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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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
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, 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.

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<tr>
<th>Rawlins Statistics</th>
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<td>County</td>
</tr>
<tr>
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<tr>
<td>Elevation</td>
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<tr>
<td>Longitude</td>
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<td>January Average High / Low Temperature</td>
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<td>City</td>
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<td>----------------------</td>
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<td>Billings, MT</td>
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<tr>
<td>Salt Lake City, UT</td>
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<tr>
<td>Boise, ID</td>
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<tr>
<td>Rapid City, SD</td>
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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.
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<th>Employees By Occupation</th>
<th>2005</th>
<th>% of Total</th>
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<tbody>
<tr>
<td>&quot;White Collar&quot; Employees</td>
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<td></td>
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<tr>
<td>Administrative Support Workers</td>
<td>643</td>
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<tr>
<td>Executive Managers &amp; Administrators</td>
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<td>&quot;Blue Collar&quot; Employees</td>
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<td>Construction, Repair &amp; Mining</td>
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<td>Farming, Forestry &amp; Fishing</td>
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<td>Handlers, Helpers &amp; Laborers</td>
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<td>Machine Operators, Assemblers &amp; Inspectors</td>
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<td>Agricultural, Forestry, Fishing</td>
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<tr>
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<td>Finance, Insurance &amp; Real Estate</td>
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<td>% of Total</td>
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<table>
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<th>% of Total</th>
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<tbody>
<tr>
<td>Auto Dealers &amp; Gas Stations</td>
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<tr>
<td>Bars</td>
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<tr>
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<tr>
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<tr>
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<tr>
<td>Drug Stores</td>
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<tr>
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<tr>
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<tr>
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<th>% of Total</th>
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<tr>
<td>Auto Dealers &amp; Gas Stations</td>
<td>16</td>
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<tr>
<td>Bars</td>
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<td>7.0%</td>
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<tr>
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<tr>
<td>Convenience Stores</td>
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<tr>
<td>Drug Stores</td>
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<tr>
<td>Service</td>
<td>Employees</td>
<td>% of Total</td>
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<tr>
<td>-------------------------------</td>
<td>-----------</td>
<td>------------</td>
</tr>
<tr>
<td>Home Furnishings</td>
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<table>
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<th>2005</th>
<th>% of Total</th>
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<td>Beauty and Barber Shops</td>
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<td>1.1%</td>
</tr>
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<td>Child Care Services</td>
<td>49</td>
<td>2.8%</td>
</tr>
<tr>
<td>Colleges &amp; Universities</td>
<td>6</td>
<td>0.3%</td>
</tr>
<tr>
<td>Computer Services</td>
<td>8</td>
<td>0.5%</td>
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<tr>
<td>Dry Cleaning &amp; Laundry</td>
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<td>0.3%</td>
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<td>Entertainment &amp; Recreation Services</td>
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<td>Health &amp; Medical Services</td>
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<td>Hospitals</td>
<td>174</td>
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</tr>
<tr>
<td>Hotels &amp; Lodging</td>
<td>208</td>
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<tr>
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<td>38</td>
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<tr>
<td>Membership Organizations</td>
<td>43</td>
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</tr>
<tr>
<td>Miscellaneous Repair Services</td>
<td>23</td>
<td>1.3%</td>
</tr>
<tr>
<td>Motion Pictures</td>
<td>18</td>
<td>1.0%</td>
</tr>
<tr>
<td>Museums &amp; Zoos</td>
<td>5</td>
<td>0.3%</td>
</tr>
<tr>
<td>Other Business Services</td>
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<td>Other Education &amp; Library Services</td>
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</tr>
<tr>
<td>Other Personal Service</td>
<td>25</td>
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<tr>
<td>Primary &amp; Secondary Education</td>
<td>184</td>
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<tr>
<td>Professional Services</td>
<td>15</td>
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<tr>
<td>Social Services</td>
<td>75</td>
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<td><strong>Total Services</strong></td>
<td>1,742</td>
<td>100.0%</td>
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<table>
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<th>2005</th>
<th>% of Total</th>
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<tbody>
<tr>
<td>Advertising</td>
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<tr>
<td>Auto Repair/Services</td>
<td>17</td>
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</tr>
<tr>
<td>Beauty and Barber Shops</td>
<td>11</td>
<td>5.5%</td>
</tr>
<tr>
<td>Child Care Services</td>
<td>5</td>
<td>2.5%</td>
</tr>
<tr>
<td>Colleges &amp; Universities</td>
<td>1</td>
<td>0.5%</td>
</tr>
<tr>
<td>Computer Services</td>
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</tr>
<tr>
<td>Dry Cleaning &amp; Laundry</td>
<td>3</td>
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</tr>
<tr>
<td>Entertainment &amp; Recreation Services</td>
<td>10</td>
<td>5.0%</td>
</tr>
<tr>
<td>Health &amp; Medical Services</td>
<td>32</td>
<td>16.1%</td>
</tr>
<tr>
<td>Hospitals</td>
<td>3</td>
<td>1.5%</td>
</tr>
<tr>
<td>Hotels &amp; Lodging</td>
<td>22</td>
<td>11.1%</td>
</tr>
<tr>
<td>Legal Services</td>
<td>15</td>
<td>7.5%</td>
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<tr>
<td>Category</td>
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<td>2010 Projection</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>---------------</td>
<td>-----------------</td>
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<tr>
<td>Membership Organizations</td>
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<tr>
<td>Miscellaneous Repair Services</td>
<td>8</td>
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<tr>
<td>Motion Pictures</td>
<td>3</td>
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<tr>
<td>Museums &amp; Zoos</td>
<td>1</td>
<td></td>
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<tr>
<td>Other Business Services</td>
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<tr>
<td>Other Education &amp; Library Services</td>
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<tr>
<td>Other Personal Service</td>
<td>5</td>
<td></td>
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<tr>
<td>Primary &amp; Secondary Education</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Professional Services</td>
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<td>Social Services</td>
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<tr>
<td>Total Services</td>
<td>199</td>
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</table>

### Rawlins Consumer Expenditure Report (Estimate)

<table>
<thead>
<tr>
<th>Category</th>
<th>2005 Estimate</th>
<th>2010 Projection</th>
<th>% Change 2005 - 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Households</td>
<td>3,364</td>
<td>3,405</td>
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</tr>
<tr>
<td>Total Average Household Expenditure</td>
<td>$44,256</td>
<td>$47,396</td>
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</tr>
<tr>
<td>Total Average Retail Expenditure</td>
<td>$19,255</td>
<td>$20,585</td>
<td>6.9%</td>
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</tbody>
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### Consumer Expenditure Detail (Average Household Annual Expenditures)

<table>
<thead>
<tr>
<th>Category</th>
<th>2005 Estimate</th>
<th>2010 Projection</th>
<th>% Change 2005 - 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airline Fares</td>
<td>$285.41</td>
<td>$310.55</td>
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</tr>
<tr>
<td>Alcoholic Beverages</td>
<td>$460.06</td>
<td>$495.92</td>
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</tr>
<tr>
<td>Alimony &amp; Child Support</td>
<td>$217.00</td>
<td>$236.68</td>
<td>9.1%</td>
</tr>
<tr>
<td>Apparel</td>
<td>$1,936.90</td>
<td>$2,069.70</td>
<td>6.9%</td>
</tr>
<tr>
<td>Apparel Services &amp; Accessories</td>
<td>$295.09</td>
<td>$321.41</td>
<td>8.9%</td>
</tr>
<tr>
<td>Audio Equipment</td>
<td>$74.48</td>
<td>$79.39</td>
<td>6.6%</td>
</tr>
<tr>
<td>Babysitting &amp; Elderly Care</td>
<td>$339.27</td>
<td>$364.21</td>
<td>7.4%</td>
</tr>
<tr>
<td>Books</td>
<td>$54.62</td>
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<td>7.7%</td>
</tr>
<tr>
<td>Books &amp; Supplies</td>
<td>$123.21</td>
<td>$135.92</td>
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<td>Boys Apparel</td>
<td>$105.57</td>
<td>$111.09</td>
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<td>Cellular Phone Service</td>
<td>$228.14</td>
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<td>Cigarettes</td>
<td>$306.82</td>
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<td>Computer Hardware</td>
<td>$304.20</td>
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<tr>
<td>Computer Information Services</td>
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<td>$32.96</td>
<td>8.6%</td>
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<tr>
<td>Computer Software</td>
<td>$43.61</td>
<td>$47.36</td>
<td>8.6%</td>
</tr>
<tr>
<td>Contributions</td>
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</tr>
<tr>
<td>Coolant &amp; Other Fluids</td>
<td>$7.23</td>
<td>$7.71</td>
<td>6.6%</td>
</tr>
<tr>
<td>Cosmetics &amp; Perfume</td>
<td>$87.75</td>
<td>$93.91</td>
<td>7.0%</td>
</tr>
<tr>
<td>Deodorants &amp; Other Personal Care</td>
<td>$24.26</td>
<td>$25.94</td>
<td>6.9%</td>
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<tr>
<td>Education</td>
<td>$878.11</td>
<td>$966.83</td>
<td>10.1%</td>
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<tr>
<td>Electricity</td>
<td>$1,212.37</td>
<td>$1,272.49</td>
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<tr>
<td>Entertainment</td>
<td>$2,402.03</td>
<td>$2,581.80</td>
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<tr>
<td>Category</td>
<td>Year 1</td>
<td>Year 2</td>
<td>Change</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>--------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td>Fees &amp; Admissions</td>
<td>$576.89</td>
<td>$632.98</td>
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<tr>
<td>Finance Chgs Exe Mort &amp; Veh</td>
<td>$452.93</td>
<td>$481.51</td>
<td>6.3%</td>
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<tr>
<td>Floor Coverings</td>
<td>$58.71</td>
<td>$66.18</td>
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<td>Food &amp; Beverages</td>
<td>$6,721.64</td>
<td>$7,143.15</td>
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<tr>
<td>Food At Home</td>
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<tr>
<td>Food Away From Home</td>
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<td>Footwear</td>
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<td>Fuel Oil &amp; Other Fuels</td>
<td>$121.68</td>
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<td>Funeral &amp; Cemetery</td>
<td>$76.99</td>
<td>$82.26</td>
<td>6.8%</td>
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<td>$475.95</td>
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<td>Gifts</td>
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<td>Girls Apparel</td>
<td>$128.69</td>
<td>$136.28</td>
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<td>$23.21</td>
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<td>Health Care Supplies &amp; Equip</td>
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<td>Household Textiles</td>
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<td>Housewares &amp; Small App</td>
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<td>Indoor Plants &amp; Fresh Flowers</td>
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<td>Magazines</td>
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<td>Mortgage Interest</td>
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<tr>
<td>Natural Gas</td>
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<tr>
<td>New Car Purchased</td>
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<td>New Truck Purchased</td>
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<tr>
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<td>Newspapers</td>
<td>$63.85</td>
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<td>Oral Hygiene Products</td>
<td>$22.29</td>
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<td>Other Lodging</td>
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<td>Other Repairs &amp; Maintenance</td>
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<td>$144.91</td>
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<td>Paint &amp; Wallpaper</td>
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<td>8.5%</td>
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<td>2022</td>
<td>Change</td>
</tr>
<tr>
<td>--------------------------------</td>
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<td>Photographic Equip &amp; Supplies</td>
<td>$107.49</td>
<td>$114.89</td>
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<td>Plumbing &amp; Heating</td>
<td>$99.93</td>
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<td>$126.48</td>
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<td>Recreational Equip &amp; Supplies</td>
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<td>$1,038.18</td>
<td>-6.8%</td>
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<tr>
<td>Rental Costs</td>
<td>$2,380.95</td>
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</tr>
<tr>
<td>Roofing &amp; Siding</td>
<td>$72.76</td>
<td>$79.24</td>
<td>-7.8%</td>
</tr>
<tr>
<td>Satellite Dishes</td>
<td>$9.33</td>
<td>$9.93</td>
<td>-6.1%</td>
</tr>
<tr>
<td>Shaving Needs</td>
<td>$10.36</td>
<td>$11.08</td>
<td>-6.4%</td>
</tr>
<tr>
<td>Shelter</td>
<td>$8,818.19</td>
<td>$9,469.64</td>
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<tr>
<td>Telephone Svc Excl Cell</td>
<td>$889.37</td>
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<td>Televisions</td>
<td>$108.74</td>
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<tr>
<td>Transportation</td>
<td>$9,197.91</td>
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</tr>
<tr>
<td>Tuition</td>
<td>$754.89</td>
<td>$830.91</td>
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</tr>
<tr>
<td>Used Car Purchase</td>
<td>$1,172.74</td>
<td>$1,228.60</td>
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<tr>
<td>Used Truck Purchase</td>
<td>$714.21</td>
<td>$748.32</td>
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<tr>
<td>Used Vehicle Purchase</td>
<td>$1,886.95</td>
<td>$1,976.92</td>
<td>-4.6%</td>
</tr>
<tr>
<td>VCRs &amp; Related Equipment</td>
<td>$44.85</td>
<td>$47.70</td>
<td>-6.5%</td>
</tr>
<tr>
<td>Vehicle Insurance</td>
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<td>$1,142.28</td>
<td>-6.1%</td>
</tr>
<tr>
<td>Vehicle Repair</td>
<td>$722.06</td>
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<td>-6.2%</td>
</tr>
<tr>
<td>Vehicle Repair &amp; Maintenance</td>
<td>$729.29</td>
<td>$776.97</td>
<td>-6.1%</td>
</tr>
<tr>
<td>Video &amp; Audio Equipment</td>
<td>$856.19</td>
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</tr>
<tr>
<td>Video Game Hardware &amp; Software</td>
<td>$27.79</td>
<td>$29.54</td>
<td>-6.0%</td>
</tr>
<tr>
<td>Watches</td>
<td>$21.55</td>
<td>$23.48</td>
<td>-8.1%</td>
</tr>
<tr>
<td>Women's Apparel</td>
<td>$626.70</td>
<td>$671.19</td>
<td>-6.7%</td>
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</table>
# Carbon County Profile

## Population by Age: 2004

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<tr>
<th>Age Group</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 5 years</td>
<td>5.5%</td>
</tr>
<tr>
<td>5 to 14 years</td>
<td>11.3%</td>
</tr>
<tr>
<td>15 to 19 years</td>
<td>6.8%</td>
</tr>
<tr>
<td>20 to 24 years</td>
<td>7.3%</td>
</tr>
<tr>
<td>25 to 34 years</td>
<td>9.5%</td>
</tr>
<tr>
<td>35 to 44 years</td>
<td>14.7%</td>
</tr>
<tr>
<td>45 to 54 years</td>
<td>18.1%</td>
</tr>
<tr>
<td>55 to 64 years</td>
<td>13.1%</td>
</tr>
<tr>
<td>65 to 74 years</td>
<td>7.1%</td>
</tr>
<tr>
<td>75 years and over</td>
<td>5.7%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>15,271</strong></td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau

## Crime Offenses by Contributor: 2005

<table>
<thead>
<tr>
<th>Crime Offense</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Violent Crimes</td>
<td>52</td>
</tr>
<tr>
<td>Murder</td>
<td>0</td>
</tr>
<tr>
<td>Forcible Rape</td>
<td>3</td>
</tr>
<tr>
<td>Robbery</td>
<td>4</td>
</tr>
<tr>
<td>Aggravated Assault</td>
<td>45</td>
</tr>
<tr>
<td>Property Crimes</td>
<td>572</td>
</tr>
<tr>
<td>Burglary</td>
<td>71</td>
</tr>
<tr>
<td>Larceny/Theft</td>
<td>467</td>
</tr>
<tr>
<td>Motor Vehicle Theft</td>
<td>34</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>624</strong></td>
</tr>
</tbody>
</table>

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

## Race and Hispanic Origin: 2004

<table>
<thead>
<tr>
<th>Race and Hispanic Origin</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td>15,271</td>
</tr>
<tr>
<td>White alone</td>
<td>14,671</td>
</tr>
<tr>
<td>Black or African American alone</td>
<td>139</td>
</tr>
<tr>
<td>American Indian and Alaska Native</td>
<td>221</td>
</tr>
<tr>
<td>Asian</td>
<td>160</td>
</tr>
<tr>
<td>Native Hawaiian/Other Pacific Islander</td>
<td>5</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>75</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau

## County Employment Statistics

<table>
<thead>
<tr>
<th>Category</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor Force (Mar 2006)p</td>
<td>7,701</td>
</tr>
<tr>
<td>Employed (Mar 2006)p</td>
<td>7,381</td>
</tr>
<tr>
<td>Unemployed (Mar 2006)p</td>
<td>320</td>
</tr>
<tr>
<td>Unemployment Rate (Mar 2006)p</td>
<td>4.2%</td>
</tr>
<tr>
<td>Ave Weekly Wage - Covered Emp (Q4)</td>
<td>$602</td>
</tr>
</tbody>
</table>


## County Finance

<table>
<thead>
<tr>
<th>Category</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessed Valuation (For 2005)</td>
<td>$667,954,557</td>
</tr>
<tr>
<td>Total Property Taxes Levied (2005)</td>
<td>$41,865,221</td>
</tr>
<tr>
<td>Sales and Use Tax Distribution (FY2005)</td>
<td>$13,142,484</td>
</tr>
<tr>
<td>Bank Deposits (6/30/2005)</td>
<td>$217,718,000</td>
</tr>
<tr>
<td>2005 Average County Levy (mills)</td>
<td>62.677</td>
</tr>
</tbody>
</table>

Source: State of Wyoming, Department of Revenue and Department of Audit

## Landowners

<table>
<thead>
<tr>
<th>Landowner</th>
<th>Acres</th>
<th>Sq. Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States Government</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>National Park Service</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Forest Service</td>
<td>632,981</td>
<td>989.0</td>
</tr>
<tr>
<td>Fish and Wildlife</td>
<td>760</td>
<td>1.2</td>
</tr>
<tr>
<td>Bureau of Land Management</td>
<td>2,027,081</td>
<td>3,167.3</td>
</tr>
<tr>
<td>Bureau of Reclamation</td>
<td>66,146</td>
<td>103.4</td>
</tr>
</tbody>
</table>

## Wyoming

<table>
<thead>
<tr>
<th>Category</th>
<th>Acres</th>
<th>Sq. Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Lands Commission</td>
<td>317,708</td>
<td>496.4</td>
</tr>
<tr>
<td>Recreation Commission</td>
<td>165</td>
<td>0.3</td>
</tr>
<tr>
<td>Game and Fish</td>
<td>24,750</td>
<td>38.7</td>
</tr>
<tr>
<td>Local Government</td>
<td></td>
<td></td>
</tr>
<tr>
<td>County</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City</td>
<td>(a)</td>
<td>(a)</td>
</tr>
<tr>
<td>School District and Colleges</td>
<td>(b)</td>
<td>(b)</td>
</tr>
<tr>
<td>Other Lands</td>
<td>10,582</td>
<td>16.5</td>
</tr>
<tr>
<td>Surface Water</td>
<td>43,430</td>
<td>67.9</td>
</tr>
<tr>
<td>Total Public</td>
<td>3,080,172</td>
<td>4,812.8</td>
</tr>
<tr>
<td>Total Private</td>
<td>2,016,788</td>
<td>3,151.2</td>
</tr>
<tr>
<td><strong>TOTAL LAND</strong></td>
<td>5,096,950</td>
<td>7,964.0</td>
</tr>
</tbody>
</table>

(a) - Data not available

Source: University of Wyoming, Department of Geography & Recreation

## Selected Statistics: School Year 2003-2004

<table>
<thead>
<tr>
<th>Category</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of School Districts</td>
<td>2</td>
</tr>
<tr>
<td>Number of Schools</td>
<td>20</td>
</tr>
<tr>
<td>Fall Enrollment</td>
<td>2,427</td>
</tr>
<tr>
<td>High School Graduates</td>
<td>165</td>
</tr>
<tr>
<td>Average Daily Membership (ADM)</td>
<td>2,375</td>
</tr>
<tr>
<td>Average Daily Attendance (ADA)</td>
<td>2,135</td>
</tr>
<tr>
<td>Certified Teachers</td>
<td>216</td>
</tr>
<tr>
<td>Certified Staff</td>
<td>38</td>
</tr>
<tr>
<td>Administration</td>
<td>26</td>
</tr>
<tr>
<td>Classified Staff</td>
<td>158</td>
</tr>
<tr>
<td>Students Transported Daily</td>
<td>923</td>
</tr>
<tr>
<td>Bonded Indebtedness, 6/30/2004</td>
<td>$1,425,009</td>
</tr>
<tr>
<td>Total General Fund Revenues</td>
<td>$25,298,846</td>
</tr>
<tr>
<td>Total General Fund Expenditures</td>
<td>$24,341,280</td>
</tr>
<tr>
<td>Operating Cost Per ADM</td>
<td>$11,770</td>
</tr>
</tbody>
</table>

Source: State of Wyoming, Department of Education, Statistical Report Series No. 3, annual
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Wage and Salary</td>
<td>7,088</td>
<td>6,948</td>
<td>Wage and Salary</td>
<td>$184,487</td>
<td>$185,769</td>
</tr>
<tr>
<td>Proprietors</td>
<td>2,574</td>
<td>2,654</td>
<td>Proprietors</td>
<td>$31,096</td>
<td>$40,604</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Supplements to Wages and Salaries*</td>
<td>$46,353</td>
<td>$56,187</td>
</tr>
<tr>
<td>Farm</td>
<td>561</td>
<td>529</td>
<td>Farm</td>
<td>$3,074</td>
<td>$10,352</td>
</tr>
<tr>
<td>Forestry, Fishing, Related Activities</td>
<td>154</td>
<td>153</td>
<td>Forestry, Fishing, Related Activities</td>
<td>$1,650</td>
<td>$1,410</td>
</tr>
<tr>
<td>Mining</td>
<td>229</td>
<td>173</td>
<td>Mining</td>
<td>$12,139</td>
<td>$9,446</td>
</tr>
<tr>
<td>Utilities</td>
<td>42</td>
<td>52</td>
<td>Utilities</td>
<td>$2,552</td>
<td>$3,129</td>
</tr>
<tr>
<td>Construction</td>
<td>658</td>
<td>698</td>
<td>Construction</td>
<td>$19,416</td>
<td>$22,604</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>549</td>
<td>469</td>
<td>Manufacturing</td>
<td>$32,741</td>
<td>$37,714</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>167</td>
<td>159</td>
<td>Wholesale Trade</td>
<td>$6,463</td>
<td>$6,332</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>1,121</td>
<td>1,135</td>
<td>Retail Trade</td>
<td>$19,665</td>
<td>$19,858</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>465</td>
<td>513</td>
<td>Transportation and Warehousing</td>
<td>$24,293</td>
<td>$27,025</td>
</tr>
<tr>
<td>Information</td>
<td>95</td>
<td>91</td>
<td>Information</td>
<td>$1,846</td>
<td>$1,776</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>226</td>
<td>231</td>
<td>Finance and Insurance</td>
<td>$6,040</td>
<td>$6,137</td>
</tr>
<tr>
<td>Real Estate, Rental and Leasing</td>
<td>323</td>
<td>325</td>
<td>Real Estate, Rental and Leasing</td>
<td>$3,504</td>
<td>$3,677</td>
</tr>
<tr>
<td>Professional and Technical Services</td>
<td>270</td>
<td>274</td>
<td>Professional and Technical Services</td>
<td>$7,016</td>
<td>$7,700</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>(D) (D)</td>
<td>(D) (D)</td>
<td>Management of Companies and Enterprises</td>
<td>(D) (D)</td>
<td>(D) (D)</td>
</tr>
<tr>
<td>Administrative and Waste Services</td>
<td>(D) (D)</td>
<td>Administrative and Waste Services</td>
<td>(D) (D)</td>
<td>(D) (D)</td>
<td></td>
</tr>
<tr>
<td>Educational Services</td>
<td>23</td>
<td>25</td>
<td>Educational Services</td>
<td>(L)</td>
<td>$52</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>530</td>
<td>546</td>
<td>Health Care and Social Assistance</td>
<td>$12,848</td>
<td>$14,316</td>
</tr>
<tr>
<td>Arts, Entertainment, and Recreation</td>
<td>210</td>
<td>217</td>
<td>Arts, Entertainment, and Recreation</td>
<td>$3,415</td>
<td>$3,625</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>989</td>
<td>975</td>
<td>Accommodation and Food Services</td>
<td>$11,456</td>
<td>$12,004</td>
</tr>
<tr>
<td>Other Services, except Public Administration</td>
<td>520</td>
<td>525</td>
<td>Other Services, except Public Administration</td>
<td>$8,902</td>
<td>$9,051</td>
</tr>
<tr>
<td>Government and Government Enterprises</td>
<td>2,249</td>
<td>2,215</td>
<td>Government and Government Enterprises</td>
<td>$80,300</td>
<td>$82,297</td>
</tr>
<tr>
<td>TOTAL</td>
<td>9,662</td>
<td>9,652</td>
<td>TOTAL</td>
<td>$261,936</td>
<td>$282,560</td>
</tr>
</tbody>
</table>

*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

<table>
<thead>
<tr>
<th>PERSONAL INCOME</th>
<th>1998</th>
<th>1999</th>
<th>2000</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Personal Income (100)</td>
<td>$341,060</td>
<td>$350,158</td>
<td>$369,120</td>
<td>$385,550</td>
<td>$398,655</td>
<td>$422,079</td>
</tr>
<tr>
<td>Per Capita Personal Income</td>
<td>$21,645</td>
<td>$22,261</td>
<td>$23,663</td>
<td>$25,260</td>
<td>$25,909</td>
<td>$27,479</td>
</tr>
<tr>
<td>Per Capita Current Transfer Receipts*</td>
<td>$3,117</td>
<td>$3,294</td>
<td>$3,487</td>
<td>$3,844</td>
<td>$4,060</td>
<td>$4,353</td>
</tr>
<tr>
<td>Per Capita Dividend, Interest, and Rent</td>
<td>$5,728</td>
<td>$6,025</td>
<td>$6,350</td>
<td>$6,593</td>
<td>$6,947</td>
<td>$8,600</td>
</tr>
</tbody>
</table>

*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

<table>
<thead>
<tr>
<th>SALES TAX COLLECTIONS</th>
<th>FY 2004</th>
<th>FY 2004</th>
<th>FY 2005</th>
<th>FY 2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>INDUSTRY (NAICS)</td>
<td>Total Taxes</td>
<td>4% Taxes</td>
<td>Total Taxes</td>
<td>4% Taxes</td>
</tr>
<tr>
<td>Agriculture, Forestry, Fishing, &amp; Hunting</td>
<td>$16,313</td>
<td>$11,915</td>
<td>$19,994</td>
<td>$13,329</td>
</tr>
<tr>
<td>Mining</td>
<td>$3,517,260</td>
<td>$2,665,392</td>
<td>$4,244,804</td>
<td>$2,834,221</td>
</tr>
<tr>
<td>Utilities</td>
<td>$896,513</td>
<td>$628,665</td>
<td>$991,836</td>
<td>$661,246</td>
</tr>
<tr>
<td>Construction</td>
<td>$614,186</td>
<td>$450,076</td>
<td>$699,189</td>
<td>$466,409</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>$636,136</td>
<td>$465,814</td>
<td>$686,469</td>
<td>$457,676</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>$993,713</td>
<td>$707,223</td>
<td>$1,377,537</td>
<td>$918,299</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>$5,339,752</td>
<td>$3,853,681</td>
<td>$6,313,222</td>
<td>$4,205,496</td>
</tr>
<tr>
<td>Transportation &amp; Warehousing</td>
<td>$31,417</td>
<td>$21,848</td>
<td>$39,410</td>
<td>$26,286</td>
</tr>
<tr>
<td>Information</td>
<td>$252,631</td>
<td>$391,730</td>
<td>$578,398</td>
<td>$385,592</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>$692,059</td>
<td>$481,313</td>
<td>$991,219</td>
<td>$653,703</td>
</tr>
<tr>
<td>Professional &amp; Business Services</td>
<td>$90,535</td>
<td>$64,865</td>
<td>$83,050</td>
<td>$55,311</td>
</tr>
<tr>
<td>Educational &amp; Health Services</td>
<td>$4,465</td>
<td>$3,306</td>
<td>$6,739</td>
<td>$4,559</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>$1,773,710</td>
<td>$1,308,016</td>
<td>$2,072,559</td>
<td>$1,382,220</td>
</tr>
<tr>
<td>Other Services</td>
<td>$782,722</td>
<td>$560,735</td>
<td>$773,291</td>
<td>$515,922</td>
</tr>
<tr>
<td>Public Administration</td>
<td>$1,307,485</td>
<td>$942,963</td>
<td>$1,584,234</td>
<td>$1,056,704</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$17,248,895</td>
<td>$12,287,868</td>
<td>$20,461,771</td>
<td>$13,026,964</td>
</tr>
</tbody>
</table>

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

15
Workforce Training

1. Wyoming Department of Workforce Services offers employers up to $2,000 per employee for training. (http://wyoingworkforce.org/how/wdifo.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.

   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.

   - Provides low interest loans to community development organizations.
- Provides gap financing for projects with the Wyoming Business Council participating with a commercial lender.

**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](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](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](http://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](http://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](http://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](http://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](http://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


Source: Wyoming Business Council

---

<table>
<thead>
<tr>
<th>Power Cost</th>
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</thead>
<tbody>
<tr>
<td><strong>Weighted Average Cost per kWh of Power</strong></td>
</tr>
<tr>
<td><strong>2001</strong></td>
</tr>
<tr>
<td>Cents per kWh of industrial power</td>
</tr>
<tr>
<td>Cents per kWh of commercial power</td>
</tr>
<tr>
<td>Cents per kWh of residential power</td>
</tr>
</tbody>
</table>

| Carbon Power & Light, Inc. (2000) |
| Saratoga, WY 82331 |
| (307) 326-5206 |
| Industrial | Commercial | Residential |
| 4.99 | 6.99 | 8.57 |

| High Plains Power, Inc. (2001) |
| 5608 Old West Yellowstone |
| Casper, WY 82601 |
| (307) 473-1525 |
| Industrial | Commercial | Residential |
| 3.54 | 6.19 | 7.21 |

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

| Yampa Valley Electric Association, Inc. (2000) |
| P.O. Box 771218 |
| Steamboat Springs, CO 80477 |
| (970) 879-7270 |
| Industrial | Commercial | Residential |
| N/A | 7.68 | 7.14 |

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

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<table>
<thead>
<tr>
<th>Cost of Living Index (Prices as of January 5, 6, and 7, 2006, Statewide Average = 100)</th>
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</thead>
<tbody>
<tr>
<td><strong>Food</strong></td>
</tr>
<tr>
<td>100</td>
</tr>
</tbody>
</table>


Source: A Profile of Wyoming <http://www.wyomingcda.com/PDFfiles/Profile.bm05_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
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Community Contact
Deb Lucero
307-328-4500

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

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

### Tuesday  
**October 10th**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00 - 8:30</td>
<td>Breakfast</td>
<td>Cottontree Inn</td>
</tr>
<tr>
<td>9:30 - 10:30</td>
<td>Orientation &amp; Organization (Team members only)</td>
<td>Depot</td>
</tr>
<tr>
<td>10:30 - 1:00</td>
<td>Area Tour</td>
<td>Sanfords</td>
</tr>
<tr>
<td>1:00 - 2:20</td>
<td>Lunch</td>
<td>City Hall</td>
</tr>
<tr>
<td>2:30 - 3:20</td>
<td>Health Care, Emergency Services</td>
<td>City Hall</td>
</tr>
<tr>
<td>3:30 - 4:20</td>
<td>Retail, Business, Industrial</td>
<td>City Hall</td>
</tr>
<tr>
<td>4:25 - 5:15</td>
<td>Non-profit groups, Parents</td>
<td></td>
</tr>
<tr>
<td>5:15 - 6:30</td>
<td>Dinner (Catered)</td>
<td>Depot</td>
</tr>
<tr>
<td>7:00 - 8:00</td>
<td>Open Listening Session</td>
<td></td>
</tr>
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### Wednesday  
**October 11th**

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

### Thursday  
**October 12th**

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

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

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

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

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

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
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 are 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 “(eii) 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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Thomas Johnson
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 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.

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(This service must be accessed through Tom Johnson, the WBC Regional Director for the area. See contact information below)

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Thomas Johnson  
South East Regional Director  
Wyoming Business Council  
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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 $2 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 fourth 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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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 it 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](http://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 Gillium, 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](http://www.hud.gov)

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**Theme:** SERVICES

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**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 must 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.


**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
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 Luccero 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 a 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
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
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](http://www.citizensedproject.org/THE_WYOMING_METH_INITIATIVE.htm)

Drug Enforcement Administration  


Family intervention  
[http://lovefirst.net](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](http://www.amenclinics.com).

[www.valleyhope.com](http://www.valleyhope.com)


To view a pdf of Wyoming’s methamphetamine initiatives  

To learn more about drug courts  

National Drug Intelligence Center  
*Wyoming Drug Threat Assessment*  

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.  
Dr. Gerry Maas  
Hathaway Bldg, 2nd Floor  
2300 Capitol Avenue  
Cheyenne, WY 82002  
307-777-6282

**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
Brandon Marshall
Business & Industry Development
Wyoming Business Council
214 W 15th St
Cheyenne, WY 82002
(307) 777-2820
br_marshall@state.wy.us

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.wyfc.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 locals. 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 run 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**
George Gault, President
313 S. 2nd Street
Laramie, WY
82070
1-866-70-T-R-U-S-T
Phone: (307) 721-8300
Fax: (307) 721-8333
Email: wcf@wycf.org,
george@wycf.org
www.wycf.org

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:**

Rachel Girt, Manager  
PR & Marketing  
Wyoming Business Council  
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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 to 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
It's 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
- It’s not Texas
- Wildlife
- Closeness of the community
- Location
- Fresh air
- Girl/boy scouts and 4-H
- Agree with all
- Great mountains
- Church activities - outreach
- Sundeen 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******
- Sheriff's 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
Methamphetamine 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.