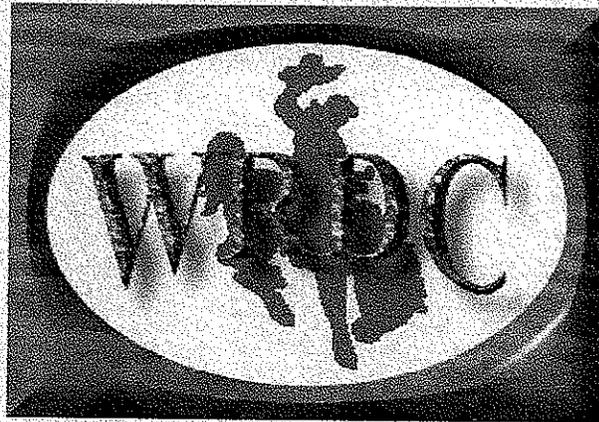


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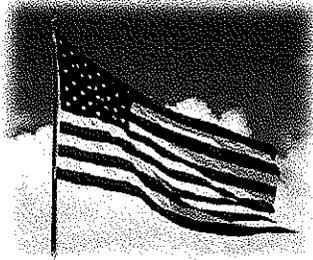
# WYOMING RURAL DEVELOPMENT COUNCIL



**RURAL RESOURCE TEAM REPORT  
FOR  
RAWLIN'S COMMUNITY ASSESSMENT  
CARBON COUNTY, WYOMING  
SEPTEMBER 11-13, 2001**

## **WRDC MISSION**

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



*September 11, 2001 is a day that will forever be remembered. As tragic events unfolded thousands of miles away from Rawlins, the assessment team arrived to listen to the community. We understand and appreciate that many people probably did not participate in the listening sessions because they wanted to spend precious time with family and friends. Perhaps now we all have a greater appreciation for the community in which we live. We would like to pay special tribute to those who did participate in an effort to make the community even stronger.*

## **THE WYOMING RURAL DEVELOPMENT COUNCIL**

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

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

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

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

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

Mary Randolph, Executive Director  
Wyoming Rural Development Council  
2219 Carey Ave.  
Cheyenne, WY 82002  
307-777-6430  
307-777-6593 (fax)  
[mrando@state.wy.us](mailto:mrando@state.wy.us)  
[www.wyomingrural.org](http://www.wyomingrural.org)

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**September 11-13, 2001**

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Deborah Hinckley	
Emily Quarterman	
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*Any recommendations contained herein are not mandatory. The Wyoming Rural Development Council has not endorsed any recommendations and opinions contained herein. Neither the Wyoming Rural Development Council, nor any of its employees, contract labor, officers, committee chairs and/or members makes any warranty, express or implied, including warranties of merchantability and fitness for a particular purpose, or assumes any legal liability for the accuracy, completeness, or usefulness of this report or any information, recommendations or opinions contained herein.*

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

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

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

The Resource Team toured the town and interviewed approximately 100 people over a three-day period from September 11-13, 2001. The team interviewed representatives from the following segments of the Rawlins community: banking, financial, economic development, business, industry, agriculture, law enforcement, corrections, youth, churches, minorities, education, parents, health care, social services, civic groups, seniors, and non-profits. Each participant was asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing the action plan. The three questions were:

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

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 what was said, synthesize what they heard with their knowledge of programs and resources, prepare their notes and suggestions, and forward these items to be combined into WRDC's final report to Rawlins.

The oral report was presented to the people of Rawlins on September 13, 2001 and many of the citizens of Rawlins who participated in the interviews were in attendance.

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

## **EXECUTIVE SUMMARY**

The elements are all here for Rawlins 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 Rawlins has seen the results of the smaller and sees that it can accomplish things.

There is 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 Rawlins's goals. It can be done! There is no problem facing Rawlins 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 Rawlins Resource Team, I want to thank the community and our sponsors, the Rawlins Chamber of Commerce and the town of Rawlins 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 Rawlins 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.

Sincerely,

**Cindy Garrettson-Weibel, Team Leader**

## RESOURCE ASSESSMENT TEAM MEMBERS

### Rawlins, Wyoming Resource Assessment

**September 11-13, 2001**

#### **Cindy Garretson-Weibel – Team Leader**

Wyoming Business Council  
2219 Carey Ave.  
Cheyenne, WY 82002  
307-777-6593  
E-mail: [cgarre@state.wy.us](mailto:cgarre@state.wy.us)

**Emily Quarterman**  
Wyoming Health Resource Network  
1920 Evans  
Cheyenne, WY 82001  
E-mail: [emquart@whrn.org](mailto:emquart@whrn.org)

#### **Ray Sarcletti**

Wyoming Business Council  
1400 Dewar Dr., Suite 208A  
Rock Springs, WY 82901  
307-382-3163  
E-mail: [rsarcl@state.wy.us](mailto:rsarcl@state.wy.us)

#### **Deborah Hinckley**

QWEST  
6101 Yellowstone  
Cheyenne, WY 82003  
307-771-6843  
E-mail: [dhinckl@qwest.com](mailto:dhinckl@qwest.com)

#### **Local Contact:**

Ron Kilgore  
Director of Community Development  
328-4513

## Resource Team Agenda

**City of Rawlins, Wyoming, Carbon County  
September 11-13, 2001**

<b><u>Tuesday, Sept. 11</u></b>	<b><u>Activity</u></b>	<b><u>Location</u></b>
10:30 am to 11:30 am	Orientation & Organization Meeting (Team Members Only)	Depot
12:00 pm to 1:30 pm	Lunch with Community Officials	
1:30 pm	Leave for area tour	Travel via city
6:00 pm	Resource Team Supper	
<b><u>Wednesday, Sept. 12</u></b>	<b><u>Listening Session Group/Activity</u></b>	<b><u>Location</u></b>
6:30 am to 7:30 am	Breakfast – Resource Team	Lodge
8:00 am to 9:05 am	Banking, Financial, Economic Develop	Depot
9:10 am to 10:15 am	Business, Industry, Agriculture	Depot
10:20 am to 11:25 am	Law Enforcement, Corrections	Depot
11:40 am to 12:30 pm	Youth	Rawlins High
12:30 pm to 1:45 pm	Lunch	
2:00 pm to 3:05 pm	Churches	Depot
3:10 pm to 4:15 pm	Minorities	Depot
4:20 pm to 5:25 pm	Education	Depot
5:30 pm to 6:35 pm	Parents	Depot
7:00 pm	Resource Team Working Supper	
<b><u>Thursday, Sept. 13</u></b>	<b><u>Listening Session Group/Activity</u></b>	<b><u>Location</u></b>
6:30 am to 7:30 am	Breakfast – Resource Team	Lodge
8:00 am to 9:05 am	Health Care, Social Services	Depot
9:10 am to 10:15 am	Civic Groups, Non-profits	Depot
10:30 am to 11:35 am	Seniors	Senior Center
11:35 am to 1:00 pm	Lunch	
1:00 pm to 4:30 pm	Team prepares for Town Meeting	Depot
5:00 pm to 6:30 pm	Team working supper	
7:00 pm to 8:00 pm	Resource Team Town Meeting	

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

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

### **Economy**

- Lack of local retail competition
- Lack of customer service
- Lack of accessibility to financing
- Lack of middle wage jobs
- Lack of allied health professional work force/education
- Education aimed at workforce development
- Business recruitment (light manufacturing)
- Out migration of youth
- Utilize transportation to economic advantage

### **Beautification**

- Poor appearance I-80/major arterials
- Corrals
- Weeds
- Abandoned houses/stores
- Junkyard
- Greenbelt

### **Facilities**

- Natural resources (parks, lake)
- Old prison
- Infrastructure (i.e. water, sewer)
- Golf course, recreation center, race track
- Fiber optics
- Preschool
- Daycare
- Hospital
- Schools
- Poor curbs, sidewalks
- Youth crisis center
- Youth treatment center
- Assisted living/adult daycare/respite
- Hospice
- Homeless/transient facility

### **Promotion**

- Community pride
- Image problem

- Billboards, signs
- Multicultural activities
- Lack of self promotion of public policymakers
- Small town pride
- Low crime

### **Leadership**

- Interagency collaboration
- Leaders don't hear local concerns
- City is responsive
- Good volunteer network
- Leadership training needed

### **Penitentiary**

- Poor image to overcome
- Large employment
- Low morale
- Lack of local control

### **People**

- Friendly
- Great place to raise kids
- Strong faith community
- Negative attitude
- Apathy
- Drug and alcohol abuse
- Great emergency response team
- Poverty

### **Projects**

- Coordinated beautification effort
- Curb and sidewalk repair
- Assisted living facility
- Recruitment of light manufacturing
- Promotion of what Rawlins means to us
- Workforce development
- Health and social services coordination
- Community activity awareness

## **Recommendations Submitted by Resource Team Members**

The Resource Team has provided the community of Rawlins with many suggestions. For the most part, we tried not to repeat too many suggestions by team members, but on occasion, a suggestion may be included in more than one team member's report. We have listed the individual recommendations, along with contact information. In addition to the contact listed, we encourage you to communicate directly with any team member whose recommendation you decide to implement. This document is provided as a reference guide, now it is up to the community to act upon the recommendations. Special appreciation goes to City Clerk Marla Brown, who served as a recorder at all the listening sessions, and to Ron Kilgore, Director of Community Development for Rawlins, who coordinated the logistics for the assessment.

### **Cindy Garretson-Weibel**

Leadership & Diversification Program Manager

Wyoming Business Council

2219 Carey Ave.

Cheyenne, WY 82002

Phone: 307-777-6589

Fax: 307-777-6593

E-Mail: [cgarre@state.wy.us](mailto:cgarre@state.wy.us)

Website: [www.wyomingbusiness.org](http://www.wyomingbusiness.org)

### **Introduction**

I appreciated the opportunity to participate in the community assessment for Rawlins. As we toured around town the first day of the assessment, I was impressed with the community and the perception that I had of Rawlins changed dramatically (for the better). Rawlins has many beautiful parks and an excellent infrastructure that lends itself to some great facilities. The *people* were identified as an asset at every listening session, and I would encourage the community to take advantage of this in implementing these suggestions. I have provided suggestions below, categorized by the major themes identified at the listening sessions. In addition to the suggestions that have been provided, I encourage you to look at other community assessments that have been done. They can be accessed through the Wyoming Community Network web site: [www.wyomingcommunitynetwork.com](http://www.wyomingcommunitynetwork.com)

I appreciate the hospitality the community offered the assessment team, and I hope the following recommendations that I offer will be beneficial.

### **Beautification:**

**Challenge:** While the community recognized that much has been done in this area, more clean-up was still needed. Areas specifically identified included the corrals, vacant houses and the East end of Cedar Street. This is a difficult situation, because most people

believe in private property rights, but at the same time want the community, as a whole, to look its best. The challenge is to instill community pride among all citizens.

**Solution/Contact:** Community clean-up days can continue to be utilized. Because the youth seem to be willing to participate in this area, I would recommend applying for a Wyoming Youth and Community (WYAC) grant, through the Rural Rehabilitation Program, managed by the Wyoming Business Council. The WYAC grant program provides student organizations with a grant up to \$1,500 to improve the facilities, grounds or buildings on public property in Wyoming communities. For further information, contact:

**Cindy Garretson-Weibel**  
Wyoming Business Council  
Rural Rehabilitation Program  
2219 Carey Ave.  
Cheyenne, WY 82002  
Phone: 307-777-6589  
Fax: 307-777-6593  
E-Mail: [cgarre@state.wy.us](mailto:cgarre@state.wy.us)

### **Promotion**

**Challenge:** With Interstate 80 going right by Rawlins, a number of people mentioned that they would like to be able to pull tourists off the highway. Many people also indicated that they would like to overcome the poor image of Rawlins that is often perceived because it is a "prison town."

**Solution/Contact:** Better signage along the Interstate, and even development of a town slogan will help promotional efforts. One quote from a listening session participant really caught my attention, "Rawlins is isolation at its best." A contest for a town slogan that projects a positive image would be easy to implement, and the town could even vote on it to continue the community spirit. Combined with the various recreational opportunities available in Rawlins and the development of the new golf course, a number of opportunities for tourism promotion exist. For assistance in this area, contact:

**Laurie Green, Director**  
Travel & Tourism  
Wyoming Business Council  
214 W. 15<sup>th</sup> St.  
Cheyenne, WY 82002  
307-777-2808  
E-Mail: [lgreen@state.wy.us](mailto:lgreen@state.wy.us)

### **Leadership Training**

**Challenge:** While citizens admitted that a good volunteer network exists in Rawlins, they felt that leadership training was needed to make community leaders more responsive to citizens' concerns.

**Solution/Contact:** The Wyoming Association of Municipalities provides training to elected officials during their annual convention each summer and at other times during the year. Training is provided in a number of topics, including: communication, media relations, conflict resolution/management, decision making, ethics and integrity, strategic planning, leadership principles, financial management, and human resource management. This is a great opportunity for elected leaders to increase their leadership skills. Even the most seasoned leader can benefit from this professional development training. For further information on this program, contact:

**Ginger Newman**  
Wyoming Association of Municipalities  
200 East 8th Avenue  
Cheyenne, WY 82001  
307-632-03981  
307-672-1942 – fax  
gnewman@wyomuni.org

**Solution/Contact:** The Agribusiness Division of the Wyoming Business Council, in partnership with the Wyoming Agricultural Leadership Council, sponsors an adult leadership program for agricultural producers. The 18-month program has been in existence since the 1980s and consists of 12 seminars. Topics include: team building, niche marketing, financing options, time management, economic diversification, federal land policy, farm programs, media message development, understanding the legislative process, state water issues, Wyoming fiscal policies, business planning, effective listening, estate and tax planning, emerging energy issues, coordinated resource management, foreign trade issues, exporting, and other emerging agricultural issues. The program includes a one-week study trip to Washington, D.C. and an international study tour. Class VII is currently underway, and the next class will begin in the fall of 2003. For further information, contact:

**Cindy Garretson-Weibel**  
Wyoming L.E.A.D. Program Director  
C/o Wyoming Business Council  
2219 Carey Ave.  
Cheyenne, WY 82002  
Phone: 307-777-6589  
Fax: 307-777-6593  
E-Mail: [cgarre@state.wy.us](mailto:cgarre@state.wy.us)

**Solution/Contact:**

A number of Chambers of Commerce around the state sponsor community leadership programs. The format of these programs vary somewhat from community to community, so I would recommend soliciting information from a number of these programs if the community is interested in establishing such a training program. This is a great opportunity for citizens from all sectors of the community to be better acquainted with all economic sectors. For further information, contact:

**Carole Perkins**  
Sheridan County Chamber of Commerce  
P.O. Box 707  
Sheridan, WY 82801  
307-672-2485  
or  
Laramie Chamber of Commerce  
P.O. Box 1166  
Laramie, WY 82070  
307-745-7339

**Solution/Contact:**

Leadership Wyoming, a statewide program for established community leaders, is sponsored by the University of Wyoming and the Wyoming Business Alliance. For further information, contact:

**Bill Schilling**  
Wyoming Business Alliance  
139 West 2nd, Suite 3-E  
Casper, WY 82601  
Phone; 307-577-8000

**Economic Development**

**Challenge:** Lack of a diversified economy in Rawlins was a strong theme at every listening session, as well as lack of middle wage jobs. Outmigration of youth is common in communities across Wyoming. Entrepreneurial training for existing business owners was identified as a need in the community, as well. The following solutions may help address some of these issues.

**Solution/Contact:** A few people mentioned that they would like to seem some light manufacturing in the community. This seems like an excellent opportunity for the community, with the easy access to transportation. Several programs exist that could help an enterprise develop a manufacturing component. The Mid-America Manufacturing Technology Center (MAMTC) has offices in 20 communities in Kansas, Colorado and Wyoming. MAMTC provides low cost, hands-on consulting to improve profitability and business performances, and has several engineers on staff to help provide technical assistance to businesses. For assistance in this area, contact:

**Larry Stewart**  
Mid-America Manufacturing Technology Centers  
Regional Operations Director  
The University of Wyoming  
Wyoming Business and Technology Center  
Education Annex, Room 169  
PO Box 3362, University Station  
Laramie, WY 82071-3362  
Phone: 307-766-4811  
E-mail: lstewart@uwyo.edu

**Solution/Contact:** Entrepreneurial training for business owners, as well as owners of start-up businesses are important and can help strengthen the viability of the business community. The Wyoming Small Business Development Center (SBDC) assists business owners in business planning, marketing, accounting and financial assistance, grant preparation, and a host of other topics. SBDC provides free, personalized consulting services for businesses, and offers, for a fee, a 12-week training program for new or existing businesses. For further information contact,

**Arlene Soto**  
Regional Director – Region 4  
Wyoming Small Business Development Center  
1400 E. College Dr.  
Cheyenne, WY 82007  
Phone: 307-632-6141  
Fax: 307-632-6061  
E-Mail: [SEWSBDC@wyoming.com](mailto:SEWSBDC@wyoming.com)

**Solution/Contact:** Another program that offers assistance to small businesses to develop their products is the Small Business Innovation Research (SBIR) program, which is a federal research and development program specifically for small businesses. Through the SBIR program, 10 federal agencies provide more than \$1 billion in research and development funding annually. Benefits of the program include: 1. The SBIR program can provide start up funding for research based small businesses; 2. Small businesses can develop innovative new commercial products or services using SBIR funds; 3. Entrepreneurial researchers can use the SBIR program to start small businesses; and 4. The SBIR program can be used to facilitate the transfer of university research to small businesses. For further information, contact:

**Jill Kline**  
SBIR Outreach Coordinator  
222 S. Gillette Ave., Suite 402  
Gillette, WY 82716  
Phone: 307-682-2660  
E-Mail: [jillkline@vcn.com](mailto:jillkline@vcn.com)

**Deborah Hinckley**

Qwest

Public Affairs Manager

(307) 771-6843 - tel

(307) 771-7603 - fax

Email: [dhinckl@qwest.com](mailto:dhinckl@qwest.com)

Thank you for the opportunity to listen to residents and lend advice on projects that you spoke to the team about during our assessment in Rawlins in September. Although we were unable to hear from everyone in your community, those who participated exemplified great community spirit and shared with us many unique ideas on ways to improve the image of Rawlins. It is apparent that most of you are proud of and appreciate your community; you just need the right tools to show others what is so special about Rawlins. We hope our resources help you to achieve your goals and we look forward to keeping in touch. Remember – we are just here as resources and to lend advice, the success of this assessment is in your capable hands. Good luck!

**I. Economy**

Business Recruitment and Expansion- An ongoing concern for all communities in Wyoming is the ability to recruit businesses to our area. Attendees to the listening sessions specifically mentioned an interest in recruiting light manufacturing companies. Equally as important is the need for business retention and expansion. To better understand additional needs of the community, the Chamber could conduct a survey highlighting items and services that are currently in demand by residents but are not available locally. This information can serve as a valuable tool for community members who can fill those gaps or may inform some of a need to improve advertising for some products that are already available. For further information on business retention, recruitment programs and methods, and for financial assistance:

Contact: **Roger Coupal or Tex Taylor**

University of Wyoming

Cooperative Extension Service

307-766-5124 or

**Gaye Stockman, CED**

Business Retention and Expansion Program Manager

Wyoming Business Council

307-777-2807 – tel

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

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

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

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

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

Continue Technology Training - use those trained in the Internet Masters Program to train others in Rawlins to extend this training opportunity to all that are interested.

Work with the Wyoming Community Network to help in your community development initiatives. The network is up and running and has been developed to help in your community development projects. The network has a database of resources and will help to connect communities with the resources that are needed to reach your community development goals. The network is also being developed to assist in funding opportunities and community development grants are scheduled to be available in 2002. See the website below for application information.

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

During the listening sessions, we heard numerous mentions of the need for local retail competition and the need to attract new businesses to Rawlins. Start a Rawlins business challenge program. This is a business competition that can be tailored to existing business or to a start-up business. The program utilizes cash and in-kind donations to assist businesses. The chart below demonstrates the far-reaching impact this program can have on a new or existing business. For more information on this program, contact:

Contact: **Tom Johnson**  
Wyoming Business South East Region Director  
307-635-7735 – tel  
307-635-7742 – fax  
tjohns@state.wy.us

## Business Challenge



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

The Economic Development Administration has technical assistance grants that allow for finance feasibility studies and other projects leading to local economic development. Your project must show that the development of a comprehensive master plan will lead to economic development. These grants are generally in the \$10k - \$30k range and require local matching funds. For more information:

Contact: **John Rogers**  
Regional Representative  
Economic Development Administration  
406-441-1175 - tel  
email: [edrmteda@aol.com](mailto:edrmteda@aol.com)  
<http://www.doc.gov/eda/>

Consider buying the following guide from the National Center for Small Communities (NCSC):

### “THE THRIVING HOMETOWNS NETWORK”

Description: A compilation of 109 economic development success stories drawn from communities of less than 10,000 population. Each 3-5 page case study explains why, when, how, with whom and with which financial resources the small community achieved its economic development results. Thriving profiles of successes in retaining, expanding, creating or attracting businesses, through a variety of community and economic development strategies. All case studies were independently researched by NCSC and include a local contact who can provide additional details.

Contact: <http://www.smallcommunities.org/ncsc/>  
\$59.00 NCSC members and Non-members

## II. Beautification

Mainstreet Program - Consider participating in the National Trust for Historic Preservation Main Street Program to assist in preserving the historic downtown area. This program will revitalize the downtown area, assist existing businesses in improving

store fronts and assist in attracting new businesses. Powell participated in this program and it was very successful.

Contact: National Trust for Historic Preservation  
Main Street Program  
1785 Massachusetts Avenue, N.W.  
Washington, DC 20036  
Phone - (202) 588-6219  
Website: [www.nationaltrust.org](http://www.nationaltrust.org) or specifically [www.mainst.org](http://www.mainst.org)  
(be sure to look into their Small Town Main Street Program)  
Email Dave Reetz in Powell for questions on their success: [powell@wir.net](mailto:powell@wir.net)

Consider a "Clean-Up" Project on East Cedar street. Get your high school student council involved in the project or other student organizations. You might also consider involving the students in a fundraising project to raise funds to purchase "Welcome to Rawlins" signs for each community entrance location. Perhaps the students can have a design contest that focuses on promoting the downtown Rawlins area. The Chamber, City, etc. might offer a cash prize or scholarship to the winner with the best design. The Greater Cheyenne Chamber of Commerce worked to get the welcome sign for Cheyenne that is located on I-25 and has offered to answer any questions if needed.

Contact: Greater Cheyenne Chamber Contact: Larry Atwell 307-778-1406

### III. Facilities

Telecommunications Misperceptions - As I mentioned in the town meeting, there are plenty of misperceptions about telecommunications services in Rawlins. Many of these were mentioned during the listening sessions. The one that continued to be mentioned what the misperception that there is not a fiber optic backbone connecting Rawlins to the world. Qwest has served Rawlins over our digital fiber network since the 80's. Just a few months ago, Qwest agreed to make an additional high-speed data service, ATM, available to Rawlins customers. Although ATM service is generally a service that is used by large businesses with diverse needs for teleconferencing, data and voice lines, there are other services available by Qwest and other providers. If you have additional questions, I can refer you to the appropriate marketing and sales personnel. Don't let misperceptions create a negative image about Rawlins and hurt your ability to compete for high-tech businesses.

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

### IV. Leadership

Many listening session participants expressed a need for leadership training. The following resources could assist Rawlins in filling this need and in training your community activists who are interested in making a difference:

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

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

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

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

Begin a Youth Leadership Program. This type of program would build and create future leaders who will perhaps stay in Rawlins or return to Rawlins after college to serve the community:

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

## V. People

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

Bi-Annual Resource, Conservation & Development grant writing workshop. This workshop is considered to be one of the best grant writing schools in the region.

Contact: **Kurt Heaton**  
Resource, Conservation & Development  
(307) 382-3982

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

Contact: 21st Century Community Learning Center Program

Email: 21stCCLC@ed.gov

Website: www.ed.gov/21stcclc/

Integration of youth into community activities - As with most communities in Wyoming, Rawlins is struggling with the continued out migration of youth. There is a general consensus that there are not enough high paying jobs in your community to keep or attract young adults to stay in your community.

Consider selecting (or allowing the students to select) a junior representative to serve on a few community boards. (Chamber, Rawlins Downtown Development Authority, etc.). This representative should have a teacher sponsor who can support them and assist them in reporting their board activities back to the students through a school newsletter or through school civic clubs. This youth representative should also speak on behalf of the students and should work to link school/community activities and goals together.

Create a job-shadowing program for youth to travel to Cheyenne during the legislative session to witness first hand the daily activities of the Carbon County elected officials. Developing this program through the high school will help to engage youth in the importance of becoming active in their community and in opportunities for a future in public office. The Wyoming Business Alliance sponsors a job-shadowing program with the Wyoming Legislature.

Contact: Wyoming Business Alliance  
139 West 2nd, Suite 3-E  
Casper, Wyoming 82601  
(307) 577-8000 - tel  
(307) 577-8003 - fax  
wba17@home.com - email

## **VII. Projects**

There were several mentions of various capital projects such as sidewalk repair, curb repair, and an assisted living facility. Below are potential funding sources for the various capital projects that were mentioned:

The Community Development Block Grant program (CDBG) is a federal program that is administered by the Wyoming Business Council. There are three objectives, one of which your project should meet:

- 1) benefit to low and moderate income families
- 2) elimination of slum and blight
- 3) meet an urgent community development need that impacts the health and safety of the community.

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

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

Contact: Brad Miskimins  
307-777-7309

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

Contact: [www.kresge.org](http://www.kresge.org)

Rural Development USDA

Contact: **Lonnie Allred (307) 856-5383**

The Foundation Center:

Consider subscribing to the Foundation Directory Online for \$19.95 per month. This will give you access and application information to over 10,000 of the largest U.S. foundations.

Contact: [www.fdncenter.org](http://www.fdncenter.org)

The Kellogg Foundation for matching grants

Contact: [www.wkkf.org/ProgrammingInterests/Guidelines.htm](http://www.wkkf.org/ProgrammingInterests/Guidelines.htm)

**Emily Quarterman**

Wyoming Health Resources Network, Inc.

1920 Evans

Cheyenne, WY 82001

(307) 635-2930

(307) 635-2599 (fax)

[whrn@whrn.org](mailto:whrn@whrn.org)

**HEALTH AND SOCIAL SERVICES**

**Challenge:** Health care practitioner recruitment and retention is an ongoing challenge for Rawlins medical treatment providers. Hospital and private professionals struggle with trying to meet increasing demands for health care while staffing levels are falling below optimal, or even minimal, coverage levels. Burnout begins to take its toll. Potential new employees and existing staff can obtain work elsewhere for significantly higher pay with fewer demands on their time. Youth are unaware of the opportunities for work in health care professions and may not value the work done by physicians, mid-levels, and nurses and other allied health professionals.

**Solution:** Wyoming Health Resources Network, Inc., (WHRN) is a public-private partnership formed about six years ago to address the state's health care practitioner shortages. WHRN is a nonprofit charging nominal fees for provision of technical assistance with recruitment of physicians, locum tenens physicians (short-term provision of care), physician assistants, nurse practitioners and allied health professionals.

WHRN is working with its partners – including the Wyoming Department of Health, Wyoming Hospital Association, Wyoming Medical Society, Wyoming Nurses Association, nurse practitioners, physician assistants, and the University of Wyoming – on examination of the nursing and allied health professional shortage in Wyoming and determination of solutions for an escalating need for a new crop of health professionals. WHRN's first recruitment and retention training seminar was offered in 2001 to Wyoming communities in need of technical assistance with ongoing recruitment challenges. For more information about WHRN's recruitment and retention program, call WHRN's health professional recruitment coordinator:

**Billee Jelouchan**

**877-304-6138 (toll free)**

**email [bjelou@yahoo.com](mailto:bjelou@yahoo.com)**

**web site: <http://www.whrn.org>**

**VOLUNTEERISM/COMMUNITY PARTICIPATION**

**Challenge:** The mobilization of community resources – cash contributions, volunteers, identification and utilization of existing programs and professionals – arises as a challenge in Rawlins. While people report an excellent volunteer network exists and that people can be called upon to serve when there is a need, there also is a perception that many volunteers still are needed in some nonprofit circles. Grants, contributions, and ongoing support for services benefiting the poor, elderly, disabled, and children and

youth also were cited as being lacking. There is a frustration among health and social service professionals attempting to provide services and support to consumers that what is needed simply does not exist in the community, other programs are duplicating their efforts, referrals to their programs are not made, and people in need of their services do not seek out the help available.

**Solution:** In Buffalo, Wyoming, a Community Resource Center was created to address a broad range of health and social service issues, including (but not limited to) volunteerism, employment, health and social service information and referral, community health planning, Healthy Communities/Healthy Youth initiatives, Community Service Block Grant funding (distributed across the state to address poverty) and tobacco use prevention.

Here's how it works: Anyone can call a toll-free "help line" (during normal business hours) that is answered by Community Resource Center staff. People who want to volunteer, who need work, who need help finding health and social service programs and personnel most likely to meet their needs, or who want to collaborate with other nonprofit and government entities in the community can get answers from the Community Resource Center staff regarding where to go, who to talk to, and what they can expect.

The Community Resource Center utilizes the Connect Wyoming database, collaborates with the Department of Employment and the Department of Health, and receives public and private grants to operate. For more information, call:

**Shann Hauck**  
**Community Resource Center Director**  
**877 684-7933 (toll free)**  
**email [hchyc@vcn.com](mailto:hchyc@vcn.com)**  
**web site: <http://www.crc.vcn.com>**

**Challenge:** There is a perception among some professionals in Rawlins working to address health and social service issues that there is a need for better communication among service providers, more coordination and collaboration, and general unification around a greater number of pressing concerns.

**Solution:** The Community Resource Council of Carbon County is a large group of health and social service providers that has been meeting in Rawlins for several years. The CRC is a nonprofit organization with 501(c)3 tax status and may apply for and accept grant monies. Currently, the CRC has Carbon County's tobacco use prevention funds and is working with the Wyoming Department of Health on alleviating the impact of tobacco use in the county through prevention and intervention. Within the last two years, the CRC also has become part of an effort in eight Wyoming communities to improve and promote health coalition work, advance hospital telemedicine capacity, and build collaboration among medical providers. A grant obtained by Ivinson Memorial Hospital in Laramie is providing funding for coalition encouragers at eight hospitals (including Carbon County Memorial), telemedicine technology, and special projects. The CRC is working on a community resource directory update and other objectives. CRC "encourager" and

coordinator Susan Barnes (also a Rawlins Town Councilman), is employed by Carbon County Memorial and can be reached for more information at:

**Susan Barnes (307) 324-2221**  
**Email: susan@imhcc.com**

### **COMMUNITY RESOURCES**

**Challenge:** Rawlins residents would like their town to be a cleaner, prettier place to visit and live in, but feel mired in weeds surrounding inhabitable and dilapidated buildings. Youth complain that there is not enough to do. Seniors want storm drains cleaned so that water runs off properly. Complaints are being lodged that there are too many meetings and too little action regarding the beatification needed in town – people complain but do nothing to fix what they say is broken.

**Solution:** How much work could be accomplished if for one day, every one in town contributed their time, money and supplies to cleaning the place up – regardless of who owns the land and whose responsibility it is to do the work? Children and youth, adults and seniors together working on cleaning storm sewers, painting the homes of shut ins and the elderly and disabled, pulling and spraying weeds, planting trees and flowers, picking up trash, washing windows and sweeping sidewalks could create sense of community spirit, increase community pride, get cardiovascular health-improving exercise and make a difference in the way the community looks. Business people unable to close their shops for the day could donate food and beverages for the workers, supplies, and employee time. Grants could be obtained to support the larger projects, such as planting partially-grown trees, painting houses, and hauling off large pieces of junk. Sheridan has had two volunteer days at which more than 600 people worked on a variety of projects. For more information, call:

**Jay McGinnis, Director**  
**Sheridan County YMCA**  
**(307) 674-7488**

Paint Your Heart Out is a program utilized in Casper to help seniors and shut ins get their homes painted, improving neighborhoods and the self esteem of people without the means to keep their living spaces attractive. Businesses contribute their employees for a day to help paint with donated paint. Houses are chosen from a waiting list. Sometimes Paint Your Heart Out becomes a nonprofit organization that operates all year long and solicits contributions on an ongoing basis for home improvement; in California, Paint Your Heart Out has been expanded to also serve as Build Your Heart Out (constructing new homes). For more information, visit the Anaheim, California, Paint Your Heart Out web site:

**<http://www.pyhoa.org/>**

For more information about Casper's Paint Your Heart Out efforts, call the Casper Chamber of Commerce:

**(307) 234-5311**

Arbor Day celebrations are promoted nationally to encourage tree planting as a school activity, opportunity to leave a living memorial, and continue the legacy of tree-lined communities. Rawlins trees were cited as one of its primary attributes, and new trees have been planted along sections of the new walking path; however, new trees are quite small and will require years to mature. Ongoing tree planting will result in well-developed greenery in the future. For more information, visit the National Arbor Day web site:

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

Sometimes community volunteerism efforts can be coordinated using federal funds. The programs available in Wyoming include Americorps, which provides stipends and educational benefits to people who commit themselves exclusively to community service for a year or longer. For more information, contact the Wyoming Commission for National and Community Services:

**Cathy Lyman**  
**(307) 777-5396**  
**clyman@state.wy.us**

#### **EDUCATION/COMMUNITY CENTERS**

**Challenge:** Youth and adults alike complain the shopping choices in Rawlins are limited, prices are out of reach and/or unreasonable a discount house such as Sam's Club or Wal Mart and/or more retail competition would result in greater choice and at lower cost, and there are too many unoccupied store fronts downtown waiting for new retail stores. Youth complain they don't have enough elective course choices in school, there are not the kind of jobs in the community that are needed to keep them in town, and they need places to hang out. There is no youth treatment program, youth crisis center or youth detention facility in Rawlins. The need for those kinds of facilities will decrease if there are greater opportunities for youth to be engaged in meaningful activities resulting in self esteem, self responsibility and healthy relationships with peers and adults.

**Solution:** In the mid-90s, the Casper Chamber of Commerce launched a Shop Casper First! Campaign aimed at generating support for local merchants rather than using the internet or going to neighboring large cities to shop. The idea is that by supporting local merchants, goodwill results and merchants will be more inclined to stock specialty items, will be able to lower prices and will feel valued and appreciated. People who shop at home and who insist on working with merchants to get what they need at a reasonable price send a powerful message that they have pride in their community. Dollars spent at home are recycled in the community. If stores are not locally owned, their leadership can still be encouraged to make gifts to nonprofit efforts, allow their employees days off (paid) to work on civic projects, and make shopping as consumer-friendly as possible. For more information about the Shop Casper First! campaign, call the Casper Area Chamber of Commerce:

**(307) 234-5311**

**Solution:** In some communities, youth are given the opportunity to build houses or create or take over the operation of businesses. With mentoring from local businesspeople and contractors, students learn real world skills while making a difference in their communities. In Rawlins, students could (as a class project or after school "club" activity for extra credit, income or community service hours) create and operate a Welcome Wagon program, open an after school café where they prepare and serve the food eaten at their hangout (for a price), open and operate a bakery, learn to care for younger children after school in local elementary schools (with supervision – an after school program for kids run by older kids), and teach their parents and seniors to use the internet and computers in labs at local schools after school and on weekends (for extra credit, or community service hours). Student creativity can be tapped in the classroom and after school to make the community a more "kid friendly" place where youth will choose to stay because the new businesses will generate opportunities for them to learn and hone their skills and potentially own businesses of their own. Schools also could be used during the evening and on weekends for play practices and to plan and stage cultural activities starring residents of all ages and attracting local and tourist attention.

The Urban-Rural Opportunity Grants Program (UROG) of the National School-to-Work Office forms partnerships in high poverty areas and develops strategies to address the multiple needs of in-school and out-of-school youth, including human service needs. For more information, contact Wyoming School-to-Work coordinator Lori Morrow:

**Annemarie McCracken**  
**Department of Employment**  
**Herschler Building 2E**  
**Cheyenne, WY 82002**  
**(307) 777-7639**  
**email: [amccra@state.wy.us](mailto:amccra@state.wy.us)**

**Solution:** Casper and other Wyoming communities are creating youth councils that provide input on the issues they face in the towns and cities they live in and obtain funding to carry out specific projects. For more information about youth-focused and youth-driven initiatives in Wyoming, contact:

**Barb Rea**  
**Wyoming Medical Center Foundation**  
**(307) 577-2430**  
**Email: [brea@wmcnet.org](mailto:brea@wmcnet.org)**

**Or:**  
**Wyoming Community Coalition for Health Education**  
**Bronwen Anderson, Director**  
**(307) 687-0647**  
**Email: [branderson@ccsd.k12.wy.us](mailto:branderson@ccsd.k12.wy.us)**

**Challenge:** No shelter in Rawlins for homeless people.

**Solution:** In Cheyenne and numerous other small communities across the country, a project called the Interfaith Hospitality Network is creating housing for homeless children and their parents while long-term sustainability is created through case management and social services. In Cheyenne, more than 20 families have found permanent housing in less than a year, after spending a few weeks in the Interfaith Hospitality Network. Families sleep in local churches (rotating to a different church each week, with folding beds and donated linens trailered from church to church) where parishioners provide overnight supervision, meals, transportation, and support. The families spend their days looking for work, homes, and going to school, with help from a full-time social worker. Cheyenne is operating its program for about \$50,000 annually, nine participating churches, and in-kind contributions (office space, shower facilities, recreation) from the YMCA. For more information, call:

**Cheyenne Interfaith Hospitality Network**  
**Lori Stearns, Director**  
**Box 1111**  
**Cheyenne, WY 82003**  
**(307) 433-9360**  
**[lorilee3@prodigy.net](mailto:lorilee3@prodigy.net)**

**or visit the National Interfaith Hospitality Network web site:**  
**<http://www.nihn.org/>**

**Challenge:** Finding funding needed to create, enhance and develop programs, initiatives and activities intended to make Rawlins a healthier, more beautiful place to live.

**Solution:** The Wyoming Community Foundation is interested in helping communities work on projects identified as priorities during Rural Development Council assessments. For more information about the Wyoming Community Foundation and its grantmaking process, call:

**Susie Mullen**  
**Casper Area Community Foundation/Wyoming Community Foundation**  
**(307) 577-0648**  
**Email: [cacf@trib.com](mailto:cacf@trib.com)**

**Or**

**John Freeman**  
**Wyoming Community Foundation Director**  
**(307) 721-8300**

**Solution:** Rawlins has a number of highly successful grantwriters in residence. Linda Smith, County Clerk, is an expert grantwriter and has written books about how to

successfully pursue local, state and federal dollars. She also offers low-cost grantwriting workshops and presented a workshop with Wyoming Health Resources Network, Inc., free of charge to Carbon County on Friday, Sept. 14. Smith and Wyoming Health Resources Network's grants clearinghouse can assist with the identification of grant directories and programs benefiting nonprofits and government in Wyoming. For more information, contact:

**Linda Smith**  
**(307) 328-2670**  
**Email: [n7smith@coffey.com](mailto:n7smith@coffey.com)**

**Susan Vittitow**  
**WHRN Grants Clearinghouse Coordinator**  
**(800) 456-9386**  
**Email: [svittitow@whrn.org](mailto:svittitow@whrn.org)**  
**Web site: <http://www.whrn.org>**

**Ray Sarcletti**  
South West Regional Office  
Wyoming Business Council  
1400 Dewar Drive, Suite 208A  
Rock Springs, WY 82901  
Phone: 382-3163  
E-Mail: rsarcl@state.wy.us

## **Introduction**

I have visited the City of Rawlins frequently over the past several years. I now have a new perspective of the community. The parks, the recreation and medical facilities, the schools, the senior center, the emergency response personnel and the other many assets came as a pleasant surprise to me, however, the one asset that I heard so often throughout the listening sessions is the people of the community; their willingness to give of their time for the good of the community and their fellow citizens. I sincerely appreciated the wonderful hospitality afforded us throughout the assessment process.

## **Challenge**

Two concerns that we heard was that the local financial institutions are reluctant to provide loans to small businesses, and that there are few financial options open to women.

## **Solution**

The Wyoming Challenge Loan Program is a useful tool that businesses can use to encourage the local banks to participate with the Wyoming Business Council. Ben Avery, Portfolio/Loan Manager, Wyoming Business Council is able to partner with the local bank for a maximum loan of \$250,000, and he can participate up to 35% of the loan to a qualified business. The minimum interest rate on the WBC portion is 4%. This often is attractive to the local banker, because he is usually participating in up to half of the loan request. The Challenge Loan may also reduce the overall interest rate due to the blending of the bank's rate and the state's rate.

A Community Development Block Grant Convertible Loan is available to for-profit businesses through Steve Achter, Investment Ready Communities Director, Wyoming Business Council. Local governments may apply on behalf of the business for loans up to \$150,000. The loan is converted to a grant at a rate of \$500 per job created. The interest rate and term of the loan will be comparable to bank interest rates and terms.

For more information contact Tom Johnson, South East Regional Director, Wyoming Business Council, 1400 E. College Drive, Cheyenne, WY 82007-3298 or call (307) 635-7735.

In addition, other options may be available to women by contacting Wyoming Women's Business Center, P.O. Box 3464, Laramie, WY 82070 or call (307) 766-3084.

### **Challenge**

Concerns were voiced regarding the workforce and the lack of training available for the various industries.

### **Solution**

Local governments may apply for grants under the Community Development Block Grant Job Training Program. Grants under this program provide job training to for-profit entities that can demonstrate the need for specially trained employees in their workplace.

Contact Steve Achter,

(307) 777-2811 or Tom Johnson, South East Regional Director, Wyoming Business Council

(307) 635-7735.

The Wyoming Business Council and the Wyoming Community College Commission have joined in a partnership with the State of Georgia to help improve workforce development programs in Wyoming. The program called Quick Start is a nationally recognized training program for new or expanding businesses, and the following programs will be available for use in Wyoming:

- **Certified Customer Service Specialist** - training for service, hospitality, retail and other service industries in which customer contact is a vital operation.
- **Certified Manufacturing Specialist** - helps provide manufacturing companies with skills employees need, from business principles to plant safety.
- **Certified Warehousing & Distribution Specialist** - provides workers new levels of skill and ingenuity in warehousing and distribution.

A new program is being developed to the needs of the oil and gas extraction industries, and will be available in the near future. For more information contact Peter Reis, Chief Support Officer, Wyoming Business Council at (307) 777-2822.

In partnership with the Wyoming Business Council, the Wyoming Department of Employment administers applications for training grants. The grants help new and existing industries meet their training needs.

- The grant may be awarded if an employer is creating new jobs in the state through business expansion or relocation from another state.

- Costs that may be reimbursed include expenses directly related to the training; i.e., instructors' fees, materials, travel expense workshop fees, etc.
- A job in Wyoming must exist or will at the end of the training program. The job must be filled by a participant in the program.
- Training grants can range up to a maximum of \$2000 per trainee.

For more information on the grant application process contact Tom Johnson at (307) 625-7735 or go to the Workforce Development Training Fund web site at: [wydoe.state.wy.us](http://wydoe.state.wy.us).

### **Challenge**

The lack of retail selection, service and inconvenient store hours was viewed as a problem in the listening sessions.

### **Solution**

These problems are not exclusive to Rawlins. Many communities in Wyoming have or have had similar retail experiences.

Retail selection is many times a difficult problem to solve, because small communities are usually unable to attract large retail chains that provide a greater selection of merchandise. However, some communities have improved their selection by demonstrating that they will support the local merchant if he or she does expand the product lines. Most retailers keep good records, and they are well aware of what sells and what does not. Many retailers maintain a product request list. If an item has several inquiries, they will usually add that item to the product line. Your local chamber of commerce is a good contact point to begin your efforts.

Customer service is also a common complaint in small communities. Many programs have been developed to address the issue.

One program that has been very successful is the *Mystery Shopper Program*. The retailers are informed that at sometime, unknown to the retailer, a mystery shopper will come into the establishment, make a purchase, and later return the merchandise. The mystery shopper prepares a report regarding the shopping experience and service. The report is then given to the store owner or manager. The program can be tailored to any service, public or private. This and other programs such as the Wyoming Hospitality Program are available by contacting Bill Ellis, Region 1 Director, Wyoming Small Business Development Center, 1400 Dewar Drive, Suite 205, Rock Springs, WY 82901 or call (800) 348-5205.

The University of Wyoming offers merchandising and customer service seminars for retailers, and will conduct them in your area upon request. Contact Tex Taylor at the University of Wyoming or coordinate the request through your local chamber of commerce.

Another program called *Wyoming Welcome* is available to train retail clerks about customer service. If you have a *School to Careers* program in your high school, the course is offered at no cost to the retailer. The retailers are usually required to grant an interview to the students who complete the course. For more information contact the Director of the Rawlins Chamber of Commerce or Janet Hartford at (307) 875-5711.

In some communities the consumer working in conjunction with the local chamber of commerce or retail merchant's association have been successful in getting the retail stores to maintain store hours during the normal lunch and after normal work hours to allow the working population the opportunity to shop. Retailers who have tried this in other communities throughout Wyoming have found that the extended hours significantly increased their business. Again this should be coordinated through the Rawlins Chamber of Commerce.

### **Challenge**

There is only one major grocery store in Rawlins. Consequently, prices are much higher than the surrounding communities that enjoy two or more competitive grocery stores. We heard that families can realize savings of several hundreds of dollars per year by driving to other communities, however, these folks are concerned about the risks of driving the highways, especially in inclement weather.

### **Solution**

Two other communities on the I-80 corridor, Green River and Lyman, are experiencing similar problems. The lack of local competition means longer lines at the check out and product prices that range from 50 to 100 percent higher than in the communities who enjoy the competition of two or more stores.

In the communities of Green River and Lyman, the citizens have appealed to the local governments and economic development associations to actively recruit on additional store. Because of the close proximity of your communities and the I-80 access that each of your communities have in common, I would suggest that you encourage your local governments and economic development groups to join with Green River and Lyman to attract a chain or large independent grocery operation that will serve the three communities. Janet Hartford, Director, Green River Chamber of Commerce (307) 875-5711 and Oliver "Butch" Moretti, Mayor of Lyman (307) 787-6595 have been spearheading the efforts for those two communities.

### **Challenge**

We heard the need to recruit medium size businesses and industries that offer pay scales between the lower paying penitentiary and service jobs and the high paying railroad and refinery jobs.

## **Solution**

Economic Development is a process, and recruitment of new businesses and industries requires hard work, patience and persistence. It also requires a unified effort. So often in small communities economic development efforts become fragmented because the different entities with the community or county work against each other rather than in a unified, cooperative effort.

The Wyoming Economic Development Association (WEDA) along with the Wyoming Business Council is making an aggressive, concerted effort to recruit business and industry into the state. When a business indicates an interest to locate in Wyoming, those leads, as they are called, are sent to the local economic development groups and the chambers of commerce. The Wyoming Business Council commissioned Deloitte and Touche LLC to conduct a study of the entire state, and to recommend the types of businesses and industries that would be best suited for the Wyoming business climate. The WBC has been actively recruiting based on those recommendations. A copy of the study can be obtained from Tom Johnson, South East Regional Director, whose address and telephone number has been referenced several times above.

Many times the infrastructure is not in place in the smaller communities to accommodate a medium or large size business interested in relocating in the state. Many communities have an industrial or business park available, however, those parks may not have adequate infrastructure to attract the types of business the types of businesses they desire to have locate in the community. PacifiCorp and the Wyoming Business Council can provide an independent engineering study to identify the strengths and weaknesses of your area designated or zoned for light or heavy industrial use, and will provide a document that can be used for recruitment as well as providing your local governments with solid recommendations for the industrial park needs.

Because a request for an industrial site evaluation requires the approval of the Wyoming Business Council and PacifiCorp, you should contact Tom Johnson, South East Regional Director, Wyoming Business Council, 1400 E. College Drive, Cheyenne, WY 82007-3298, (307) 635-7735 and Rod Fisher, Regional Community Manager, PacifiCorp, 415 N Street, Rock Springs, WY 82901, (307)352-5202.

## WHAT WAS SAID IN THE INTERVIEWS

The Resource Team spent 3 days interviewing local residents to hear what they had to say. Those being interviewed were directed to answer three questions:

- What are the major problems and challenges in your community?
- What are the major strengths and assets of your community?
- What projects would you like to see implemented in your community in the next two, five, ten or twenty years?

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

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

Identifying what Rawlins actually is – lacking in coordinating of marketing Rawlins  
Like to have more jobs – but not actually having enough work forces  
Building a strong retail community  
Image: outside looking in instead of inside looking out  
Putting laws into effect vs. implementing applying the law without alienating the community  
Future growth with a permanent job base – housing being too expensive renovation vs. tearing it down  
Water is an issue, acquisition and use of surface water rights – water development, not artesian water  
Instability of State Pen long term planning with employment  
Change is not easy  
Image problem with other cities of the state  
Middle range jobs lacking  
State Pen administrative jobs are in Cheyenne – better serve our community if they live in Rawlins  
Does not bring any travelers off the highway into our community  
Aesthetics of Rawlins  
Enticing industry to Rawlins and employment  
City keeping big corporations out of town  
Negativism in the community  
Fiber optics, get it in town  
Grass is greener on the other side mentality in Rawlins  
Shop, go out of town  
Tries to buy locally first, competition for groceries  
Lack of coordination of our community “good old boy syndrome”  
Some groups are incestuous and stays there

Poor customer service  
Not good selections of goods  
Not treated right  
Stores are not accessible  
Lack of leadership training  
Wild life control in Rawlins (squirrels)  
Economy poor  
Equal enforcement of ordinances (perception that some ordinances that police go after certain things and ignore others)  
Excellent groups of citizens identifying problems and no support of the financial end of the community  
Stable work force needs stable childcare systems (24-hour care, infant care; general shortage)  
Economic development money will not be spent on childcare development  
Businesses do not provide the goods here  
No kid's crisis center  
No juvenile detention facility, sent out of community  
WSP leadership not committed to working with the community  
No youth center or facility different than the Rec Center for teenagers  
Lack of resources  
Access to capital funds, difficult for people to get  
Cultural activities brought to town has lack of citizen participation  
Little community action  
Slow economic growth  
More improvement with the school district  
Teenage pregnancy, drinking and nothing to do outside of the school  
Economy  
Little teen activities except sports  
Ditto  
Ditto  
Not enough stores and prices are too high  
Nothing to do and lack of stores  
See more class choices at the high school  
Need more new jobs  
Better economy  
Not enough jobs  
Ditto  
Not enough classes to take at the high school  
Not enough activities outside of the high school  
Not enough businesses  
Not enough to do  
More high school classes (accounting, nursing, photography)  
No community activity (exclusively for teens)  
No education opportunities offered at high school  
Police harass me  
School offers only 2 foreign languages and 2 A.P. courses

New jobs  
Slow business growth  
Teen activities  
School funding  
Not much to do in the community  
Needs to be kept a little better care because it is so ugly  
Nothing for teens to do  
Little community action  
Not friendly  
School district finances  
Lack of stores  
Lack of jobs  
Slow economic growth  
High prices  
New jobs  
More classes at the RHS  
Improve school district with more classes  
Lots of drugs & drinking  
Needs more stores and places to shop  
Needs more activities for the teenagers  
No activities  
Nothing to do out of school  
The town is ugly other then the old part of the town – trees and water  
Emergency response time  
Money  
Poor economy  
Fast food  
Quality of stores  
Very little teen activities  
Lack of activities for teens  
Lack of teen employment  
Not enough things to do, why teenage pregnancy and drinking is high  
Drugs is problem nothing you cannot purchase – alcohol is a large presence  
Drugs not a large problem in school or on campus  
Availability  
Police tagging for speed while people are exchanging drugs in city market parking lot  
Police should focus on major problems instead of harassing kids for traffic violations  
Too dependent on the energy industry  
Work on appearance and presentation  
Too little money to develop key (basic) tourist assets such as the Old Pen  
Rec Center had an Easter Walk, Recreation Ctr. bought donuts – blown separation of church & state out of proportion all over the country – Rawlins is buying into it  
Lack of economic base  
No place to work and really advance unless you work for minimum wage  
Pervasive sense of negativity and complaining  
Lack of self-esteem because of poverty

Not a lot of signage within the community (places of business)  
Some people really DO NOT want to see other people succeed  
Need for funding for the type of programs that churches do for the community  
Social services funding  
Use better signage within the community (beautification)  
Feeling of hopelessness here  
Poverty, lack of economic  
Tremendous amount of alcoholism and drug addiction  
OSHA not allowing anyone under 18 years old to run anything with machines  
Lack of jobs for youth under 18 year olds  
WSP dependence contributes to the depression within the community  
Rawlins could be better organized when it comes to the legislature  
More housing (rental)  
Lack of access to financing for women  
Minorities need to have more access to info about jobs, funding for social services  
Need cultural diversity  
Lack of diversity in gender for county and city employees – females are in administrative levels - there is a wage disparity  
Large employers offer mainly male dominated managerial jobs  
Not enough high paying jobs for women  
People have petty complaints (such as rush minute)  
Lack of industry, jobs, stability in the economy  
Needs a stable industry base to keep people in the community  
Stability funding for education, less for local decisions to be made  
Losing local control  
Environment that some children have to go home to  
Low parent participation  
Schools are more becoming custodial  
Keeping a workable teacher to pupil ratio at the elementary level  
Ditto  
Need more pre kindergarten and kindergarten assessments done – student placed at the right level  
Ditto  
Needs more preschool education opportunity  
Recruiting and maintaining quality educators  
Attracting educators in a tight market  
Training students for vocations  
Recruiting and retaining skilled staff (nurses, doctors, anything in the healthcare profession)  
Hospice  
Healthcare professional shortages leave them overworked  
Desolation, don't have jobs to keep people in town  
Lack of coordination and communication between various groups  
Continuum that goes from social services to healthcare  
No assisted living care  
Assisted Living

Drivers needed for delivering Veterans to Cheyenne at the VA hospital  
Some way to activate seniors. To leave their homes for activities at the Recreation Center  
Family support services  
Ditto for assisted living services  
Noisy vehicles without mufflers  
Ditto to leadership (more focused for Seniors)  
Not aware of any emergency services within the community  
Storm sewers are plugged with dirt, weeds grow in them  
Lack of response to concerns with what the public does have  
City does not communicate with citizens  
More retail competition on part of our businesses with our dollars  
Ditto  
Customer service in business are poor  
Needs of hospice  
Weeds are not being cut in alleys  
Family needs help with paper work for members in need of services  
Customer service needs to be focused on the customer, not fellow employees  
\*Comments were made for the better of the community, not as a Senior Citizen  
\*Ditto  
Beautification (poor looks or aesthetics)  
Economic base (no small & medium sized business)  
Not a diverse economy  
Rawlins does not show well  
People are resigned to the fact that they will go out of town to shop – it's been that way too long  
Town is unkept  
Needs better conveniences throughout town  
Part time employees are discouraged  
Hospital has poor computer system  
Rawlins needs more involvement  
Need County Commissioners to meet with hospital staff, not just administrators  
Hospital board is stagnant  
Long-term nurses are paid less than new nurses  
Lack of medical facilities

## **2. What are the major strengths and assets in your community?**

People in Rawlins

People are some of the best in the world – people leave, a lot come back

Wide-open place with a lot of freedom and opportunity

Geology does not restrict – we can grow

Isolation at its best (incredible amount of resources, clean air, people helping out w/problems)

Support of community

Good transportation between railroad and interstate (no passenger trains)

Infrastructure very good, Rawlins sees a large problem has a tendency to take care of it

Recreation is real strong with good accessibility

Good transportation (lacking in taking advantage of raw materials assembled in Rawlins)

Lacking in communication transportation

Should have the best prison built that can be (State of the Art) – penny pinching by the State is unacceptable (for the birds).

Access to the National Fiber optics lines

Natural resources

Natural resources – hunting, fishing, camping, continental divide trail

Physical location

Wonderful people here dedicated to our community

Volunteers are great which are not utilized

People, warm, friendly and open

People are worth to stay around

Sense of community exists here, caring about our town

Location (I-80)

Lots of hunting fishing and near to the mountains (4-wheeling & snow mobiling)

Small town

Marvelous place to raise family

Concern and love of the community is eminent

Citizens are its greatest strength

People are extremely friendly and helpful

The people band together

Isolation

Great place to raise children – moderate athletic abilities can participate in activities

School district offers a lot of choices to children

We have great Mexican food

People in Rawlins are very friendly

Friendly people

Good schools

Reasonable property prices

Safe

Committed citizens

Beautiful parks

Golf course

Fair amount of infrastructure for such a small town (radio, hospital, higher Ed, full school system, newspaper)

A lot of inner denominational interaction – (women organization, mothers of preschoolers

(Mops), community wide Thanksgiving service

Rawlins Church Clergy Association

Core community of people who have lived here all their lives and want to be here

Strong core industries here  
Economy is strong and diverse  
City Council is meeting with all of its boards and commissions within the city and the county  
Set up perfect and running smooth in a four years  
Core of positivist  
Seven or eight churches are participating in the Church clergy on a regular basis  
Group of people who have the ability to look at problems and find solutions  
A lot of involvement  
City and county officials cooperative with each other  
Ton of recreation here  
Large amount of business owners in Rawlins are women  
Good cultural diversity  
Great community  
Good people in the community  
Good place to raise the family  
Under employed so they can stay to raise their family here  
I-80 and Hwy 287 (soon to be 4 lanes) can head north to Casper & pick up I-25  
Excellent school district  
Provides high quality education  
Looking to grow  
Especially good emergent care, efficient  
Community is dedicated to education and their youth  
Build upon our history of our people  
Community College (2 & 4 Year degrees offered)  
Excellent and diverse school facilities  
Strong staff  
Rawlins is a nice place to live  
A lot of course offerings at the secondary level  
Prepare students well for college  
BOCHES (Board of Cooperative Higher Educational Services)  
TQE (Teacher Quality Enhancement)  
5<sup>th</sup> Year Program for Associates Degree  
Alternative School  
Boys Town Program  
Very strong and active religious leaders  
Sundin scholarship  
Agencies try to be as cooperative as possible  
Wonderful Health care  
Skilled healthcare professionals  
Senior services  
Can receive as good or better care at the Memorial Hospital of Carbon County  
Have the best emergent care system in 7 states worked in  
Efficiency with trauma to other care beyond abilities here transported fast  
High quality of patient care, relationship develop because of small town  
Hospital has good things to offer

Good feeling in our county and community  
State of Wyoming has a lot to offer  
Enjoys the slower pace of Wyoming  
Caring attitude here that is not seen in big cities  
Absence of the negative side of humanity  
Feel like I'm making a difference in  
Individual have the ability to anonymity and discretion  
Parking is great  
Not having to have escorts to your car  
Safer, cheaper  
Has a sense of community  
Well funded  
Well founded  
Primary is patient care and in the position we can do that  
Commend the County Commissioners for their support and cooperation  
Sheriff and Police Chief are very cooperative  
CCHE may now have funding to grow  
Blessed with positive and dynamic citizens that keep the community moving forward  
Awesome technological tools  
First responder teams are great, they genuinely care  
Good technological assets  
Has an outpatient clinic for neurologists, cardiologists  
Has brought back OB services  
Tries to accommodate that needs of the community  
Great people & agencies  
Good law enforcement  
Transportation during normal duty hours – SS bus and CATS bus  
Suggested (not mandatory) donation of .50 Cents per ride  
City and City employees getting jobs done  
Community is willing to volunteer efforts and donate money  
Very giving community  
Willing to work together  
Community strong  
Recreation is strong: Rec Center, Golf Course, Depot  
Development of Carbon County of Wyoming Emergency Management Association  
(WEMA)  
A lot of training with City of Rawlins with HAZMAT  
Hospital staff is very well trained with crisis due to I-80  
WY State Pen and availability of food supplies in case of emergency (30 day stock pile of supplies)  
Red Cross is full-time staff of 8 hours per day  
Small town  
Good place to raise children  
Excellent teachers  
Teachers are dedicated  
Have tried to beautify the town to make it look better

**\*\*Continue beautification efforts**

Ditto

Recreation

Protect history and cultural because it is so short

Water and sewer systems are upgrade to a tremendous asset

Public Works Director is on the National Water Board

Good working relations with County Community

Good emergency people within the community

Wyoming – wonderful place to live

Good place to raise family

Don't have to drive forever for recreation or beauty

Quality of life

People in Rawlins are nice, helpful & friendly

Good community

Good sized community

Good people

Prejudices have diminished over the years

Independent people

Wonderful place to raise our children

Wonderful caring people

Good school system

Good medical care for general medicine

Good services for seniors with some gaps

Transportation within the City is wonderful

Ability to go directly to the source

Seniors are a good asset for the community

Vibrant of seniors within the community

People

Great efforts to beautify the downtown (wider streets, flags, old-fashioned lamp posts

Proud of our charming little storefront in "Historic Downtown"

People, parents, families

Great place to bring kids up

Friendly

Great recreational opportunities for kids

Good place to raise families

Outdoor recreation

Pedestrian/bike path

People here are the strength

Business work hard

Great community pulls together

Good church support

### **3. What projects would you like to see implemented in your community in the next 2, 5, 10 or 20 years**

Get passenger trains back to Rawlins  
Major restructure of the telephone system (cannot plug into fiber optics at home)  
Build a partnership with Department of Corrections, to work together  
Two years, to increase shopping, needs another grocery store needs competition  
Manufacturing center, (distribution & assembly) strong manufacturing community long term,  
Blue-collar town that can work with their hands  
Distribution of goods for truck travel  
Light manufacturing similar to 4-wheelers and snow mobiles  
Drawing retirement aged people  
Campaign to put billboards at strategic places to access travelers to the Olympics  
Beautification, clean up junkyards, corrals, continually work at it (find diplomatic way to clean  
Activities for youth  
Up and stay with it)  
Better dependable public access system or better  
Residential access for people with disabilities  
(Sidewalk maintenance needs to be better, should be part of the city's responsibility)  
Green belt implemented geared for what it looks like from the highway  
Would like a huge attraction  
Sam's Club  
Beautification process along I-80  
Having the best Penitentiary there is (improve training, simple programs to train & educate  
Inmates (rehabilitation)  
Community help beautify the corrals  
Prison industry incorporated out there  
Rumor that city keeping business out of town is absolutely not true  
City has done it's level best to recruit business & industry (attitude) Concerted effort to educate  
The community to overcome attitude (public relations)  
Resource council established or functioning council  
Apathy tired and people do not come to meetings – get people more interested (reorganize the  
Way information is dispersed)  
Beautification, clean up Cedar Street, something to attract tourist's downtown clean up  
Abandoned buildings  
Another grocery store for competition to keep dollars within our community and stay in town  
Agricultural community is important and running into bureaucracy (education about agriculture)

Major employers be more committed to their employees by listening and finding out what the  
Employee's needs are  
Bring in a core corporate business (factory outlet)  
Community rallies around one project  
Community art center  
Beautification of the curbs  
Service road of connecting the west end to the hospital with green belts & Higley Boulevard  
Include a statue of General Rawlins  
Look at a diversified tax base for long-term  
More financial support for local business both in expansion and new business  
Golf course is going to be a tremendous draw for tourism to the community  
Billboards advertising parks  
Develop juvenile detention center  
Develop a short-term crisis center  
A new bigger convention facility to bring in larger exhibits and functions  
Community welcome wagon  
More opportunity for small business  
Recreation Center  
Recreation Center  
Crime free  
Not a lot of pollution  
Know your classmates  
Community involvement in activities  
Free land to ride recreational vehicles  
Lake  
Lake  
Lake and land for recreational vehicles  
Mountains, desert and lake  
Lots of recreational opportunities  
Free open space  
Not a lot of crime  
Better variety of activities  
Skating rink – indoor  
More business commerce  
Beautification specifically trees  
More classes to choose from variety  
More variety of businesses  
Motor cross track  
Ditto  
18 and under club  
Club and business (discount – Sams)  
Club and variety of classes  
Variety of classes  
Hang out parking lot for youth to listen to their music

Club allowing 18 and older (dance club)  
Club – less police for such a small town  
Police bored – and follow kids around (overbearing)  
Ditto on club & super Wal-Mart  
Community hobby – racetrack funded by the city or state  
Amusement park  
Racetrack funded by city or state  
More activities for the community to be involved together  
Low crime rate  
No crime  
No pollution  
Free and open space  
Rec center, baseball fields, walkways  
Support for school activities  
Summer activities  
Low crime  
Lake  
School is very safe  
Small community  
Know pretty much everybody  
Feel pretty safe  
Open land and fresh air  
More small business opportunity  
Rec center  
More one on one with teachers  
Parks  
Lake  
Different outdoor activities  
Crime rate low  
Rec center  
Small business  
Not much crime  
Low pollution  
Lake  
Outdoor/activities  
Good people  
Less crime  
Recreation center  
Safe community  
More small business  
Low crime & pollution  
Small town life  
Low population  
Low pollution  
Knowing everyone  
Crime free

Easy to get around  
Free land to ride recreational vehicles on  
Community involvement in activities  
Small community  
Support from our classmates  
Know everybody and don't feel lost among a lot of people like in big cities  
Bring back some of the electives  
Computer electronics  
Nursing  
More languages other than Spanish and French  
Sign language German  
Theatrical problems  
Feels safe coming to school –  
Administration is overbearing  
Rules are way too drastic  
More students parking  
Change rules every single year  
Nice to have the same principal from year to year  
Has gone through three sets of principals – styles and expectations change  
Inconsistency with grades  
Quit building baseball fields  
A drag racing track  
Community funding for a racetrack  
New stores  
More commerce  
Same small community  
New school superintendent  
More youth places, teen center  
More variety of classes  
More business  
Improve trees, flowers, and colors  
Teen clubs  
Super Wal-Mart & Sam's Club  
More stores  
Clubs (dance)  
Better variety of activities (affordable)  
Better law enforcement (fair) not overbearing  
More businesses  
Beautification  
More variety of businesses  
Teen club  
Dance club  
More businesses  
Beautification  
More class variety  
Less trash around town

Better school district  
Store like super Wal-Mart  
More variety of classes  
Set teaching positions  
Wildlife and vegetation preservation  
Larger businesses to move in  
More of town beautification  
A pro motor cross course  
Bigger business block  
More teen activities  
Need bigger variety of classes in the high school  
Walking track  
Sports fields  
Golf course  
Should be some planning and preparation for oil & gas developments occurring.  
Keep those  
People here when the development goes away.  
Long range planning for a continuing work force  
Glenn Addition cleaned u  
Effort put into dealing with the Legislature better, more organization.  
Evening and weekends activities for kids without alcohol (facility based)  
State of Wyoming start returning the severance tax to the cities (bigger share of the severance  
Back to the communities  
Tourism development on a state wide level  
Landscaping and beautification  
Cautious about being restrictive for the church groups.  
Encourage faith-based initiatives  
Homeless shelter for locals and transients  
Amoco donates pipe for a fence at the Glenn Addition and inmates build the fence  
Spanish radio station  
Mobile arts/cultural trailers  
Expanding vocational skills to include minority interests  
Hispanic festival to display Hispanic culture  
More multi-cultural activities (international week would be great – get high school involved)  
Ditto  
Work with UW to help create multi-cultural board  
Have musical festival (similar to Kemmerer & Saratoga)  
Vocational learning center (BOCES)  
Expansion or Partnership of the Higher Ed Center with industry  
Expand to be offered to Carbon County School District Two  
Look forward to the needs of the gas companies (Vocational Training)  
Bakery  
Assess needs of energy companies for training  
Turn Hwy 287 into a four-lane highway in next 5 to 10 years

5<sup>th</sup> Year Program comes to reality  
Vocational Training Program  
5 yrs. Enhanced to preschool students  
International Baccalaureate Program  
K-12 Spanish w/ exchange program with Mexico or Costa Rica for students who continues for 11 or more years w/program  
Bring parents in after school hours to learn computers  
Senior centers are working with AARP for a single point of information  
Rawlins needs to build on strengths and keep doing it  
Rawlins needs to model to other communities  
Open communication channels, groups and agencies should expand their networking  
Partnering up with other groups in other towns  
Independent assisted living in two years  
Adult daycare in two years, coordination between various entities  
Adult daycare assessment  
Hospice, like to see it county wide  
Respite care  
Health occupations back into the school  
Adult daycare  
Hospice care  
Mental health services with stronger collaboration, including teen substance abuse  
Hospice  
Return healthcare programs back into the school education curriculum  
Get financial assistance from state, county, whatever  
Communication & funding  
Will be providing education on healthcare through the vocational program at Higher Ed  
Awareness campaign  
Teen after care (counselors provided for teens after treatment)  
Continue beautification efforts  
Long term planning from city for water supply and what is needed to keep city in good condition  
Resurfacing streets plan, go back to plan of taking care of so many streets per year  
Viable jail for the County  
Tin Can Hill area, improve beautification  
New animal shelter that is substantial  
Coordinating utilizing the community for projects  
Utilize RHS clubs for volunteerism  
Volunteers to help beautify the city  
Local Historic District and place building on a Historic Register  
Education or Communication of what the community has (Community Awareness) of ongoing projects  
Start assisted living facility  
Beautification and keep it clean  
6 months will be doing a Sr. Citizens survey for assisted living  
1 year will be trying for assisted living in back of nursing home  
City of Rawlins be involved partnering with assisted living

Assisted living  
Emergency plans to be publicized as soon as possible  
Identify common goals for this community  
Get buy in once the common goals are established  
Pro-active: anticipate rather than reactive when problems arise  
Hospice plan  
Disappointed more seniors did not participate with this meeting  
Leadership within the community  
We need elected public official that represents all the citizens  
Needs a leader like Sam Tully?  
Youth program employed by the city: expanded to County wide to work with the seniors  
Political support enforceable codes for beautification: needs community support  
Assisted living & will donate with the program  
Twenty-year goal: establish a stable and diversified economy  
Encourage the Chamber of Commerce to become more active in recruiting business  
Daily Times: admire his guts because he takes a stand, many issues of concern are not published in the local paper; has lack of staff, funding issue?  
Expand news coverage using high school students or stringers or neighborhood reporters  
Public private partnership to create a commission within three months of publishing of this report to explore what is needed to established to follow up on assessment  
Adult day care  
Hospice care  
Providing qualified people to fill positions of pool nurses  
Assisted living program  
Adult day care  
Need to educate young people here to develop our own nurses  
Reinstall health care values in young people  
Need to educate the public the separate elements of the government  
Instill community pride of profession  
High school dropped the nursing program from curriculum two years ago  
Need to get the educators included in the healthcare circle & in community development  
Young people seem to want to leave, need professions to keep them here  
Some agencies do not share information (not part of the team)  
People that live here all the time do not appreciate what is here  
Grass is always greener on the other side of the fence is not always true  
Agencies need to coalition build, including the education sector  
Too much money being spent on recreation for a small community  
City staff being taxed because of expanded green areas  
Not enough trained staff for aquatics facility  
Development of volunteers is very hard  
Utilizing volunteers needs improvement  
Time to train volunteers, 2hr training vs. being slapped into the job  
Getting people to train other volunteers  
Same volunteers responding for the 17 agencies under United Way  
Transportation limited only to bus (Greyhound)  
Place to purchase clothing and shoes

Stores partnering with other stores in neighboring stores in other communities  
Younger volunteers willing to transport older citizens out of town for doctors  
Stores partnering with other stores in neighboring stores in other communities  
Stores partnering with other stores in neighboring stores in other communities  
Springtime and fall parks are filled with dandelions  
Cement median is full of weeds on the streets  
Weeds block the storm drains after rainstorms due to sand collected in the drains  
Sidewalks need repair  
Curbs need repair  
Emergency: do we have any plans?  
Consolidate efforts amongst non-profits  
Economic and population problem  
Light pollution within the city limits  
Lack of senior accommodations within the county  
Getting seniors aware of the services available, Rec Center & Sr. Center  
Modify fee schedule for seniors for Rec Center  
Lack of leadership within the community, especially amongst younger people  
Lack of coordination of services  
Lack of pride in appearance (beautification)  
Assisted living for seniors  
Get people to clean up Cedar Street from McDonald's to downtown  
Clean up  
Paint, trash removal, etc.  
Property owners of the Corral area are unwilling to clean up (paint a living visual  
blockade of trees so this area is not visible from I-80  
Clean up the main streets (Cedar & Spruce)  
Clean up Fox Theater (Strand), Batchelor house, Husky station (Cedar Street)  
PA system at the High School (possibly sponsored by the Booster Club)  
Bring medium service industries to service the bigger industries  
Need company to recommend computer program that is user friendly  
Ed to improve moral w/ staff at the hospital  
Hospital staff needs to open dialogue w/community leaders  
Give incentives/bonus to staff working long  
Encourage people to keep homes/businesses clean