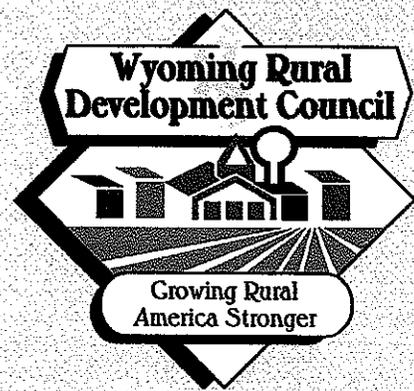


Wyoming Rural Development Council



Resource Team Report for the Rawlins Community Assessment

October 10-12,
2006

"The mission of the Wyoming Rural Development Council is to create partnerships that result in effective, efficient and timely efforts to enhance the viability of rural Wyoming"

Welcome from the Wyoming Rural Development Council!

Wyoming Rural Development Council

The Wyoming Rural Development Council (WRDC) 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.



Community Assessment Program

The Community Assessment Program in Wyoming began in the year 2000 and is designed to help communities develop locally conceived and driven development strategies.

The community assessment program helps communities and counties develop a "big picture" objective assessment of their challenges and opportunities, socially, economically and environmentally.

Today, the WRDC has facilitated community assessments in 76 Wyoming communities and one county. In addition, the WRDC has created a network of over 375 trained team members that volunteer their time to Wyoming communities on these assessments.

Many Wyoming communities have used this report to begin a plan of action for their community, often with amazing success. To learn more about how communities have effectively used this process to create a plan and implement objectives and goals, take a look at the, Five Year Community Assessment Synopsis entitled, "Empowering Rural Communities to Build Their Own Future," which is available on our website.

To learn more about the Wyoming Rural Development Council and our programs contact us!

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Rawlins recreation center listening session



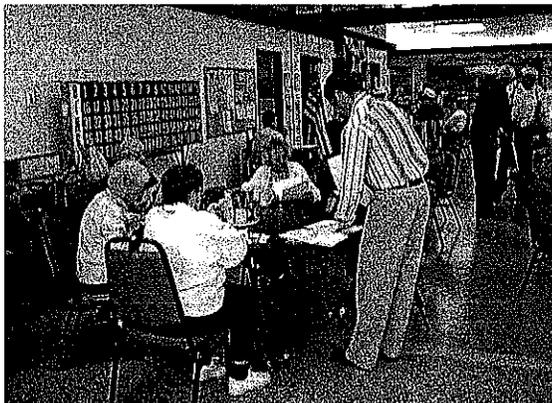
Any recommendations contained herein are not mandatory. The Wyoming Rural Development Council has not endorsed any recommendations and opinions contained herein. Neither the WRDC, nor any of its employees, contract labor, committee chairs, and/or members makes any warranty, express or implied, including 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 the Rawlins Community Assessment Report

Process

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

The City of Rawlins requested a five year follow-up community assessment from the Wyoming Rural Development Council. The original community assessment was completed September 11-13, 2001. The WRDC offers to revisit communities five years after completing an assessment to examine what has been accomplished, learn what changes the community has experienced since the first assessment and give recommendations and resources to accomplish the identified projects and goals. Deb Lucero served as the community contact and took the lead in agenda development, logistics and publicity in 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.



Logistics

The Resource Team toured Rawlins and interviewed approximately 225 people over a

three day period October 10-12, 2006. The team interviewed representatives from the following segments of Rawlins: Health Care, Emergency Services Retail, Business, Industrial Non-profit groups, Parents, City, County, Law Enforcement, Youth, High School, Education, Seniors, Banking / Financial, Educators, Churches, Civic Groups, Senior Citizens, Board's, Commission's, Council's and the general public. Listening sessions were held at various locations in Rawlins. 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 the next two, five ten and twenty years in the Rawlins?*

Report Development

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 the Wyoming Rural Development Council's Report to Rawlins.

Follow-up

Following the oral report, a formal written report is prepared and presented to the City of Rawlins.

Executive Summary

In conducting this Assessment, it was apparent to the Resource Team that there is a strong and committed core of Citizens in Rawlins who want to keep Rawlins healthy and make it a more vibrant community. Much progress has been made since the last Assessment five years ago. Building on past successes is the key to community involvement and support. Taking each job one-step at a time and building on the small successes is a lesson that the community has already learned. Some of the challenges outlined in this document are large and perhaps daunting but they can be accomplished with the same persistence, patience and political will.

There are number of short term, accomplishable recommendations that the resource 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 that has involved a large number of citizens will lead to a feeling of accomplishment that will carry over into other activities.

Each of you individually must decide what it is that you want to do, what type 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 goals for Rawlins. 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, and you can do it.

On behalf of the Rawlins Resource Team, I want to thank the community and our sponsors for the warm hospitality shown to us during our stay. The meals were incredible and accommodations were outstanding. We heard over and over in the listening sessions that Rawlins has caring and concerned citizens and we certainly can attest to that! Thank you very much.

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

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

Sincerely,

Dave Spencer

Resource Team Leader

Rawlins Community Profile

Rawlins, incorporated in 1886, was named after General John A. Rawlins, Chief of Staff of the U.S. Army. The city is located along I-80 in south-central Wyoming, midway between Cheyenne and Rock Springs and is surrounded by desert, mountains, rivers, prairie, wildlife, and history. Outdoor recreation includes hiking, mountain biking, skiing, snowmobiling, hunting and fishing. One of America's best known trout streams, the North Platte River, is just a few miles from town.

The Wyoming Frontier Prison, on the National Register of Historic Places, was used as the state penitentiary until 1981. Rawlins has federal, county, and city offices as well as a diverse retail community. The three main employers are Union Pacific Railroad, the penitentiary, and Sinclair Oil Refinery. The city offers a modern hospital as well as good schools, beautiful parks and an outstanding recreation center. In addition, Rawlins has a new 18-hole golf course.

Memorial Hospital of Carbon County has 35 beds, CT Scan, mobile MRI, ultrasonography, mammography, intensive care, OB unit, nuclear medicine, a fully equipped laboratory, children's clinic, extended care facility and a physician-staffed emergency room. Emergency medical air transportation links the hospital to Casper, Cheyenne, Denver and Salt Lake City. Other professional services offered are South Central Wyoming Health Care and Rehabilitation, 24-hour ambulance service, Public Health Department, Senior Citizens Center, senior citizens apartment complex, dentists, physicians and optometrists, clinic hours held by out-of-town specialists, as well as home health care services.

The Rawlins Recreation Center is a modern facility that offers a host of indoor activities including three full-size basketball courts, a walking track, racquetball, handball courts, and a full indoor shooting range.

Rawlins Statistics	
County	Carbon
Zip Code	82301
Elevation	6,755 feet above sea level
Area	7.4 square miles
Latitude	41.79° north of the equator
Longitude	107.24° west of the prime meridian
July Average High / Low Temperature	83.7° F / 51.4° F
January Average High / Low Temperature	30.8° F / 12.6° F
Estimated City Distances:	
Denver, CO	243 Miles

Billings, MT	394 Miles
Salt Lake City, UT	289 Miles
Boise, ID	581 Miles
Rapid City, SD	439 Miles

Rawlins Demographic Report (Estimate)

Population

The estimated 2005 population for Rawlins was 8,358. The population in 1990 was 9,057 representing a -7.7% change. It is estimated that the population in Rawlins will be 8,214 in 2010, representing a change of -1.7% from 2005. The population is 50.9% male and 49.1% female. The median age of the population is 37.9, compared to the U.S. median age which is 36.3. The population density is 1,129 people per square mile.

Households

There are 3,364 households in Rawlins. The Census revealed household counts of 3,309 in 1990, representing an increase of 1.7%. It is estimated that the number of households in Rawlins will be 3,405 in 2010, representing a change of 1.2% from 2005.

The median number of years in residence is 3.41. The average household size is 2.42 people and the average family size is 2.95 people. The average number of vehicles per household is 2.1.

Income

The median household income for Rawlins is \$39,568, compared to the U.S. median which is \$46,350. The Census revealed a median household income of \$27,529 in 1990 representing a change of 43.7%. It is estimated that the median household income will be \$44,323 in 2010, which would represent an increase of 12.0% from 2005.

The per capita income is \$21,235, compared to the U.S. per capita, which is \$23,594. The 2005 average household income is \$51,228, compared to the U.S. average which is \$61,553.

Race & Ethnicity

The racial makeup of Rawlins is as follows: 86.2% White; 0.6% Black; 1.2% Native American; 0.8% Asian/Pacific Islander; and 8.3% Other. Compare these to the U.S. racial makeup which is: 75.7% White, 12.2% Black, 0.8% Native American, 4.3% Asian/Pacific Islander and 4.6% Other.

People of Hispanic ethnicity are counted independently of race. People of Hispanic origin made up 21.4% of the current population, compared to the U.S. makeup of 14.4%.

Housing

The median housing value for Rawlins was \$55,095 in 1990, compared to the U.S. median of \$78,382. The 2000 Census median housing value was \$72,917, which is a 32.3% change from 1990. In 1990, there were 2,244 owner occupied housing units in Rawlins versus 3320 in 2000. Also in 1990, there were 1,065 renter occupied housing units versus 1,071 in 2000. The average rent in 1990 was \$231 versus \$297 in 2000.

Employment

There are 4,395 people over the age of 16 in the labor force in Rawlins. Of these 95.8% are employed, 4.2% are unemployed, 33.6% are not in the labor force and 0.0% are in the armed forces. In 1990, unemployment in this area was 3.8% and in 2000 it was 3.5%. There are 3,608 employees (daytime population) and there are 450 establishments.

In 1990, 45.05% of employees were employed in white-collar occupations and 55.0% were employed in blue-collar occupations. In 2000, white-collar workers made up 45.6% of the population, and those employed in blue-collar occupations made up 54.4%. In 1990, the average time traveled to work was 8 minutes and in 2000 it was 10 minutes.

Rawlins Business Report (Estimate)

Daytime Population: Total Employees	3,608
Business Counts: Total Establishments	450

Employees By Occupation	2005	% of Total
"White Collar" Employees	2,018	55.9%
Administrative Support Workers	643	17.8%
Executive Managers & Administrators	336	9.3%
Professional Specialty Occupations	479	13.3%
Sales Professionals	103	2.9%
Sales Workers & Clerks	378	10.5%
Technical Sales & Administrative	7	0.2%
Technologies & Technicians	73	2.0%
"Blue Collar" Employees	1,589	44.0%
Construction, Repair & Mining	108	3.0%
Farming, Forestry & Fishing	86	2.4%
Handlers, Helpers & Laborers	140	3.9%
Machine Operators, Assemblers & Inspectors	56	2.3%
Other Services Field Based	20	0.6%
Other Services Site Based	656	18.2%
Precision Craft & Repair	359	10.0%
Private Household Service	0	0.0%
Protective Services	61	1.7%
Transportation & Materials Moving Workers	102	2.8%

Establishments: Size	2005	% of Total
1 - 4 Employees	294	65.3%
5 - 9 Employees	81	18.0%
10 - 19 Employees	37	8.2%
20 - 49 Employees	27	6.0%
50 - 99 Employees	7	1.6%
100 - 249 Employees	3	0.7%
250 - 499 Employees	0	0.0%
500 - 999 Employees	1	0.2%
1,000+ Employees	0	0.0%

Major Industry: Employees	2005	% of Total
Agricultural, Forestry, Fishing	15	0.4%
Construction	118	3.3%
Finance, Insurance & Real Estate	153	4.2%
Manufacturing	35	1.0%
Mining	19	0.5%
Public Administration	445	12.3%
Retail Trade	941	26.1%
Services	1,742	48.3%
Transportation & Communications	87	2.4%
Unclassified	1	0.0%

Wholesale Trade	53	1.5%
Major Industry: Establishments	2005	% of Total
Agricultural, Forestry, Fishing	5	1.1%
Construction	20	4.4%
Finance, Insurance & Real Estate	32	7.1%
Manufacturing	5	1.1%
Mining	4	0.9%
Public Administration	51	11.3%
Retail Trade	100	22.2%
Services	195	43.3%
Transportation & Communications	20	4.4%
Unclassified	1	0.2%
Wholesale Trade	16	3.6%
Retail Trade: Employees	2005	% of Total
Auto Dealers & Gas Stations	246	26.1%
Bars	19	2.0%
Building Materials Hardware & Garden	43	4.6%
Catalog and Direct Sales	4	0.4%
Clothing Stores	3	0.3%
Convenience Stores	31	3.3%
Drug Stores	13	1.4%
Electronics & Computer Stores	33	3.5%
Food Markets	94	10.0%
Furniture Stores	8	0.8%
General Merchandise Stores	64	6.8%
Home Furnishings	13	1.4%
Liquor Stores	10	1.1%
Music Stores	0	0.0%
Other Food Service	6	0.6%
Other Food Stores	3	0.3%
Restaurants	280	29.7%
Specialty Stores	72	7.6%
Total Retail Trade	942	100.0%
Retail Trade: Establishments	2005	% of Total
Auto Dealers & Gas Stations	16	16.0%
Bars	7	7.0%
Building Materials Hardware & Garden	5	5.0%
Catalog & Direct Sales	1	1.0%
Clothing Stores	2	2.0%
Convenience Stores	5	5.0%
Drug Stores	1	1.0%
Electronics & Computer Stores	5	5.0%
Food Markets	3	3.0%
Furniture Stores	2	2.0%
General Merchandise Stores	5	5.0%

Home Furnishings	5	5.0%
Liquor Stores	3	3.0%
Music Stores	0	0.0%
Other Food Service	1	1.0%
Other Food Stores	1	1.0%
Restaurants	17	17.0%
Specialty Stores	21	21.0%
Total Retail Trade	100	100.0%

Service: Employees	2005	% of Total
Advertising	3	0.2%
Auto Repair/Services	550	31.6%
Beauty and Barber Shops	19	1.1%
Child Care Services	49	2.8%
Colleges & Universities	6	0.3%
Computer Services	8	0.5%
Dry Cleaning & Laundry	6	0.3%
Entertainment & Recreation Services	56	3.2%
Health & Medical Services	112	6.4%
Hospitals	174	10.0%
Hotels & Lodging	208	11.9%
Legal Services	38	2.2%
Membership Organizations	43	2.5%
Miscellaneous Repair Services	23	1.3%
Motion Pictures	18	1.0%
Museums & Zoos	5	0.3%
Other Business Services	114	6.5%
Other Education & Library Services	11	0.6%
Other Personal Service	25	1.4%
Primary & Secondary Education	184	10.6%
Professional Services	15	0.9%
Social Services	75	4.3%
Total Services	1,742	100.0%

Service: Establishments	2005	% of Total
Advertising	1	0.5%
Auto Repair/Services	17	8.5%
Beauty and Barber Shops	11	5.5%
Child Care Services	5	2.5%
Colleges & Universities	1	0.5%
Computer Services	4	2.0%
Dry Cleaning & Laundry	3	1.5%
Entertainment & Recreation Services	10	5.0%
Health & Medical Services	32	16.1%
Hospitals	3	1.5%
Hotels & Lodging	22	11.1%
Legal Services	15	7.5%

Membership Organizations	21	10.6%
Miscellaneous Repair Services	8	4.0%
Motion Pictures	3	1.5%
Museums & Zoos	1	0.5%
Other Business Services	10	5.0%
Other Education & Library Services	1	0.5%
Other Personal Service	5	2.5%
Primary & Secondary Education	8	4.0%
Professional Services	7	3.5%
Social Services	11	5.5%
Total Services	199	100.0%

Rawlins Consumer Expenditure Report (Estimate)

	2005 Estimate	2010 Projection	% Change 2005 - 2010
Total Households	3,364	3,405	1.2%
Total Average Household Expenditure	\$44,256	\$47,396	7.1%
Total Average Retail Expenditure	\$19,255	\$20,585	6.9%

Consumer Expenditure Detail (Average Household Annual Expenditures)

	2005 Estimate	2010 Projection	% Change 2005 - 2010
Airline Fares	\$285.41	\$310.55	8.8%
Alcoholic Beverages	\$460.06	\$495.92	7.8%
Alimony & Child Support	\$217.00	\$236.68	9.1%
Apparel	\$1,936.90	\$2,069.70	6.9%
Apparel Services & Accessories	\$295.09	\$321.41	8.9%
Audio Equipment	\$74.48	\$79.39	6.6%
Babysitting & Elderly Care	\$339.27	\$364.21	7.4%
Books	\$54.62	\$58.81	7.7%
Books & Supplies	\$123.21	\$135.92	10.3%
Boys Apparel	\$105.57	\$111.09	5.2%
Cellular Phone Service	\$228.14	\$240.59	5.5%
Cigarettes	\$306.82	\$317.43	3.5%
Computer Hardware	\$304.20	\$330.62	8.7%
Computer Information Services	\$30.35	\$32.96	8.6%
Computer Software	\$43.61	\$47.36	8.6%
Contributions	\$1,569.72	\$1,705.64	8.7%
Coolant & Other Fluids	\$7.23	\$7.71	6.6%
Cosmetics & Perfume	\$87.75	\$93.91	7.0%
Deodorants & Other Personal Care	\$24.26	\$25.94	6.9%
Education	\$878.11	\$966.83	10.1%
Electricity	\$1,212.37	\$1,272.49	5.0%
Entertainment	\$2,402.03	\$2,581.80	7.5%

Fees & Admissions	\$576.89	\$632.98	9.7%
Finance Chgs Exc Mort & Veh	\$452.93	\$481.51	6.3%
Floor Coverings	\$58.71	\$66.18	12.7%
Food & Beverages	\$6,721.64	\$7,143.15	6.3%
Food At Home	\$3,643.68	\$3,831.03	5.1%
Food Away From Home	\$2,617.90	\$2,816.20	7.6%
Footwear	\$345.41	\$364.40	5.5%
Fuel Oil & Other Fuels	\$121.68	\$129.42	6.4%
Funeral & Cemetery	\$76.99	\$82.26	6.8%
Furniture	\$475.95	\$519.05	9.1%
Gasoline & Oil	\$1,589.18	\$1,686.02	6.1%
Gifts	\$1,157.25	\$1,263.99	9.2%
Girls Apparel	\$128.69	\$136.28	5.9%
Hair Care	\$48.16	\$51.49	6.9%
Hard Surface Flooring	\$23.21	\$25.24	8.7%
Health Care	\$2,819.77	\$2,982.74	5.8%
Health Care Insurance	\$1,467.20	\$1,551.81	5.8%
Health Care Services	\$682.79	\$719.66	5.4%
Health Care Supplies & Equip	\$669.78	\$711.26	6.2%
Household Services	\$269.60	\$295.10	9.5%
Household Supplies	\$618.74	\$674.45	9.0%
Household Textiles	\$133.61	\$144.67	8.3%
Housewares & Small App	\$867.08	\$942.19	8.7%
Indoor Plants & Fresh Flowers	\$58.34	\$63.20	8.3%
Infants Apparel	\$98.86	\$104.81	6.0%
Jewelry	\$117.84	\$128.63	9.2%
Legal & Accounting	\$84.65	\$90.18	6.5%
Magazines	\$30.57	\$32.90	7.6%
Major Appliances	\$219.07	\$235.19	7.4%
Mass Transit	\$76.69	\$83.42	8.8%
Men's Apparel	\$336.57	\$360.53	7.1%
Mortgage Interest	\$3,433.69	\$3,741.10	9.0%
Natural Gas	\$456.20	\$482.51	5.8%
New Car Purchased	\$1,380.43	\$1,510.90	9.5%
New Truck Purchased	\$1,063.90	\$1,164.58	9.5%
New Vehicle Purchase	\$2,444.32	\$2,675.48	9.5%
Newspapers	\$63.85	\$68.76	7.7%
Oral Hygiene Products	\$22.29	\$23.84	7.0%
Other Lodging	\$470.67	\$520.80	10.7%
Other Miscellaneous Expenses	\$87.18	\$92.68	6.3%
Other Repairs & Maintenance	\$133.24	\$144.91	8.8%
Other Tobacco Products	\$34.10	\$35.24	3.3%
Other Transportation Costs	\$509.11	\$550.85	8.2%
Other Utilities	\$376.16	\$397.99	5.8%
Paint & Wallpaper	\$59.25	\$64.27	8.5%
Personal Care Products	\$144.66	\$154.77	7.0%

Personal Care Services	\$414.84	\$443.51	6.9%
Personal Insurance	\$459.64	\$499.15	8.6%
Pet Supplies & Services	\$238.02	\$254.27	6.8%
Photographic Equip & Supplies	\$107.49	\$114.89	6.9%
Plumbing & Heating	\$99.93	\$109.26	9.3%
Property Taxes	\$1,444.41	\$1,580.27	9.4%
Public Transportation	\$443.22	\$482.25	8.8%
Records/Tapes/CD Purchases	\$118.95	\$126.48	6.3%
Recreational Equip & Supplies	\$968.95	\$1,038.18	7.1%
Rental Costs	\$2,380.95	\$2,444.37	2.7%
Roofing & Siding	\$72.76	\$79.24	8.9%
Satellite Dishes	\$9.33	\$9.93	6.4%
Shaving Needs	\$10.36	\$11.08	6.9%
Shelter	\$8,818.19	\$9,469.64	7.4%
Telephone Svc Excl Cell	\$889.37	\$939.20	5.6%
Televisions	\$108.74	\$115.78	6.5%
Transportation	\$9,197.91	\$9,850.44	7.1%
Tuition	\$754.89	\$830.91	10.1%
Used Car Purchase	\$1,172.74	\$1,228.60	4.8%
Used Truck Purchase	\$714.21	\$748.32	4.8%
Used Vehicle Purchase	\$1,886.95	\$1,976.92	4.8%
VCRs & Related Equipment	\$44.85	\$47.70	6.4%
Vehicle Insurance	\$1,073.15	\$1,142.28	6.4%
Vehicle Repair	\$722.06	\$769.25	6.5%
Vehicle Repair & Maintenance	\$729.29	\$776.97	6.5%
Video & Audio Equipment	\$856.19	\$910.63	6.4%
Video Game Hardware & Software	\$27.79	\$29.54	6.3%
Watches	\$21.55	\$23.48	9.0%
Women's Apparel	\$626.70	\$671.19	7.1%

Carbon County Profile

POPULATION BY AGE: 2004		% of Total
Under 5 years	845	5.5%
5 to 14 years	1,731	11.3%
15 to 19 years	1,055	6.9%
20 to 24 years	1,110	7.3%
25 to 34 years	1,567	10.3%
35 to 44 years	2,252	14.7%
45 to 54 years	2,757	18.1%
55 to 64 years	2,002	13.1%
65 to 74 years	1,079	7.1%
75 years and over	873	5.7%
TOTAL	15,271	100.0%

Source: U.S. Census Bureau

RACE AND HISPANIC ORIGIN	2004 Estimate	% of Total
TOTAL	15,271	100.0%
White alone	14,671	96.1%
Black or African American alone	139	0.9%
American Indian and Alaska Native alone	221	1.4%
Asian alone	160	1.0%
Native Hawaiian/ Other Pacific Islander alone	5	0.0%
Two or More Races	75	0.5%
Race alone or in combination with one or more races:		
White	14,746	96.6%
Black or African American	150	1.0%
American Indian and Alaska Native	277	1.8%
Asian	168	1.1%
Native Hawaiian/ Other Pacific Islander	5	0.0%
Hispanic Origin:		
Hispanic or Latino (of any race)	2,036	13.3%
Non-Hispanic or Latino	13,235	86.7%
White alone	12,685	83.1%

Note: Hispanic is an ethnic origin not a race.

Source: U.S. Census Bureau

LANDOWNERS	Acres	Sq. Miles
United States Government		
National Park Service	0	0.0
Forest Service	632,981	989.0
Fish and Wildlife	760	1.2
Bureau of Land Management	2,027,081	3,167.3
Bureau of Reclamation	66,146	103.4
Wyoming		
State Lands Commission	317,708	496.4
Recreation Commission	165	0.3
Game and Fish	24,750	38.7
Local Government		
County	(a)	(a)
City	(a)	(a)
School District and Colleges	(a)	(a)
Other Lands	10,582	16.5
Surface Water	43,450	67.9
Total Public	3,080,172	4,812.8
Total Private	2,016,788	3,151.2
TOTAL LAND	5,096,960	7,964.0

(a) - Data not available

Source: University of Wyoming, Department of Geography & Recreation

CRIME OFFENSES BY CONTRIBUTOR: 2005	
Violent Crimes	52
Murder	0
Forcible Rape	3
Robbery	4
Aggravated Assault	45
Property Crimes	572
Burglary	71
Larceny-Theft	467
Motor Vehicle Theft	34
TOTAL	624

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

COUNTY EMPLOYMENT STATISTICS	
Labor Force (Mar 2006)p	7,701
Employed (Mar 2006)p	7,381
Unemployed (Mar 2006)p	320
Unemployment Rate (Mar 2006)p	4.2%
Ave Weekly Wage - Covered Emp (Q4_05)	\$602

Source: State of Wyoming, Department of Employment and

U.S. Department of Labor, Bureau of Labor Statistics

p = preliminary

COUNTY FINANCE	
Assessed Valuation (For 2005)	\$667,954,557
Total Property Taxes Levied (2005)	\$41,865,221
Sales and Use Tax Distribution (FY2005)	\$13,142,484
Bank Deposits (6/30/2005)	\$217,718,000
2005 Average County Levy (mills)	62.677

Source: State of Wyoming, Department of Revenue and

Department of Audit

SELECTED STATISTICS: SCHOOL YEAR 2003-2004	
Number of School Districts	2
Number of Schools	20
Fall Enrollment	2,427
High School Graduates	165
Average Daily Membership (ADM)	2,375
Average Daily Attendance (ADA)	2,135
Certified Teachers	216
Certified Staff	38
Administration	26
Classified Staff	158
Students Transported Daily	923
Bonded Indebtedness, 6/30/2004	\$1,425,000
Total General Fund Revenues	\$25,298,846
Total General Fund Expenditures	\$24,341,280
Operating Cost Per ADM	\$11,770

Source: State of Wyoming, Department of Education,

Statistical Report Series No. 3, annual

FULL AND PART TIME EMPLOYMENT	2002	2003	EARNINGS (Thousands of Dollars)	2002	2003
Wage and Salary	7,088	6,948	Wage and Salary	\$184,487	\$185,769
Proprietors	2,574	2,654	Proprietors	\$31,096	\$40,604
			Supplements to Wages and Salaries*	\$46,353	\$56,187
Farm	561	529	Farm	\$3,074	\$10,352
Forestry, Fishing, Related Activities	154	153	Forestry, Fishing, Related Activities	\$1,650	\$1,410
Mining	229	173	Mining	\$12,139	\$9,446
Utilities	42	52	Utilities	\$2,552	\$3,129
Construction	658	698	Construction	\$19,416	\$22,604
Manufacturing	549	469	Manufacturing	\$32,741	\$37,714
Wholesale Trade	167	159	Wholesale Trade	\$6,463	\$6,332
Retail Trade	1,121	1,135	Retail Trade	\$19,665	\$19,858
Transportation and Warehousing	465	512	Transportation and Warehousing	\$24,293	\$27,025
Information	95	91	Information	\$1,846	\$1,776
Finance and Insurance	226	231	Finance and Insurance	\$6,040	\$6,137
Real Estate, Rental and Leasing	323	325	Real Estate, Rental and Leasing	\$3,504	\$3,677
Professional and Technical Services	270	274	Professional and Technical Services	\$7,016	\$7,700
Management of Companies and Enterprises	(D)	(D)	Management of Companies and Enterprises	(D)	(D)
Administrative and Waste Services	(D)	(D)	Administrative and Waste Services	(D)	(D)
Educational Services	23	25	Educational Services	(L)	\$52
Health Care and Social Assistance	530	546	Health Care and Social Assistance	\$12,848	\$14,316
Arts, Entertainment, and Recreation	210	217	Arts, Entertainment, and Recreation	\$3,415	\$3,625
Accommodation and Food Services	989	975	Accommodation and Food Services	\$11,456	\$12,004
Other Services, except Public Administration	520	523	Other Services, except Public Administration	\$8,902	\$9,051
Government and Government Enterprises	2,249	2,219	Government and Government Enterprises	\$80,930	\$82,297
TOTAL	9,662	9,602	TOTAL	\$261,936	\$282,560

*Supplements to Wages and Salaries include employer contributions for employee pension and insurance funds, and for government social insurance.
(D) - not shown to avoid disclosure of confidential information. (L) - less than 10 jobs or \$50,000 in earnings.

Source: U.S. Dept. of Commerce, Bureau of Economic Analysis, Regional Economic Information System

PERSONAL INCOME	1998	1999	2000	2001	2002	2003
Total Personal Income (000)	\$341,060	\$350,158	\$369,120	\$385,550	\$398,655	\$422,079
Per Capita Personal Income	\$21,645	\$22,261	\$23,663	\$25,260	\$25,909	\$27,479
Per Capita Current Transfer Receipts*	\$3,117	\$3,294	\$3,487	\$3,844	\$4,060	\$4,353
Per Capita Dividend, Interest, and Rent	\$5,728	\$6,025	\$6,590	\$6,593	\$6,947	\$6,860

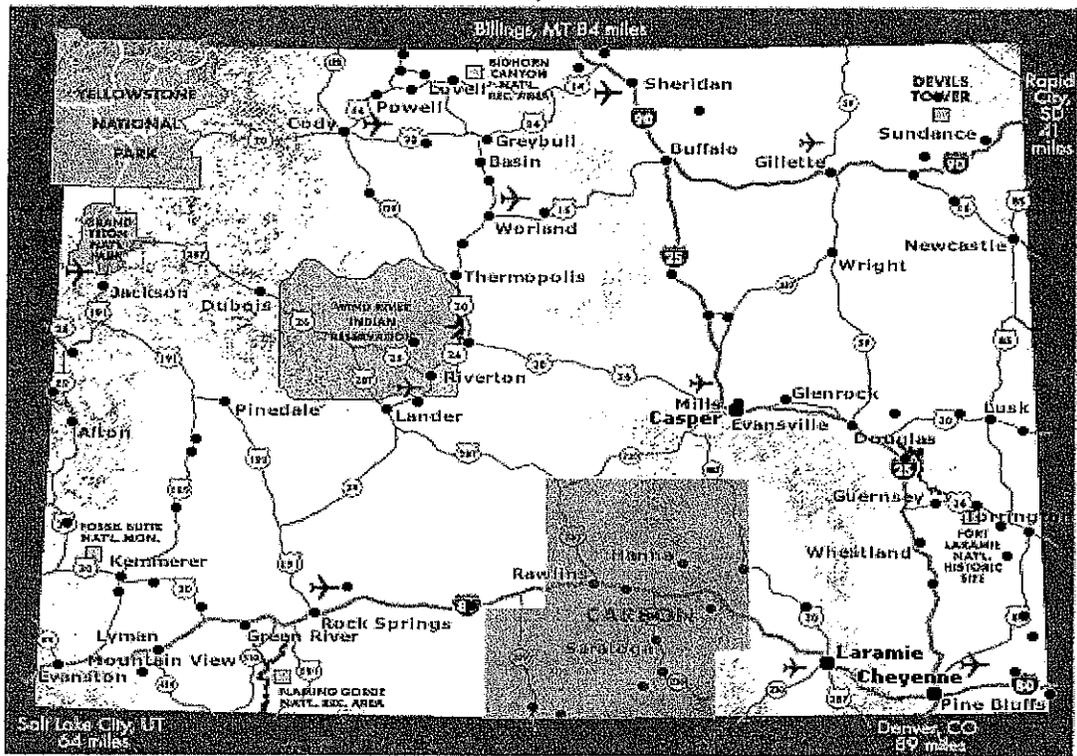
*Current Transfer Receipts mainly include social security, disability, Medicare and medicaid, and other income maintenance payments.

Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System

SALES TAX COLLECTIONS INDUSTRY (NAICS)	FY 2004	FY 2004	FY 2005	FY 2005
	Total Taxes	4% Taxes	Total Taxes	4% Taxes
Agriculture, Forestry, Fishing, & Hunting	\$16,313	\$11,915	\$19,994	\$13,329
Mining	\$3,517,260	\$2,466,392	\$4,244,804	\$2,834,221
Utilities	\$896,513	\$628,665	\$991,836	\$661,246
Construction	\$614,186	\$450,076	\$699,189	\$466,409
Manufacturing	\$636,136	\$465,814	\$686,469	\$457,670
Wholesale Trade	\$993,713	\$707,223	\$1,377,537	\$918,299
Retail Trade	\$5,339,752	\$3,853,681	\$6,313,222	\$4,205,496
Transportation & Warehousing	\$31,417	\$21,848	\$39,410	\$26,286
Information	\$552,631	\$391,756	\$578,398	\$385,592
Financial Activities	\$692,059	\$481,513	\$991,219	\$653,703
Professional & Business Services	\$90,535	\$64,865	\$83,050	\$55,311
Educational & Health Services	\$4,465	\$3,306	\$6,759	\$4,556
Leisure & Hospitality	\$1,773,710	\$1,308,016	\$2,072,559	\$1,382,220
Other Services	\$782,722	\$560,735	\$773,291	\$515,922
Public Administration	\$1,307,483	\$942,063	\$1,584,234	\$1,056,704
TOTAL	\$17,248,895	\$12,357,868	\$20,461,971	\$13,636,964

Note: Total sales tax collections may include both 4% state imposed taxes and local optional (up to 2%) taxes.

Source: State of Wyoming, Department of Revenue



Workforce Training

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

2. Quick Start

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

training in:

- Customer Service
- Manufacturing
- Warehousing and Distribution

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

State Incentives

1. No corporate state income tax.

2. No personal state income tax.

3. Community Development Block Grants administered by Wyoming Business Council.

Source: <http://www.wyomingbusiness.org/community/cdbg.aspx>.

- Provides grants to local governments for community and economic development projects.
- Provides convertible loans to grants based on job creation.

4. Partnership Challenge Loan Program administered by Wyoming Business Council.

Source: <http://www.wyomingbusiness.org/financial/loan.aspx>.

- Provides low interest loans to community development organizations.

- Provides gap financing for projects with the Wyoming Business Council participating with a commercial lender.
5. Industrial Development Revenue Bonds. Cities and counties may issue tax-exempt bonds to provide financing for manufacturing. Source: <http://www.wyomingbusiness.org/financial/idrb.aspx>

Taxes

1. No corporate state income tax.
2. No personal state income tax.
3. No inventory tax.
4. Carbon County has a 5% sales and use tax (statewide base of 4% plus 1% optional county tax).
Source: Wyoming Department of Revenue, Excise Tax Division (April 2006)
5. Unemployment Insurance - taxable base rate of \$17,100. Tax rates by industry grouping - WY Dept. of Employment. *Source: <http://wydoe.state.wy.us/doe.asp?ID=831>.*
6. Workers' Compensation - rates vary by occupation and can be found at:
Source: <http://wydoe.state.wy.us/doe.asp?ID=803>.
7. Property taxes. Average tax rate in Carbon County is 6.5942%.
Source: Wyoming Department of Revenue, Ad Valorem Division

Tax computation:

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

Example: Tax on a commercial facility valued at \$1,000,000 is as follows: \$1,000,000 x 0.095 = \$95,000
x 0.065942 = \$6,264.

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

Telecommunications

Available Services:

All West Communications

P.O. Box 588
Kamas, UT 84036

Services offered: (Baggs, Dixon, Elk Mountain, Encampment, Hanna, Medicine Bow, Rawlins, Riverside, Saratoga, Sinclair) Web Hosting

Phone: (435) 783-4361

Fax: (435) 783-4928

Website: www.allwest.net

Century Telephone

Medicine Bow, WY 82329

Services offered: (Medicine Bow only)

Phone: (307) 367-4105

Fax: (307) 367-2343

Website: www.centurytel.com

Contact Communications

937 West Main Street
Riverton, WY 82501

Services offered: (Baggs, Dixon, Elk Mountain, Elmo, Encampment, Hanna, Rawlins, Riverside, Saratoga, Sinclair) 56 & 64 Data Connections, DSL, Frame Relay, ISP, Network Security, PBX, T-1, Web Hosting

Phone: (307) 856-0980

Fax: (307) 856-1499

Website: www.contactcom.net

Net Wright LLC

P.O. Box 1747
Riverton, WY 82501

Services offered: (Rawlins, Sinclair) 56 & 64 Data Connections, DSL, Frame Relay, T-1, Web Hosting

Phone: (307) 857-5800

Fax: (307) 857-1053

Website: www.netwright.net

Qwest Communications

103 North Durbin, Room 1
Casper, WY 82601

Phone: (307) 234-1107

Fax: (307) 235-2618

Website: www.qwest.com

Services offered: (Rawlins, Sinclair) 56 & 64 Data Connections, ATM, Centrex, Digital Switched Services, Frame Relay, ISDN-BRI, PBX, Private Line, T-1, Web Hosting

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

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

Services offered: (Elk Mountain, Encampment, Hanna, Riverside, Saratoga)

Visionary
 P.O. Box 2799
 Gillette, WY 82717

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

Services offered (Rawlins only): Dial Up, 256k Residential Wireless, 512k Business Wireless, T-1 & Frame, Web Design, Web Hosting. (Hanna only): Dial Up, T-1 & Frame, Web Design, Web Hosting. (All other incorporated communities): Web Hosting.

Source: Wyoming Business Council

Power Cost

Weighted Average Cost per kWh of Power

2001

Cents per kWh of industrial power

3.24

Cents per kWh of commercial power

5.19

Cents per kWh of residential power

6.51

	Industrial	Commercial	Residential
Carbon Power & Light, Inc. (2000) Saratoga, WY 82331 (307) 326-5206	4.99	6.99	8.57
High Plains Power, Inc. (2001) 5608 Old West Yellowstone Casper, WY 82601 (307) 473-1525	3.54	6.19	7.21
PacifiCorp (2001) 825 NE Multnomah Portland, OR 97232 (888) 221-7070	3.24	5.14	6.44
Yampa Valley Electric Association, Inc. (2000) P.O. Box 771218 Steamboat Springs, CO 80477 (970) 879-7270	N/A	7.68	7.14

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

Cost of Living Index (Prices as of January 5, 6, and 7, 2006, Statewide Average = 100)

Food	Housing	Apparel	Transportation	Medical	Recreation & Personal Care
100	88	91	102	100	102

Source: State of Wyoming, Economic Analysis Division <<http://eadiv.state.wy.us/vcl/i/NewsRelease-4005.pdf>>

Average Price of Single-Family Home (2004)

\$94,377

Source: *A Profile of Wyoming* <http://www.wyomingcda.com/PDFfiles/ProfileJune05_Link.pdf>

Higher Education

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

Transportation

1. Airports:

Laramie Regional (LAR)

3 miles west of Laramie

Commercial Service: Great Lakes (United Express)

Daily flights to: Denver

Fixed Base Operators: Cowboy Aviation

Runways: 7,700 x 150 ft., asphalt

6,300 x 100 ft., asphalt

Rawlins Municipal (RWL)

1 miles northeast of Rawlins

Fixed Base Operators: France Flying Service

Runways: 7,008 x 100 ft., asphalt

4,320 x 60 ft., asphalt

Dixon (9U4)

2 miles east of Dixon

Runway: 5,500 x 75 ft., asphalt

Fixed Base Operators: none

Shively Field (SAA)

0.5 miles southwest of Saratoga

Runway: 8,800 x 75 ft., asphalt

Fixed Base Operators: Saratoga Aviation, Inc.

2. Highways:

Interstate 80

U.S. 30

U.S. 287

3. Railroads:

Colorado and Wyoming

Union Pacific



Resource Team Members



Rawlins Wyoming
October 10-12, 2006

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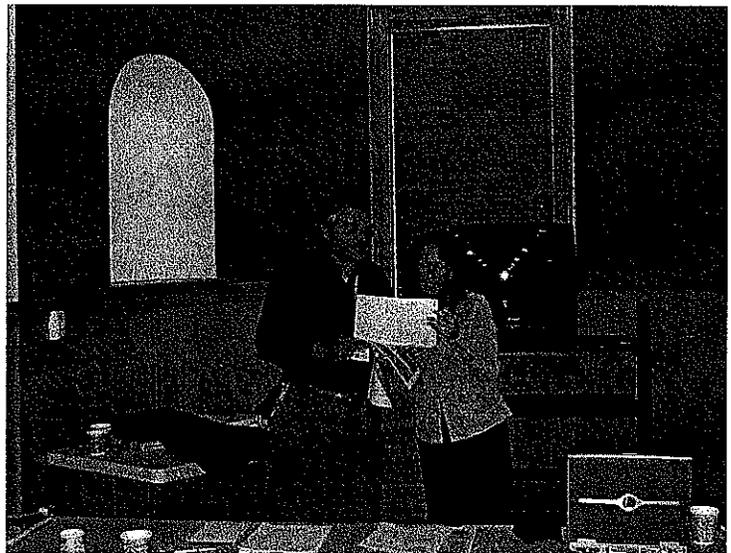
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307-328-4500



Resource team members Dave Spencer and Yvette Wilson reviewing handwritten submissions to the assessment questions.

Rawlins Community Assessment Agenda

Agenda City of Rawlins, Wyoming, Carbon County October 10-12, 2006

Tuesday

October 10th

	Activity	Location
7:00 - 8:30	Breakfast	Cottontree Inn
9:30 - 10:30	Orientation & Organization (Team members only)	Depot
10:30 - 1:00	Area Tour	
1:00 - 2:20	Lunch	Sanfords
2:30 - 3:20	Health Care, Emergency Services	City Hall
3:30 - 4:20	Retail, Business, Industrial	City Hall
4:25 - 5:15	Non-profit groups, Parents	City Hall
5:15 - 6:30	Dinner (Catered)	
7:00 - 8:00	Open Listening Session	Depot

Wednesday

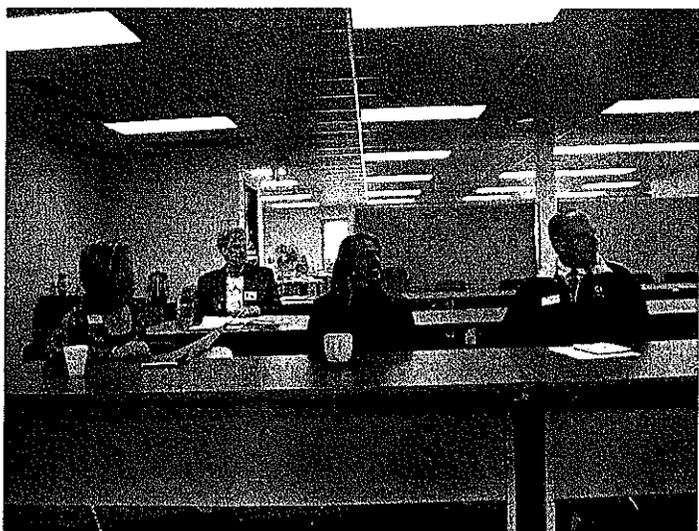
October 11th

	Activity	Location
6:45 - 7:45	Breakfast	Cottontree Inn
8:00 - 9:25	City, County, Law Enforcement	Depot
9:35 - 10:25	Youth	High School
10:25 - 10:40	Break	
10:45 - 11:25	Education	Higher Ed Bldg
11:35 - 12:50	Seniors	Senior Center
1:00 - 2:00	Lunch (Catered)	Depot
2:00 - 2:50	Banking / Financial	Depot
3:00 - 4:45	Education	High School
5:00 - 6:30	Dinner	The Venice
7:00 - 8:00	Open Session	Depot

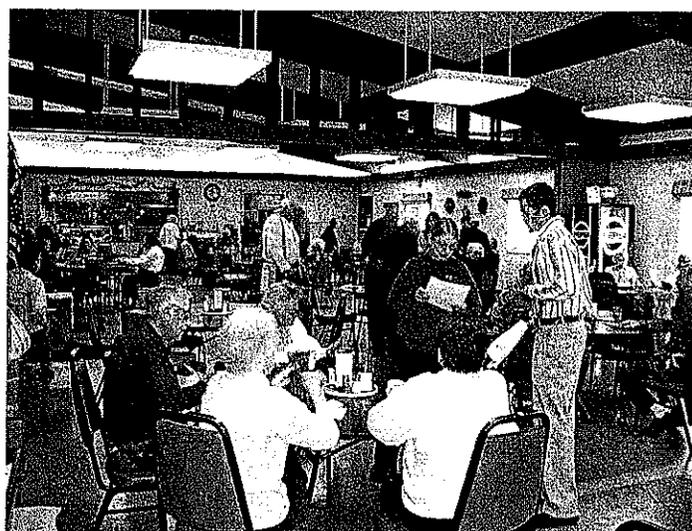
Thursday

October 12th

	Activity	Location
7:00 - 8:00	Breakfast	Cottontree Inn
8:15 - 9:25	Churches, Civic Groups	Depot
9:40 - 10:25	Senior Citizens	Recreation Center
10:25 - 10:40	Break	
10:45 - 11:35	Board's, Commission's, Council's	Depot
11:35 - 1:00	Lunch (Catered)	Depot
1:00 - 4:45	Work Session	Depot
5:00 - 6:30	Dinner	The Lodge
7:00 - 8:00	Town Meeting	Depot



Carbon County Higher Education Center



Rawlins Senior Center



Rawlins Train Depot



Rawlins Recreation Center



Rawlins Resource Team Members

Rawlins 2006 Major Themes

*(these are not listed in order of importance)
(these are the themes that the following recommendations address)*

Lack of Housing

- Workforce
- Senior
- Rentals
- Affordable

Services

- Substance Abuse treatment
- Medical
- Youth crisis center
- 24/7 childcare
- Assisted Living
- Hospice
- Home healthcare
- Marketing existing services

Planning

- Boom/bust economy
- Diversification
- Workforce development
- Higher education

Image

- Pride
- Ordinance enforcement
- Re-planning of blighted areas

- Re-branding the community
- Gateways

Infrastructure

- Sidewalks, curbs and gutter
- Expansion of services into new growth areas
- Expansion of the underpass/south side access

Sense of Community

- Pride
- Integration of new residents
- Volunteer recruitment/training
- Leadership training

Public Transportation

- Commercial air service
- Local public transit

Tourism Development

- Marketing
- Attractions
- Museum
- History

Rawlins 2001 Major Themes

These are listed as a reference to compare the results of the 2001 assessment with the 2006 assessment.

Economy

- Lack of local retail competition
- Lack of customer service
- Lack of accessibility to financing

Beautification

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

People

- Negative attitude
- Apathy
- Drug and alcohol abuse
- Poverty

Promotion

- Community pride
- Image problem
- Multicultural activities
- Lack of self promotion of public policymakers

Rawlins 2001 Major Themes continued

These are listed as a reference to compare the results of the 2001 assessment with the 2006 assessment

Facilities

- Old prison
- Infrastructure (i.e. water, sewer)
- Golf course
- Daycare
- Poor curbs, sidewalks
- Youth crisis center
- Youth treatment center
- Assisted living/adult daycare/respite
- Hospice

Leadership

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

Penitentiary

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

Projects from the 2001 community assessment

- 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

Team Member Recommendations

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Introduction

I wish to thank the Rawlins community for its gracious hospitality extended during the assessment. I was also pleased with the organization and logistical support provided by the City of Rawlins Staff. I have a personal affection and affinity for the Community from having lived and worked in the community for eight years and having returned from time to time since then to work on specific projects like this one.

I was particularly pleased to see some of the successes the community has had since the first assessment conducted five years ago. I feel that the community has made a great deal of progress recently in striving towards meeting its goals and aspirations. I am hopeful that this Community Assessment process will provide further impetus for progress as well as a roadmap for future direction in the Community.

General Observations

This assessment is unique in that it is the first repeat assessment performed under the program in Wyoming. As additional communities reach their five-year, anniversary dates and wish to reevaluate their progress and priorities, this assessment will form a blueprint for those efforts. The accomplishments that Rawlins has made in the past few years are significant. The new municipal golf course, the higher education center, the re-designation as a Main Street Community, the opening of the Carbon County Mercantile all represent steps in the right direction. In talking with community leaders, it is also apparent that the community has recently entered a new era of growth due to energy development in the area as well as expansion of the Wyoming State Penitentiary. In the previous Assessment, economic development and job creation were top concerns. Today it is workforce and housing availability.

In spite of the progress made there still appear, to me, several lingering issues that the community is struggling with. Perhaps the most important of these revolves around community self image and pride. A second is what I would call a lack of community self-confidence in the future sustainability of Rawlins. A third area has to do with planning for the future development of the City to foster economic opportunity. These items encompass three theme topics that I will offer comments on and identified by the Resource Team as **Community Image, Community Pride and Planning for the Future.**

Community Image

Description of the problem

This theme is one in which the community has struggled for many years. In my estimation, it has two components. One is the actual visual image that the community presents to visitors and those passing through the community. The second is the more abstract perception or image of the community held by non-residents based on the reputation of the community. Much of this later image problem is based on not only how the community looks, but also on perceptions about "What it is like to live in Rawlins". These perceptions, wrong or right, might be based on a reputation as a "prison town" or wind and bad weather. They may relate to the stark desert environment or even the history of the area. This later image issue cannot be changed quickly or easily but the key may lie in the physical image issue mentioned first. I will deal with the second issue under the related theme of

Community Pride.

Having lived and worked Rawlins over twenty years ago I observed that many of the same physical blighting influences that were in existence then, are still present in the community. Although there has been some progress over the past three decades, much remains to be done. This seems to indicate a new, more aggressive approach, needs to be implemented if these problems are to be solved once and for all. This calls for a new approach to re-planning the entrances and major travel corridors into, around and through the community. This effort should have broad community support, based on the number of persons who mentioned it during the listening sessions. It will require a concerted political will by city government as well as involvement of affected property owners, businesses and citizens in the planning process to be successful.

Let me be clear, I am not talking about simple "beautification" of public right of ways or landscaping although this is certainly one element. A few property owners and businesses may be extremely unhappy with the approach I am recommending because it will cause them to have to spend money or risk losing their property. It will require that some change the way they do business or even force them out of business. On the positive side, those who have strong businesses and are willing to reinvest in their property will be better off. The overall benefit to economic development readiness and community pride will more than offset the negatives. It will also be a long-term process and require several years to be fully implemented.

Recommendations

The basic recommendation is that **the City of Rawlins seeks to undertake an intense and targeted re-planning and redevelopment effort for its entrances and major travel corridors.** The authority and basis for the planning effort has ample legal support in Wyoming Statutes. Chapter 15 Section 15-1-503 and Section 15-1-503 provides the Planning Commission shall, as part of its duties, in keeping its Master Plan current show "*(vii) General character, extent and layout of the re-planning of **blighted districts** and slum areas.* In the next Section 15-1-504, it states in part that the purpose of master planning the community includes "...*accomplishing a coordinated, adjusted and harmonious development of the Municipality which will best promote the general welfare as well as the efficiency and economy in the process of development.*"

The redevelopment process is spelled out in detail in an entire chapter of the Wyoming State Statutes encompassed in Chapter 9 – Urban Renewal. The establishment of an Urban Renewal Authority has been a successful tool in several Wyoming communities. One of the most notable successes has been in Evanston, Wyoming.

This effort for re-planning and redeveloping portions of the community can also meet housing, economic development and community development needs of the community. It should be approached as a positive process in which specific goals and targeted areas are addressed. I would recommend that one priority corridor area be identified and planned at a time. A good one to start with would be a corridor one to three blocks wide running from the intersection of the bypass with Cedar street west to the intersection of Cedar and Spruce. Additional areas on the west side and the south side should also be considered separately.

As a collateral effort to the entrances and corridors effort, the city should also redouble its efforts at code enforcement focusing primarily on zoning and nuisance ordinances and derelict buildings subject to the Uniform Code for the Abatement of Dangerous Buildings. This effort would primarily be targeted at the residential neighborhoods to reverse any blighting influences occurring there.

Implementation Resources

This is an ideal project to begin with **Community Development Block Grant (CDBG) funding** and in later stages utilize **Business Ready Communities (BRC)** funding for economic development projects. Various types of housing development funding can also be harnessed for this purpose. I would recommend starting with a **CDBG - Planning Only Grant**. This would be used to develop a particular corridor plan to develop the specific opportunities for redevelopment and the specific target area boundaries in which blight is concentrated. Since “Removal of Slums and Blight” is a National Policy Objective for CDBG, several follow-on grants may be possible to implement various aspects of acquisition, demolition and redevelopment within the target area. From there, through an RFP process, as well as use of housing and economic development grant programs such as BRC, positive redevelopment can occur. There is also extensive bond and Tax Increment Financing (TIF) authority available to municipalities through use of the Urban Renewal Statutes cited above.

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Community Pride

Description of the Problem

As mentioned above, another dimension of the image problem in Rawlins is a Theme we have called **Community Pride**. This theme relates to the self-image and external image of the Rawlins Community. Many adults from different listening sessions and particularly the high school youth talked, in great depth, about their lack of pride in the community. They were also concerned that the Community was ridiculed in other parts of the State because of its poor image. The youth, in particular, were adamant in their opinion that this lack of pride is a major factor influencing whether they would choose to stay in the community or return to it someday.

Several problems were articulated, including old derelict buildings, community cleanliness, the perception of the community as a "prison town", lack of trees, the Glenn Addition corrals, the transient nature of some residents, social problems in the community and a number of other concerns.

Recommendations

The issue of **Community Pride** should be addressed as an internal and external marketing program. As progress is made in cleaning up the community this needs to be celebrated and recognized by the leaders of the community. The internal marketing program is intended to give citizens a constant flow of information which will lead them to understand how the community is improving itself. In addition, this marketing program should be directed to new residents so that they are integrated into community life. Civic organizations, the City and Newspaper should all work together to promote the community to its own citizens.

External marketing involves the idea of "re-branding" the community to the outside world. The "Pronghorn Pride" initiative could form the basis for doing this, however if there is to be a permanent shift in external perceptions about the community then the "re-branding" must be sustainable over time. Some professional assistance in public relations and forming a marketing identity for the community would be advisable. The community should be comfortable and supportive of the marketing message however sometimes a "homegrown" approach can result in a message that is off target with the perceptions of the outside world. The "brand" selected must be genuine and have ring of authenticity in order to be believed. Many such programs rely heavily on the unique factors of history and culture which each community possesses. It also needs to capture the essence of the message, which the community wishes to convey. It does not necessarily "sugar coat" the image of the community but should appeal to the imagination and come from spirit of the community. No brand appeals to everyone but only those who are susceptible to its lure. Finally it should be tested with external focus groups and ultimately in press reaction from the outside world and adjusted as appropriate. This would be an ideal effort for the Carbon County

Economic Development Corporation to lead and coordinate in conjunction with the Chamber of Commerce.

Implementation Resources

This effort would best be undertaken with local funding as well as private foundation monies. Some technical assistance might also be garnered from two sources connected to the Wyoming Business Council. One is the Wyoming Market Research Center in Laramie and the second is the Promotion and Marketing Staff of the Business Council. Funding for the program might also be available from the Wyoming Community Foundation, which takes matching grant applications several times a year. Much of the nuts and bolts of both an internal and external marketing program can be carried out locally once a “re-branding plan” and message is formulated.

Contacts

Michael Lambert
Wyoming Market Research Center
(This service must be accessed through Tom Johnson, the WBC Regional Director for the area. See contact information below)

George Gault
Executive Director
Wyoming Community Foundation
307 721 8300
george@wycf.org

Rachael Girt
WBC Marketing Director
307 777 2851
Rachael.girt@wybusiness.org

Thomas Johnson
South East Regional Director
Wyoming Business Council
307 635 7735
tom.johnson@wybusiness.org

DCI International
WBC Public Relations firm in New York
(Access through Rachael Girt)

Planning for the Future

Description of the Problem

Throughout the listening sessions, the resource team heard many comments related to the need for planning the future of Rawlins. Some of these comments related to the immediate growth pressures, which the community is currently feeling in providing additional housing,

infrastructure and services to a growing population. In other cases, it was expressed as a fear of change and what the effects of growth might be on the current way of life, in the community. Finally there seemed to be a great deal of apprehension over whether the current growth was just the beginning of another "Boom and Bust" cycle which would ultimately leave the local economy in shambles in a few years. In a sense, this latter view seemed to reflect a widespread and deep-seated lack of confidence in the long-term sustainability of the community among its citizens.

This problem of how to take care of short-term growth needs while building a community which is sustainable over the long run represents a classic planning problem not unlike what Wyoming as a whole faces. The key is to use some of the transitory wealth created by current growth to create enough diversification and "Critical Mass" to sustain the community during future downturns in the economy. **Planning for the Future** involves not only planning for physical growth of the community but also planning strategically to position the community for future economic success as well. Sometimes it becomes "difficult to drain the swamp when you are busy fighting the alligators". Rawlins finds itself in that dilemma today. However only during periods of growth does a community have the luxury of also having the resources to accomplish long term goals which will ultimately serve the community's long term interests.

Recommendations

In my view, for the first time, Rawlins is doing a number of things right with its current economic development effort. Efforts to strengthen the retail and service base in the economy through participation in the Main Street Program and funding of the Carbon Mercantile are excellent starts. The linkage of Higher Education and Economic Development is also a huge step forward. Efforts at development of workforce housing and workforce development are also important. All these efforts need to be funded for expansion and sustainability over a long period. The economic development process should be removed from the whims of economy and political influence by deeper, institutionalized funding mechanisms. Here are some different ways to do that, by taking advantage of the current growth cycle in assessed valuation and energy development now in full swing:

1. **Champion the idea of forming a Joint Powers Board (JPB) to institutionalize and replace the current Carbon County Council of Governments.** Building on how the COG has functioned in the past, it could be used as a central financing entity with all the powers available in State Statute in terms of pooling local financing, bonding authority, purchase and sale of real property and grant eligibility. In turn, as a corpus of funding was assembled it could be used as a matching pool for grant projects. I would recommend that this be started with an initial earmark of ½ mil for a period of three years, contributed from the County's growing assessed valuation. Individual towns and ED organizations could apply for utilization of the funding similar to what is being done now with the Capital Facilities Tax projects. Any recapture that occurs from grants funded under this pool, would be returned and reinvested in additional economic development and community development projects. As an added bonus, this new JPB, with appropriate local governmental authorization, could itself be a grantee for State grants such as Business Ready Communities

and the new Community Facilities Program, in cases where projects have multi-jurisdictional benefits.

2. **Take advantage of the new Sales and Use Tax for economic development** and make permanent, at least a 1/4 cent, earmarked for economic development as part of the current sales tax structure. Again, this would be primarily paid by the energy development now occurring. This money should be available to fund operations of ongoing economic development organizations by the appropriate governmental entities.
3. **Form a Community Trust Foundation in Rawlins**, for project development. The Wyoming Community Foundation can help with this concept and will manage the trust fund long-term on the behalf of the community. This will help capture some of the private, intergenerational wealth transfer that will occur in the community over the next several decades. This would be especially appropriate funding to do further development of higher education, cultural and quality of life amenities for the community.
4. **Engage in a private fundraising campaign** to help fund the Carbon County Economic Development Corporation. This is an ideal time to get more private sector commitment to economic development while times are good. Please consider hiring a professional fundraiser for this effort as the results are proven, to be much more successful using this approach. The fundraising can pay the costs internally while netting the organization a stable operating budget over each fundraising cycle, usually 4 to 5 years. The Wyoming Economic Development Association can steer you to communities who have already used this approach successfully.

Besides the obvious benefit of new funding to leverage community and economic development projects, there is an important side benefit to putting these four new funding ideas in play. The dialogue they will create will serve to focus the community on its future goals and aspirations. This form of **"Planning for the Future"** has already been demonstrated in the remarkable effort at cooperation and coordination between governments in Carbon County for use of the sixth cent, Capital Facilities Tax over the past several years. Development of these new financial tools would foster similar discussion and cooperation both within the Rawlins Community itself and Countywide.

As a second example, professionally managed private fundraising efforts, as discussed in item 4, nearly always result in reenergized and much more focused and successful economic development efforts afterward. Wyoming economic development organizations like Cheyenne Leads, Campbell County Economic Development Corporation, the Casper Area Economic Development Alliance as well as other organizations in the state, have all found this to be true.

Each of these suggested funding mechanisms together or taken separately could serve to energize and grow community confidence in what it can do for itself. Ultimately, community sustainability comes not from what resources the community has, but what it is willing to do for itself and for its future.

Resources for Implementation

Both, Items 1 and 2 can be undertaken by local elected officials with little expense or outside help. Technical and legal guidance, if needed, could be provided by the Wyoming Association of Municipalities and the Wyoming Association of County Officials. Item 3 would gladly be assisted by the Wyoming Community Foundation. For Item 4, the Wyoming Economic Development Association can provide the names of several communities that have experience with private fundraising for economic development. The Wyoming Business Council Regional Director can also help with this. Typically, fund raising consultants are more than happy to come and meet with a community and explain their process free of charge as part of business development efforts. I have listed the leading national firm below. They have worked extensively in Wyoming in the past, but there are many qualified firms around.

Contacts

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veda@rmisp.com

Howard Benson
President
NCDS
Atlanta, Georgia
404 231 0183
hbenson@ncdsinc.net

Yvette Wilson
USDA-Rural Development
508 N. Broadway, Riverton, WY 82501
307-856-7524 ext 4
yvette.wilson@wy.usda.gov

Introduction

Thank you, Town of Rawlins residents, for your wonderful hospitality and the opportunity to visit your community. It gave me the opportunity to appreciate what you have in your community and why you choose to live in this part of Wyoming. I was impressed by the openness of the participants. I commend Deb Lucero for the marketing and preparation of the assessment, her tenacity was incredible. It was evident that there really are people in the community that truly care. Keep up the great work, your community will be all that you want it to be with perseverance.

Theme: HOUSING

AFFORDABLE HOUSING, RENTALS, SENIOR, WORKFORCE

Challenge: One of the challenges that was talked about numerous times was the lack of affordable housing. Not just housing, but affordable housing. Rawlins seems to have had a dramatic change in the prices of the housing stock; about five years ago you could buy a modest size single family home for around \$70,000 to \$80,000 give or take. Now there are new modest size housing being built in the area that have a ticket price of \$200,000 to \$300,000. This kind of price tag may be suitable for the higher income folks, but not those who are in the very low and low income categories, such as the numerous prison workers. From what I understand this has resulted in many people living in Hotels.

Other communities have faced a similar problem and have used a variety of methods to solve the problem. There are a few options available for the community to explore, as well as individuals who are in need of affordable housing.

Solution: USDA-Rural Development has a program called the Self-Help Housing program. The programs main purpose is to reduce the cost of construction so that affording housing can be provided. Individual houses are built under supervision by a group of families who will live in the dwellings. In short, it is a group mutually helping each other with the guidance of a construction expert.

The actual housing construction loan is made through Rural Developments 502 direct housing loan program. The applicants must be very low or low income to qualify and must repay a loan for the cash cost of the house. An estimated 60% of the labor is provided by the families to build the homes, which reduces the total cost of construction resulting in affordable housing.

It begins with a Technical Assistance Grant for Self-Help Housing. Public bodies or public or private nonprofit corporations are eligible for the grant to hire the personnel to carry out a program of technical assistance for self-help housing, pay necessary and reasonable office and administrative expenses, make essential equipment, such as power tools available to families participating in self-help housing construction and to pay fees for training self-help group members in construction techniques. The Technical Assistance Grantee recruits and screens the applicants utilizing Rural Development guidelines.

Resource: USDA Rural Development at 508 N. Broadway, Riverton, WY, 82501, 307-856-7524 Ext. 4.

Solution: Loans for rental housing are available from USDA Rural Development under Section 515 direct loan program and the 538 guaranteed loan program. The loan(s) are offered to for profit, and non-profit groups as well as individuals to construct low income rental housing. The loans provide living units for persons with very low, low and moderate incomes and can be designated as Family or Elderly. The loans are primarily made to build apartment style housing.

A needs survey would be necessary to outline what the need is, how many units are needed and whether there is a need for family versus elderly housing units. The funds are available through NOFA (Notification of Funding Availability) and the community must be included on the designated places list. Rawlins has been on this list for the past couple of years.

Resource: USDA Rural Development at 508 N. Broadway, Riverton, WY, 82501, 307-856-7524 Ext. 4.

Solution: USDA/Rural Development also offers 502 direct home loans to qualified applicants. The maximum loan for this program in Carbon County is \$129,600, which could be another challenge. If perhaps there is a house within this price range, Rural Development could assist in the purchase of the home to a qualified applicant. The interest rate could be subsidized down to as low as 1% interest rate to make the payments more affordable.

Resource: USDA Rural Development at 508 N. Broadway, Riverton, WY, 82501, 307-856-7524 Ext. 4.

Solution: Rural Development Guaranteed Loan program assists the low to moderate-income families in achieving their homeownership dream. The loans are originated and made by a bank and RD will guarantee the loan the bank makes. Unlike the typical conventional loans, this loan does not have Mortgage Insurance Premiums and there is no down payment requirement. The bank can loan 100% of the market value with this program and there is a one time 2% guarantee fee that can be rolled into the loan if the market value will support it. The loan limits are higher than the RD 502 direct loan program, which are the WCDA loan limits. Any lender can confirm the loan limits for your area.

Resource: USDA Rural Development at 508 N. Broadway, Riverton, WY, 82501, 307-856-7524 Ext. 4.

Solution: Rural Developments 504 loan and grant program can assist very low-income applicants with a 1% loan to make repairs to the home they already own. If the applicant is 62 years old or older and does not show repayment for a loan, they may qualify for a grant up to \$7,500 to make health and safety repairs to their homes such as a new heating system, windows, new roof, or accessibility features and more.

Resource: USDA Rural Development at 508 N. Broadway, Riverton, WY, 82501, 307-856-7524 Ext. 4.

Resource: The Fannie Mae Foundation provides grants that revitalize neighborhoods and create affordable home ownership across America. Fannie Mae Foundation www.fannienaefoundation.org

Solution: Wyoming Community Development Authority has a HOME program, which has funds available to finance single family homes for low-income purchasers. This program involves an interested builder who will construct homes using HOME funds then sell them to authorized buyers. Rural Development can participate with WCDA in financing these homes. WCDA also has low interest loans for first time home buyers to purchase homes.

Resource: Cheryl Gillum, Housing Programs Director for the WCDA, 155 North Beech, and Casper, WY 82601. Her phone number is 307-265-0603.

Resource: The U.S. Department of Housing and Urban Development also has affordable housing programs available. Chris Stearns, Wyoming State Office, 100 East B Street, Room 4229 Casper, WY 82601-1918 www.hud.gov

Theme: SERVICES

ASSISTED LIVING FACILITY

Challenge: There was an apparent need for an Assisted Living Facility in the community.

Solution: Again a needs assessment should be done to determine the size of facility needed. This type of facility would be considered through a USDA Rural Development Community Facility loan/grant program to assist in construction. Direct loans/grants are available as well as guaranteed loans. Through the community facility program, essential community facilities must provide an essential service to the local community – the service should be a service that is typically provided by a local unit of government; be needed for the orderly development of the rural community, considered a public improvement; and may not include private, commercial, or business undertakings. Significant community support is a critical factor in determining applicant eligibility since the type of project (financed through a nonprofit organization) has to emulate the same level of need and support that a public body would rely on. The following are eligible to apply for community facility loans: governmental entities such as towns, cities, counties, or special-purpose districts; nonprofit organizations

(including associations, private corporations, or cooperatives) if they can demonstrate significant ties with the local rural communities.

Resource: USDA Rural Development, 508 N. Broadway, Riverton, WY 82501, 307-856-7524 Ext. 4.

Solution: Another possible program is the Congregate Housing and Group Home programs funded also by USDA/Rural Development. Congregate housing is residential housing consisting of private apartments and central dining facilities in which services are provided to tenants to enable them to remain independent. A group home is housing that is occupied by elderly, handicapped or disabled tenants sharing living space within a rental unit in which a resident assistant may be required. All congregate housing and group homes finance by Rural Development must provide at least 1 nutritious meal a day, 7 days a week; transportation to shopping, services and medical facilities; routine housekeeping; non-medical personal services, such as assistance with shampooing hair, dressing, bathing, etc.; recreation and social activities.

Resource: USDA Rural Development, 508 N. Broadway, Riverton, WY, 307- 856-7524 Ext. 4

There are two successful congregate housing projects, one in Riverton and one in Green River, built by Don Walgrave at 505 Northwood Dr., Redwood Falls, MN 56283, 508-637-2145. The name of the congregate housing in Riverton is Owl Creek Apartments located at 2220 Rose Lane (307) 856-6068.

State and area agencies on aging or other appropriate agencies may be able to provide some of the above named services as well.

YOUTH CRISIS CENTER, CHILD CARE CENTER, HOSPICE, SUBSTANCE ABUSE TREATMENT, PUBLIC TRANSPORTATION

Challenge: Concerns were voiced on the desperate need for a Hospice, youth crisis center, child care and substance abuse treatment center. Others were primarily concerned with the lack of transportation.

USDA Rural Development can assist in the development of each of these essential public community facilities through the Community Facilities loan/grant program. A market study would be essential in the planning process and can be funded with a grant from the USDA Rural Developments Rural Business Enterprise Grant program. Rural Development can partner with other funding organizations to achieve the project desired. To minimize the amount borrowed, the applicant/community can look at the 1% capital gains tax, as well as fundraising.

In addition to fund raising efforts the community might consider the following:

1. Form a Non Profit Organization.
2. The Town of Rawlins could apply for the loans and grants.

Resource: USDA Rural Development, 508 N. Broadway, Riverton, WY 82501, 307-856-7524 Ext. 4.

Resource: Local banks have funds available for projects and the loan can be guaranteed by Rural Development. Contact a local bank or contact Rural Development at 307-856-7524 Ext. 4.

Resource: Any of the Bond Councils in the state can help set up bond elections and give advice as to the best bonding route to pursue. Three bonding companies are:

- a. Borthwick Law Firm, 1312 Capitol Ave., Suite 506, P.O. Box 1124, Cheyenne, WY 82001, phone 307-635-2433.
- b. Herschler, Frudenthal, Salzburg & Bonds, 314 E. 21st Street, P.O. Box 387, Cheyenne, WY 82003-0387, Phone 307-634-2240.
- c. Wiederspahn, Lummis & Liepas, PC, 2020 Carey Ave., Suite 700, Cheyenne, WY 82001, phone 307-638-6417.

Resource: Loans and Grants may be available through the State Loan and Investment Board for these types of projects, contact Brad Miskimins. Phone 307-777-6646.

Resource: Additional funding may be available through Private foundations which can be found on the Internet at the Foundation Center. Their web site is www.fdncenter.org

Ashley Bruner
Wyoming Rural Development Council
2219 Carey Avenue
Cheyenne, WY 82002
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abrune@state.wy.us

Introduction:

I would like to extend my sincere thanks to the people of Rawlins for the warm reception and open, honest discussions that were held during the assessment. I would also like to thank the City of Rawlins (especially Deb Lucero and Dave Derragon) for the excellent preparation and planning for the assessment. The community assessment ran very smoothly and that was due to the hard work and careful planning by the community. I was very impressed with the honesty and openness of the community members during the listening sessions. The City of Rawlins has a very interesting history that was fascinating to explore during the assessment. I hope that the community assessment and report will be a great motivator to the citizens of Rawlins to work together and implement positive change! Thanks again for your hospitality and the chance to visit with the people of Rawlins!

Theme: Sense of community

Challenges: Pride, integration of new residents, volunteer recruitment/training and leadership training.

Recommendations:

The resource team heard in nearly every listening session about lack of pride. The lack of pride seemed to include how the residents felt about the look of the town, especially from I-80. I also sensed a lack of pride due to the residents identifying Rawlins as a "prison town." I really believe that sentiment may be felt mostly by the residents themselves. As someone who isn't originally from Wyoming, I never heard derogatory comments made toward Rawlins as an "ugly prison town" when I moved here and began my travels around the state. I really believe that Rawlins citizens need to begin to reprogram their thinking about being a prison town. First of all, the old pen is a very interesting historical entity that is not being fully used to its potential to bring people into town. Second, on the last day of the assessment I had the opportunity to take a tour of the current Wyoming Penitentiary and I found it to be quite interesting and an asset to the economy of Rawlins. The lack of pride sentiment that the team heard seemed to be centered around the look of the town and what it is supposedly known for. If the residents identify Rawlins as a prison town, then there is a great opportunity to embrace that idea and use it as a marketing tool instead of a reason to feel sorry for yourself. There is another segment of the pride issue that is important not to forget. The resource team heard from citizens in nearly every listening session about how the people of Rawlins were a great asset. Many people stated that they choose to live in Rawlins and are not just there by accident or requirement. Now that is something to be proud of!

We also heard about the need to improve the integration of new residents to Rawlins. At a population of around 9,000 people, Rawlins is a great size to be big enough to have services, but small enough to maintain that small town feel and friendliness. Going back to the pride issue for a second, there seemed to be a concern of some people just moving to Rawlins to make money during the boom, not caring about the community and having little or no pride in their residences or town. I believe that you could

lessen that abuse by making a concerted effort to really engage new citizens. A very simple way could be a welcome basket filled with information about what Rawlins has to offer. This could be accomplished by the Chamber of Commerce, City, and local businesses and volunteers. Another idea would be to hold a new residents, welcome to Rawlins reception once a month. This could be held at the train depot and could be a very simple way to greet people into the community (and even recruit volunteers for community projects) and for new residents to visit with other residents and learn a little about Rawlins interesting history and culture.

An issue that was heard during the listening sessions is that there is a need for volunteer recruitment/training and leadership training. The people who currently volunteer were very much appreciated, but there was definite sense of the STP (same ten people) doing most of the work. I really believe that there are many more people that would help, but just have to be asked. When the resource team met with the high school students, I asked how often they are asked to volunteer and help out on projects and was told almost never. The students really seemed interested in becoming more involved with community activities if for no other reason than to have something to do. What a great way to create a passion for volunteering in Rawlins residents at a young age. I really think that the key to asking people is not just simply sending out a postcard or putting up flyers of volunteers needed, but actually calling people. Make a list of what type of volunteer is needed and desired, what qualities that they may need and create a list of the core type of people you desire. Then contact them, you may find that their passions and interests align with that of your organization.

Addressing the need for leadership training, I offer up the assistance of the Wyoming Rural Development Council. We can assist with facilitation, strategic planning, leadership, and board training. I also recommend that you utilize the Cooperative Extension program and the Resource Conservation and Development Program for these needs. I also recommend utilizing the strengths of the youth in the leadership training endeavor. While I couldn't find that Rawlins has an FFA (Future Farmers of America, although its much more than just agriculture) chapter, both Baggs and Saratoga do, and they can be great resources for parliamentary procedure and public speaking. I recommend contacting either of these chapters as they can present how to run a meeting (its surprising how good the kids can be and how they often know more about running a meeting than adults) and how to effectively speak in public. I also recommend considering starting an FFA chapter in Rawlins as it can be a very fun, educational and rewarding program for high school students. I also recommend utilizing your local talent through the 4-H program.

There are many programs in Wyoming that offer leadership training and we can all become better leaders! The Wyoming Heritage Alliance sponsors a annual program, which meets several times per years in different locations in the state. The Wyoming Business Council's Agri-Business Division and the Wyoming Agricultural Leadership Council sponsor the Wyoming L.E.A.D. program. This is a 55-day class over an 18-month period focusing on many diverse issues and topics (and includes a trip to Washington D.C. and somewhere abroad). I have spoken with past participants who have found the experience to be extremely rewarding both personally and professionally.

Resources:

Wyoming Rural Development Council

2219 Carey Avenue
Cheyenne, WY 82002

Wyoming FFA State Advisor

Ron Pulse

Rawlins Assessment, October 2006

1400 East College Drive

Cheyenne, WY 82007

(307) 778-1192

rpulse@lccc.wy.edu

Carbon County Extension Office

Carbon Bldg, Rom 393

Box 280

Rawlins, WY 82301-0280

Phone: (307) 328-2642

e-mail: Carbon County CES

Fax: (307) 328-2646

Theme: Tourism

Challenges: Marketing, attractions, museum and history

Recommendations:

I believe that the City of Rawlins can approach the tourism project by creating a comprehensive marketing plan that includes: attractions, museum and history. I had no idea how much Rawlins had to offer until the community assessment. The resource team took a tour of the community which was both interesting and informative, but we could have spent another two days exploring Rawlins unique history, natural resources, and amenities (not to mention the recreational opportunities so close to Rawlins). I believe that Rawlins needs to work on creating a town theme, or "brand." This should be something simple and easy to remember. You could build upon the antelope theme that has already been started or work to find a new brand for the town.

I think that Carbon County already has an excellent website set up to market what is available, but it could be expanded for the City of Rawlins. The City website is a good start, but could be spruced up with more graphics and pictures. It's amazing how a good picture can show the best parts of a town, while a bad one can bring down the image of a town. A idea could be to create a package deal for tourists, showcasing the best that Rawlins has to offer. The old pen could be the draw into town, while the history of Big Nose George and other colorful local characters could be the way to draw people into downtown and the allure of the local natural resources could be the way to get them to stay a night.

I think that you could really generate some excitement in town by this "rebranding" of Rawlins and get everyone involved (an idea would be a contest for a town theme or image) from the elementary school to the senior center.

I also recommend contacting Wyoming Travel Tourism, a division of the Wyoming Business Council. They can assist with all types of marketing and advertising and there will be a new market research project coming out soon that could be very beneficial to Rawlins.

Resources:

Colorado Wyoming Association of Museums

Sarah Gadd

University of Wyoming Art Museum

Dept 3807 1000 E University Avenue
Laramie, WY 82071

Leslie Kedelty
Wyoming Business Council – Travel and Tourism
215 West 15th Street
Cheyenne, Wyoming 82002
307-777-2839

Theme: Services

Challenges: Substance Abuse treatment, youth crisis center, 24/7 childcare, assisted living, hospice, home healthcare and marketing existing services.

Recommendations:

The issue of the need for substance abuse treatment came up often during the assessment. Methamphetamine has been the main drug threat to Wyoming since the mid 1990's according to the National Drug Intelligence Center. The Drug Enforcement Administration says that 50% of all drug arrests in Wyoming are for methamphetamine possession, manufacture or distribution. By-products of meth use has shown an increase in violent crimes, domestic violence and child abuse. Clearly we need to find a solution at a local, state and national level for this drug.

The number one solution that I would recommend is education. Some programs are already in place, but the issue needs to be taken on at various levels in order to be effective. Other Wyoming communities have organized drug task forces or committees to attack the problem and educate on a broader basis. For example the Little Snake River Valley identified drug use as a major priority from their assessment, so the three communities joined forces to create a task force to educate kids and parents about the dangers of the drug and to seek solutions to keeping it out of the youth in their communities.

I suggest contacting the Wyoming Meth Initiative's website (listed below) to learn what is already going on the state and to see how Rawlins could become involved. One way that I can think of is to implement a drug court or peer advisory council for kids. I believe that to be effective, the problem needs to be attacked from many fronts: arrests, education, awareness and prevention.

I also suggest visiting the Drug Enforcement Administration's website and click on the just think twice link. This site is an excellent source to show the effects of meth on the body (including before and after pictures that are truly alarming both on the body and brain), how easy it is to become addicted, the effects on homes, motels and the environment and how to break free from meth. I think that resources from this site are very awakening for anyone to witness, yet easy reading and comprehension for school age children. There are also links from this website to MTV, HBO and Oprah videos on this topic, which may be an effective way to show the effects of meth.

While researching this topic I have found suggestions that point to the need for emergency detention for meth users. The reason for this includes users in the "tweaking stage" can become quite violent and paranoid without provocation towards anyone. The emergency detention time is often necessary for 24 to 48 hours. From there research states that meth users need long term rehabilitation and intervention to

truly become meth free. While this would be a long term goal, it seems necessary to truly get a handle on this crisis. I have listed some resources for more information below.

Resources:

The Wyoming Meth Initiative and the Citizens Education Project

http://www.citizensedproject.org/THE_WYOMING_METH_INITIATIVE.htm

Drug Enforcement Administration

<http://www.dea.gov/>

<http://www.justthinktwice.com/gotmeth/whyriskit.html>

Family intervention

<http://lovefirst.net>

The effects of crystal meth on the brain can be seen at: Amen Clinics and Brain SPECT Imaging. Visit www.amenclinics.com.

www.valleyhope.com

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

To view a pdf of Wyoming's methamphetamine initiatives

<http://www.ncjrs.gov/pdffiles1/bja/186266.pdf>

To learn more about drug courts

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

National Drug Intelligence Center

Wyoming Drug Threat Assessment

<http://www.usdoj.gov/ndic/pubs07/712/meth.htm>

The State Department of Education's Health and Safety Unit has grants for Safe Drug Free Schools and Communities with a purpose to educate and prevent drug use/abuse by Wyoming children and youth.

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Recommendations for: youth crisis center, 24/7 childcare, assisted living, hospice and home healthcare

While researching this issue, it was hard to find useful recommendations for the: youth crisis center, 24/7 childcare, assisted living, hospice and home healthcare. It seems that as with many projects the main key here is funding, or the lack of. Due to the high cost of running these facilities it is hard to find an entrepreneur to open them and have them still be affordable to those who need it most. I recommend talking with Tom Johnson, with the Wyoming Business Council about the Community Development Block Grant Program which could help to fund some of these facilities. I have also listed some resources below of organizations that may be able to offer some assistance.

Resources:

Rural Assistance Center: <http://www.raonline.org/states/wyoming.php>

Midwest Assistance Program: <http://www.map-inc.org/home.htm>

Mountain Pacific Quality Health: <http://www.mpqhf.org/>

Rural Community Assistance Corporation: <http://www.rcac.org/>

Recommendations for marketing existing services:

During the community assessment, the resource team observed that often the citizens weren't always aware that a service existed. We often heard, under the problems and challenges question that Rawlins is lacking a service, then another participant would step up and say, oh we already have that, didn't you know? A recommendation to get over this hurdle would be to utilize the newspaper in Rawlins. The City could run a "services" or "what the city has to offer" page in the newspaper. I also recommend that a quick easy one page list of services (along with business or organization names and contact information) could be created and left at City Hall, the post office and other locations frequented by Rawlins citizens. It seems to me that Rawlins has a lot to offer, it just needs to be proud and let its citizens and the rest of state know what it has to offer.

Conclusion

I enjoyed my time spent in Rawlins listening to the citizens and learning more about the history and culture of your community. The City has a lot to offer its citizens and to visitors. The resource team heard about a lot of positive actions that Rawlins has already taken to improve itself such as: music in the park, becoming a Main Street Community and the Carbon Mercantile to name a few. I encourage you to continue the good work, inspire your neighbors to become involved and build upon the successes that you have created since the first community assessment!

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Introduction:

Thank you to Rawlins for being such great hosts while we were in your town for the assessment. Especially, thanks to our fearless chauffer/caterer/organizer/prison tour liaison, Deb Lucero. Also, Dave Derragon, and the Right Honorable Mayor, Christine Bjork, thank you for your hospitality and your interest in, and passion for, your community.

Passion for where you live is essential if you are going to make a difference in improving your community. I worry some about the apparent lack of passion for Rawlins that is in the citizens. Over and over again at the listening sessions it came across pretty clearly that the community suffers from a pretty low image of it's self. We heard multiple times that "the rest of the state just thinks of us as a prison town." First off, that's absolutely not true, at least in my experience, and secondly, who cares what the rest of the state thinks? The important thing is that Rawlins fosters community pride (example: Deb Lucero) and convinces itself that it's a good place to be that can be even better (example: Pronghorn Pride). Once the community collectively feels like it has something to be proud of, people on the outside will pick up on it.

I don't mean to say that you should just be blindly proud, but there are already things happening in Rawlins that are truly great, and should be bragged about. Other things that do still need fixing should be fixed, so you have even more to brag about.

Theme: Tourism

Challenge: People stop for an Hour or so, and then head on down the road. Lack of common branding of tourism efforts.

Solution: Make what you already have better, and promote everything as one asset.

The old Pen in Rawlins is one of the finest tourism assets in the country. Prisons have an appeal to people so much so that they will plan an entire vacation around seeing and experiencing old prisons. I think it's almost the thrill of the forbidden. Hopefully, the opportunity to see a prison won't arise for most people in normal life. Being able to visit old prisons is a safe way to get a piece of an otherwise pretty scary experience.

Honestly, I'm not sure most tourists even stop for an hour in Rawlins, because if you're not fast at catching every billboard on the interstate, you'll probably miss the one that talks about the old pen being there. I believe that the statistics are something like one in eleven people will notice a billboard, and an even smaller amount of people will actually read the information. You're then left with the ones that act on the information they just read. I don't have the numbers, but needless to say, billboards aren't really an ideal form of advertising, unless they are placed in several areas approaching the destination.

The Pronghorn Pride initiative is one of the best ideas that I've seen for tourism development. When the initiative is successful in getting the I-80 visitors center built, it will hopefully serve as the gateway to the city/county and all of its offerings. This will be the most effective way of getting people to stay longer. The visitor's center can take the opportunity to tell the stories of the community, and then visitors will have the opportunity to go on into town to see and touch the history that they just learned about in the interpretive center.

Because of the common interests of several groups in the community and county of promoting tourism, it seems like one body could be responsible for implementing the promotion and assuring uniformity. The Chamber of Commerce may be this instrument. The organization is already formed, and its status as a county wide organization allows them to assist all localities in promoting their tourism interests in a unified way. The various funding venues could simply be directed to a Chamber of Commerce promotion campaign.

Obviously the Carbon County Visitor's Council, as the board responsible for collection and dissemination of lodging tax dollars is a funding source for something like this. I also believe that general chamber funds should be used for this project. Business owners have a very vested interest in seeing tourism increase in the area.

Another source of funding is through philanthropic means. Pronghorn Pride already funds itself with the generosity of people purchasing the antelope sculptures, and seems to have success at it. To facilitate this philanthropic campaign I would recommend starting a Wyoming Community Foundation Affiliate to collect funds. Several communities over the state have formed affiliates with the basic goal of promoting local interests. The website www.wycf.org explains their affiliate program as follows:

Because Wyoming is a vast state, the harnessing of local energies for the common good is the philosophical cornerstone of the Wyoming Community Foundation. From the beginning in 1989, the Wyoming Community Foundation has strongly encouraged the development of affiliates throughout the state. Affiliates are local area community foundations that advise on a geographically focused collection of funds. They are components of the WYCF sharing in our charitable tax-exempt status and developed to increase the philanthropic base for the respective locale. Affiliate boards and advisory committees are made up of community minded individuals who have the ability to assess community needs, to implement their own asset development, evaluate area grant applications, encourage partnerships and initiate activities to enhance their own geographic area.

Affiliates may include several types of funds that are directed to the benefit of their respective geographic area. The local affiliate board evaluates grant proposals and makes recommendations for distribution of income from their component funds. Final authority of these distributions rests solely with the WYCF Board of Directors, however, it is the policy of this board to approve recommendations unless it is found that the designated distribution is illegal, improper or not in accordance with the charitable purposes of the WYCF.

While many decisions regarding grant making and asset development are made locally, the WYCF handles administrative functions such as fund accounting, investment management and reporting.

Although it may seem terribly obvious, it's always better to raise funds yourself instead of heading for the grant trough. It really gets back to the community pride issues that I was talking about before. Not to diminish the work that goes into getting grant funding, or the absolute necessity of grants to get things done, but when a community can truly say that "we" did something it makes it a whole lot better. Not

to mention, there are people in every community in Wyoming with some serious cash that are willing to part with it for the betterment of the community. There are also large numbers of people in every community that can only give a little, but collectively it becomes a lot.

My overall recommendation for a WYCF Affiliate organization would be that it be tied to the Pronghorn Pride initiative. It seems like marketing would be easier if an existing effort were used for a new and additional purpose. We'll leave that one to you though. The community needs to decide what the best way to do this is, and there may be legal or organizational reasons why that may not work. Whatever the final organization looks like, the goals need to be lofty. I would recommend millions of dollars as goals. It's not at all unrealistic. I know of a couple of towns in Wyoming that have a total population of around 500 that are looking to put together a WYCF Affiliate organization that will have a goal of \$1,000,000+ for their fundraising. They fully expect to fund it too because they can band together to get it done.

Finally, back to promoting the Old Pen specifically.... Funds raised through the WYCF affiliate should be granted to the old pen JPB as well as to the general promotion campaign ran through the chamber. The Old Pen JPB could use the additional funds for site improvements and maintenance, as well as enhancements to the site to make it more of a destination. Current city and county funds for operations should be kept at current levels, no matter how much money is received from other sources.

Cooperation on all levels is necessary to promote tourism in the community. Separate groups have to be willing to work together and at times let one entity decide what the best is, and be willing to follow and fund where it is needed. For example, if it was decided that the Chamber would in fact be the coordinating agency on common branding, it would be necessary for all other groups, funding or not, to let the chamber make the decisions and to implement them.

Resources:

Wyoming Community Foundation

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Theme: Image

Problem: Overall Image

Solution:

Image was talked about at nearly all if not all of the listening sessions during the assessment. I understand that much progress has been made since the initial assessment that was done five years ago (Kudos to you all for making such great progress.) I actually found Rawlins to be a fairly attractive town, with some great amenities that similarly sized communities would die to have. The largest issue that I see with image, as an outsider is the self-image that the community has. Hopefully though, I've addressed

that enough in the previous sections talking about working together and getting things done to be proud of.

The aspect of your image that I would like to address mostly is the physical image of Rawlins as one drives by on I-80. Honestly, it's not good at all. You're not unique in this though. There very few towns that have their good side butted up against any interstate. It's a simple function of commerce and industry. Industrial sites are best suited by being near the interstate, and industrial sites are the ugliest things in any community.

There is one particular site that is not industrial, and needs to be addressed. Ask anyone who drives I-80 with any regularity what the worst thing about Rawlins is and they will tell you it's the stables. Not the prison! I know the stables have a function, and are actually a pretty cool thing, they just look awful. My understanding is that they were built before the interstate was there and they were basically in a great spot on the outskirts of town. Things change I guess.

Because of their value and status as a pretty unique amenity they should be kept. However, I would recommend one of two things. Either some serious money is put into them by their current owner (City of Rawlins), or they are relocated to a better site that doesn't allow for your community to be defined by them. Either way, the look needs to be uniform, and covenants need to be in place to insure that things are kept up properly. I realize that either option is going to be costly, but the stables are an income generating asset that could surely take on some debt to finance a move or improvements. I would encourage the idea of moving them as my favored choice. The land that they currently occupy could be very valuable as development land.

My general recommendation for the land would be to develop it as a mixed use development. Don't use it all for housing, as would be tempting in a time of housing shortages. If some of the land is designated as business property, the Wyoming Business Council's Business Ready Communities program could be used to fund infrastructure development on the business portion of the property. Rawlins has taken advantage of this program in the past and made great improvements to existing commercial areas with the funds. Rawlins, like the rest of Wyoming, needs desperately to make efforts to diversify the economy while the cash is flowing in from the boom we are currently experiencing. We can't just accept that the boom will bust and we'll all be left with nothing again. There's absolutely no reason to let this one go without making every effort to get our community economies to the point where booms in the mineral industry don't dictate the "who, what, when, where, why and how" of our state. Bringing in new, and fostering the growth of existing business, not related to the minerals industry, is the only way we will truly diversify.

Beyond the stables, generally cleanliness is an issue in Rawlins and all towns in Wyoming. The wind that we all enjoy so much contributes to the problem by blowing things around before they can get picked up, but a simple lack of initiative and pride contributes a lion's share. I really feel like cleanliness will come with community pride, and isn't something that can be specifically addressed enough to solve the problem. It seems to be something that happens gradually as a community starts to respect itself wants other people to come in and see what they have to offer. I commend the city of Rawlins for their current enforcement of rubbish ordinances though. They are effective where they can be, and it does make a difference.

Also, I commend the city for being chosen as Wyoming Main Street Community. I encourage people in the community to become involved in the process. Nothing promotes a community like a great and thriving main street. With rumors of Wal-Mart in the air main street better be looking pretty good, or

the vacuum will suck all of the viable businesses away to be located next to the biggest name in retail, and you'll be left with a bunch of abandoned buildings and a downtown with no personality.

Theme: Services

Problem: Lack of coordinated marketing effort

Solution:

It was brought up in several of the listening sessions that there are really great social services offered in Rawlins and Carbon County, both by non-profits and by government entities. The problem comes when trying marketing the services to the appropriate people, and when making the programs known to the public in general. In fact, during one of the listening sessions for non-profits and social services people, there were people in the room had not heard of the services of other attendee's agencies.

In a community with so many great services available, it seems nuts not to have a coordinated marketing effort. I don't however; know that it's entirely possible to market all services at once and with a singular campaign. I think that efforts need to be made to market individual services in a similar way. The best way that I can think of is if the City and civic organizations in the community commit to marketing all social services for free. Websites are the least expensive and easiest way to do this. A simple listing of all services available with contact information and links to websites would be simple enough to place on the city's website. The city would just have to solicit non-profits and other agencies to send their information to the city for posting, and to periodically update.

One service that I can think of to assist in marketing some of these services is available through the Wyoming Business Council. Though it's not necessarily marketed as a service of the WBC, our marketing department has great abilities in web marketing and website optimization. Optimization means basically making your website more visible to search engines like Google, so the when someone types in "Youth Crisis in Rawlins" for example, your site is more likely to come up right away. There are several things that can be done fairly easily such as making sure headlines are text and not graphics and placing keywords in your site repeatedly. Anyway, now that I've offered the services of a department I don't really have permission to offer, I would encourage you to contact them.

Also, I would encourage local charity organizations to organize themselves and form coalitions. Most likely there isn't the spirit of competition in the non-profit world like there is in the for-profit sector.

Part of the funds that are raised through my recommended WYCF Affiliate program could also be used for marketing efforts. Like I said before, this program needs to have goals in the millions of dollars. I think you'll be able to use it.

Resources:

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Rawlins Community Assessment Listening Session Responses

**indicates an agreement to the comment, one * for each person who agrees*

What are the major problems and challenges in Rawlins?

- Lack of affordable housing***
- Lack of infrastructure, water, sewer, utility
- Out of space for commercial development*
- Lack of day programs for the disabled both young and elderly*
- Lack of workforce to staff the existing business*
- Rawlins and Carbon County need to be smoke free
- No assisted living facilities*
- Drugs, no drug treatment centers
- An aging workforce
- Agree with all
- Hard to recruit physicians, many are retiring*
- Financial issues at the hospital
- Agree with all
- Lack of assisted living facilities
- Uninsured working class
- Companies list of providers often exclude Rawlins facilities
- Lack of postgraduate education for nurses so that they can then train other nurses
- Agree with all
- Young people leaving
- Agree with all
- Apathy and lack of community involvement*
- Same people do all of the work, the community needs to be behind the initiative
- Housing shortage
- Recruitment of workers is a challenge
- Lack of services for seniors, disabled and children
- Need childcare initiatives and support services for, with assisted living and support structures
- Competitive salary
- Lack of public transportation, especially for the disabled
- Lack of empowered leadership
- Youth retention
- Marketing assistance for services especially for senior and disabled*
- Hospice program-need one
- Legislature does not understand the needs, especially for doctors
- High percentage of carpet baggers, they just make their money in the boom and leave
- Lack of daycare in the community
- Lack of enough emergency services throughout Rawlins
- No philanthropy or charity in the community

- Lack of volunteers in the community and the county
- Rawlins is perceived to not have goods, but they do not utilize what is in the community
- Rawlins needs to live down the reputation that we have
- Finding volunteers
- Finding people to work for the businesses
- Lack of work ethic
- Methamphetamines
- People cannot pass basic drug tests, which creates a problem for employers
- Workforce housing-lack of
- The west end of town needs cleanup, buildings torn down or rehabbed
- People do not bother to look for what is here for goods, they immediately leave town
- No clear cut vision for businesses and the community
- We are trying to be too many things to too many people
- Lack of contractors, especially for the residences in town
- Lack of competition, especially in concrete and asphalt keeps the prices artificially high
- Community image and perception about being the "penitentiary town"
- Labor difficulties
- Lack of variety of retail shops, at all price ranges
- Lack of infrastructure
- Lack of affordable housing
- Lost school to work programs, such as DECA
- Need more vocational education opportunities
- Loss of lots of talent by letting our youth leave
- Small businesses cannot by quantity to compete with large store prices
- Internet definitely hurts local businesses
- Lack of specialization in retail
- Business planning in preparation for the big box stores
- Business owners do not take advantage of the options available to them
- Treat the fact that Rawlins is 100 miles from anywhere an asset, not a liability
- Vandalism and the correction of it, many people cannot afford to fix it*
- Lack of discipline in kids
- Too much micromanagement that happens in non profits
- Substance abuse
- Can't do attitude*
- Lose a lot of sales tax base out of county
- Lack of volunteers
- Same people do all of the work*
- Non profit boards sometimes forget that they are there for guidance and policy, not to weald control
- Some people come to town and have a lot of good ideas and leave, its hard to keep momentum or to get things started
- Rawlins does not promote itself enough, there is a lot going on, but nobody knows about it
- Non-profit program sustainability in the community
- People always say the negative, they just complain, they do not help
- Accountability by the people of the city for actions
- Lack of community support*
- No place to swim outside here in the summer
- Lack of activities for the youth and seniors
- Hard to get people to turn out for an event

- Lack of community pride and support for youth events
- Rawlins needs an image improvement, it starts with cleanup
- Need strong economic development leadership to bring businesses to Rawlins
- Cost of advertising, and awareness is a challenge for non-profits
- Lack of a pediatrician
- You gotta bust them crack houses
- Drugs
- Alcohol
- Lack of community involvement/participation is a challenge
- Lack of a sense of a cohesive community or belonging*
- Workforce housing-for recruiting workers and for bringing businesses in
- Us as a community believing in ourselves that we can make this a better place to live
- No groceries in this town, only one grocery store
- Lack of housing
- Lack of business competition to stimulate growth and keep the prices reasonable
- Lack of childcare for working people
- Having the focus put on city government to solve all of the problems, we lack the resources to fix all of the problems
- Workforce housing
- Affordable housing
- Transportation, we do not have passenger cars on the railroad anymore
- No drug court
- Racism
- Infrastructure issues, some places do not have cable much less internet
- Rawlins is sprawling, creating problems, especially with transportation down the road
- Riding the boom and bust cycle, we need to prepare for the bust
- Lot of limited health and dental care here
- Underdeveloped areas in the community on the south side of the tracks
- Lack of curbs and gutters
- Problems with appearance
- Substandard housing for horses, especially the corrals
- Land west of the Quality Inn
- Not a lot for families to do here
- Limited funding available to the city cope with effects of the boom*
- Housing
- 24 hour daycare and victim care and counseling
- Boom and bust cycle, investing wisely in the infrastructure while you are in a boom
- Apathy towards infrastructure improvements, companies come in, bring a workforce with them and do nothing to contribute to the area, we do not have a structure for the community to benefit off of these companies
- Transient type town, railroad, interstate
- Infrastructure needs improvement, town is shabby, looks dirty, its not a desirable place
- Workforce, shortage of people here who are available or able to work
- Childcare is a big issue, hard to hire staff when there is no available childcare after 5 at night
- Agree with the funding, the communities that really need the funding for the infrastructure are not always getting it for impacted communities
- It is harder today for people to volunteer their time, many people are working more than one job and just do not have the time to volunteer

- The funding is just not there to fill the voids, we spend so much money on recreation that infrastructure often falls short
- Lack of community involvement and volunteerism
- People believe that the city is responsible to fix all of the problems
- Companies that generate a lot of income here, but the very little of the profits stay here
- People like to complain, but do not step up to help with the issue
- Lack of participation*
- Vacant buildings*
- Town not reaching out to the youth
- Not a lot of community pride
- No town involvement
- Not much for teens and kids to do
- Spending money on things that we do not need
- People are willing to point out problems but are not willing to take action
- Nothing to do around town for kids****
- We have to go out of town to have fun
- Drugs
- There should be better choices in music, more r and b and hip hop
- Community involvement****
- Community support
- Town is dirty***
- Too many accident
- Dropouts and teen pregnancy
- Too many car accidents*
- Vandalism****
- Overcrowding
- Drugs and alcohol
- Drugs and meth
- Abandoned buildings
- Lack of activities for teens
- Not enough sports offered
- Hard to find help
- Not enough businesses and choices here, the current ones have a monopoly
- Looks dirty
- Gas prices
- More activities for people of all ages in the parks
- Not enough activities*
- No mall**
- Need a theatre
- Housing-affordable housing, not low income
- People have a bad perception of Rawlins, they think that it is a dump*
- Rawlins residents attitude, lack of commitment, we are a use and abuse community
- Lack of incentives to keep the people in to the community, even if they are educated here in great programs, they cannot find work here
- Community pride is a problem
- Rawlins has pride and good volunteerism
- Lack of personal pride has a trickle down effect to the community
- We have some good leaders in the community, but they cannot do it all on their own
- Gas prices are too high

- Lack of businesses
- Ordinances are not being enforced
- Do not police traffic well
- Dog poop everywhere is not cleaned up
- Not enough county commissioners
- Boom & Bust cycle – How do you level it out?
- Inability to diversify during the boom
- Lack of housing – living in motels **
- Recognition of new economic and financial marketplace
- Lack Available workers because of housing issues ***
- Lack of employable workers
- Inability to think big and plan for the future
- Lack of attractions
- We have lost our youth, inability to keep youth
- Ditto all
- Young people can't afford to live here because they can't get a good job
- Appearance of Rawlins
- Meth and other drugs
- Not a lot of recreation for the winter months
- Meth****
- Child abuse
- Education is not valued
- People not taking care of their property
- Housing shortage
- Unattractive community
- Lack of activities for kids
- Reputation
- Rvs parked everywhere
- Rural location
- Broken homes and families
- Needs beautification
- Lack parental support for education
- Drugs
- Not a lot of emphasis on further education
- Lack of work ethic and integrity in the workplace
- Lack of housing
- Defeatist attitude by parents
- Development of gang activity scares me to death
- Reactive city and county management
- Enforcement of regulations
- Citizen apathy
- Lack of affordable rental properties
- No work ethic
- Community aesthetics
- Community support
- Lack of city planning
- No shopping of any kind*
- Parent involvement
- Sidewalks and curbs

- Boom and bust attitude
- Energy boom
- Lack of hospice care
- Weather
- No trash pickup along the interstate
- No assisted living
- Transient community
- Lack of motivation
- Horrible shopping
- Childcare**
- No entertainment for kids
- No entertainment for everyone
- Lack of cultural events
- Businesses take advantage of situations to jack up prices
- Gas prices*
- Lack of shopping
- Negative self perception
- Lack of cultural and performing arts
- Teenage pregnancies
- Too many stop signs
- Housing
- Low income people getting the right help, especially medical
- How to meet the boom and do it well so that the people who leave Rawlins have a good feeling when they leave
- Lack of participation
- Workforce housing
- Image, need to increase community pride
- People have a bad image of Rawlins until they get to know the people here
- Public image
- Corrals and truck stop, we need better public relations
- Housing
- Overpass is being worked on, widen the underpass
- Increased drug usage
- Technology in the school has been lacking due to the loss of instructors
- No industrial parks to attract technical businesses
- Poor marketing, we need someone dedicated to this
- Education, we need to find ways to get and keep good teachers
- Financial structure in the city is a concern
- We need money
- Lack of meeting places large enough to accommodate needs
- We do not have a way to bring people in to host meetings, events, etc.
- There is a problem with getting employees for small businesses
- If you bring things in, the community does not support it
- We have a huge group about to retire and no one to take their place, so physician recruitment is a huge issue
- Drug problem, how do we address it, where do the people go?
- Overtaxed social services here
- Attendance and interest lack of involvement
- Lack of unity in the community*

- Lack of spiritual interest in the community
- No pride in the community
- The city should start fostering city pride
- The city does not take good care of its property, especially the trees need some work
- The city sweeps the streets but does not unclog the storm sewers, they need to do that
- Lack of support for kids here
- Get people to come together to solve problems
- There is a lot of pride here, but it is selfish pride
- Tremendous amount of selfishness here
- Rawlins is leading the way as far as abuse, neglect and addiction here, especially alcohol
- A lot of alcohol abuse with young people
- We need to get to the core of the alcoholism and drug abuse, the problem is deeper
- Drug and alcohol abuse are the symptoms, not the problem, the deeper problem is the lack of spirituality and community
- Agree with the lack of community and dividends
- Agree with all
- Lack of community togetherness*
- Rugged individualism here that is not always tolerant of change and working together
- The technology coming struggles with the traditions of Rawlins and Wyoming
- Attitude of our young people
- We need to show the young people that there is something valuable here
- Fear of growth here
- The mindset here is that we are different and do not need to grow
- Other communities have a lot of pride, but the roads come through there, the roads do not make the cars come through town here
- This town needs something that will cause people to come and want to spend some time
- We have a great museum, but it needs help to bring people out to it
- Growing gang violence in the high school
- Short sidedness
- Fear of growth
- No shuttle service, public transportation
- Lack of shopping*
- Maintenance of current infrastructure
- Need some work on the highways
- Its has become a hostile environment, too many policies and ordinances, repressive tax
- Rawlins has lost a sense of community
- People need to take more pride in this community
- Lack of transportation
- Traffic flow is bad
- Trash around town, either people are just lazy, or it's the city's policies on the dump
- Lack of city ordinances
- Air travel with travel agents
- Recruitment of volunteers is a challenge***
- People do not understand their role on the boards they serve on
- Hard to get young people involved
- Apathy –training was offered and many people did not show up
- No people in the primary running against the incumbents for city council
- Aging people leaving boards with no one to replace them
- The same people are on multiple boards

- Lack of time to serve on boards
- Finding time to be committed to a board
- People think that the city should solve everyone's problems
- Stagnated apathetic views because the same people end up doing all of the work on boards
- Advertising for boards is not that great, people do not understand what the real function is
- Kids will participate if while they are growing up, the parents set and example
- Getting a workforce, especially for retail businesses
- Lack of passion for boards
- Cost of advertising for boards is expensive

What are the major strengths and assets in Rawlins?

- A group of people who are dedicated to improving life in the community, they are great assets
- Great people in the community, great teachers who really care
- Existing leaders in healthcare and emergency services
- A rural area
- Low crime rate
- Pretty good place to raise kids*
- Good people****
- Tremendous transportation here
- Good place to raise kids
- A lot very friendly nice people
- Rawlins has the rugged individualism of people
- Good community spirit, help one another out
- Good excellent community
- Most agencies collaborate well together, most programs really help one another out
- Wealth of knowledge, dedicated people
- Carbon County Mercantile
- Cooperative spirit
- Hospital, great care of patients, good staff
- Part of a great state that has been prudent with their money
- Minerals, wealth and opportunity for change
- Higher education, lifelong learning
- Size of the community
- Agree with all
- Close to the mountains, hunting, fishing, skiing
- Recreation opportunities abound here
- Potential
- Premier hunting and fishing here
- Support our natural resources, hunting and fishing
- There are opportunities for children with special needs here
- Transportation, interstate highways, they bring businesses here and allow people to come and go
- The people***
- People work together well in small groups
- Abundance of wonderful historic buildings available if they are brought up to businesses again today
- Good service at existing businesses in town
- Geographical location, the central location within the state
- 287 and I-80 coming through town
- Location to outdoor recreational opportunities
- Industrial base of penitentiary, refinery and natural gas, fairly well paying employers who are going to be here
- Carbon Mercantile
- Tourism industry, antelope visitor center
- A lot of non-profits in the community, that act as a resource in the community
- Limitless opportunities for growth
- Volunteers are great, they do what they can to make things better*

- A lot of improvement in the last two years
- Improved leadership here that is working hard in the non-profit sector
- Youth and senior citizens, they are a dynamic combination
- A few city officials that are really helpful
- The City Manager
- Customer base, interstate and 287
- Downtown development authority
- Changes in leadership that are very positive
- The Mercantile
- Great non-profits organizations, particularly for feeding the hungry
- Public library and art
- Bowling alley being non smoking and no alcohol, great place for youth
- The pipeline businesses that have come here will help, but you must come to them for help, they do not come to you
- The people, they welcome the people in to the community
- Untapped human resources that exist*
- The old penitentiary*
- Great support from the city officials for projects
- The people
- Access to other towns close by, but still a small town*
- 100 miles from places, so we are self sustaining community that still has access to many other areas
- Cost of living, but it is becoming not so much so
- History and we do not exploit it enough
- No floods, tornadoes, nice weather here comparatively
- The city sewer and water departments, street department
- Police and fire department
- Smaller
- Major employers who have been here a long time and will be here for a long time
- Downtown could revitalize
- Very little major crime
- Centrally located on I-80
- The people who do volunteer are great, they are actively involved and you can count on them
- Teamwork of the community working together towards a goal
- Diverse demographic that is here
- What is going on right now with all of the development, we should look at the impact as a positive, not a negative
- The impact has the ability to be a good thing, but we have to take advantage of it
- Good people in the community, a core of good people who drive the community
- Brand new jail
- Citizens of Rawlins and Carbon County are willing to help out financially when there is need**
- Agree with all
- People*
- Natural resources
- Cooperation amongst the municipalities in Carbon County
- Downtown is really improving, especially in the last year, with many new good projects to come
- Starting to add stuff on to the town, but not what we need

- People trying to solve the problems
- Community is growing
- Getting more businesses
- Support for one another
- Good location
- Wyoming Main Street has increased pride in the community
- School kids clean up the trash, make the town look better
- Trees that they planted a few years ago
- Community functions like music in the park
- Historic buildings in town
- Nice knowing everyone***
- Washington park****
- Music in the park
- Feel safe*
- Small town atmosphere
- Community support
- Having driving time short
- Friendly environment, willing to support extra curricular activities
- Old pen
- People help one another out
- Everybody knows everybody
- Sports programs
- People
- Community
- Small enough town to know everyone
- Low crime rate
- Rawlins is used to getting things done without recognition and is used to have stigmas attached to the community, but the community people understand that it is in their hands to get things done
- County constituents vote to have higher education, the people recognize the importance to lifelong learning
- People are nice
- Friendly town
- Small town atmosphere
- Openness of Wyoming is like the openness of the people
- The community wants to come together
- Area surrounding Rawlins
- Most public land access available in the state
- Great diversity
- The possibilities are endless in this town
- Humility of the community
- The Boys and Girls Club
- We love Rawlins!!
- The library
- Friendly people
- Its home
- Location along the major highways and railroad
- Senior center**
- Being in Wyoming

- Recreation center*
- Police and fire department
- Rawlins is trying to grow
- Senior center bus driver*
- Small community
- Friendly people
- Good hospital and staff
- Nice people
- Carbon Mercantile
- Lots of bars
- My wife
- Great place to live
- Museum
- Old pen
- Walking path
- Good schools
- Higher paying, longer lasting jobs
- People like Rawlins once they have lived here for some time
- Great core of people *
- County has money
- Ability to do something
- Friendliness
- More to offer socially and economically than just the energy boom
- Have spent money in the past on recreation for the community
- Infrastructure
- Greatest people in the world
- No LA smog
- Recreational opportunities
- Raw potential
- Hospital and recreation center*
- Support for the community within the hospital
- School
- Diversity
- Small town feel
- Programs that they do have are good
- Open skies and clean air
- Cow plop contest
- Teachers
- Library and the programs that they have for kids
- Proximity to the outdoors
- Good teachers
- Schools, upgrading
- Higher education outreach programs here
- I feel comfortable raising my kids here
- Outdoors
- Friendly
- Pride
- Mexican restaurants
- Remoteness

- Historical value
- Low taxes for the state
- Music in the park
- Willingness of the community to help one another
- I choose to live here, it's a great place
- Its not Texas
- Wildlife
- Closeness of the community
- Location
- Fresh air
- Girl/boy scouts and 4-H
- Agree with all
- Great mountains
- Church activities- outreach
- Sunden scholarship
- Bike path
- Business support
- Old pen
- Tourism
- Weather
- Great people*
- Great place to raise kids
- Diversity
- Job opportunities
- Kids can still ride bikes to the local store
- Summer evenings, not too hot
- No mosquitoes
- Community supported the outlaw week
- Higher education center, opportunities for college classes
- Close to colleges
- No traffic
- Aspen Alley
- Future boom and opportunity
- Great scholarships for anyone who graduates from Rawlins
- We need a large building for events here
- We have learned from the past booms, and now have the tools to deal with the current boom
- Strong infrastructure, specifically a water treatment plant that can handle growth
- Excellent maintenance program
- City of Rawlins partnered with Sinclair on the water system, worked together really well
- General attitude, and the spirit of Rawlins has greatly improved in the last 10 years
- Community groups
- Fabulous library
- New golf course
- Greenbelt and golf course has given us a better marketing image
- Airport is an asset, modern
- Vocational education at the Higher Education Center
- Technology, you can get degree online through higher education
- The city works well with the county, an example is the rerouting a road to accommodate traffic

- Good quality of life here
- I came home for the people, I love the people in Rawlins
- I am impressed with the city government
- A couple of small businesses and restaurant that are consistently really good with great reputation throughout the state and beyond
- The people
- Music in the park, great community event
- Carbon Mercantile
- It is in Wyoming
- Small town atmosphere
- Everything around it
- If you take the time to explore here, it is a great place
- Good weather
- Pioneer people
- There have been some real good times in this town
- I didn't know what a rugged individualist was until I came here
- Tremendous resource of talent here
- To me it's a great place to live
- If you don't like it, there are four roads coming in and four going out
- Carbon Mercantile*
- Cost of living is low here
- The young people here are a great resource
- Churches of almost every denomination
- Great schools
- Amazing things here
- The air we breathe
- The wind is an asset here, we could generate electricity
- No smog*
- Ruggedness of Rawlins being 100 miles from anywhere
- Wildlife in town and outside
- Recreation center
- Pool
- Education
- Rawlins graduate can get help from foundations to get higher education*
- No commute
- Walking path
- Rich history
- Uplift is a beautiful natural feature here
- Newspaper is doing a fine job
- Radio
- Pronghorn Pride drew a lot people together
- The wind is great
- Great opportunities right now to make money
- Terrific restaurants in town right now
- Non smoking restaurants
- Movie club at the movie theatre
- There are a lot of are great things going on right now
- Great cultural efforts going on right now

- You cannot say enough good about that newspaper and the publisher and all of the people working there
- The depot is a wonderful facility
- Trees are wonderful
- The people are very friendly here
- Spring cleanup that the city does to haul away garbage
- Recreation center*****
- Sheriffs department
- Senior citizens have a lot of wisdom and bring a lot to the community
- People
- I have lived here all my life and wouldn't think of leaving
- Senior center
- Recreation center and the senior programs available
- Good schools here
- There should be more thought put into putting monetary advantages to serving on boards based on attendance*
- Melting pot of people that are on boards-diversity*
- Passion of the people that do sit on boards
- We are always looking forward
- Good communication
- Lots of opportunities to volunteer on boards
- We developed boards and commissions that want to listen to changes and be open minded changes
- The city and council prioritized that training is very important

What projects would you like to see accomplished in Rawlins in the next 2, 5, 10 and 20 years?

- Need a rental car facility
- Commercial air service
- Community needs a study about the cost and services for assisted living
- Build a sense of community here with the existing residents
- Emergency services need to grow with the community
- Day program to keep disabled kids home, better ways to keep him home and in the community
- Develop a way to get the word out about the various services
- Fully staffed junior college
- Need to diversify the economy, beyond the raw energy**
- Recruit at least one new business each year*
- Two more fire stations and more staff
- Rawlins needs a little makeover, sprucing up, beautification
- Agree with all
- Image makeover for Rawlins
- Improved gateways to the community
- Residential program for people with disabilities
- Assisted living facility and day program
- Long range planning for housing, ordinances
- 211 system where all agencies are locatable from a central site
- Better communication system throughout the county, for churches, organizations, etc
- New hospital
- Maintenance of the hospital equipment
- Residential or acute treatment for substance abuse
- Other services in the health area such as dialysis
- Community building where various agencies could locate, particularly for social services
- More business development on the west side of town
- Offer training in business development and planning, especially in preparation of the big box stores
- Develop public transportation
- Revive the town
- Education for the youth
- Jobs to draw youth back
- Diverse businesses
- Workforce housing, apartments
- Rental properties
- More public assisted facilities to meet the need for treatment of methamphetamine patients
- Businesses reinvest money back into their businesses and the community during the boom
- Refurbish the Fox Theatre into a cultural performing arts center
- Make space available for business parks, make it known that the city is willing to work with the businesses
- Extension of utilities west of town for housing and commercial development
- Diversify off of the base strengths that we have, i.e. energy, refinery, etc
- Wind energy development here, a wind farm up on the hill, it could also help Rawlins energy

- Develop the tourism industry
- Need more healthcare infrastructure, especially physicians and healthcare providers
- More independent and assisted living for the elderly
- More housing
- Water park
- Some way to get people to stop by the pen and stay to see the rest of the town
- Not being so economically dependent on natural resources
- Clean up properties, take community pride, if everyone put in a little time it could be a beautiful community
- City officials need to make sure that there is some beautification, landscaping, etc
- People step up to the plate, and say how to improve it and act on it, let us know what you want, do not just complain
- Water park
- Skating rink
- Beautification project to help the downtown
- In two years, the Pronghorn Pride visitors center*
- Need to draw more people in off of the interstate
- Rawlins branded Pronghorn pride, and see the pronghorn out on the streets
- More businesses to draw people into the community, more places to hang out, eat, more geared towards young adults*
- Parenting classes
- Parent/child oriented activities
- Sidewalks, curbs and gutters, especially on the south side of town
- Place for rv'ers to park so that they can shop
- Signage
- Something started to clean up the motels in town that are a major eyesore
- More activities like music in the park to bring people together
- Program for businesses to give discounts to families that come in together
- Three types of businesses here, a Wal-Mart, home depot and a cabelas here in Rawlins-they draw other businesses in
- In two years, a new animal shelter
- Library expand
- Foundation center established at the library, have someone who can assist non profits on writing grants
- Skate park
- Drug court
- Employers allow one hour a week to volunteer to the community
- Arts council
- Commercial air service here
- If we develop new areas, create enforceable covenants
- Consolidate services of the higher education center under one roof
- Developing the old pen area so that it is an all day event instead of an hour
- In the next two years we need housing
- In 5 years we need to develop the area west of town
- Assisted living
- Hospice
- Drug court
- As a city we need to work together so that in 5 to 10 years we are developing as many jobs as there are kids graduating from high school

- The EDC needs to come alive and work with the municipalities in the county
- Continued growth of the EDC and work with the municipalities in the county
- Have the Chamber of Commerce and the Tourism Board combine and work together, stop duplication of work
- Mineral paybacks to Wyoming residents like Alaska has
- Study on changing streets here to one way, that would help some of the residential areas
- Crisis center and support for the family who are going through tough times
- Need more volunteerism
- Need more foster care
- We need to take advantage of the natural resources more
- More fire stations and firefighters
- Housing has to be addressed short term
- Water and sewer long term
- We need to improve our highway structures
- Daycare improvement short term
- Get city workers centralized to one location to save money
- Need more permanent buildings to house records, etc
- Crisis center/detention center
- Develop a long term plan for housing
- Sidewalks curbs and gutter
- Get more interest from the private developers in assisting the city
- Get rid of the stigma that is attached to the community, continue cleanup,
- Improve community participation
- Improve pride in property
- Position the community where you can require people to take care of their property and be responsible for there areas*
- Ordinances need to be put in place and then enforce them
- More manpower to enforce ordinances
- Gear up for the mentally ill, suicidal, homicidal
- Expand an area of the hospital with secure areas for mentally ill people
- Funding for the ability of expansion of the hospital building and staff
- Teen club where kids can come
- Mall
- Places to shop
- Better school board who have an interest in the school
- More grocery stores
- More sports such as soccer and lacrosse
- Better parks
- More shopping
- Museum along with the old pen
- Mall
- Theatre, with a stage*
- Redoing downtown
- Mall*
- Remodeling existing buildings downtown
- Fox theatre remodel*****
- Nicer streets*
- Dome*
- Place for teenagers to hang out

- Bigger music store
- More trees
- Modernizing the school, big buses with individual streets
- Clean up west side of town
- Skate park
- More trees
- Teen center***
- Book store
- Starbucks
- Better streets
- Arbys and Carls Jr
- Beautification**
- Wal-Mart****
- Becoming more modern**
- Mall and Wal-Mart
- Dance studio
- Places to snowmobile
- Extracurricular activity events*
- Dog park
- More activities like music in the park
- Drive in movie theatre
- More fast food places
- More awareness of what is going on, especially with methamphetamines
- Community group to address methamphetamines
- More diner restaurants
- More tourism things to bring people here
- Roller skating rink
- Water park
- Recreation center-more stuff to do such as a rock wall or water activities
- Indoor ice skating rink*
- Quiznoes
- Dairy queen
- Sonic
- Clean it up!!
- Like to see more community pride, in property, homes, etc
- Set a standard for people and they will strive to achieve
- Need to set and enforce the ordinances
- Rawlins needs a face lift
- Beautification fence along 287
- After school programs
- In 2 years clean up the perimeters of the community
- Pronghorn Pride visitors center
- The main street project and pronghorn pride expanded into the other municipalities in Wyoming
- Assist the state projects within a city to make sure that they are accomplished
- Community learning center where people can find services in one place
- Need an assisted care center
- Widen the underpass
- Take down the dead trees in the cemetery and the old penitentiary

- Clean up what we have
- Clean the weeds up
- Clean the alleys
- Public swimming pool
- Assisted living center*****
- Wind farm
- Clean up junk cars
- Fill the mud holes in the alleys
- VA outpatient clinic
- Workforce housing
- Work on the drug problems
- Free meals at the senior center
- Apartments for seniors
- Move the RVs off the streets
- More access to public lands
- More and bigger grocery stores
- Public transportation
- Projects for kids and adults in the community
- More information for the seniors in all of the communities
- Need more volunteers
- Need more community pride
- Assisted living center
- Pave the highway all the way to the forest
- Lower gas prices
- More doctors and more dentists
- Clean the streets
- Local VA outreach and VA clinic
- Cheaper groceries
- New grocery store
- More specialized doctors
- Growth plan with a 3d model
- Wal-Mart
- New underpass
- Increase community pride
- Bring in younger leaders
- Create a sound and well maintained infrastructure
- Finish recreational projects – Shooting range – golf course
- Beautification of Rawlins
- Enhanced Code Enforcement
- Entry point – visual image
- Clean undesirable
- Assisted living / Hospice
- Well-paid economic development group
- Give a bigger scope to Rawlins
- Beautify – Like Fort Collins
- Require Landscaping with new properties purchased
- 5-10 years for development of housing
- Convince people that we are here for the long run this time
- Encourage outside investment

- Emphasize attraction of other types of industry
- Reverse image as the prison town
- Further expansion of higher ed center
- Better shopping
- Wal-Mart
- Underpass
- More entertainment for everyone
- City planners annex land around Rawlins
- Bike path between Sinclair and Rawlins
- Corrals cleaned up
- Entrances to town cleaned up, continue the work that is being done
- Pave the street in front of my house
- No more gangs
- Get a handle on the drug problem
- Create a park below tin can hill
- More jobs
- Hospice and assisted living
- Soccer offered at the high school
- Indoor ice rink
- Expand the recreation center
- More shops downtown
- More subdivisions for housing
- Aquatic center
- Speed bumps on some streets
- Outdoor swimming pool
- Cleaned up on I-80 and along the edge of town*
- Indoor pool
- Empty buildings along Cedar St filled or torn down
- Downtown parking structure
- Increase the size of the city crew to take care of needs
- Community college
- More activities for kids in the summer and after school
- Lots more trees
- Beautification
- Way to draw in the commerce that passes us by
- New museum at the old pen
- Stop sign at Murray and the bypass to slow down semi, so that kids have a safe way to get down the bypass
- More opportunities for seniors
- Game fence along the major highways
- Expand the recreation center
- Every dilapidated house should be gotten rid of and developed to a new home that can be safely occupied
- In 2 years, the new elementary school started
- In 5 years the high school
- Advertising signs as you enter town torn down
- Drug rehab center and counseling*
- Tree line extended along streets
- Expanded alternative high school

- True alternative high school
- More housing
- Clean up the salvage and junk yards around town
- Destruction of the corrals
- Develop Rawlins into a tourist destination
- More efficient snow removal plan
- All buildings downtown busy
- More drug awareness programs in the city**
- Tear down old houses
- Rawlins uplift is the oldest geological, we need a sign that says: Rawlins Wyoming where the earth began
- Use a building downtown to make that a museum
- Clean up the community
- Need business/technical park here
- Improve the marketing of the assets of Rawlins
- Improved funding of a stable nature for the future
- Assisted living facility
- Drug treatment facility
- Clean up Rochelle Boulevard, plant trees, etc
- Tear down billboards along the interstate
- Put flyers in the motels to market music in the park
- See people take more pride their property
- All the city departments in one building, we have great people to deal with but you have to go all over town to get something done
- More downtown development, more small businesses to make it more entertaining to walk around downtown
- More people recognize that the library is a place to go for things to do
- Need more restaurants
- Assisted living facility
- Widen the underpass
- Better signage
- Higher Education under one facility
- A community gathering place to hold events
- Kiosk, or interpretive centers around town on the small parcels of city owned land to promote the community
- Put a historical information sign under the murals around town
- Coming of the Wal-Mart*
- Bring the museum out into the open**
- Improved healthcare, the hospital is fine
- Additional medical facilities
- Assisted living
- Much more doctors
- A way for people to age gracefully in this community
- See the clergy association becoming more active, see more churches work together
- Christian bookstore
- We need to advertise and commemorate Johnny Rawlins*
- We need to bring our history out
- See the community respect the clergy, churches and their spirituality

- Find a different night of the week besides Wednesday for community events, Wednesday is bible study night
- See more involvement in church
- See all empty and abandoned buildings torn down**
- Outdoor amphitheatre
- We need more cultural and performing arts
- Put an amphitheater in the old pen
- Center for treatment of drug and alcohol problems
- Recreation center expanded to include more people, especially to youth
- Methamphetamines treatment center
- Lighting on the walking path
- New forms of sustainable economic development in town
- Better air travel
- Hospice care
- Assisted living*
- More doctors
- More dancing
- Senior housing on one level
- Passenger trains
- Assisted living for all ages
- Hotline for senior needs
- Free day at the dump once a month
- More public transportation
- Amtrak in the winter
- Do something about the truck traffic on I-80
- Travel coordinator
- Highways and byways
- Look at appropriate housing, not always pre-manufactured
- Doctors
- Shopping
- More senior projects
- Curb gutter and sidewalks up the south side
- City more modernized and beautified
- Equestrian park, maybe one tin can hill
- Water park
- All dilapidated buildings removed or fixed up and used**
- Put the museum in town, not out on the interstate to bring people into town
- Program in the high school to address working and pride
- We should not just hand out money to people, they should have to work for their money
- Put the museum by the prison
- Motels in town need to be upgraded or torn down*
- Expansion of the recreation center
- Swimming pool in the recreation center
- Youth center
- Skating rink
- Curbs, gutters and sidewalks on the south side
- Rawlins needs a leadership program for young adults so that when they are older, they are willing to serve on boards

- With the influx of money, people and businesses we need to take advantage of this to recruit for boards
- Assisted living facility
- Communication among the boards, city, and county is good but we need more
- A way to contact boards in town, who do we go through
- Developing better communication and networking on boards and with partners*
- Childcare
- More recruiting for boards, especially young people*
- Business challenge that encourages businesses and employees to step up to do community work
- Mentoring programs for youth and seniors
- Make duties and training on boards mandatory
- Assisted living center
- Trees replaced that are near the end of their life span
- Housing development completed within two years
- Better circulate information on boards, the resource catalog
- Commercial airline railroad passenger transportation back in Rawlins
- Western expansion project, industrial parks and additional housing
- Outdoor pool with a dome
- Pool for therapy, recreation as well
- Arena for riding, rodeos, car shows, concerts
- Lower the water rates so that lower income people can increase beautification in town
- Do something about the charges that people pay at the landfill so that there is less trash around town
- Incinerator at the landfill, burn the garbage and then heat the aquatic center with the energy
- Work on the entrances into the community
- Promote local improvement council

20 CLUES TO RURAL COMMUNITY SURVIVAL

1. Evidence of Community Pride:

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

2. Emphasis on Quality in Business and Community Life:

People believe that something worth doing is worth doing right.

3. Willingness to Invest in the Future:

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

4. Participatory Approach to Community Decision Making:

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

5. Cooperative Community Spirit:

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

6. Realistic Appraisal of Future Opportunities:

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

7. Awareness of Competitive Positioning:

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

8. Knowledge of the Physical

Environment:

Relative location and available natural resources underscore decision-making.

9. Active Economic Development Program:

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

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

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

11. Acceptance of Women in Leadership Roles:

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

12. Strong Belief in and Support for Education:

Good schools are the norm and centers of community activity.

13. Problem-Solving Approach to Providing Health Care:

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

14. Strong Multi-Generational Family Orientation:

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

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

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

16. Sound and Well-Maintained Infrastructure:

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

17. Careful Use of Fiscal Resources:

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

18. Sophisticated Use of Information Resources:

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

19. Willingness to Seek Help from the Outside:

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

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

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

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