foundation has announced they will award 5-8 grants for up to \$200,000 for workforce development. The theme for these grants is *AMaking work Work; Boosting Job Retention and Advancement of Low-Wage Workers@* . Qualifications for the grant include: They are responsive to local conditions; they build effective partnerships with the business sector; they have an effective facilitator/organizer; they have staying power; they get better jobs for low-wage workers; they facilitate a full continuum of skill development; they improve the quality of and access to other services ad supports. For additional information:

[Http://www.Hitachi.org/newinitatives.html](http://www.Hitachi.org/newinitatives.html)

## **FACILITIES**

The issue focused on affordable housing.

1. The Fannie Mae Foundation provides grants that revitalize neighborhoods and create affordable home ownership and housing opportunities across America. Overall emphasis is on housing and community development issues specifically increasing housing production and continuing to maintain and manage it; using technology to strengthen community based organizations; and promoting fair housing and fair lending.

The Fannie Mae Foundation  
<http://www.fanniemayfoundation.org>  
This web site also includes the grant application

## **YOUTH**

*In many of the listening sessions we were alerted to the drug problem in Worland. This came from many citizen groups, law enforcement and youth themselves.*

1. The Executive Office of the President, Office of National Drug Control Policy, provides a wonderful granting opportunity for community drug programs. The grant will be open in January.

Gregory Dixon  
Administrator  
Drug Free Communities Program  
Executive Office of the President  
Washington, DC 20503  
202-395-7253  
[Gregory L. Dixon@ondcp.eop.gov](mailto:Gregory.L.Dixon@ondcp.eop.gov)

2. Moscow , Idaho has developed a community coalition and partnership who share a common interest in helping youth. The Alliance for Youth is affiliated with the America=s Promise: The Alliance for Youth organization. One project that has been completed through this partnership includes a search survey, to determine the health of your community for youth. Contacts for these programs are:

[www.americaspromise.org](http://www.americaspromise.org)  
Moscow, ID team facilitator:  
Lynn Cameron  
208-883-6334  
[cameronins@moscow.com](mailto:cameronins@moscow.com)

Moscow=s Promise  
P.O. Box 8294  
Moscow, ID 83843

The Search Institute (community youth survey)  
700 S. Third St.  
Suite 210  
Minneapolis, MN 55415

(This organization has developed a wonderful asset builder handbook that would be available)

### **QUALITY OF LIFE**

*As evidenced in the listening sessions, Worland has many wonderful assets that provide many*

*opportunities to make Worland a vital, healthy community.*

1. Many people stated that they wanted the community to do more celebrations - including one to celebrate diversity and also celebrate 4<sup>th</sup> of July. Nothing can bring a community together more than celebrations. I encourage you to find some champions to make these celebrations happen.

2. Worland needs to continue beautification and clean-up efforts. I would pursue some good entrance signs through the Community Development Block grant program.

Steve Achter  
Wyoming Business Council  
307-777-2811  
or website: <http://wyomingtouris.org/wbc/> (Click on Ainvestment ready communities@)

## **COMMUNICATION**

*Open and honest communication is essential for any healthy community and Worland needs to work on this theme.*

1. A good beginning to follow up with this assessment, is to host a second town meeting. After the community has had an opportunity to digest the recommendations, host a meeting to begin prioritizing projects and opportunities. The Resource Team would be happy to assist with this meeting, whether to answer questions or facilitate. I would also recommended contacting Joe Coyne with CANDO. After we had completed the assessment in Douglas, Joe developed a very good tool to use in prioritizing the reports and information.

Joe Coyne, CANDO  
121 Brownfield Rd.  
Douglas, WY 82633  
307-358-6520

2. A suggestion was made to hold Town meetings on a regular basis. I would VERY much encourage this...quarterly meetings may be very adequate for Worland, but I think it would help to open communication. Again, this assessment could serve as the catalyst to continue on with Town Meetings.

3. The Wyoming Rural Development Council maintains a list of facilitators in the State that are willing to facilitate meetings either free of charge or for a nominal fee. Contact:

Mary Randolph, Wyoming Rural Development Council  
2219 Carey Ave.  
Cheyenne, WY 82002  
307-777-6430  
[mrand@state.wy.us](mailto:mrand@state.wy.us)

4. Any effort begun in Worland should begin with extensive planning and public involvement. There are many good strategic planners that could assist in this effort. Again, contact the Wyoming Rural Development Council for a list of consultants.

5. It is apparent that Worland would also benefit from a good leadership program. Many cities and counties through the Chamber of Commerce or Economic Development groups, sponsor leadership programs. The City and County officials or another citizens who serve on boards, may benefit from leadership programs sponsored by Leadership Technical Services, a committee of the Wyoming Association of Municipalities, that focuses on leadership training for city/county officials. This program also offers a leadership certification program. Contact is:

Monique Ojeda  
Wyoming Association of Municipalities  
200 E. 8<sup>th</sup> Ave.  
P.O. Box 3110  
Cheyenne, WY 82003-3110

### **INFRASTRUCTURE**

1. The Wyoming Rural Development Council in cooperation with the University of Wyoming and Big Horn Mountain Country Coalition, sponsors an Internet Masters Training Program. This training is designed to teach participants all aspects of the Internet - the students are then required to give back to the community 30 hours of Internet assistance. This can be in the form of education for organizations, schools, seniors, or private individuals. To sponsor a program:

Mary Randolph  
Wyoming Rural Development Council  
2219 Carey Ave.  
Cheyenne, WY 82002  
307-777-6430  
[mrand@state.wy.us](mailto:mrand@state.wy.us)

### **TECHNOLOGY**

*Worland has been very proactive in pursuing GIS opportunities. There are several opportunities to continue funding and progressing with this program.*

1. Grants are being accepted for Conservation and Technology Support Program grants of computers, software and training. Applications are being accepted until January 9, 2001.

[Http://www.ctsp.org](http://www.ctsp.org)

2. The Orton Family Foundation - Rocky Mountain Regional office are seeking communities to beta test software for county planning efforts. Worland submitted a grant proposal earlier so they

should be ready for the next round of application. I have submitted Worland to the Foundation for the next round.

Orton Family Foundation  
Townsend Anderson, Director  
P.O. Box 774307  
Steamboat Springs, CO 80477  
970-879-2126

### **GRANT OPPORTUNITY**

1. Many of the projects Worland is interested in pursuing can be funded through grant opportunities. At the present time, Worland is dependent upon Randy Adams and Rodney Proffitt for grant writing. RC&D (Resource Conservation and Development) offer an excellent grant writing course. The contact for this course:

Kirk Heaton  
RC&D  
307-382-3982

2. Wyoming Rural Development Council has offered a person to write a grant for the community of Worland when it has prioritized projects from this assessment and has a grant they would like to pursue. Contact: Mary Randolph, 307-777-6430

3. As the Wyoming Community Network gets established and running, grant opportunities will be available to communities completing community assessments. Contact:

Wyoming Community Network  
Jennifer Goodman, Executive Director  
P.O. Box 3354  
Laramie, WY 82071  
307-766-2107

## Worland Community Assessment Report

Milton Green  
Project Director  
Wind River Reservation Extension Program  
University of Wyoming  
Cooperative Extension Service  
PO Box 248  
Fort Washakie, Wyoming 82514  
307-332-2681  
[mgreen@uwyo.edu](mailto:mgreen@uwyo.edu)

### **General Observations:**

The University of Wyoming Cooperative Extension Service has been involved with community resource development since 1914. During the mid 1960's and early 1970's the Cooperative Extension Service experienced a rebirth in community development education. The program area lost emphasis in the late 1970's but has gained importance the past decade. To be partners with the Wyoming Rural Development Council as that organization provides leadership in conducting community assessments across the state is a very rewarding opportunity.

In reviewing the information given to the team during the assessment it seems obvious that the community assessment process is not "new" to the citizens of Worland. By reviewing the 1995 document entitled **Washakie County Planning for Future Growth Workshop** it would appear that many of the same issues of concern to the participants of that session are the same issues of concern in 2000. That observation is a concern. The question seems to be: Has there been significant progress made in addressing issues connected to economic development in agriculture, developing the tourism infrastructure, increasing the number of public facilities and services, addressing rural issues in Tensleep and improving the overall appearance of the Worland community? If significant progress has been made the issues should have changed during that period of time. Have they? If significant progress has not been made the question is why not?

### **Challenge: Economic Development or Sustainable Growth?**

During the interviews several references addressed the need to strengthen economic development activity. It is important to understand economic development and sustainable growth are very different concepts. Economic development is unforgiving. It is a process that deals only with growth in dollars and has no respect for quality of life issues attached to growth. In an economic development environment the community is expected to adapt to the impact of growth.

Larger metropolitan communities adapt to growth impact much easier than smaller rural communities because the larger community has a better-defined infrastructure to deal with growth issues. Generally, the rural growth strategy today accepts the goal of a clean-healthy environment to be the best long term goal for both economic development and sustainable growth.

This challenge has some far-reaching implications for the west where the majority of the economic activity has been directly tied to the extractive resource industries. The purpose here is not to criticize these industries. The timber, mineral and agriculture industries have been good for Wyoming. These industries have literally been the backbone of the state economy. But there is a new paradigm shift in the west and it has to do with value adding raw products in the form of processing, moving away from non-consumptive use of the natural resource base and moving to a service based economy in communities like Worland. This shift is most likely causing a high level of economic stress in rural communities because as the raw products economy becomes uncoupled from the industrial economy communities like Worland find it difficult to adapt because the raw product economy is what the people are familiar with.

A strength in the Worland economy appears to be the presence of a fairly diversified mix. The Worland economy probably has the most balanced mix of manufacturing, agriculture, service and retail of any community in Wyoming. The two questions that might be the real challenges for future decisions are: Does Worland really want new jobs or does the community want better existing jobs or both? Does Worland truly want new business/industry or does the community want to strengthen, retain and expand existing businesses? These two questions are very different and the development strategies needed to address these issues are also very different.

### **Recommendation:**

Based on the information provided in the interviews the following recommendation might be considered. The recommendation is guided under several assumptions:

- Although the work force demonstrates a good work ethic in Worland the number of well-trained employees is limited.
- Development capital is somewhat limited.
- Room to expand development is extremely limited in Worland.
- For young people to return or stay in Worland an environment much more favorable to business development needs to exist.
- Development efforts need to be founded in a sustainable growth strategy in contrast to an economic development strategy.

Worland probably needs to expand the service industry economy. Service based businesses are not minimum wage job generators. There are segments of the service industry, due to a number of factors (training, profit margin, supply or utility), that can only generate minimum wage jobs. However, the service industry includes financial services, insurance, real estate, consulting services, legal services, accounting and other professional careers. These are not businesses that hire large numbers of employees but with the advancements in technology operate the business in an international market while enjoying the quality of life found in many rural communities throughout

the west.

Dr. Ray Rasker with the Sonoran Institute recently released an article where he discussed the economies of the west. In his article he points out who the logical losers and obvious winners will be in the rural west as a result of this paradigm shift. The losers are going to be the 1-industry communities that are raw material dependent and extractive resource based. The winners in this new age west are going to be those communities that are specialized or segmented, have a well-trained labor force, can add value to extractive industries and effectively use technology to access their client base.

### **Resources:**

Dr. Ray Rasker  
Sonoran Institute  
201 South Wallace  
PO Box 12  
Bozeman, Montana 406-587-7331

Dr. Roger Coupal  
Department of Applied Economics  
College of Agriculture  
University of Wyoming  
Laramie, Wyoming

### **Challenge: What Role Should Government Play in Worland?**

Several of the residents interviewed referred to the role of the Bureau of Land Management, US Forest Service and other government agencies in economic development. This was a somewhat contentious issue on either side, the citizens and government employees.

Several references were made about the community being made up of cliques. The challenge seems to be how to incorporate government employees in a role of important community service that makes them feel a part of the community and feel good about living in Worland? The public payroll for Worland is a significant part of the economy. Essentially government is a loosely defined industry for the community. It is difficult to define transfer payments (dollars generated from previously paid taxes) as a factor of real economic growth but those dollars increase turnover in the community and are extremely important.

### **Recommendation:**

The bike path and walkway was referred to a number of times as a community asset that needed to be completed as soon as possible. During the interviews the role of the government employees in this process was not clear. If these agencies are not involved it should be recommended to get them involved in the planning, implementation and maintenance of the trail.

The expertise within these agencies with respect to planning and interpretive signage is a valuable community resource. There are also resources within each of the agencies that can help finance projects if they are not already being utilized. But the most valuable government asset is the human capital created from the employees themselves. These people represent professional expertise in a number of fields. The impression was that they are not being placed into community

service as much as they would like to be.

If there is not one in place now a public forum needs to be established as a clearinghouse to empower employees to exchange information and get involved in the activities of the community. These forums have been named under a variety of labels but the function is to get the agencies together to exchange ideas (Rural Community Development Council). The forum allows private individuals and organizations to become familiar with what the federal and state partners are doing as well. In contrast, if an organization does exist for this purpose there may be some communication linkages that are not happening and need to be strengthened.

### **Resources:**

Bill Hill, Coordinator  
Big Horn Basin RC&D Project  
1700 Robertson  
Worland, Wyoming

### **Challenge: Agriculture and Value Added Development**

Agriculture is a major player in the development process. Washakie County is a significant force in Wyoming's agriculture economy. A number of references were made during the interviews about several issues concerning the role of agriculture in the local economy. The biggest issue in agriculture currently is the ability to survive and be profitable.

In a recent article in the *Western Farmer Stockman* by Randy Allen a number of salient points about agriculture were made and the inability to efficiently market agriculture products was brutally illustrated. Randy quoted the late President John F. Kennedy in the article: "A farmer is the only businessman I know that buys everything at retail, sells everything as wholesale and pays freight both ways." Unfortunately this situation is too true too many times. Mr. Allen goes on to point out that two thirds of the grain produced in the United States is sold in the lowest one third of the price bracket. It is estimated that 90% of the producers in the United States do not have a written marketing plan to sell their products. Why is this so? Until now agriculture producers have taken what they could get out of the national commodity market. Thus, there was no real need to develop marketing plans.

This is no longer the situation. Agriculture is rapidly entering a highly specialized and segmented market. Fewer and fewer large farmers are controlling a higher percentage of the global market making it more difficult for the Wyoming producer to participate and compete fairly. The implications of this change means Wyoming producers will be looking at possibly participating in smaller more regional markets. Participation in these markets will demand new marketing expertise and training for most producers.

As a way to keep farms profitable and the agriculture way of life sustainable it has become necessary for farmers to evaluate all of the resources on their farm as potential profit generating enterprises. Burning barley straw is no doubt a contentious issue in Worland. If processing barley

straw as a by-product of some kind is profitable to farmers it will be used and burning will no longer be a solution for crop aftermath. There are a number of ways to achieve this goal and some were mentioned in the interview sessions and research to develop these projects is underway.

### **Resources:**

Bill Hill  
Big Horn Basin RC&D Project  
1700 Roberstson  
Worland, Wyoming

Judith Semple  
Wyoming Small Business  
Development Center  
Gillette, Wyoming

Jim Gill  
Cooperative Extension Service  
Worland, Wyoming  
347-3421

### **Challenge: Community Education**

Every community in Wyoming wants more education opportunities. Education is the key variable to economic survival in the state. The citizens of Worland are extremely proud of the K-12 system. Based on the interviews the quality of the K-12 system should be praised. In today's market it is hard to find good teachers and even harder to retain them in the profession. Worland does not seem to be dealing with this problem which is a strong and wonderful community asset.

Beyond the traditional K-12 system there are some deficits. A number of references were made in the interviews about people not properly trained to enter the work force. Wait a minute? What happened to all of those well-educated high school students? It is a concept that is as simple as it gets - they graduated, left and have been replaced by another person who, for whatever reason, did not have the opportunity to enjoy the high quality education system available to the students who left the community. These folks need a different education system of the same high quality enjoyed by the traditional K-12 student.

If residents are going to participate in a better job market they must have access to training that is affordable. This is particularly true in under served audiences like the Hispanic community. If Worland decides to adopt a service based economic development strategy it will be important to provide work force preparation training as well as professional continuing education opportunities. This was supported by the interview session with the medical professionals who would like to expand the medical facilities in Worland and utilize technology for telemedicine. The potential for education and technology continues on and on.

How does the community prioritize educational needs? In an environment where the community has unlimited resources to pay for facilities, prioritization is not an issue. Communities generally cannot afford that luxury and have to use some system to determine the most important educational needs.

**Recommendation:**

A Worland Outreach Education Council might be formed to address this issue. The Council could include as many stakeholders in the educational process as possible. For example, the University of Wyoming, Northwest Community College, private industry, government, local school district personnel, the professional community and under served populations are some of the stakeholders that should be involved.

The purpose of the Outreach Education Council, assuming one is not in place currently, is to assess the outreach educational needs of the community, determine the costs associated with fulfilling the educational need and locate facilities to conduct the programs.

**Resources:**

Sheila Atwood, Lecturer  
School of Extended Studies - Non credit programs  
PO Box 3972  
Extended Studies Building  
University of Wyoming  
Laramie, Wyoming  
307-766-5641

Dr. Michael Day  
Lifelong Learning and Instruction  
University of Wyoming  
1-307-766-5459

Milton Green  
University of Wyoming  
Cooperative Extension Service  
PO Box 248  
Fort Washakie, Wyoming  
332-2681  
335 - 8497 HOME

QUESTION #1 - WHAT ARE THE MAJOR PROBLEM AND CHALLENGES IN WORLAND?

Communication of ideas between and among various organizations is poor

Attitude in the community is opposed to growth

Retailers do not have a good attitude toward tourists

Worland has nothing that people stop for

Worland is behind in banking services and technology in general

Lack of job opportunities in the community

Community has several youth issues

- teen pregnancy

- kids at home unsupervised

- alcohol and drug abuse

The community does not have dialysis capacity and people are being forced to go elsewhere to get that service

This community needs to grow if the hospital services being provided are to continue

Worland has difficulty keeping people here to do their business

Worland is having difficulty attracting a physician specializing in geriatrics

There is a challenge to the community in educating people to utilize services here rather than going elsewhere

There is no assisted living facility available to people in this community

There is no availability of a geriatric physician in the area

Transportation for seniors are inadequate

Transportation to the public in general is lacking

Recruiting and retaining trained staff personnel is very difficult

There is a limited access to capital on an affordable basis

Access to available capital even through grants is difficult

Whether services can continue after reliance on a grant is difficult as the result of low cash flows

There is a need to develop at least a minimum number of people in the community to reach a critical mass to support businesses

The community has a very bad drug and alcohol problem

We are lacking in the ability to access telemedicine

There are very few events that are celebrated in the community

There are very few fun things to do in the community

There are few public transportation services available

Air quality is poor in this community Aatrocious@

Air quality is poor in this community Aatrocious@

The retailers are generally unfriendly to customers

Community does not celebrate the 4th of July

Dependent on a Aboom and bust@ economy

Loss of population

Long term losses prevent start-up businesses

Difficult to achieve profitability in agriculture

Lack of local media accessibility

Public ownership of property prevents adequate build-out

Too dependent on commodity economy

Air transportation is inadequate for the whole basin

Worland has lost its status as a shopping center for the basin

Overall transportation in and out of the basin is inadequate

Basin lacks a broadband communications system

Worland is handicapped by distance to and from suppliers

Proximity to markets / multiple thoroughfares to and from vacation destinations

Washakie Hotel was an attraction in the community that has been lost

Lack of convention facilities

Accessibility to public lands has inhibited building that as a tourist draw

The community has lost local federal agencies that deal with the land

There has been a lack of taking personal responsibility by locals and State

State has set the wrong priorities on attracting its youth to jobs within the State

Worland has lost the Washakie Hotel and has not replaced it with another meeting place

Prices of consumer goods are high in the community

Prices of consumer goods are high in the community

A social profile paper found that the attitude of the community opposes growth

There is no infrastructure for future growth.

A We don't need no more fishin poles in our holes@ as a mentality holds us back economically

Worland lacks the infrastructure to grow

Confirmed lack of infrastructure

Community has a No growth@ attitude toward business and residence

Community lacks a cooperative spirit for growth - bad attitude

Community lacks leadership / leadership in many sectors of the community

The Community still works off the A good ole boy@ philosophy that inhibits growth

Generally it is the agriculture community that stifles change

There is a AWalmart@ attitude; that is a catch-all for big box retailers

Retailers lack any sophistication in promoting business

Worland lacks any education for a workforce beyond high school

Not enough people buying real estate

Lack of economic development

Lack of jobs

Lack of activities available for youth

Lack of after-school activities / facilities for children

Lack of post-secondary education

More affordable education for Hispanic people

Lack of adult education opportunities

Shortage of day care for toddlers and infants

Lack of education opportunities for youth

Lack of anti-drug education

There is nothing for teenagers to do in the community  
Lack of support for immigrant peoples  
Need for dental and medicine in the Hispanic community  
There are no supports for teenagers who become pregnant  
There is a problem with the existing community making an effort to educate themselves about the Hispanic population  
Lack of activities for teenagers in the community  
No curfews in the community  
There is a lack of access to health care in the community for Hispanic people  
There is a need for supports (IE shelter) for people who become stranded in the community without money  
There is a need for a curfew  
There is a lack of scholarships for Hispanic youth to go on to post-secondary education  
There is no help if you are married to an illegal - if they help, they turn you in to immigration  
Not enough opportunities for our young adults  
No child care providers  
No support system for teen age mother  
No day care for latch key kids, after school care  
Not much parental involvement in recreation programs  
The political entities in the County do not think holistically-gave examples  
The image of the community does not necessarily correlate with actions  
Concern that the community is slipping away from the principles that make it a good place to live  
City recreation programs are scheduled for Sundays which forces parents to choose between church and recreation  
There needs to be more recreational opportunities for youth in the community  
There has been a lack of judicial control - fines and sentences are very lenient  
There is no support for a strong moral base in the community  
Worland has Aiffy@ air service  
The downtown is having difficulty sustaining its retail businesses  
The City has been unable to pass a 1% sales tax to accomplish goals  
There is a lack of commitment to change in the community  
Lack of commitment in the community to change  
There is not a job pool sufficient to bring citizens children back to Worland  
People are unwilling to pay for needed amenities  
Inability to bring in outside dollars into the community  
Worland is in the AC@ category to attract conventions to town  
There is a history in the community of segmented communication  
Worland is Aland-locked@ and has been unable to expand outward  
The middle school controversy has its roots in poor communication  
There is poor transportation in and out of the Worland area  
There needs to be some businesses developed in support of the AG industry

There is not an adequate infrastructure in the community to support new businesses  
There is no affordable housing  
The new businesses in town are going under  
There is no housing inventory available which would allow people to relocate  
There is no long-range plan to develop new housing  
There is no business park in the community to attract new businesses or relocate existing business  
There is a need to develop technical support for new and existing businesses  
The community is putting the search for money ahead of developing a plan for business growth  
There are no adequate existing resources for adult education opportunities  
There is uncertainty of whether the industries presently here will remain here  
There is uncertainty of the base industries  
Concerned that there is apathy in the community which holds it back  
Reiterate the need for a business park and improvement of infrastructure  
There is a noticeable decline in the number of businesses on main street  
Although there is a good core group of volunteers, there is mostly an apathetic community  
Discouraged by the businesses that are on main street, there stock and prices  
There is a discernable malaise in the community - lack of a sense of itself  
Deterioration in the sense of community and a separation from the community=s heritage  
There is a sense of a Awe vs. Them@ mentality example of the rulemakers and everyone else  
Example of the split in the community came over the burning issue Aurban vs. Rural@ interests  
Lack of affordable housing for the seniors in this community  
Lack of housing  
The community does not have activities to occupy youth in the community  
There are no jobs for young people in the community  
There is no community involvement in long term planning for the Sheriff=s dept  
Citizens lack pride in their community; example of unkempt properties  
The community has a lack of shopping opportunities  
Lack of pride in the community  
AFun@ activities to celebrate events have difficulty taking hold in the community  
There is no place to bring in conventions  
There are people in the community opposed to growth that have had their way  
Lack of activities for young people  
Lack of hotel / motel space for people attending a convention  
The community does have a drug problem and the community is not involved in solutions to that problem; cited specifically methamphetamine  
The community does not recognize the achievements of its youth  
Citizens children cannot stay in the community because there are no job opportunities  
Community is seeing a drug problem reaching epidemic proportions  
Kids who want to get ahead have to leave the State for opportunities  
There are limited shopping opportunities / limited selection; which may also be an advantage  
Limitations on shopping and main street is hurting

The community is need of more people to give business more variety  
The community is missing something because people are not shopping here  
People in the community are not shopping here  
Citizens children just will not have the opportunity to live here because the good jobs are elsewhere  
We suffer from Abrain drain@  
Fields for agriculture need to be developed so more farmers can engage in agriculture  
We need to better utilize our outdoor recreation areas  
We need to diversify the crops being grown by farmers in the area - too much concentration on sugar beets and barley  
The mineral industry is too Aboom and bust@ and we need to find another economic base  
Profitability of agricultural products is the problem; its not a matter of growing crops and livestock  
Public lands have a great deal of impact on ranchers and that impact has been negative recently  
Ranchers are finding it difficult to adhere to government rules and regulations and still stay in business  
The rules and regulations are overwhelming the ranching industry  
The impact of rules and regulations on public lands has diminished the ability of agriculture to thrive  
Worland does not have a convention center and having one would aid in economic development  
The attitude of the public is working against the ranching industry from doing business  
Worland has lost its status as the hub of the basin.  
Worland lost a great meeting and eating place when it lost the Washakie Hotel  
Lack of low income housing  
Lack of major shopping center close-by  
BLM/FS needs to be more user friendly with all users  
More stable workforce (need)  
FS/BLM repeat  
Lack business park (need)  
Strangle hold with old families not wanting to develop and release lands  
Don=t have anything to encourage young folks to come back  
Lack of recreational opportunity for everyone  
News media coverage is bad  
Lack of convention center or place to hold meeting of any size  
Trying to take away the Ten Sleep school  
Maintain library  
Need new grocery store  
No jobs for youth  
Problems with schools  
Zoning laws for county  
Tensleep area law enforcement  
Need new highway in the east side of Washco

Transportation needed from moneta  
Powers that be stop highways from Moneta to Tensleep because it doesn't go to Thermop and Worland  
Agriculture is dying due to fed bureaucracy  
Lack of adequate law enforcement and crosswalks  
Ditto all of the above  
Opposed to growth support Agriculture for stability  
Opposed to growth support Agriculture for stability  
Gotta be prepared for growth and building in the Tensleep area  
Taxes are getting out of hand  
Doubled housing tax assessments  
Doubled housing tax assessments  
Realtor lady didn't cause the high prices  
Need low income housing  
Many low income people and single moms who can't afford housing  
Low housing supply  
Need newer, decent housing  
Need A little bit of growth@  
Worried about taxes  
Need more income for kids and adults  
Need grocery store and keep schools  
Property taxes have risen too fast and too high  
High number of people on fixed income effected by tax increases  
Issues of ranching industry - too many taxes  
Dwindling number of things in TenSleep like the school threatened by consolidation  
Recreational issues  
Increased number of regulations Awhere the grass grows@ choking us out!!!  
Need something to support the ranching industry by slowing taxes and environmental limits placed on agriculture  
Need value-added or supplemental agricultural incomes  
Inheritance taxes makes young people start over  
Need healthy growth to @ least support a grocery store  
Controlling the AJackson transplant Syndrome@ who come to Ten Sleep property for inflated prices  
Low population - no kids, nobody to pay the taxes  
Need sustained, controlled slow growth that is diversified  
Been thru zoning before Awhat=s broke???'@  
Crosswalks  
Crosswalks  
Crosswalks  
Need employment in Tensleep - cost more to drive to Worland to Worland  
Lot of if=s about zoning

Taxes continue to raise and the county doesn't appear to be compatible w/ costs of providing necessary services

Support the schools retained in town

Support the schools retained in town

Support the schools retained in town

Need to support the library

We like what we get out of the county

Need to get better meeting coverage for this type of meetings

Everything is for Worland

Money always stays in Worland

Biggest problem that Worland controls stuff in Washakie county@

Why did Worland want input from Tensleep?

What helps one town helps the other.... including the Big Horn Basin

People who live outside of town can't vote on town issues.

Local ambulance/EMT service needs to remain local.

Like to see it approved

Employment for young people

Where to build the new junior high school

Westside irrigation project isn't done

Vulnerable on domestic water pipeline

Live with what we've got - don't worry about Walmart/Kmart

Gun control

Drugs

Middle school needs to stay where it is - doesn't take any farmland - rebuild it in place

Middle school needs to stay where it is - doesn't take any farmland - rebuild it in place

Middle school needs to stay where it is - doesn't take any farmland - rebuild it in place

Need shopping area - stores are closing - lacking retailers

Lack of stores - need to start business with local people or bring in people to do it

Transportation for seniors for out of town travel

Not enough airplane seats in and out of Worland

Not enough tourists stop in town

No signs for the public restrooms

Drugs & guns

Keep the young people here employed

Chamber of Commerce - Pepsi to do tours

Need to keep community and rural areas cleaned up - town entrances

Empty buildings downtown reflects badly on Worland

Not enough activities for young adults

Not enough child care providers

Getting up to date technology and communication advances

Getting grocery and other retail consumer products at prices comparable to other more densely populated market areas

Lack of employment  
Lack of police  
Traffic control  
Housing taxes  
Town is trashy looking  
No jobs for youth  
Lack of zoning regulations  
Lack of county support for roads  
Lack of law enforcement  
Failure to move forward with rest of the nation  
Economics  
Lack of ability to define or solve the problems that we are going down the tubes  
Attitude and misconception that we are OK  
Drugs and guns  
Lack of visitors to Worland  
Water supply  
Not enough jobs in the community  
Leadership has stagnated  
Young people seek their dreams outside of community  
Land use decisions have been politicized and/or ignored  
Fragmentation of the community has exacerbated itself  
Lack of a common meeting place  
Few nighttime activities for teens  
Very little community pride  
Poor communication between political entities  
Friction between community and federal agencies  
Retailers are discouraged and discontented  
No good restaurants, hotels and bars  
Wages are low  
Opportunities for women are limited  
No attractions for tourists to keep them here  
The smell  
Junky entrances into town  
Prices too high and no customer service  
Too many empty storefronts  
Communication  
Federal requirements for ranchers  
Taxes  
Lack of availability of equipment and supplies for agriculture  
Lack of dress shoes  
Government regulations

## QUESTION #2 - WHAT ARE THE MAJOR STRENGTHS AND ASSETS IN WORLAND?

Quality of Life issues such as clean water and air

The small town atmosphere is very pleasant

This town does not have cliques that inhibit meeting people in the community

There is a lot of support for people in the community to get them into service programs

The churches in town work very well together to get things done

There have been good linkages that have been established between and among service agencies

The school system has worked with a home schooled family

This is a very laid back town

Other communities in the basin are subject to greater fluctuations in the economy

The economy is relatively stable here.

There is a great golf course in town.

Reliability of air service is both an asset and a liability because it is marginal due to population

This is a very safe community

The teen pregnancy rate is high but may be being met with the boys and girls club

There are a great number of family outdoor activities available to people in this community

The cost of living is very low in this community which makes it affordable to a lot of people

The tax base is a plus

It is a strength that people in the community will devote so much time and energy to planning

This community has a high level of volunteerism

Homes are under-priced in this community

Even with all the drawbacks the community is good to live in

This is a good small community.

One person indicated its a strong family-oriented community although not good for adult singles

Its nice to be known in stores by your name

The schools in the community are good

Search and Rescue, fire department etc. that are volunteer organizations do a good job

It is a very safe community

Location is ideal between mountain ranges

Location and weather are both good.

It is a very helpful and supportive community

Being a small town - you can go home for lunch

There is good hunting in the area

There is good fishing in the area

The water supply is good quality

The quality of our school system

We are a family-oriented community

Worland is sending its youth on to higher education

Confirmation of family-oriented economy

This has a good manufacturing base for the economy  
Confirmation of manufacturing base  
The community is very supportive of one another  
People who move generally want to come back  
Availability of water sources that we can capitalize on  
We have a diverse economic base  
Worland has a good economic base and especially agriculture  
The artisan water we have is some of the best quality water in the State  
Worland is not dependant on stored water for its agriculture like many communities  
The workforce in Worland wants to be here, but in terms of numbers (problem) we are lacking  
Diversity of the economy is good  
Agriculture is a real strength  
Our hospital is a real plus in attracting people to the community  
The hospital facilities has attracted good quality and a diversify of doctors  
The community has great recreational opportunities and accessibility  
Worland=s weather is exceptional  
Taxes in the community and the State are very good  
The community is a very safe place to live  
Living is very good  
Worland has a good school system - confirmed  
Worland is a very safe community  
The community is very pretty aesthetically  
The community is very friendly  
The community is seeing some new blood that is bringing energy to the community  
Worland has the best water in the world  
The area has a diversified economy in the context of Wyoming  
There is a huge amount of outdoor activities citing the golf course  
The community is safe  
The community is friendly  
The community is very family-oriented / safe for kids  
Worland has a good recreation program for kids through the schools  
The community is peaceful, we do not feel threatened  
Community is peaceful and good for children  
There are no traffic jabs - no need to rush to work  
Community is calm, and good for children  
Worland has a variety of agencies and sources available to people in need  
The agencies that exist here are becoming more Auser friendly@  
City officials and people in the community are open-minded  
Thanks for the support the new boys and girls club has received  
The community is comfortable and good for children  
The children are receiving a good education in Worland - likes the teachers  
Children are getting good medical care

The golf course is good  
Worland is in the Abanana belt@  
Worland is culturally diversified and there is a lack of prejudice  
The city of Worland has a supportive radio station that keeps its citizens up on community affairs  
There are some very giving businesses in town that support local fund-raises  
Worland is a very friendly town and the farmers are very hard working  
Worland is very accepting of people outside the community  
Te cost of living is very low in Worland  
Community is very giving and the teachers are good  
The community is very comfortable  
Community is very good for Hispanic people  
Great fishing  
NOWCAP and rural development are very appreciated in the Hispanic  
NOWCAP  
Family oriented and friendly  
Cultural diversity  
NOWCAP  
Radio station  
This community has a strong moral base  
It=s a blessing that the economy is not based on tourism, but solid businesses like agriculture  
Pepsi is a very good, strong, employer - very community minded and helpful to its citizens  
The community has good neighbors and they work through problems good natured  
There are more churches per capita than anywhere in Wyoming  
There are good relations between and among members of the ministerial association  
The people in the community have values that can withstand moral challenges  
Worland is a safe community  
There is a core group of people, even though few, that work hard for improvement of the  
community  
The community is very giving and helpful when someone in the community has a problem  
The water development project is a real strength - good reliable water is a real asset  
Location is a real plus for outdoor recreation opportunities  
Communication improvement should prove to be an asset to advance goals  
Everyone knows everyone and the small town atmosphere is an asset  
Infrastructure for the community is in good shape  
Education system for children has many more oppourtunities than a city system  
The community is child friendly  
The community is very safe  
There is a very active recreation board in the community  
The city has a very good health club  
The Worland area does have diversity in its economy and the base of that economy is a strength  
The size and location are a real plus  
The safety and educational opportunities for children in the community are good

RT Communications is an asset and they are working hard to improve their service  
 Recreational resources are very good- examples of hunting, fishing, the golf course  
 Educational resources are very good  
 Great school system that serves kids really well  
 Worland is a volunteer community and people will volunteer time and again  
 Transportation is an asset as well as a problem- citing airline transportation specifically  
 There is a diversity of knowledge within the community and a lot of experience to draw on  
 Great water  
 Afford ability of living in Worland  
 Air service  
 Values and quality of life people hold, urban type thinking  
 Small community  
 Small town environment  
 Quality of life  
 Safety  
 Good agriculture land and possibility to expand (Westside)  
 Not a lot of turf wars (social service)  
 Diversified economy  
 Educated workforce  
 Location  
 Bighorn Mountains -varied geography  
 Quality of schools  
 The downtown project is an example that there are some very strong, hard working, civic leaders  
 The downtown project has added to the aesthetics of the community  
 The City of Worland is a nice size  
 Agreement with the comments on the downtown project  
 The artesian water in this community is a genuine marketable asset  
 The major businesses in the community support the community and are stable industries  
 The location of the community - it's a banana belt and it lacks wind  
 There is a strong economic base with Pepsi, Crown, Holly and agriculture  
 The community is not oil-dependent which makes it less susceptible to boom and bust cycles  
 Other communities have seen.  
 The community has two major grocery stores  
 Major businesses in town are stable and benefit the community  
 Water is an asset to the community  
 Location to outdoor recreation opportunities is an asset  
 We have the benefits of a small community, but are close enough to metropolitan cities that we  
 Can take advantage of big city amenities for those that really want it  
 Worland is not remote because things people need are not inaccessible  
 Location and climate  
 The community has a very low crime rate compared to other communities  
 The law enforcement base is very cooperative and helps keep the crime rate low

Westside Irrigation project is a great program that will allow agriculture to expand in the county  
Westside Irrigation project will expand the tax base to allow for good schools etc.  
This watershed in this area contains 80% of the water Wyoming has to develop in the State  
The outdoor recreational opportunities are limitless  
The location to outdoor recreation is a real asset  
The community=s medical facilities and access to medical care is an asset  
Our lack of population has allowed both wildlife and recreational opportunities to flourish  
Medical care is very good in the County and their management of the hospital is good  
The education system is very good  
Sportsman don=t appreciate how much ranching contributes to their sport.  
Hunting and fishing assets for the community.  
Education in the County is good.  
There are people living in Ten Sleep but working over the Internet to jobs in California  
Technology allows people to live where they want  
Cost of living is very low here  
Friendliness  
Diversified industrial base  
Opportunities are endless  
Diverse community in ethnic, industrial, retail, service oriented  
Comfort feeling - feeling of security  
Wonderful setting for development  
Everyone in community works together to help each other  
Medical facility  
Location and weather  
Recreational opportunities  
Near world class recreational opportunities  
Recreation facilities  
Quality and adequate water  
Recreation  
Education  
Cost of living , low  
Education  
Safety of community  
Friendly willing to make changes  
Find a job if you want one  
Museum  
Its Wyoming sunshine, small town  
I can walk  
Supportive people  
Solitude  
Solitude  
Beauty

Rural way of life  
Great people  
Small town environment  
Unique area  
Peace and quiet  
Quiet little town - good place to live  
Quiet little town - good place to live  
Quiet little town - good place to live  
Good people  
ADon=t need a permit to rebuild my outhouse@  
Don=t see government  
Not much government pressure  
Fresh air and scenery  
Ag lifestyle  
ANo place like home@  
ANo place like home@  
Good place to raise kids  
Lots of nice parks  
Great water quality  
Coast to coast is enlarging  
Pamida is here  
Can get anything that you need here  
People are hardworking,  
Beautiful main street  
Good doctors and a remodeled hospital  
Nothing we don=t like about Worland  
Friendly people  
Friendly people  
Friendly people  
Clean town  
Good big industries  
Born and raised here so guess I like it  
Retired and moved back here because of the Worland people  
People  
People and community, too  
Moved here in >61 and just stayed  
Nice city could use more friendly people  
Need bigger senior center ditto, ditto, ditto  
Need better customer service  
Good police department  
Good police department  
Good police department

nice quiet community  
Bring in Walmart or Kmart  
Beautiful trees and homes  
Beautiful trees and homes  
Beautiful trees and homes  
Beautiful trees and homes  
Enlargement of the senior center  
Love Worland because I was born and raised here  
Entrances to Worland are trashy  
Good museum  
Isolated  
Need industry for educated people to stay  
Great town for organizing support for people in trouble  
Need one major fundraiser to raise pool of money for support  
Worland business are very nice to work with, even though they might be a little expensive, goods  
and services are here, need to be support  
Good local government  
Cheap utilities, natural gas  
Natural resources and wildlife  
Internet  
Gotta be a friend to find a friend  
Internet shopping challenges Worland business  
Long sunny days, weather  
People help people here  
Traveled the world, but found that Worland was IT!!!  
Traveled the world, but found that Worland was IT!!!  
Airplane  
Churches work with kids  
Churches need to work together  
No WYOMING income tax  
People are outstanding  
People are outstanding  
People are outstanding  
Nice, safe community  
Nice place to raise a family  
Need to attract a whole bunch more people 20-30 age group to come to Worland.  
Educational system  
Weather - temperature extremes, low wind velocity  
Appreciation of the BRE committee and Chamber of Commerce  
Sense of schools - supportive community  
Fortunate to have very diverse industries  
City league sports develops cooperation, teamwork

Reasonable town government for new businesses  
Challenges to build available property  
Unreasonable costs for business property  
Location - great recreational opportunities  
Hospital and medical care facilities  
Lost one doctor  
Great 18 hole golf course  
Location to outdoor recreational opportunities  
Communication is improving between entities in community  
Community is family oriented and friendly  
Cultural diversity  
NOWCAP  
Volunteer fire and search and rescue organizations  
Volunteerism overall is very strong  
Small town atmosphere  
Short work commutes  
Ability to have lunch at home  
Reliable source of good quality water  
Good school system  
Small relatively close community  
Agriculture  
Retirement community  
Agriculture  
Tourists  
Good water  
Scenery  
World class recreation  
Climate  
Safe and healthy community  
Water and air quality  
Good police department  
Friendly people  
Strong community as a faith community  
You can feel safe  
Cost of living is low  
Community supportive of each other in time of need  
Traditional values that include a strong work ethic  
Senior population is very active  
Wonderful recreation opportunities all year long  
Good school system  
Good medical facility  
Plentiful water supply

Number of parks  
Good library  
Museum  
Parks  
Good places to eat  
Free parking  
Friendly people  
Well rounded community  
Variety of churches  
Variety of recreation activities  
Good hospital  
Road in good repair  
Museum

**QUESTION #3 - WHAT PROJECTS WOULD YOU LIKE TO SEE ACCOMPLISHED IN WORLAND IN THE NEXT 2, 5, 10 OR 20 YEARS?**

Continue emphasis on computer literacy  
Telemedicine in two years  
Westside irrigation done in five  
Create value added agriculture industry brought to Worland  
Add cottage industries brought in that can grow  
Build new middle school within the next two years  
Do a better job as retailers in recognizing responsibility to bring in business  
Next year have fiber-optic cable in the ground  
Confirm completion of the Westside project to stimulate the ripple effect  
Enlarge the agriculture community as a renewable resource  
Confirm that we need to build on value added agriculture industries  
Confirmation across the board that the City needs a convention center  
Completion of the assisted living project  
Recommendation: the City hold a public meeting every three months to gauge progress  
Community College in the next ten years  
Industrial / business park  
Thriving downtown  
Diversification of the agricultural economy beyond Holly Sugar  
Value added economy  
Truck route built through town  
Support for an attitude change  
Change in an attitude that allows more allowance for planning in the county  
Convention center within the next five to ten years

Example of a preferred value added agriculture industry

cheese factory

canning plant

packing plant for sheep

Worland needs a recreation center for both youth and adult activities

Worland needs a conference center to draw people to Worland

A conference center would help create associated business- restaurants

Worland could use a community college

People in Worland do a lot of walking so a system of hiking and biking trails would be a great addition to the community

We have a good 18 hole golf course, but other outdoor recreation opportunities

(IE a swimming pool) needs to be added to that amenity

Create more businesses / increase the population

Create business opportunities

Provide job opportunities for young people in the community so they do not go elsewhere

Create a mall

Complete the boys & girls club

Build a convention center within five years

Create more technology for learning in the community

Build the middle school

Build a Walmart and a K-Mart

Create more and better housing in the community

Establish more organizations like NOWCAP

Create more programs for children

Create more jobs in the community within the next ten years

Create a public transportation system

Bring more education opportunities

Create a town beautification program

Build a recreation center for younger children

Create a place for teenagers until curfew so they can dance

Create affordable child care

Need legal assistance for immigrant workers

Walmart

Skating rink

Need medical or dental clinic based on income

New middle school

Job opportunities so our children can return to community after college

A club for teenagers

More adequate recreation center that allows more than one activity at a time

Complete the water improvement project in the next two to five years

Water improvement project needs to go through

Means need to be found to improve communication in the community

Implement the GIS System in the community  
 Construct a safe walking path in the community  
 Confirmed need to complete a project that incorporates a walking path  
 Confirmed again with the addition that this should include a biking path  
 Establish an industrial park for the community as a means to attract business  
 Stop Aear-marking@ funds budgeted to municipalities by the State legislature  
 Find the means to encourage private enterprise to establish more tourist amenities in the State  
 Need to create a business/industrial park  
 Need to create a hiking/biking trail system which would add to safety  
 Confirmed need to develop an industrial park  
 Need to develop new subdivisions for the creation of new, affordable, housing  
 Education outreach for adult education program  
 Complete the Westside Irrigation project  
 Create some light industrial industries that tie into existing industry (value-added)  
 Create a community conference center that would include conventions  
 Start a community forum that would be held on a regular basis  
 Build a facility that would allow for multiple uses including conventions and the boys and girls club  
 Convention Center  
 Middle School  
 Teen Center  
 Bike path  
 Fiber optics  
 Revitalization of downtown  
 Boatramp beautification project  
 Industry - clean industry in tech area  
 Build a second lumber yard  
 Build a convention center  
 Reiterate the convention center  
 Add value-added industries example given was using bentonite to make kitty litter here  
 Provide more support for our education system  
 Build a recreation center  
 Create a sports center  
 Develop more tourist related activities that will give tourists a reason to spend more time here  
 create a bottling company  
 Clean up North of Town - this was confirmed by several present  
 Need a beautification program to be developed for the North entrance to town  
 Build a biking / hiking path  
 A skate board park would be good if the issue of liability could be solved  
 The drug problem has always included alcohol. Other drugs in common use are marijuana (50%)  
 LSD is making a come-back.  
 North entrance of town bulldozed- grass and trees planted

Beautify west side  
Boys and Girls club - up and running  
Senior housing project  
Need to continue to grow area with telecommunications strength  
Washakie Rural Water Project  
Westside Irrigation Project  
Development of a destination site within the County for tourism  
We need to continue to promote agriculture through better ranching practices  
Attempt to make the Worland area the Asilicon valley@ of Wyoming  
Technology advances  
Build a convention center in the community  
Promote Ten Sleep more to tourists as a destination  
Farm waste products such as straw bales could be better utilized if sold to ranchers  
    other examples of waste products included barley waste from beer making and  
    sugar beet waste after the sugar is removed - all of which make for good feed product  
Seek to coordinate efforts between and among various sectors to promote economic growth  
There may be trend toward more part-time farmers and it is seen as positive  
Development of value added products for agriculture (protein for calves)  
The community needs to develop a feedlot  
Finish road improvements to Big Horn Avenue  
Fill the empty storefronts downtown  
Improve the air quality  
Change the attitude of the community so that growth can take place  
Develop a plan for sustained growth with proper management  
Development of a plan for better air quality  
Beautification of the downtown - confirmed by others  
Establish better planning for burning  
Better selection of product and consistency in product selection  
Develop a policy to sustain local business  
Create a destination purpose so tourists will have a reason to stay longer  
Complete the regional water system project to improve reliability of a water source  
Diversify industries from the Pepsi, Crown limits  
Find a way to compensate farmers so they do not feel the need to burn  
Do not follow through on the Westside Project  
Develop a hiking/biking trail system along the existing canal systems  
Look for role models that are already destination tourist centers to find ways for Worland to build  
on  
Find ways to improve the County Fair - spruce up the grounds  
Better City planning by standardizing the rules and sticking by them  
Confirmed the need for a bike and hiking path in the near future  
Development of the river banks as green belts for outdoor recreation opportunity  
Build the new middle school

Improve communication so school children are not all selling at once  
Establish a program to retain jobs in the community and create new jobs  
Challenge to find dependable, trainable, help to available jobs  
Challenge that Worland has lost its status as a draw for retail business for the whole basin  
Complete the boys and girls club project; get the club its own location  
Develop a recreation center  
Develop a new senior center with a broader range of services for people trying to maintain independent living.  
A program to support local kids get their post-secondary education with the proviso they return to pay the community back  
Complete the business park concept that was planned years ago  
The existence of the quality of the medical facility Worland has is an indication that things can get done and the people of this community can do it  
Develop a straw board manufacturer as a value-added project in support of agriculture  
Develop a kitty litter facility to better utilize the bentonite being mined here.  
Industrial/business park - down the road bring in businesses  
Air transportation - reasonable flight schedule  
Fair or event center  
Recreation facilities - bike path  
Middle school  
Work on Greenway down Bighorn River  
Bike path (short)  
Convention Center (mid term)  
(Mini Complex) dedicated community center (aquatic and gym) - bigger events (long term)  
Celebration of diversity (ethnically, work),  
Encourage business (business park)  
Lights in baseball field Newell Sargent Park  
County adopt county wide building code  
Boy and Girls Club  
Increase higher education  
Higher education - technical education facility  
Need reason for tourist to spend the night  
Contingency of Ameri-Corp people  
Need 1 cent sales tax (general)  
Public transportation  
Crosswalks to protect school kids, seniors and disabled  
Police patrols  
School maintained  
Library  
Swimming pool  
Grocery store  
Want to make everybody cooperate with Washakie County

Moneta - Ten Sleep cut across highway to attract high tech industry  
Need commercial bottled water plant  
Need more industries to provide jobs  
Save the school!!  
Put Ten Sleep in the Wyoming brochures to show overnight accommodations/businesses for snowmobilers, summer tourists  
Scale for taxes for people who=ve owned property for a while vs newcomers  
Senior Citizen housing - Assisted living@  
Develop what we=ve already got  
Scale down regulations for small town sizes vs. Cheyenne or Casper sized-towns  
Keep the agricultural base through reduction of regulations  
County planning restrictions Afixed@ so that housing can be developed (roads, rights-of-ways)  
More things to support senior citizens.  
School populations dictate how much funding - must have more kids to keep school.  
Scams driven by grants should be stopped. (Gasohol, etc.....)  
Keep ambulance/EMT services local.  
Shopping mall  
New larger senior center w/ assisted living and healthcare, recreation area  
New larger senior center w/ assisted living and healthcare, recreation area  
New larger senior center w/ assisted living and healthcare, recreation area  
Light industry  
More business to bring kids/jobs back ditto  
Youth and senior citizen centers together  
More parking for the parks and picnic areas  
More cultural facilities and events  
Auditorium needs to remain in a new middle school  
Low income housing  
Electric door openers for wheelchair bound residents  
Want a BHNH office back in Worland  
Affordable assisted living  
Community needs to support the farmers  
Need to cut timber on BHNH  
Worry about sign age on brand new streets for visually impaired people - crosswalks  
Want Worland to pay attention to suggestions and recommendations from economic development Work  
Address the issue of available power downtown for festivals & downtown events.  
New, bigger senior citizen center w/ better adequate parking average seniors and senior meals on  
Wheels are @ 105 per day average  
Get cooperation for projects between groups for mutual success  
Got to use local contacts to move businesses to Worland  
A cohesive connection between state economic development organizations for business recruitment

Use the south Dakota/Yellowstone road to make Worland a destination for travelers  
Develop a community identity other than turn left  
Get more community involvement from all of the residents  
Communication is key, but expensive need to get better source to publicize events, activities, etc.  
Worland is very cheap for buying property!! - good opportunity for econ development and attracting businesses  
Communication network/infrastructure (fiber optics) can be utilized for to sell ourselves to the world.  
Need to cultivate good paying jobs. \$7/hour is considered good in Worland.  
Jobs for kids don't pay more than menial wages  
Build and fund a business incubator to help entrepreneurs, inventors, etc.  
Provide more jobs for women off Break the glass ceiling  
One cent sales TV weather to recognize Worland.  
Recreational facilities  
Bike path  
Something to keep young people here  
Bike path  
Stronger connection with State economic development  
Clean up fringe areas  
Educate people to stay here and shop  
Build barricades so they can't get to Riverton or Cody  
Add Hispanic teachers  
Make assistance for immigrants available and make those sources known to the community  
Have some form of institutional higher learning  
Diversify, light industry  
Need crosswalks and police patrols  
Get over mind set that we're between Cody/Riverton and Billings/Casper  
More things for young people to do  
Clean up north side of Worland  
More parking at City parks  
Shopping mall  
New larger senior center  
Light industry  
More business to bring kids/jobs back  
Youth and senior centers together  
More parking for parks and picnic areas  
More cultural facilities and events  
Auditorium needs to remain in a new middle school  
Electric door openers for wheelchair bound residents  
Bighorn National Forest Office back in Worland  
Affordable assisted living  
Community needs to support the farmers

Need to cut timber on Bighorn National Forest  
Activities for youth  
Stock the Big Horns with more trout  
Build a vibrant community through stronger churches  
Keep Worland a small town  
New grocery store  
Addition to library  
Public swimming pool  
Crosswalks  
Bank  
Grocery store  
Lumber yard  
Keeping ambulance service local  
Senior Center  
Middle school  
A plan to recruit jobs and workers  
Middle School  
Attract secondary level product and services  
Stop westside irrigation project  
Conference center  
Attract a hotel to locate in the downtown area  
Develop a business park  
Build a new middle school  
Create a regional housing authority  
Establish an AMERICORP program  
Codify County land use regulations  
Establish a working relationship between the County, BLM and Forest Service  
Add another 18 holes to golf course  
Create a park along the Big Horn River  
Establish a post secondary learning center concentrating on the agriculture industry  
Establish a revolving fund for incubation of start-up, value-added business based on agriculture  
Complete Westside project  
Pass 1% sales tax  
Establish continuing planning relationship between City of Worland and the County  
Start-up a Washakie County Historic Preservation Commission  
Turn the third floor of the courthouse into useable space for County Officials  
Establish the Badlands as a buffalo preserve  
Put the Washakie County Courthouse on the National Register of Historic Places  
Building housing and assisted living facility

Worland Resource Team Assessment  
September 26-28, 2000

What we Heard From What Was Said

After listening to citizens of Worland, the Resource Team reviewed what was said and condensed the comments down to a few basic statements and major themes.

**QUALITY OF LIFE**

Health

- hospital
- substance abuse
- air quality
- burning

Aesthetics

Recreation

- Outdoor opportunities

Friendly

Weather

Cultural diversity

**YOUTH**

Out migration

Need for good jobs

Nothing for youth to do

Drug abuse

Alcohol abuse

Need for day care/infant care - round the clock

Need for after school care

Boys/Girls Club

**SENIORS**

Assisted living

Transportation

New Senior Center

Handicapped accessibility

**COMMUNICATION**

Planning  
Leadership  
Attitudes  
Media Support  
Conflict  
Smart growth  
Inter-county relationships

## **EDUCATION**

Business Education  
Good school system  
Continuing Education  
Community Education  
Degree Education

## **FACILITIES**

Housing  
    Senior  
    Low cost  
    Assisted living  
Child care  
Streets  
Middle School  
Recreation Center  
Senior Center  
Conference Center  
Business Park  
Bike Path  
Green way on the River

## **BUSINESS/ INDUSTRY/ECONOMIC DEVELOPMENT**

Tourism  
Pass through community  
Diverse  
Agriculture  
Retail  
Light manufacturing  
Value added  
Workforce

## **LAND ISSUES**

Limited opportunities - A land locked@  
Zoning

Public lands - regulatory

**INFRASTRUCTURE**

Telecommunications

Transportation