

The Wyoming Rural Development Council

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

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

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

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

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

Mary Randolph, Executive Director
Wyoming Rural Development Council
214 W. 15th Street
Cheyenne, WY 82002
307-777-6430
307-777-2935 (fax)
Mary.randolph@wybusiness.org
www.wyomingrural.org

Table of Contents

Town of Pinedale Five-Year Follow Up

Resource Team Community Assessment Report

September 15 & 16, 2010

Process for the Development of the Team Study and Report.....	3
Executive Summary.....	4
Pinedale Community Profile.....	5
Resource Team Members and Community Planning Team.....	11
Agenda.....	12
Major Themes.....	13
Recommendations Submitted.....	14
By Team Members	
David Denke	
Jo Ferguson	
Raven Gore	
Paul Randolph	
What Was Said In the Interviews.....	39
20 Clues to Rural Community Survival.....	56

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

Process for the Development of this Report

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

The Town of Pinedale requested a five-year follow up community assessment from the Wyoming Rural Development Council. Kate Grimes, Pinedale Planning and Zoning Administrator was the primary organizer, with assistance from Alexis Berg, Director of the Sublette Economic Resource Council, and Terrie Swift, Director of the Sublette County Chamber of Commerce. They served as the community contacts and worked with the Pinedale community assessment team leaders in agenda development, logistics, and publicity in town for the assessment. Resource team members were selected to visit Pinedale; interview citizens, business and community leaders; and develop a plan of recommended actions for the town.

The Resource Team visited Pinedale over a two-day period on September 15 & 16, 2010. Our visit began with a tour of the town and surrounding area. During 8 listening sessions and town meeting, the resource team talked to approximately 150 people. Participants were asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing the action plan. The three questions were:

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

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

The preliminary findings were presented to the people of Pinedale on September 16, 2010.

Following the preliminary findings meeting, this formal written report was prepared and presented to the town of Pinedale.

Executive Summary

There are many strengths that Pinedale has to build upon to have a successful future. You have the wonderful Pinedale Aquatic Center (PAC) that makes other Wyoming communities envious. Your EMT Service is top notch as is your health center. Both to be proud and grateful for. Your parks are lovely and inviting. To become and maintain a vibrant, sustainable community takes only a few people willing to roll up their sleeves and go to work. Once this nucleus begins to exert effort, it will begin to show some successes. Then this nucleus needs to expand to include more and more of the community until the entire community is involved. The work is not on just the big jobs; it is also on the small ones that can be achieved quickly.

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

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

On behalf of the Pinedale Five-Year Follow Up Resource Team, I want to thank the people and businesses of the community, and our sponsors, the Town of Pinedale for the hospitality shown to us during our stay. Thank you!

Of course, one of the most touching events during our stay was the tremendous gift given to our team member Ravin Gore. As she received news of her little boy's surgery, the town of Pinedale went into action—because of the caring people in your community Ravin was with her son in North Carolina in a few hours. No easy task—but accomplished with your giving and talented citizens!

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,

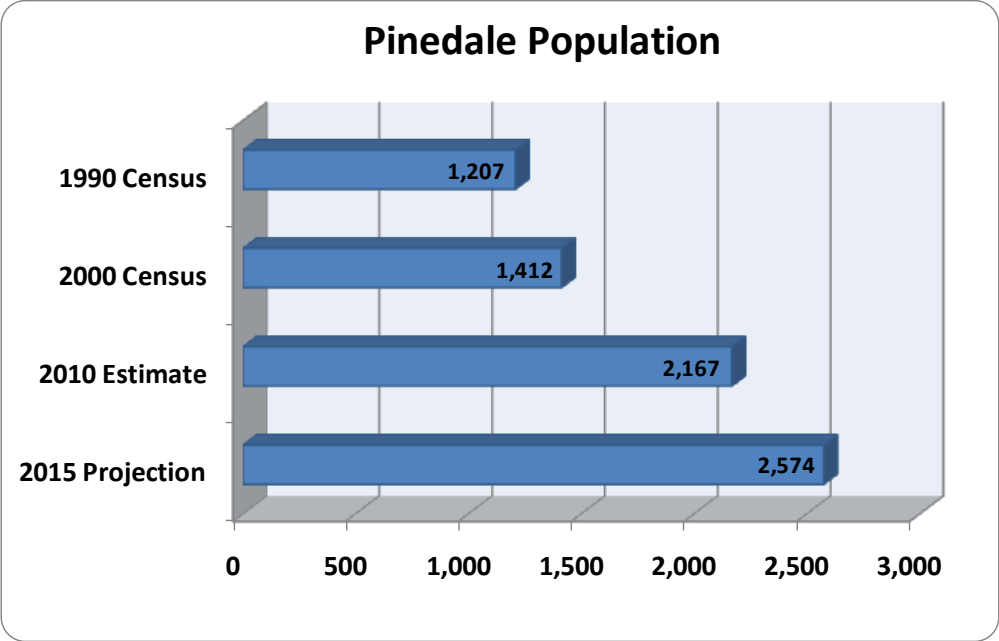
Jo Ferguson
Team Leader

Pinedale Executive Summary

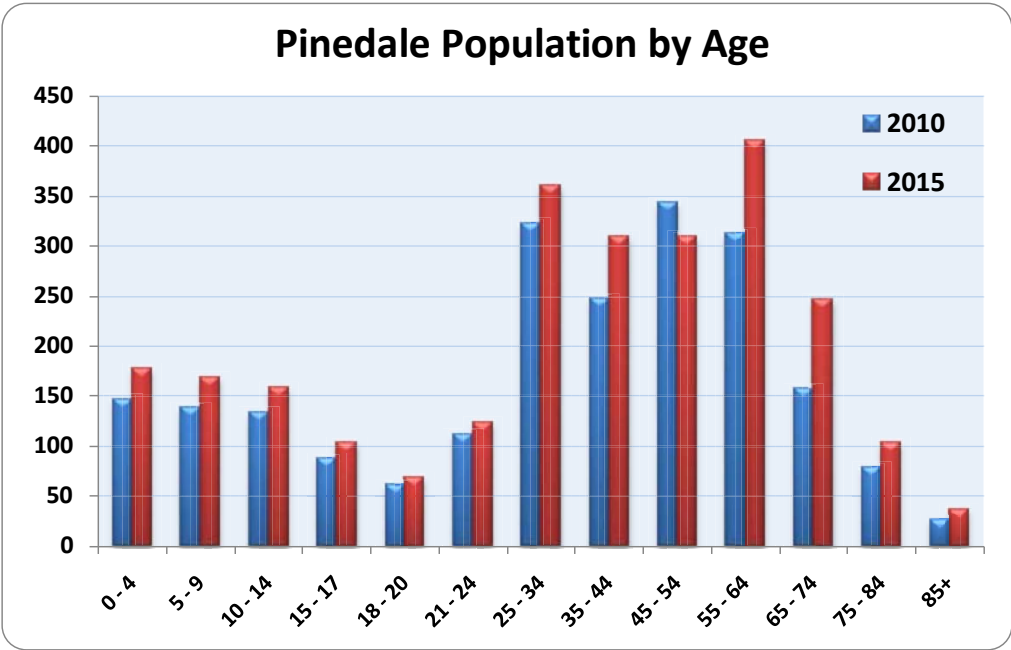


Population Demographics

The population in Pinedale in 1990 was **1,207** and in 2000 it was **1,412**, a **17.0%** change. The population for 2010 is **2,167** and the projection for 2015 is **2,574** representing a change of **18.8%**. The growth rate from 1990 to 2010 is **79.5%**.



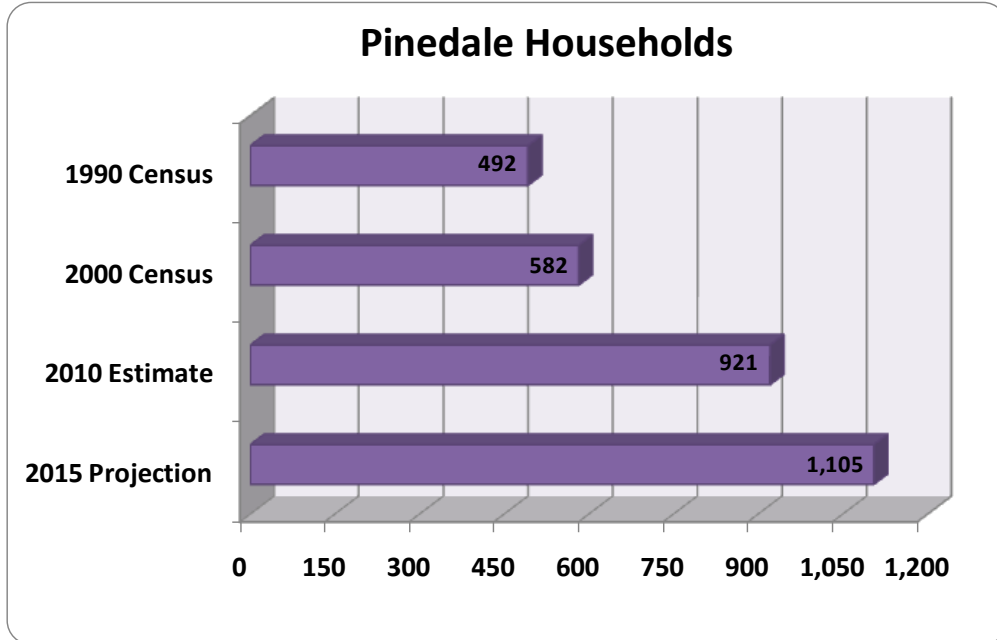
The 2010 median age of the total population in Pinedale is **38.3** and it is predicted to change in five years to **39.0**. For 2010, males represent **51.5%** of the population and females represent **48.5%**. The most prominent age group in 2010 is **Age 45-54** years. The age group least represented is **85+** years.





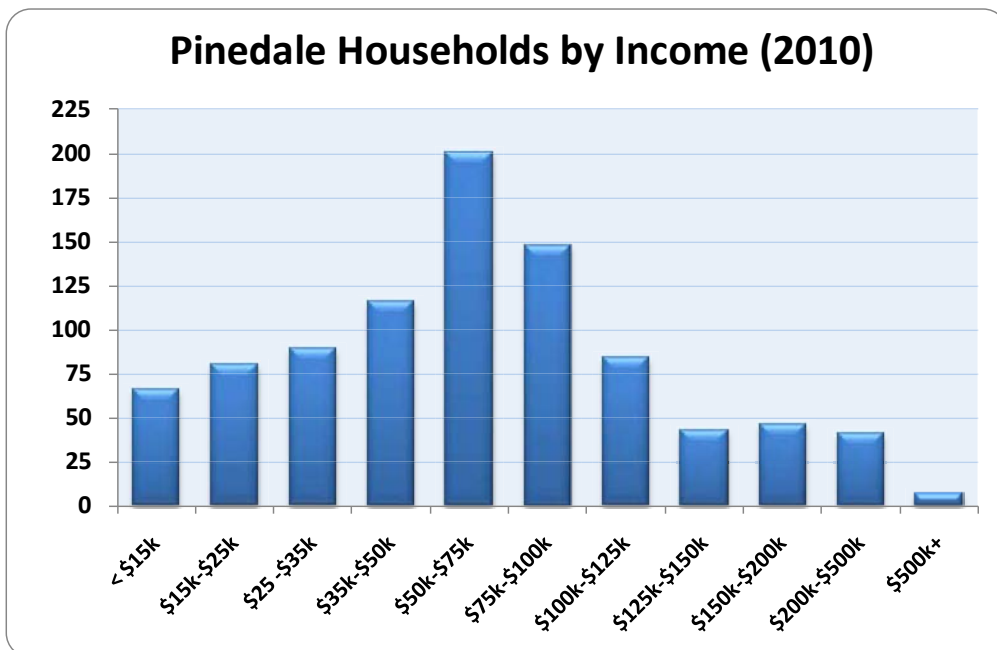
Household Demographics

The number of households in Pinedale in 1990 was **492** and in 2000 it was **582**, an **18.3%** change. The household count for 2010 is **921** and the projection for 2015 is **1,105** representing a change of **20.0%**. The growth rate from 1990 to 2010 is **87.2%**.



Income Demographics

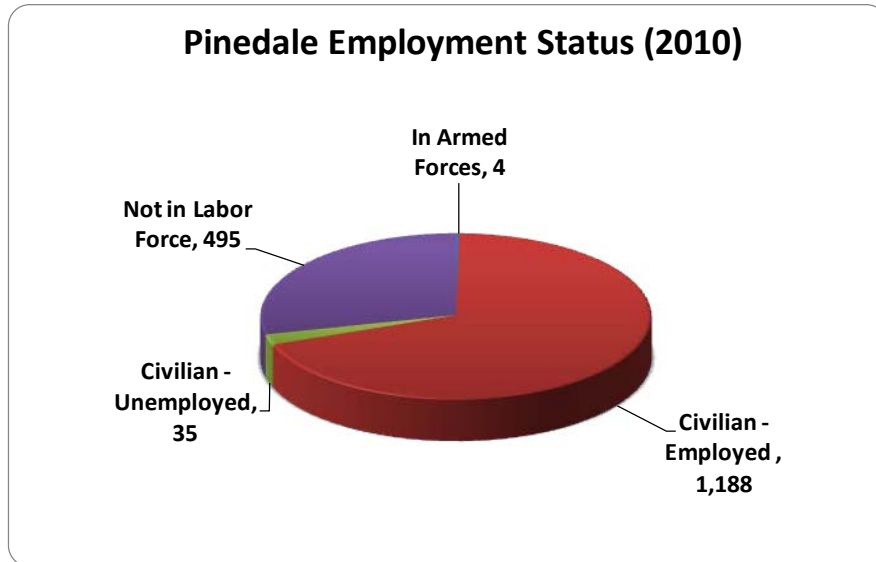
The 2010 predominant household income category for Pinedale is **\$50k-\$75k**, and the income group that is least represented is **\$500k+**. For 2010, average household income is **\$80,969**, median household income is **\$63,614** and per capita income is **\$34,739**.



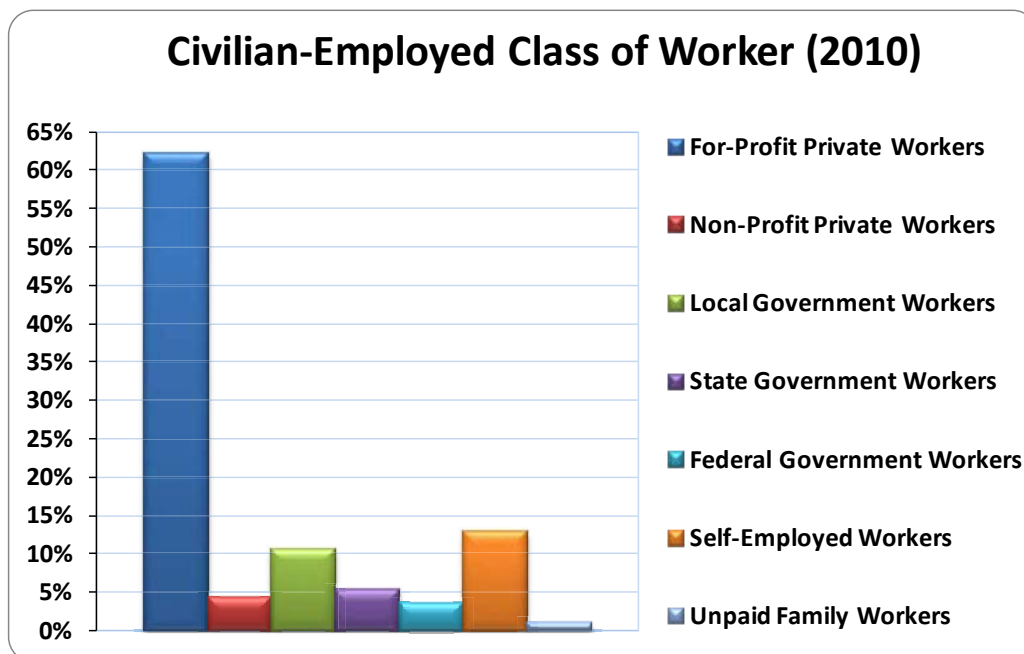


Labor Force Demographics

For 2010, **54.8%** of the Pinedale population (age 16+) is estimated to be employed. The status of the labor force was as follows: **0.2%** are in the Armed Forces, **69.0%** are employed civilians, **2.0%** are unemployed civilians, and **28.8%** are not in the labor force.



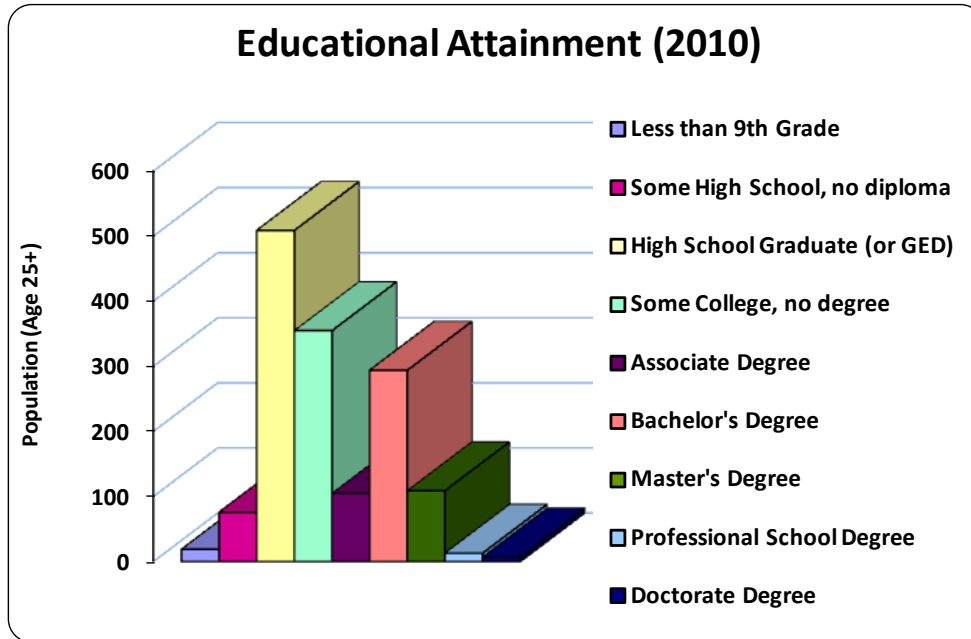
For the civilian-employed population, it is estimated that they are employed as the following class of worker: For-Profit Private Workers (**62.1%**); Non-Profit Private Workers (**4.4%**); Local Government Workers (**10.6%**); State Government Workers (**5.3%**); Federal Government Workers (**3.7%**); Self-Employed Workers (**12.0%**); and Unpaid Family Workers (**1.0%**).





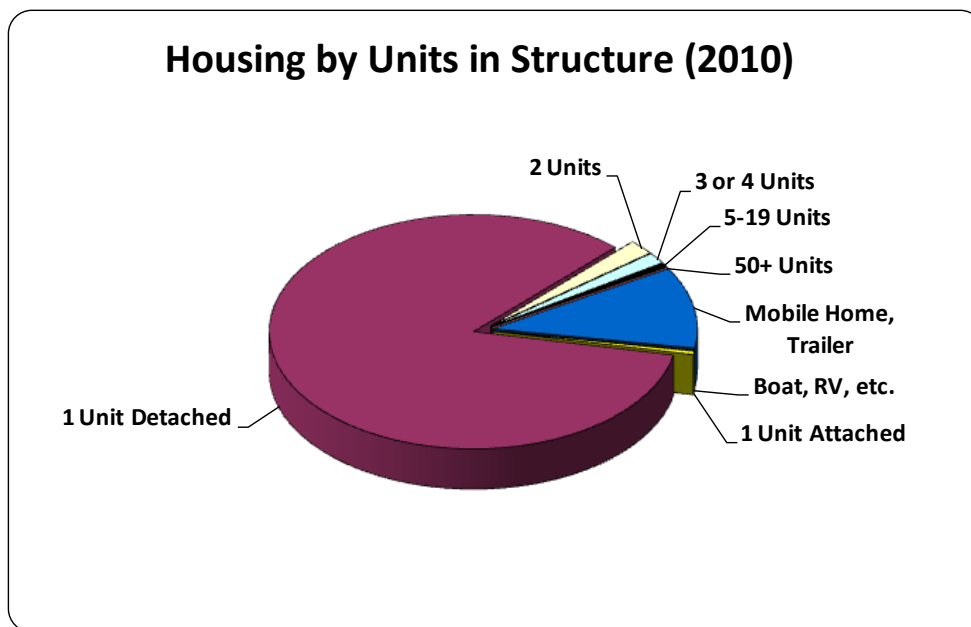
Education Demographics

For 2010, it is estimated that **8.7%** of the Pinedale population (Age 25+) earned a Master's, Professional, or Doctorate Degree and **19.8%** earned a Bachelor's Degree.



Housing Demographics

For 2010, most of the dwellings in Pinedale (**71.1%**) are Owner-Occupied. The majority of dwellings are estimated to be structures of 1 Unit Detached (**84.0%**). The majority of housing units (**32.4%**) were built in 2000 or later.



Source: Claritas, Inc.

Pinedale R M P Opportunity Gap - Retail Stores 2009

The difference between demand and supply represents the opportunity gap or surplus available for each retail outlet. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus) for that retail outlet. For example, a positive value signifies an opportunity gap, while a negative value signifies a surplus.

	(Demand) Consumer Expenditures	(Supply) Retail Sales	(Opportunity) Gap/ Surplus
Total Retail Sales (\$) - Including Eating & Drinking	37,369,119	30,277,849	7,091,270
Motor Vehicle and Parts Dealers	6,262,067	2,489,312	3,772,755
Automotive Dealers	5,157,433	1,131,859	4,025,574
Other Motor Vehicle Dealers	539,808	599,506	(59,698)
Automotive Parts/Accessories, Tire Stores	564,826	757,947	(193,121)
Furniture and Home Furnishings Stores	835,881	120,616	715,265
Furniture Stores	448,586	87,459	361,127
Home Furnishing Stores	387,295	33,157	354,138
Electronics and Appliance Stores	946,413	462,545	483,868
Appliances, TVs, Electronics Stores	712,908	462,545	250,363
Household Appliances Stores-	163,249	0	163,249
Radio, Television, Electronics Stores	549,659	462,545	87,114
Computer and Software Stores	194,059	0	194,059
Camera and Photographic Equipment Stores	39,446	0	39,446
Building Material, Garden Equip Stores	4,182,380	1,279,065	2,903,315
Building Material and Supply Dealers	3,849,921	1,279,065	2,570,856
Home Centers	1,587,425	0	1,587,425
Paint and Wallpaper Stores	88,473	0	88,473
Hardware Stores	333,058	1,033,280	(700,222)
Other Building Materials Dealers	1,840,965	245,785	1,595,180
Building Materials, Lumberyards	721,347	96,155	625,192
Lawn, Garden Equipment, Supplies Stores	332,459	0	332,459
Outdoor Power Equipment Stores	50,073	0	50,073
Nursery and Garden Centers	282,386	0	282,386
Food and Beverage Stores	4,717,427	1,129,730	3,587,697
Grocery Stores	4,317,097	1,057,931	3,259,166
Supermarkets, Grocery (Ex Conv) Stores	4,099,825	1,043,368	3,056,457
Convenience Stores	217,272	14,563	202,709
Specialty Food Stores	128,342	0	128,342
Beer, Wine and Liquor Stores	271,988	71,799	200,189
Health and Personal Care Stores	1,838,399	82,910	1,755,489
Pharmancies and Drug Stores	1,578,184	78,714	1,499,470
Cosmetics, Beauty Supplies, Perfume Stores	64,904	4,196	60,708
Optical Goods Stores	77,397	0	77,397
Other Health and Personal Care Stores	117,914	0	117,914
Gasoline Stations	4,438,191	5,103,153	(664,962)
Gasoline Stations With Conv Stores	3,318,674	3,554,854	(236,180)
Other Gasoline Stations	1,119,517	1,548,299	(428,782)
Clothing and Clothing Accessories Stores	1,640,698	57,332	1,583,366
Clothing Stores	1,163,789	57,332	1,106,457
Men's Clothing Stores	77,275	0	77,275

Women's Clothing Stores	285,080	0	285,080
Childrens, Infants Clothing Stores	62,914	0	62,914
Family Clothing Stores	633,759	54,417	579,342
Clothing Accessories Stores	28,115	0	28,115
Other Clothing Stores	76,646	2,915	73,731
Shoe Stores	220,270	0	220,270
Jewelry, Luggage, Leather Goods Stores	256,639	0	256,639
Jewelry Stores	236,724	0	236,724
Luggage and Leather Goods Stores	19,915	0	19,915
Sporting Goods, Hobby, Book, Music Stores	793,571	213,707	579,864
Sporting Goods, Hobby, Musical Inst Stores	553,299	72,158	481,141
Sporting Goods Stores	286,437	62,766	223,671
Hobby, Toys and Games Stores	169,584	0	169,584
Sew/Needlework/Piece Goods Stores	45,795	9,392	36,403
Musical Instrument and Supplies Stores	51,483	0	51,483
Book, Periodical and Music Stores	240,272	141,549	98,723
Book Stores and News Dealers	164,265	3,887	160,378
Book Stores	155,995	3,887	152,108
News Dealers and Newsstands	8,270	0	8,270
Prerecorded Tapes, CDs, Record Stores	76,007	137,662	(61,655)
General Merchandise Stores	4,949,025	3,121	4,945,904
Department Stores Excl Leased Depts	2,397,190	0	2,397,190
Other General Merchandise Stores	2,551,835	3,121	2,548,714
Miscellaneous Store Retailers	921,049	45,613	875,436
Florists	71,259	1,037	70,222
Office Supplies, Stationery, Gift Stores	393,395	34,656	358,739
Office Supplies and Stationery Stores	222,702	31,957	190,745
Gift, Novelty and Souvenir Stores	170,693	2,699	167,994
Used Merchandise Stores	84,193	214	83,979
Other Miscellaneous Store Retailers	372,202	9,706	362,496
Non-Store Retailers	2,380,363	17,204,430	(14,824,067)
Foodservice and Drinking Places	3,463,655	2,086,315	1,377,340
Full-Service Restaurants	1,538,219	1,033,415	504,804
Limited-Service Eating Places	1,482,135	565,896	916,239
Special Foodservices	297,692	1,307	296,385
Drinking Places -Alcoholic Beverages	145,609	485,697	(340,088)
GAFO *	9,558,983	891,977	8,667,006
General Merchandise Stores	4,949,025	3,121	4,945,904
Clothing and Clothing Accessories Stores	1,640,698	57,332	1,583,366
Furniture and Home Furnishings Stores	835,881	120,616	715,265
Electronics and Appliance Stores	946,413	462,545	483,868
Sporting Goods, Hobby, Book, Music Stores	793,571	213,707	579,864
Office Supplies, Stationery, Gift Stores	393,395	34,656	358,739

*GAFO (General merchandise, Apparel, Furniture and Other) represents sales at stores that sell merchandise normally sold in department stores. This category is not included in Total Retail Sales including Eating and Drinking Places.

Retail Market Power (RMP) data is derived from two major sources of information. The demand data is derived from the Consumer Expenditure Survey (CE Survey), which is fielded by the U.S. Bureau of Labor Statistics (BLS). The supply data is derived from the Census of Retail Trade (CRT) which is made available by the U.S. Census.

Resource Team Members Five Year Follow-up Pinedale, Wyoming September 15 & 16, 2010



Team Leader

Jo Ferguson

Sr. Rural Development Specialist
WY Rural Development Council
214 W. 15th Street
Cheyenne, WY 82002
307-777-5812
Jo.ferguson@wybusiness.org

Dave Denke

Small Business Administration
P.O. Box 44001
Casper, WY 82602
307-261-6523
David.denke@sba.gov

Ravin Gore, MPA

Community Development Planner
Division of Community Assistance
NC Department of Commerce
4313 Mail Service Center, Raleigh, NC 27699-4313
(919) 571-4900
rgore@nccommerce.com

Paul Randolph, Retired

Hewlett Packard & U.S. Forest Service
1110 Sherman Mountain Loop
Cheyenne, WY 82009
307-631-9637
prandolp@sisna.com

Community Contact:

Kate Grimes

Planning & Zoning Administrator
zoningtop@wyoming.com
(307)367-4136 ph
Town of Pinedale
210 W. Pine Street
P.O. Box 709
Pinedale, WY 82941

**September 2010 Community Assessment Agenda
Town of Pinedale, Wyoming**

Time		Activity	Location
start	end		
Tuesday 14 Sep			
Evening		Team arrives	Chambers House B&B
Wednesday 15 Sep			
8:00 AM	9:00 AM	Breakfast	B&B
9:00 AM	11:30 AM	Tour	Pinedale - SubLink Stage
11:30 AM	1:00 PM	Lunch	Rendezvous Pointe
1:00 PM	2:00 PM	Senior Listening Session	Library
2:15 PM	3:15 PM		
3:30 PM	4:30 PM	Land Development & Planning	Library
4:45 PM	5:45 PM	Pinedale Based Business	Library
5:45 PM	6:30 PM	Economic Development	Library
6:45 PM	8:15 PM	Working Dinner	Los Cabos
Thursday 16 Sep			
6:30 AM	7:30 AM	Breakfast	B&B
8:00 AM	9:00 AM	Civic & Non-Profit Groups	Library
9:30 AM	10:10 AM	Youth Listening Session	High School
10:30 AM	11:30 PM	Tourism & Recreation	Library
11:30 PM	12:30 PM	Lunch	Brew Pub
12:45 PM	1:45 PM	Government Services & Utilities	Library
1:45 PM	4:45 PM		
4:45 PM	6:00 PM	Working Dinner & meeting prep	
6:30 PM	8:00 PM	Town Meeting	Library
Friday 17 Sep			
6:30 AM	7:30 AM	Breakfast	B&B
8:00 AM	8:00 AM		

**PINEDALE 5-YEAR FOLLOW UP COMMUNITY ASSESSMENT
September, 2010
MAJOR THEMES**

Housing

Senior, low income, affordable

Economic Development

Main Street Program

Business diversity

Services

Childcare, Recreation

Education, Grant Writer

Communication

Involvement

Volunteers

Disconnect

Infrastructure

Stoplight

Complete Curb & Gutter

WiFi/Broadband/Telemed

Planning

Tourism, Recreation

Health, Comprehensive plan

RESOURCE TEAM REPORTS

Recommendations submitted by Resource Team Members

Jo Ferguson
Senior Rural Development Specialist
Wyoming Rural Development Council
214 W. 15th Street
Cheyenne, WY 82002
307-777-5812
Jo.ferguson@wybusiness.org

Issue: Services

Challenge: Grant writer

Solution: The solution has been met by the attendance of Pinedale's Planning and Zoning Administrator and the Director of the Sublette Economic Resource Council at the "Get That Grant" Grant writing Training held in Cheyenne in October, 2010. This intensive four-day training gave information on how to search for and write grants. A follow up to this course will be a Grants Management Training that Wyoming Rural Development Council will sponsor in 2011 or early 2012.

WRDC also has a cadre of other grant writers that can help with Pinedale's grant writing needs.

Resource:

Jo Ferguson, Sr. Rural Development Specialist
Wyoming Rural Development Council
214 W. 15th Street
Cheyenne, WY 82002
307-777-5812
Jo.ferguson@wybusiness.org

Challenge: Child care, Recreation

Solution: Many of the items listed as challenges can be addressed by the community through resource coordination through an early childhood systems approach and additionally also evaluating youth services. The National League of Cities has developed an Action Toolkit for Municipal Leaders that addresses how a community can create a Youth Master Plan. Many stakeholders share responsibility for the safety, well-being and healthy development of young people but without a shared vision, and a collaborative structure to guide and assess local efforts, the community risks wasting finite resources and overlooking critical need. One recommendation in this toolkit is to develop an early childhood coalition. A system building effort is currently

underway in Wyoming through an effort by the Wyoming Early Childhood Partnership (WECP). Encouraging coordination of and collaboration between the nonprofit and government sectors can yield many braided funding stream opportunities. In many Wyoming communities the United Way is a major driver on early childhood issues and have access to technical assistance that could help Pinedale.

Resources:

Wyoming Early Childhood Partnership
Becca Freeburn, Executive Director
director@wyokidsfirst.org
307-472-2152

National League of Cities
<http://www.nlc.org/IYEF/>

Wyoming Department of Education
Anita Sullivan, Early Childhood (TANF)
asulli@educ.state.wy.us
(307) 721-1915

Challenge: Child care

Lack of child care/facilities is a growing problem in Wyoming. The Community Facility Direct and Guarantee Loan programs can provide loans to non-profits and public bodies for real estate and equipment for child care facilities. Within the Wyoming Business Council is the Community Facility program which can also assist in this area. Types of projects that the Community Facility program has funded includes clinics, hospitals, public buildings, day care centers (adult and child), fire stations and fire trucks.

Your own Sublette County Child Care Coalition is a good resource for child care concerns and ideas.
www.sublettechildcare.org.

Contact:

USDA Rural Development – Ann Stoeger, Area Director, 508 North Broadway, Riverton, WY 82501
ann.stoeger@wy.usda.gov 307-856-7524, ext. 4

Molly Davies, Community Facilities Program Manager
Wyoming Business Council
214 W. 15th Street
Cheyenne, WY 82002
307-777-2811
Molly.davies@wybusiness.org

Issue: Communication

Challenge: Communication with communities, county and partners

Solution: The practice of each Mayor attending the other's town council meeting is a good first step for cementing a solid relationship among the communities. A courtesy is shown at the Town Council meeting by not scheduling a meeting during other town's meeting dates to help continued teamwork. A possible recommendation would be to hold joint town council meetings or workshops when similar projects appear on the horizon. Perhaps those workshops could be facilitated by an outside organization when trying to come up with vision items.

Jointly, the towns could continue to develop health, senior, and recreation services to all citizens of the area.

It seems that the Federal Agencies involved in the areas around Pinedale are interested in being partners. Try to keep a continued dialogue with these agencies. The more community involvement in these discussions, the more equitable will be the outcomes.

Continue to invite County Commissioners to events. Perhaps organize a day where citizens could outline their desires to have county services available locally once or twice a month. The Town Council could appoint a committee to really study Pinedale's needs for county services and recommend to the Town Council a well-informed and proper request to the County Commissioners.

Carbon County Commissioners hold their second meeting of the month in a different town in the county. This allows county citizens the opportunity to attend a county commission meeting and to participate in county government. This would be a good suggestion for Sublette County. The meetings start at 4 p.m. allowing people that work a chance to attend. Also, the meeting gets done in a timely fashion to allow Commissioners to travel back to their homes that evening. Agenda items concerning your community could be considered on the day the meeting is held in your town. If this is not happening in Sublette County, perhaps some concerned citizens of Pinedale could suggest this idea to the Sublette County Commissioners.

Resources:

Carbon County Commissioners
Carbon County Clerk Gwynn Rothenberger
P.O. Box 6
Rawlins, WY 82301
307-328-2668
jimelliott@carbonwy.com

Wyoming Community Foundation
Samin Dadelahi, Senior Program Officer
313 S. 2nd Street
Laramie, WY 82070
307-721-8300
www.wycf.org

Facilitator: Mary Randolph
Wyoming Rural Development Council
214 W. 15th Street
Cheyenne, WY 82002
307-777-6430
Mary.randolph@wybusiness.org

Issue: Housing

Challenge: Affordable Housing

This is a problem that many communities in Wyoming are currently faced with. The Town of Pinedale first needs to devise a housing needs assessment for future development. Infrastructure needs as well as zoning needs to be addressed in this assessment. The following are some USDA programs.

USDA Rural Developments 502 Direct Loan Program: USDA/Rural Development also offers 502 direct home loans to qualified applicants to either purchase an existing home, construct a new home or to purchase a new manufactured home on a permanent foundation. Rural Development can 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, which then makes the payments more affordable.

USDA Rural Developments Guaranteed Loan program: This program assists the low to moderate-income families in achieving their homeownership dream. The loans are originated and made by a bank and RD issues a 90% guarantee on 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. And best of all, there is no maximum loan limit; it is whatever the applicant qualifies for.

USDA Rural Developments Self-Help Housing Program. The program's 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.

USDA Rural Developments Section 515 Direct and 538 Guaranteed Loan Program:
Loans for the construction of rental housing are available from USDA Rural Development under the 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 a NOFA (Notification of Funding Availability).

Resource:

USDA Rural Development – Ann Stoeger, Area Director, 508 North Broadway, Riverton, WY 82501
ann.stoeger@wy.usda.gov 307-856-7524 ext. 4

Issue: Planning

Challenge: Health/Comprehensive Planning

Solution: Many comments were made about the need for skilled nursing and also for a critical care access hospital. There was also mention of a comprehensive health care plan needed for the Town of Pinedale. The best information about obtaining professional services for the writing of such a plan was through the Office of Rural Health in the Wyoming Department of Health.

The Office of Rural Health may have some money to assist in Pinedale’s assessment.

Additionally, the National Rural Health Resource Center provides excellent community assessment tools and services, and can work in conjunction with experts in this field that conduct financial feasibility assessments as part of the process. Contact Sally Buck, Associate Director, National Rural Health Resource Center, at sbuck@ruralcenter.org or 218-727-9390 ext. 225. Website: <https://www.ruralcenter.org/> Sally and staff have worked with other communities in Wyoming and can provide a list of references if needed.

Resource:

Sharla Allen, Manager, Office of Rural Health
Rural and Frontier Health Division
Wyoming Department of Health
Sharla.allen@health.wyo.gov
307-777-7293

Challenge: Recreation Planning

Solution: The winters in Pinedale can get long. So we heard many comments about things to do in the winter and in the summer. Your wonderful rec center responds to the needs of the community. It has good leadership. Other activities can be developed for all ages. A comprehensive pathway system was mentioned often—this would also be a safety issue to keep bikers and hikers off the highway. Resources for a bike, walking, and hiking trail system would be the TEAL Grant from WYDOT and Wyoming Community Foundation.

Other Solutions: Some of the simple solutions we heard from your citizens were to unlock the restrooms in the parks; extend PAC hours to later in the evening and lower the PAC admission fee; supply recreational rental equipment for tourists.

Resource: Contact the Wyoming Community Foundation for a possible source of funding to conduct these activities. This foundation is a nonprofit charitable 501(c)(3) organization that was created in 1989 by and for the people of Wyoming. With assets over \$47M, the Community Foundation has developed into a valuable philanthropic resource for Wyoming.

They have an in-depth understanding of the issues, opportunities, and resources that shape the state and communities. They monitor all areas of community need - including human services, education, the environment, healthcare, the arts, and economic development. They invest in the long term and bring people and organizations together, convening diverse voices to address local issues and opportunities. Their business is building communities.

Wyoming Community Foundation
Samin Dadelahi, Senior Program Officer
313 S. 2nd Street
Laramie, WY 82070
307-721-8300
www.wycf.org

Wyoming DOT, Office of Local Government Coordinator, TEAL
C.J. Brown
5300 Bishop Blvd.
Cheyenne, WY 82002
307-777-4179
cj.brown@dot.state.wy.us

Challenge: More Cultural Events

Solution: The cultural events can be planned and led by talented community members. Perhaps bring in concerts that would appeal to all ages and add revenues to the town. Expand the length of another event in Pinedale to help accommodate the above-mentioned concert idea. Check with Cheyenne Frontier Days Committee Chairmen for ideas and planning information. Wyoming Travel and Tourism could possibly provide aid in events that could attract to Pinedale.

Resources: Event and concert information:
Cheyenne Frontier Days
Pat Moffett, Chairman of Contract Acts
David Miller, Chairman of Public Relations
www.cfdrodeo.com

Wyoming Travel & Tourism
307-777-2881
info@visitwyo.gov

USDA-RD Community Development Program Publication. As a strategy for economic development, tourism and festivals can be very useful. <http://www.nal.usda.gov/ric/ricpubs/tourism.html>

Challenge: Identity/Tourism

Solution: Begin defining your community. Does the geography of your community play an important part of what your community is? Do the various types of people and their different occupations funnel into the whole of your community? Does your community end at the town's boundaries? Are the community's needs answered by what is available? The citizens of Pinedale seem to realize that more needs to be done to develop cooperation in bringing the town to a level of regional worth rather than just a pass-through community on the way to Yellowstone. Capacity building in several areas (human, organizational, financial, and infrastructure) will help to identify the community.

Read The ABCs of Development - It's About Building Capacity by Linda Swalling Fettig, www.Authorhouse.com, 1-800-839-8640

Issue: Economic Development

Challenge: Retail Business with diversity

Solution: Attracting and keeping viable businesses in a community is a long-time planning effort by members of the town council, real estate community, and residents. We heard many comments about the need for business diversity. The Business and Industry section of the Wyoming Business Council, along with your WBC Regional Director can point you in the right direction for study and action to this problem. The Business Council has access to many tools to jump start this effort: SBDC, Marketing Research, Wyoming Women's Business Center and others. For available business spaces contact local realtors.

Resources:

Brandon Marshall
Business Retention & Entrepreneurship
Program Manager

Wyoming Business Council
307-777-2820

Brandon.marshall@wybusiness.org

Annie Wood, Sr. Mktg. & Attraction Specialist
Wyoming Business Council
307-777-2844

annie.wood@wybusiness.org

Challenge: Retail Business

Solution: 2010, 2011 Employer Seminars

Running a business can be a daunting task. Fortunately, there is help for employers. The Wyoming Department of Employment is sponsoring the 2010 Employer Seminars, coming to a town near you. The seminars provide information about workers' compensation, unemployment insurance, workplace safety, labor standards, and

labor market information. Check on upcoming seminars on the link below. Register online at <http://doe.state.wy.us/employerseminars>.

Challenge: Retail Businesses

During the assessment it was evident residents are frustrated at the lack of diversity in businesses in the community and lack of employment opportunities. Small businesses provide the majority of new job creation in a community. Starting a new business is risky and the business will not survive without the support of the community. The population of a town will determine the development of retail. USDA Rural Development has several business development programs in addition to their Business and Industry (B&I) Guarantee Loan program. The Rural Business Opportunity Grant (RBOG) program promotes sustainable economic development in rural communities with exceptional needs through provision of training and technical assistance for business development, entrepreneurs and economic development officials and assists with economic development planning. The Rural Business Enterprise Grant (RBEG) program provides grants for rural projects that finance and facilitate development of small and emerging rural businesses. The B&I Guarantee Loan program assists rural lenders in making loans to their clients and USDA guarantees up to 90% of that lenders loan.

Resource:

USDA Rural Development – Business and Cooperatives Programs, Jerry Tamlin, Program Director, 100 East “B” Street, Federal Building, Room 1005, Casper, WY 82601 Phone 307-233-6700 jerry.tamlin@wy.usda.gov

Ravin N. Gore, MPA
Community Development Planner
Division of Community Assistance
NC Department of Commerce
Street Address: 100 E. Six Forks Road, Raleigh, NC 27609
Mailing Address: 4313 Mail Service Center, Raleigh, NC 27699-4313
V: (919) 571-4900, ext 234 F: (919) 571-4951
rgore@nccommerce.com
www.nccommerce.com

Introduction: The few days in your community as a member of the Pinedale Community Assessment team afforded me the opportunity to appreciate what you have in your community and reflect on my own in North Carolina. Your history and your desire to preserve it illustrated so well and why you choose to live in Pinedale.

I commend the professionals at the Wyoming Rural Development Council for the amazing job they did preparing the resource team for the community assessment. The turnout for the assessment was about what I expected in a town the size of Pinedale and while the quantity may not have been as expected, the quality was fantastic. I was very impressed by the people who attended more than one session and repeated the same things, while this could have been seen as overkill, I saw it as dedication and genuine desire to see things happen in Pinedale (18 hole golf course☺) I can assure you all that you have a variety of opinions and capacity in the community that can be utilized to the advantage of everyone as you move forward with the projects, programs and policies that you create as a result of this assessment.

On a personal note, I want to say publically how very grateful I am to the people of Pinedale Wyoming for your assistance with getting home during my son, Jeremiah's surgery. I was beyond words when finding out that a local pilot would turn his plane around to come take care of a stranger in his home. Not only does Pinedale take care of its citizens it takes care of those who come to take care of Pinedale as well. I am eternally grateful for your love and support, and I will always remember and appreciate my time with you.

Thank you again for your hospitality.

Theme: HOUSING

Challenge: Senior, low income, affordable

Solution: People want to always be able to take care of the basic needs in life: food, water and shelter. Where a person lives is a huge issue in the United States. The homeless and elderly population is constantly growing and with the recession taking a huge bite out of the ability of people to afford homes. The nation has had to deal with the changing economic climate of the states, Wyoming is no different. Two programs that seek to address affordable, senior and low income housing are: Wyoming Community Development Authority and The Department of Housing and Urban Development.

One of the keys to housing in Pinedale is to gather funding from the federal and state sources available to the area. The Wyoming Community Development Authority was created by state statute as a body corporate operating as an instrumentality of the state and receives no state funding. WCDA raises capital for the mortgages it provides by selling mortgage revenue bonds to investors. WCDA administers several federal programs for the financing of housing. These programs include one in particular the Low-Income Housing Tax Credit Program (LIHTC). This program annually provides approximately \$2 million in tax credits for developers and contractors as an incentive to develop affordable rental housing projects. The LIHTC application period typically open mid November (once the Qualified Application Plan is approved by the Governor) with an application due date in late January. Additional funding cycles may open during a year if not all of the funds are awarded during the first application cycle. This program could assist with not just the low-income citizens of Pinedale but also the Senior Citizens who potentially fall into the same category.

The Obama Administration's Making Home Affordable Program includes opportunities to modify or refinance your mortgage to make your monthly payments more affordable. It also includes the Home Affordable Foreclosure Alternatives Program for homeowners who are interested in a short sale or deed-in-lieu of foreclosure.

The programs mostly directed towards the elderly and senior housing is address also by The Housing and Urban Development Department. Its purpose is to provide program options and HUD sponsored technical assistance to public housing authorities (PHA's) or tribally designated housing entities (TDHE's) that may have an interest in modernizing or constructing elderly public housing. This mission will assist very-low income elderly public housing residents to age in place and avoid unnecessary institutionalization.

The Senior Housing Information Center, a service of HUD's Public Housing Clearinghouse Center, will answer inquiries from PHA's or TDHE's, and link them with the appropriate supportive services to sustain service-enriched elderly housing.

Resources:

Primary contact for the Low-Income Housing Tax Credit Program is:

WCDA Housing Development Programs

Gayle Brownlee

Director of Multi-Family Housing

307- 265-0603

Brownlee@wyomingcda.com

Primary contact for the HUD Making Housing Affordable and Senior Housing Programs is:

Dwight Peterson, Field Office Director

Department of Housing and Urban Development

150 East B Street, Room 1010

P.O. Box 11010

Casper, WY 82602-5001

Phone: (307) 261-6250

Theme: COMMUNICATION

Challenge: Involvement, Volunteers, Disconnect

Solution: There are a number of methods to address the communication of a community; the best way is through its people themselves. Public Involvement is imperative in the successful transition of any level of growth that Pinedale could engage in. There are two organizations both at the national and state level that I believe can truly contribute positively to the necessity for active participation of Pinedale citizens: Cooperation for National & Community Service and ServeWyoming.

Ranked 18th for volunteer rate Wyoming has an average annual volunteer rate of 31.4%, with 129,000 volunteers serving 15.4 million per year. In Wyoming, more than 2,500 people participate in national service each year through 31 national service projects and programs. This year, the Corporation for National and Community Service will commit more than \$3,400,000 to support the national service initiatives in Wyoming. National service refers to the Corporation's National Service programs: [Senior Corps](#), [AmeriCorps](#), [Learn and Serve America](#), and other programs and initiatives. Participants in these programs address community needs such as education, the environment, public safety and disaster relief.

Some of the best community volunteer efforts are found within public private partnerships. Pinedale has a number of dedicated citizens ready to work to make things happen around the town, ServeWyoming could assist in fostering in the creation of groups and teams to make some Pinedale dreams come true.

Through the support of Governor Freudenthal, ServeWyoming promotes collaborative efforts among private, non-profit and governmental organizations that advance community service, volunteer programs and activities in each Wyoming community. We also collaborate with other Corporation for National & Community Service programs such as AmeriCorps*VISTA, Learn & Serve America, and Senior Corps. ServeWyoming gives every citizen an opportunity to help solve our biggest challenges in education, the environment, public safety, human needs, and homeland security. In addition to funding organizations throughout the state, our Commission has the role of developing, communicating and promoting a statewide vision and ethic of service in Wyoming.

In order to best address the local needs of the community there must be a constant pulse check of the citizens. The events of the Sublette County Chamber of Commerce are an excellent place to start. There are weekly opportunities to come together as a community and address the needs. A formal setting is not always necessary to have a discussion.

Resource:

Primary contact for the National Service Programs is:

Patrick Gallizzi

308 West 21st Street, Suite 206

Cheyenne, WY 82001-3663

Phone: (307) 772-2385

Fax: (307) 772-2389

Email: wy@cns.gov

Primary contact for the ServeWyoming is:

Connecting Campus and Community

1000 E. University Ave. Dept. 3625

Laramie, WY 82071

307-766-3117

Program Director: Katie Kleinhesselink

County: Albany

<http://www.uwyo.edu/uwvolunteers/>

Theme: ECONOMIC DEVELOPMENT

Challenge: Main Street Program and Business diversity

Solution: There is no way for any community to sustain itself without business; Pinedale is no different. There is a wealth of potential in Sublette County for business development and three organizations that can be very beneficial to this development at Wyoming Main Street, Wyoming Business Council, and Wyoming Economic Development Association.

Wyoming Main Street is dedicated to providing Wyoming communities with the opportunities to strengthen local pride and revitalize historic downtown districts by utilizing the Main Street Four Point Approach

Wyoming Main Street strives to make a difference in the lives of Wyoming residents by providing communities the opportunity to revitalize their commercial business districts through economic development and historic preservation. Main Street merchants, building owners, and local government officials have to opportunity to learn how to promote their downtown business districts, make their buildings look attractive and functional, how to market their wares, how to attract new customers and better serve the ones they have.

In addition to the Wyoming Main Street Program there's a state organization that speaks directly to the economic development needs of Wyoming. The creation of the Wyoming Business Council in 1998 dramatically changed Wyoming's approach to economic development. Unlike the state's previous economic development efforts, this new organization has more of a corporate structure, incorporates private business practices in order to drive programs and has instituted regional offices throughout the state.

The State of Wyoming created the Wyoming Business Council to focus public and private efforts to build a strong job creation base in the new economy with manufacturing and technology as core competencies while strengthening the existing business and industry groups under energy, agriculture, tourism and travel.

The key programs focus on developing assets to capture new business development at market initiatives, to build market share and applied research programs and to integrate technologies into the economic foundation of the state. Beyond its assistance to communities, existing businesses and recruitment prospects, the Business Council has divisions dedicated to: Agribusiness, Business and Industry, Investment Ready Communities, Support Services, Travel and Tourism Main Street and Wyoming Rural Development Council

Finally, in order to have good economic development efforts underway in a community there must be a foundation of solid leadership in place and a plan to make sure that sustainability controls are created so that the future can be just as bright as the present.

The goal of economic development is to increase the tax base and provide better jobs, thus enhancing the well-being and prosperity of the citizens of Wyoming. In order to reach this goal, the time and resources allocated to economic development programs typically fall fewer than five categories: developing supportive public policy, creating a competitive product (community infrastructure, sites, buildings, business climate, workforce development, and leadership development), the retention and expansion of existing businesses, entrepreneurship support, and recruiting new business.

Wyoming Economic Development Association was established in 1985, WEDA is a non-profit 501 (c) 6 professional association representing nearly 200 economic development members and organizations, in addition to over 5000 affiliate members, who support economic development through their local economic development groups. WEDA is the only association of its kind in Wyoming. It supports the members with the necessary tools used to create, retain and expand jobs, attract businesses, and develop a skilled workforce. WEDA offers [professional development scholarships](#), [training conferences](#), [newsletters and publications](#), a [reference library](#), list-serve and networking opportunities, a website, and lobbying efforts.

The cultivation of the amazing tourist attractions in Pinedale Wyoming can be an amazing asset to the entire community. The programs listed can benefit not only Sublette County and Pinedale they can produce the tourism industry in this area in a way that preserves the heritage but also takes advantage of the modern resources available.

Resource: Primary contact for the Wyoming Main Street Program is:

Wyoming Main Street Program
214 West 15th Street
Cheyenne, WY 82002
Tel: 307.777.2934
Fax: 307.777.2935

Resource: Primary contact for the Wyoming Business Council is:

Wyoming Business Council
[Robert Jensen](#)
214 West 15th St.
Cheyenne, WY 82002-0240
307.777.2800

Resource: Primary contact for the Wyoming Economic Development Association is:

Wyoming Economic Development Association
Paula McCormick
WEDA Coordinator
263 N. 8th Street
Lander, WY 82520
info@wyomingeda.org
307-332-5546
307-332-5336 (fax)

Paul Randolph
1110 Sherman Mt. Loop
Cheyenne, WY 82009
307-631-9637
prandolp@sisna.com

Introduction: Your community earned my respect during the community assessment process: passionate citizens, great youth turnout, outstanding facilities, caring for each other, and your hospitality toward our team members. You have a lot going for you, and I would like to thank you for the hospitality you showed us during the assessment. I enjoyed my time in Pinedale.

Theme: Economic Development

Challenge: Main Street

Your community has an emerging interest in participating in the Main Street program to bring unified focus to downtown economic development within the context of historic preservation.

Solution: Becoming a strong Main Street community may be the single most important thing you can do for your downtown. Two people from Pinedale have participated in the National Main Street conferences over the last several years, and their knowledge should help your program get established.

Main Street is a downtown revitalization and historic preservation program of the National Trust for Historic Preservation (HTHP). Thirty-seven states and more than 1,400 communities are utilizing this program that focuses on revitalizing historic downtowns based on the Four-Point Approach, which simultaneously targets the areas of design, promotion, organization and economic restructuring.

The Wyoming Main Street program was established by legislation in 2004 as a division of the Wyoming Business Council. The bill called for establishment of a state-wide program under the guidelines of the National Trust for Historic Preservation, Main Street program; the formation of a seven-person, governor-appointed advisory board; and certification of Main Street communities. The resources available include: grants, loans, free architectural design, training, technical assistance, support, strategic planning, referrals with other Main Street communities, participating in the national Main Street Conference, and the national Wyoming pre-trip to tour other Main Street communities.

The Wyoming Main Street Program has 3 levels of involvement:

Aspiring Main Street Community: This is a community that would like to learn more about the program; has a good volunteer base and interested in working toward the next tier. You stay in this tier for 2 years.

Associate Main Street Community: A community that has hired a part-time Main Street manager, has created a board of directors, and has a good volunteer community base. You can stay in tier for 1 year.

Certified Main Street Community: A community that meets all Main Street program criteria including hiring a program manager; board of directors; committees in place; a 3-year committed budget.

Applications for the Wyoming Main Street program are due by December 1 of each year.

Resources:

Scott Wisniewski, Program Manager of Wyoming Main Street program
214 West 15th Street
Cheyenne, WY 82002
307-777-2934
scott.wisniewski@wybusiness.org

Wyoming Main Street program
<http://www.wyomingmainstreet.org/>

Elaina Zempel, Southwest Regional Director of Wyoming Business Council
Quality Plaza
1100 Pine Avenue, Suite 2E
Kemmerer, Wyoming 83101
e.z@wybusiness.org

National Trust for Historic Preservation
1785 Massachusetts Avenue N. W.
Washington, D.C. 20035
202-588-6219
<http://www.preservationnation.org/main-street/>

Theme: Infrastructure

Challenge: WiFi /Broadband

Your community sees widely available broadband WiFi internet access as a needed infrastructure component to attract diverse businesses and assist your citizens with internet interaction to government and education programs.

Solution: The installation of widely available and free broadband WiFi is best epitomized by a Main Street town, Ponca City, Oklahoma which was also a boom town. They enjoy the fastest WiFi mesh network in the world; and their story should help you find a business model that works for you.

At the request of the United States Department of Agriculture, Partners for Rural America conducted four Regional Summits during 2010 with one of the four standard agenda topics being “Broadband.” All presentations, implementation plans, and outlines are available for your research on the internet.

The 2009 five-year community assessment for Medicine Bow contains grant resources that you may find useful; it is available for your use on the internet.

The Wyoming Office of the Chief Information Officer is spearheading a state-wide broadband initiative called LinkWYOMING which includes grants received to work with new and existing broadband projects.

According to Congressman Cynthia Lummis's Chief of Staff, Tucker Fagan, existing broadband services could be an on-ramp for your broadband, such as a recent completion of broadband encircling the state by Homeland Security and emergency services; probable broadband used by energy companies in your area, as well as recent efforts by others in Wyoming.

According to Senator Enzi's projects/grants coordinator, Richard Hawley, the USDA has grant money available to expand broadband.

Currently there is a great deal of activity, news, and grant money associated with the FCC's Broadband Opportunities for Rural America which you can research with a Google search on 'rural broadband'.

Resources:

Ponca City, Oklahoma WiFi information and FAQ's
<http://www.poncacityok.gov/index.aspx?NID=417>

Ponca City, Oklahoma Main Street information
<http://www.poncacitymainstreet.com/>

Partners for Rural America, Four Regional Summits in 2010 each with Broadband presentations and plans
<http://www.partnersforruralamerica.org/>

Derrel Carruth, Wyoming State Director of USDA Rural Development
PO Box 11005
Casper, WY 82602-5006
307-233-6700
derrel.carruth@wy.usda.gov

See "Medicine Bow 5-Year" Community Assessment for telecommunications resources
<http://www.wyomingrural.org/community.asp>

The "LinkWYOMING" initiative from state Chief Information Office:
<http://www.linkwyoming.org>

Contacts recommended by Tucker Fagan of people who have had recent efforts getting broadband into Wyoming:
Tom Johnson, Wyoming Business Council Southeast Regional Director
307-631-9275
http://www.wyomingbusiness.org/contacts/contacts_regional_southeast.aspx

Pete Obermueller, Congressional Staff to Congressman Cynthia Lummis
202-226-0734

Contacts recommend by Richard Hawley who have grant money available for broadband:
Richard Hawley, Projects/Grants Coordinator for Senator Enzi
307-261-6575
Richard_Hawley@enzi.senate.gov

Kim Jacobs, USDA Rural Development Staff for Wyoming and Montana
Can assist independent phone companies such as Century Link
1149 Road 8
Powell, WY 82435-8556
307-754-9000
307-254-0910 (cell)
kim.jacobs@wdc.usda.gov

Repeatedly run a Google search on 'rural broadband' to stay current of national changes posted on the web, and appearing in Google news.

Challenge: Telemed

Your community sees telemed as a means to improve medical services, speed, efficiency and accuracy.

Solution: The computerization of medicine is in the early stages of rapid growth and development during which thousands of startup companies trying to get a piece of the pie. As time goes on, we can expect a consolidation of companies to a successful few. Since there are so many rapidly changing technologies to computerize medical services, a good place to begin would be with a feasibility grant to identify what technologies already exist in your community, what technologies are desired, and what technologies are available. Then a comprehensive plan can be developed. The Wyoming Business Council can research what grants are available to pursue the feasibility study.

The Mary Ann Liebert website has many good reference articles focused on Telemedicine and e-Health.

Resources:

Jacalyn Neely, Research Specialist at Wyoming Business Council
214 West 15th Street
Cheyenne, WY 82002
307-777-2806
jacalyn.neely@wybusiness.org

Elaina Zempel, Southwest Regional Director of Wyoming Business Council
Quality Plaza
1100 Pine Avenue, Suite 2E
Kemmerer, Wyoming 83101
e.z@wybusiness.org

The following ahead-of-print papers are now available on Liebert Online. Click on the links below to view the abstracts for each paper, or click on the following link to view a listing of all ahead-of-print papers that are currently available for this journal:

<http://www.liebertonline.com/toc/tmj/0/0>

Telemedicine and e-Health

[Citation](#) | [Full Text](#) | [PDF \(56 KB\)](#) | [PDF Plus \(57 KB\)](#)

Making the Invisible Visible: Near-Infrared Spectroscopy and Phlebotomy in Children

[Eugene-Matthias Strehle](#)

Telemedicine and e-Health

[Abstract](#) | [Full Text](#) | [PDF \(186 KB\)](#) | [PDF Plus \(146 KB\)](#)

Implementation of a Wireless Device for Real-Time Telemedical Assistance of Home-Ventilated Amyotrophic Lateral Sclerosis Patients: A Feasibility Study

[Jos Pedro Lopes de Almeida](#), [Anabela C. Pinto](#), [Joo Pereira](#), [Susana Pinto](#), and [Mamede de Carvalho](#)

Telemedicine and e-Health

[Abstract](#) | [Full Text](#) | [PDF \(437 KB\)](#) | [PDF Plus \(329 KB\)](#)

Resident Perceptions of a Tele-Intensive Care Unit Implementation

[Christian Coletti](#), [Daniel J. Elliott](#), and [Marc T. Zubrow](#)

Telemedicine and e-Health

[Abstract](#) | [Full Text](#) | [PDF \(143 KB\)](#) | [PDF Plus \(144 KB\)](#)

A New, Phonocardiography-Based Telemetric Fetal Home Monitoring System

[Ferenc Kovács](#), [Miklós Török](#), [Csaba Horváth](#), [Ádám Tamás Balogh](#), [Tamás Zsedrovits](#), [Andrea Nagy](#), and [Gábor Hosszú](#)

Telemedicine and e-Health

[Abstract](#) | [Full Text](#) | [PDF \(255 KB\)](#) | [PDF Plus \(191 KB\)](#)

Using Telehealth for Assessment of Fetal Alcohol Spectrum Disorder: The Experience of Two Canadian Rural and Remote Communities

[Carla D.L. Ens](#), [Ana Hanlon-Dearman](#), [Mary Cox Millar](#), and [Sally Longstaffe](#)

Telemedicine and e-Health

[Abstract](#) | [Full Text](#) | [PDF \(260 KB\)](#) | [PDF Plus \(261 KB\)](#)

Original Research

The Business of Telemedicine: Strategy Primer

[Cynthia LeRouge](#), [Bengisu Tulu](#), and [Pamela Forducey](#)

Telemedicine and e-Health

[Abstract](#) | [Full Text](#) | [PDF \(491 KB\)](#) | [PDF Plus \(313 KB\)](#)

Original Research

Cost Savings of Telemedicine Utilization for Child Psychiatry in a Rural Kansas Community

[Ryan Spaulding](#), [Norbert Belz](#), [Stephen DeLurgio](#), and [Arthur R. Williams](#)

Telemedicine and e-Health

[Abstract](#) | [Full Text](#) | [PDF \(162 KB\)](#) | [PDF Plus \(163 KB\)](#)

Meeting Report

The Eighth International Conference on Smart Homes and Health Telematics 2010 July 22–24, 2010 Seoul, South Korea

[Ronald C. Merrell](#)

Telemedicine and e-Health

[Citation](#) | [Full Text](#) | [PDF \(43 KB\)](#) | [PDF Plus \(44 KB\)](#)

Brief Communication

MEDLINE Versus EMBASE and Cumulative Index to Nursing and Allied Health Literature for Telemedicine Searches

[Kambiz Bahaadinbeigy](#), [Kanagasingam Yogesan](#), and [Richard Wootton](#)

Telemedicine and e-Health

[Abstract](#) | [Full Text](#) | [PDF \(142 KB\)](#) | [PDF Plus \(142 KB\)](#)

Ambulance 12-Lead Electrocardiography Transmission via Cell Phone Technology to Cardiologists

[Jui-Chien Hsieh](#), [Bo-Xuan Lin](#), [Feng-Ren Wu](#), [Pei-Chann Chang](#), [Yi-Wei Tsuei](#), and [Chung-Chi Yang](#)

Telemedicine and e-Health

[Abstract](#) | [Full Text](#) | [PDF \(319 KB\)](#) | [PDF Plus \(208 KB\)](#)

Theme: Services

Challenge: Grant Writer

Your community sees a need for a grant writer to help the community acquire funds.

Solution: The Wyoming Rural Development Council (WRDC) sponsors 2 training programs: a 40-hour “Get That Grant: Grant writing from Conception to Completion” course, and a 4-day “Grants Management Training” course. These courses are available to you. Scholarships are available to the first course with the agreement that the scholarship student donate 40 hours of grant writing to the WRDC: as a result of 2009 training, over 500 hours of grant writing time was available to donate to communities. Previously trained grant writers have been successful in obtaining over \$3 million in state and federal grants in the years 2008 and 2009. Two people from Pinedale attended the course, “Get That Grant: Grant writing, from Conception to Completion” during October, 2010, and their knowledge should help your program get established. These courses and resources are available to you.

Resources:

Jo Ferguson, Wyoming Rural Development Council
214 West 15th Street
Cheyenne, WY 82002
307-777-5812
jo.ferguson@wybusiness.org

Additional Theme: Expand from 3 to 5 County Commissioners

Challenge: Your community sees a need to expand from 3 to 5 County Commissioners to enhance representation from more areas of the county.

Solution: The 2010 elections in Laramie County, Wyoming (Cheyenne) included ballot items to expand from 3 to 5 County Commissioners. Their experience may be helpful in exploring this idea further.

Resources:

1. Actual wording from the 2010 election ballot:

“LARAMIE COUNTY
INCREASING THE NUMBER OF
COUNTY COMMISSIONERS

‘Shall the membership of the Laramie County Board of Commissioners be increased from THREE (3) to FIVE (5) members?’

- FOR INCREASING THE BOARD FROM THREE (3) TO FIVE (5)
- AGAINST INCREASING THE BOARD FROM THREE (3) TO FIVE (5)”

“CREATING COMMISSIONER DISTRICTS

‘If the voters approve increasing the membership of the Laramie County Board of Commissioners from THREE (3) to FIVE (5) members, shall Laramie County be divided in to FIVE (5) County Commissioner Districts?’

- FOR DIVIDING THE COUNTY INTO FIVE (5) COUNTY COMMISSIONER DISTRICT
- AGAINST DIVIDING THE COUNTY INTO FIVE (5) COMMISSIONER DISTRICTS”

2. Actual wording from a brochure at the early voting location compiled by the Laramie County Clerk’s Office:

“Q & A SHEET
EXPANDING THE BOARD OF COMMISSIONERS FROM THREE TO FIVE MEMBERS

1. *If voters approve expanding the Board of Commissioners from three to five members, when would the additional positions be filled?*

The two new positions would be filled at the 2012 election.

2. *What would the cost be for increasing the Board membership?*

The fixed annual cost would include salary and benefits. The annual salary for each commissioner would be \$40,516 for the years 2011 through 2014. Benefits would be approximately \$10,000 per year per commissioner. Other costs would include such items as office supplies, furniture, travel reimbursement, etc.

3. *Can the appropriation for the current commissioner’s salaries be divided equally among the five members to lessen the cost?*

No. Be statute (W.S. 18-3-107) and be state constitution (Article 14, Section 3), the salaries of all county officers are set by resolution every four years and cannot be changed during their term of office.

4. *If commissioner districts are approved by the voters, when would the districts be created?*

By state law [W.S. 18-3-501(h)], the Board of Commissioners must create a destructing plan by March 1, 2011. Each district must be as nearly equal in population as practicable. The destructing plan will become effective as of March 1, 2012.

5. *Are there any guarantees that the members of the Board of Commissioners would represent specific areas of Laramie County, such as the eastern communities?*

No. When creating single member districts, it is likely that a portion of the population of the City of Cheyenne will need to be incorporated into each district to keep the population as evenly distributed as possible.

6. *What effect will single member districts have on voters?*

Voters will vote for only one commissioner candidate every four years unlike the current system where each voter can vote for as many candidates as there are seats to be filled at each General Election.

Information Compiled by the
Laramie County Clerk's Office"

Dave Denke
U.S. Small Business Administration
100 East "B" Street, Room 4001
Casper, Wyoming 82601
Email: david.denke@sba.gov
Web site: www.sba.gov
Phone: (307) 261-6523

Overview:

I would like to take this opportunity to personally thank all of the members of the community and Pinedale's local community leaders for their warm welcome and hospitality. Wherever I travel in this State, I am always constantly amazed by the commitment, talent, and resolve of the people of Wyoming. Once again I feel privileged to have been a part of this team and wish your community all the best in providing a better and brighter future for your residents.

Issue: Communication

Challenge: Residents do not feel that local media sources always provide the needed awareness of local events, city and county meetings, and activities.

Solution: Both City and County government and or organizations should look into purchasing computerized digital electronic signage to inform the public of happenings in the County and Community. One sign could be located at the Chamber Building and the other at City Hall on Main Street in Pinedale. Some thought might also be given to having these signs linked by computers to Big Piney and Mableton.

Contact:

NIX Signs
5025 W. Yellowstone Hwy.
Casper, Wyoming
Phone 307-235-1997
Email: sales@nixsigns.com

Anderson Signs and Supply
1105 Falcon St.
Mills, Wyoming
Phone 307-235-0002
Email: sign@tribcsp.com

Bar-D Signs
2425 E. Yellowstone
Casper, Wyoming
Phone 307-234-6100
Email: bardsign@wyobeam.com

Challenge: Residents do not feel they have ready access to County Commissioners and meetings to provide input into County Zoning, Rules, Budgeting, and Spending Projects. Residents also felt the community needed more planning and enforcement, both within the City and the County.

Solution: Commissioners should be approached as to holding public meetings, at least once quarterly, during evening hours, when the working public could more readily attend and provide input into the decision making processes. Sublette County should give consideration to hiring a Planning and Zoning Professional for coordination and development of a comprehensive master plan for Sublette County. Planning process should include coordination with City governments in the County to the benefit of both parties. This Person should also be responsible for recommending enforcement policies and procedures and providing oversight of approved projects to assure compliance with the wishes of the Community. Residents also expressed concern as to antiquated ordinances which could be looked at and either updated or expunged. Plan should include infrastructure recommendation for water, sewer, roads, fire, and emergency services. Community Input should be solicited in the plan for access to open spaces, preservation of property rights and establishment of greenways or greenbelts. Plan should be developed in conjunction with municipalities for possible future annexation of surrounding county properties and or subdivisions.

Issue: Infrastructure

Challenge: Main Street of Pinedale is too busy at times and traffic needs to be stopped for access from side streets. This problem was emphasized by both the youth and community members in the community.

Solution: I would suggest a joint effort by County and City government officials to approach the State Department of Transportation about installation of one if not two stop lights in town on Main Street. These Stop Lights might be placed on timers and only operate during high peak traffic times like 7:30 AM to 9:00 AM in the Morning, 11:30 AM to 1:00 PM at Midday and 3:30 PM to 5:00 PM in the evening. Remainder of the time they could flash yellow for caution.

Contact:

Wyoming Department of Transportation
Troy Thomas Traffic Engr., Dist 3
Rock Springs, Wyoming
Phone: 307-352-3034

Challenge: Community members expressed the need for an RV dump station in the community:

Solution: City and County officials need to work together to find a suitable site within the community to build the facility. This should not be a high dollar ticket item if a suitable existing location is available and could involve joint planning and funding. Facility would be very beneficial to tourists, local residents, county residents, and commercial users.

Contact: Any existing Municipal or County Engineering Departments or contact Professional Engineering Firms in the Area for Consultation for Planning and Permitting.

WLC Engineering Survey & Planning
Pinedale, Wyoming 82941
Phone 307-367-6548

Rio Verde Engineering
Pinedale, Wyoming 82941
Phone 307-367-2826

Stim-Tech Inc.
Pinedale, Wyoming 82941
Phone 307-367-3011

Issue: Services

Challenge: Pinedale Post Office appears to be short of staffing causing long lines, with wait lists for P.O. Boxes, and limited parking.

Solution: Contact the Postmaster for the Pinedale area located in Riverton, Wyoming. Explore the possibility of establishing an annex at a new location or expansion of the existing facility. His contact information is:

Postmaster
Attn: Gary Sims
Riverton, Wyoming 82501
Phone (307) 856-3725

I might also suggest calls or contacting United States Senators Barrasso and Enzi offices for added support and emphases to solving the problems, given the current operating losses of the postal service. Their Contact information follows:

US Senator John Barrasso
307 Dirksen Senate Office Building
Washington, DC 20510
(202) 224-6441
2013 Federal Building
Cheyenne, WY 82001
(307) 772-2451

US Senator Mike Enzi
379A Senate Russell Office Building
Washington, DC 20510
(202)224-3424
2021 Capitol Ave, #2007
Cheyenne, WY 82001
(307)772-2477

Challenge: Develop and nurture volunteers and leaders in the community.

Solution: Chamber of Commerce should take a look at developing a leadership program for the community. These programs already exist within the State. Program information can be derived from the Leadership Fremont County, Leadership Casper, and Leadership Cheyenne Programs. Community should also look at having some of their economic development people participate in WEDA (Wyoming Economic Development Association). Contact

Leadership Casper
Lori Becker
(307) 234-5311

Leadership Cheyenne
Dale Steenbergen
(307) 638-3388

Leadership Fremont County
Scott Goetz
(307)332-3892

Wyoming Economic Development Assoc.
Paula McCormick, WEDA Coordinator
307)332-5546 Lander, Wyoming

Issue: Housing

Challenge: There is a need for quality low income housing for senior citizens in the community.

Solution: The Department of Housing and Urban Development has programs available for low income and subsidized rent. Contact

Dwight A. Peterson Director
Department of Housing and Urban Development
150 East "B" St. Room 1010
Casper, Wy 82601
Phone 307-261-6250

Consider working with
Habitat for Humanity, Terri Marino Director
P.O. Box 4194
Jackson, Wyoming 83001
307-734-0389

New Chapters are chartered through Habitat International
Contact them at 1-800-Habitat

The US Small Business Administration has guaranty loans available through local lenders for up to 5 million dollars which could be used by entrepreneurs for Assisted Living Facilities for seniors. Using the SBA 504 programs a facility of over 10 million dollars would be a possibility.

Contact

David Denke Business Development Specialist
100 East "B" Street
P.O. Box 44001
Casper, Wyoming 82602
Phone 307-261-6523
Email: david.denke@sba.gov

Summary

I would like to personally thank the community of Pinedale for their hospitality. A special thanks to the organizers in the community whose promotion, planning and organization were instrumental in making this assessment a reality. Many thanks for making our job easy.

WHAT WAS SAID IN THE INTERVIEWS

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

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

Listed below, without comment, is what was heard from those who volunteered to be interviewed.

PINEDALE 5-YEAR FOLLOW UP PROBLEMS & CHALLENGES

- **Develop an economically sustainable, integrated and flexible housing for the senior community**
- **Cooperative and unified development of senior issues through the county**
- **Seniors are getting old! Technology and life is changing so quickly!**
- **Senior housing affordable ****
- **Diversification of the economy: getting stable otherwise other goals are unachievable**
- **Lunches at Rendezvous Pointes don't always measure up**
- **Magnolia St. hard (gravel dirt) seniors use it**
- **Coordination of services ***
- **Sr. expectation too high**
- **Sr. Transportation**
- **Sr. proactive as a group too few chooses**
- **Bigger better P.O. ****
- **People who own land in the city BUT can't vote!**
- **Improved access to health services for the disabled**
- **Town should expand borders**
- **Medicare rules don't lend themselves to rural development**
- **Need to better preserve historical aspects including Senior in the community**
- **Sr. use what we have**
- **RV dump site Not one**
- **Lack of representation (3 County Commissioners)**
- **Lack of Child care resources**
- **Not enough Sr. at this meeting ☺**
- **Variety of restaurants**
- **Better center for volunteerism**
- **Home care for Sr. and people who need it**

- **Lack of ability to keep youth in community**
- **Open desert to ride your 4wheeler**
- **County Comprehensive Plan is open interpretation VAGUE ***
- **Boom and bust: zoning too much agri. Land that will never be used**
- **Greater Pinedale short sighted over development**
- **Enforcement of zoning ordinances**
- **Ordinances are not adapted to Pinedale of today (antiquated) ***
- **Providing sustainable long term growth to business in Pinedale**
- **Affordable housing provided***
- **No Building codes**
- **Disconnect between municipalities and County**
- **Identity problem (oil and gas, tourism, mountain man, agri.) no one is talking about what we have in common**
- **Issue with Planning and Zoning property rights and people whose property rights are affected by others desires (conflict)****
- **People who are taking advantage of the “do what you want” rights in WY.***
- **Natural beauty that everyone wants to make money so disturbing development is being put up.**
- **Misunderstand as to what property rights are and it’s used as a whip to bully!**
- **Available retail space**
- **Lack of community involvement**
- **People are afraid of change!**
- **Gap: new comers vs. old timers**
- **What community wants is unclear can’t have both industry and not industry! Puts and takes of real life**
- **Lack of diversity in local economy**
- **High population of transit folks**
- **Lack of discussion of BIG issues (lines drawn in the sand vs. discussion)*******
- **Rumor mills greater than what’s real****
- **Because of money in the area new things are being built, no realization of the future, O and M is going to be an issue long term ***
- **Property taxes are sky high are we really in need of the fluffy things**
- **Cost of living**
- **Officials without proper rep at state level ****
- **Zoning codes aren’t as up to date and no building official**
- **Population density is dispersed (emergency medical response)**
- **Senior Housing**
- **Lack of diversity in shopping****
- **Lack of customer service**
- **No downtown business assn**

- **Real estate and locations**
- **Lack of economic development parcels*****
- **Leakage**
- **Unavailable items**
- **Concentrated economy**
- **Lack of Main Street**
- **High cost of food at restaurants**
- **Lack of labor force in business sector**
- **Pay high prices for merchandise**
- **Lack of locals to settle the challenges**
- **Lack of business owner involvement in community**
- **Finding qualified help**
- **Lack of family restaurants**
- **Disconnect among local government and small business community***
- **Acceptance from old timers to new community members**
- **Economy with credible growth to enhance**
- **Lack of accepting that growth is healthy**
- **Lack of diversification of economy**
- **Too much, too quick growth?**
- **Imposition of mandates to businesses by those that don't know business**
- **Rumor is greater than what is real**
- **Lack of web based businesses**
- **Good pharmacy**
- **Government fails to pursue input from small business**
- **Why are businesses not here**
- **Energy companies need to reach out to businesses**
- **Better access to mayor and town council meeting outside of council meetings**
- **Newspaper extremely one sided**
- **Two papers owned by one company not good idea**
- **Pine Street beautification by town or business**
 - **Dealing with the construction in Pinedale**
 - **18 hole golf course**
 - **Explaining and education community on ED**
 - **Isolation**
 - **Consumers taken business out of Pinedale**
 - **Senior Housing**
 - **Community and business and government to allow voluntary input and regs.***
 - **More housing for all low income folks**

- **Involvement in community activities**
- **Lack of awareness of programs available**
- **Demographics of Pinedale (18-25 year olds leave)***
- **Chamber of Commerce poll the community for potential job opportunities for business needs (Identifying the needs)**
- **Not enough people with interest to get more educated ***
- **Get youth involved to catch 18-25 yr. group**
- **Small town politics***
- **Vocal minority**
- **Lack of opportunities for open discussion**
- **Lack of diversity of economy**
- **Communication HUB where to locate**
- **Advertisement in both newspapers is tough***
- **Cost of doing business is tough because of isolation with only certain amenities**
- **Growing without growing**
- **Greed**
- **Boom and Bust**
- **Transition population getting them on board with town and county policies***
- **Making the old timers aware of the needs and positions of the new population**
- **Communication between the two! *******
- **Cultivation and recruitment of volunteers *******
- **Isolated community makes it hard to make a living so volunteerism is not so easy; new populations bring new ideas and organizations so things get watered down!*******
- **Main street Program**
- **Resources are limited for nonprofits ****
- **Not enough participants from all age groups who want to strongly and actively participant***
- **Need for infant toddler care***
- **Really assisting the segment of the population of focus**
- **Attract and retain professional staff***
- **Education of boards within nonprofits ***
- **Communication of the media 2 newspapers makes it tough because of the organization who live in both ends of the county***
- **Recruiting board members who aren't spread so thin with attendance on other boards***
- **One person making all the funding decisions for the whole county**
- **No grant writer who specifically works for the county***
- **No efforts to attract new families**
- **New families who don't feel welcome to participate**
- **Seniors who have trouble with unanswered questions and where to go!**

- **Support from Wyoming DOT and County Commissioners**
- **Stoplight******
- **Cleaner and more organized construction***
- **More kid friendly****
- **Traffic regulations***
- **Entertainment center**
- **After school place**
- **More things to do**
- **Manage money better*******
- **Theatres/Studios**
- **Lack of equine recreation*****
- **Reduce pollution in oil fields**
- **Better communication with public and officials**
- **Too much overdevelopment**
- **Better grocery store**
- **Better medical care**
- **Too many county staff and they are overpaid**
- **Elem school way out there**
- **Too much police enforcement*******
- **Not a lot of things to do in Pinedale***
- **Keep PAC open later during week and on weekends**
- **Cheaper to get into PAC**
- **No teen center**
- **Drugs in Community**
- **Alcohol problems in school and community**
 - **Formation of the Pinedale tourism board**
 - **Planning for the future**
 - **Pinedale lodging tax no town support or lack of strong support and community volunteers**
 - **The lack of people in tourism community going to be represented on the lodging tax board*****
 - **Not advertising far and wide enough the recreation ****
 - **Collaboration of recreation in the county**
 - **Organization structure of the tourism/recreation/ leisure development system***
 - **Community facilities that are advertised to tourism***
 - **Disconnects between entities and the groups**
 - **Lack of strong marketing***
 - **More pedestrian main street**

- **Absence of public transportation***
- **Lack of campground and dump station******
- **Sublette County Rec. Director***
- **Bike path is not mapped or connected**
- **Limited use of public facilities: parks bath rooms are locked**
- **Competitive gas prices ***
- **Customer service at local restaurants**
- **Destination vacation location: market Sublette County as such!***
- **Need a new post office**
- **Hunting opportunities for seniors and disabled**
- **Lack of niche advertising**
- **Lack of retail**
- **Better cooperation by the retail community when events happen**
- **Lack of events to bring people to the community**
- **Coordination that would education the natives of what's going on!**
- **Not a lot of community involvement when planning events**
- **Get over mistakes: admit them and move on! Stop holding grudges**
- **Deterioration of main street welcoming signage* recreation facilities for those passing through**
- **No business owner in tourism (they have no voice)***
- **Line in the sand mentality should go away!**
- **Tourism dichotomy of newcomers and old timers**
- **No cultural niche**
- **No representatives of on government boards from tourism community**
- **Local ski resort*no community involvement**
- **Make summers longer**
- **Lack of rental equipment for tourists**

PINEDALE 5-YEAR FOLLOW UP STRENGTHS & ASSETS

- **Beauty of the country***
- **Fabulous RP senior center*****
- **PAC**
- **Tragedy pulls community together**
- **Functional HC system in the County**
- **Wide range of diversity and backgrounds in the Community**
- **Influx of new people who have brought new energy to the community**
- **Sr. complex being located in a central area RP, PAC**
- **Library**
- **CCC ponds**
- **Immediate access to hunting and fishing**
- **Rehab and nursing services**
- **Wide range rec. activities available to all ages Bike paths PAC arenas**
- **Visitors Center**
- **Agriculture (Cowboys, Legacy of ranching)***
- **Green river Rendezvous**
- **Helpful Hospice**
- **Tremendous talent that's available**
- **Museum**
- **Sr. Olympics**
- **Learning opportunities for Seniors**
- **Per capita assessed value in the US (battle with Gillette)**
- **Pinedale anticline (gas Industry)***
- **Active Seniors Community**
- **School system**
- **Rendezvous Pageant**
- **Sr. apartments***
- **Water (origin of the green river)**
- **Renovation of the fairgrounds**
- **EMS (level 5 receiving)*****
- **Sublette Sr. Center**
- **Environment natural**
- **People*******
- **Extremely cold winters lack of cultural amenities keeps pop. down**
- **85% of county is public land recreation opportunities**
- **BOCES**

- **Being able to do what you want!**
- **Committed health care professionals**
- **Broad interests of people in the community**
- **All wonderful facilities in the town**
- **New people in the last 5 years**
- **Nonprofit organizations**
- **Size of the community (community involvement)**
- **Long term residents**
- **Active arts scene**
- **Talents and abilities of people here**
- **Low crime rate**
- **Low unemployment rate**
- **School system and opportunities for children**
- **People***
- **Tourism**
- **Business community knows what they are doing**
- **New chamber and visitor center**
- **Smallness and individuals still count**
- **Willingness of business owners doing things on their own**
- **Chamber mixers**
- **Businesses in community support other activities**
- **Opportunities for other small businesses**
- **Community and business investment in community**
- **People, their experience and background**
- **Strong, large companies developing Pinedale Anticline**
- **Investment of large companies creates underlying, long-term strength**
- **Technology improvement in energy industry**
- **Broad diversity of business people, supportive and intermingle**
- **New people bringing new skills**
- **Amenities great**
- **Museum**
- **Financial capital**
- **Attractive community for new businesses**
- **Agribusiness**
- **Sidewalks and new changes to business district**
- **Transportation network; sidewalks and bike paths**
- **Flow of people and traffic*******
- **Youth has large support from business community**

- **Financial strength enables community to have facilities and infrastructure**
- **Park system**
- **River running through town**
- **Four seasons of tourism****
- **Year-round economy is growth opportunity**
- **Federal and county offices here in Pinedale**
- **Upcoming Main Street program**
- **Services provided for seniors**
- **People***
- **Green River valley land trust**
- **Business owners are awesome!**
- **People who are involved are really dedicated**
- **In the middle of nowhere, if you want to go somewhere you can with no traffic jams!**
- **Oil and gas industry**
- **PAC***
- **Pinedale Fine Arts Council**
- **Library**
- **Golf course...make it 18 holes ☺**
- **Walking bike paths, Ice arena, amenities are amazing! And people use them!***
- **Health care facilities**
- **If you are bored it's your fault!**
- **Pinedale is a tough place to live due to climate everyone is hard working!**
- **Too much industry gaff**
- **Access to natural resources**
- **Some good people who care about others**
- **People who are involved are very dedicated***
- **Resources are still available * esp. with the industries who are generous*******
- **Starting to collaborate more as nonprofits ***
- **Natural resources: ranch way of life, rivers, lakes and streams***
- **Senior Center at Rendezvous Pointe with transportation**
- **Powerful resource base**
- **Two clinics that are huge assets to the community and really good hospice***
- **Newcomers in the community**
- **Sense of community**
- **Volunteers**
- **FFA**
- **Giving back to the community**
- **Presence of Natural Gas companies**

- **Pinedale marathon**
- **Education system (K-12)****
- **All the facilities in the county (fairground, strong 4-H, PAC, library, museum, fine arts)***
- **Tourism ***
- **Can do-creative population**
- **Pinedale Arts Council: Cultural events**
- **Chamber of Commerce***
- **Recreational opportunities at a minimal cost**
- **Cross country ski trails**
- **Sublette Center is an amazing facility for seniors**
- **Middle of nowhere*******
- **Skate park**
- **Library**
- **Lots of money****
- **Recreation**
- **Population*******
- **Pretty area*****
- **Location****
- **Small town**
- **Outdoor recreation**
- **Theatre**
- **Going out to eat**
- **Oil & gas businesses*******
- **Tourism**
- **Mountains & Lakes *******
- **School summer trips**
- **Can talk to people**
- **Hunting*******
- **Beautiful scenery**
- **Respect for environment**
- **Skate park****
- **BOCES**
- **Rodeos**
- **Police officers do a great job**
- **EMS**
- **Game & Fish**
- **Surrounded by attractions**
- **Parks**

- **Natural resources ****
- **Facilities' (PAC, Ice rink)**
- **Health fine arts council that brings in arts and music**
- **Sublette County Visitors Center**
- **PAC**
- **Museum**
- **Trauma Center**
- **Multiple lodging opps.**
- **Active Community**
- **World-class fishing streams and**
- **No traffic lights**
- **Year round rec.**
- **Location of Fremont lake (4 miles from town)***
- **Location**
- **Skiing snowmobile and 4 wheel trails**
- **Dog friendly**
- **Bike trails are connecting the community**
- **Wildlife**
- **CCC ponds**
- **Public land 85% of county**
- **Gannett Peak and the gun range**
- **Gun club**
- **Solitude**
- **Organizations that promote activity**
- **Unique history and heritage**
- **Active Chamber of Commerce**
- **Rodeo ground*rodeos**
- **Outfitting opps.**
- **Golf course**
- **Green River Rendezvous***
- **Strong commitment from School System**
- **Amenities that the school districts have**
- **Leadership of the PAC: rec. programs**
- **Brew PUB award winning**
- **Airport**
- **Movie theater**
- **Abilities to set precedence with PAC and other opps.****
- **Gateway to Yellowstone Park**

- **Amount of art recreation**
- **Fairgrounds**
- **Strong adult softball**

PINEDALE 5-YEAR FOLLOW UP GOALS & PROJECTS

- **Rebuilt and redesigned skilled nursing that incorporates more patients centered ideas Greenhouse project 5 yr ****
- **Expansion to 18 holes of Golf 2-3 yrs**
- **Light rail system travel to fairgrounds and horses 20yrs.**
- **Closer cooperation communication between all legal and police intents in the counties**
- **Preservation between open space and ranches***
- **Public Transportation**
- **Independent Public Housing for seniors 10 years * but 5 years**ASAP (Riverton)**
- **Art fest music fest ****
- **Expand recreation trails**
- **Lower elevation to be warmer**
- **Affordable housing for all ages**
- **Coordination between Fed state local issues 5yrs**
- **Continuation of Rendezvous Pageant more rodeos 2 yrs**
- **Completion of Main street Project for Pinedale**
- **Another grocery store***
- **Continual improvements White Pine Ski area in 2 yrs**
- **Better shopping experiences****
- **Work force development that services youth who don't want to go to college**
- **Better access to anticline that doesn't go through town**
- **New business incubator 5yrs**
- **Bowling alley 2 yrs**
- **Snow removed not put in the street***
- **Access who want to hunt ***
- **Critical access hospital 5 years**
- **Take natural gas we have make it work for the county**
- **In coop with W. Wyoming College develop a guide school hospitality training 5 yrs.**
- **Increased use of alt. energy5 to 10 yrs.**
- **7 Person CC board**
- **Training for CC**
- **Clean Air ASAP**
- **18 hole golf course next year**
- **Affordable senior housing**
- **Boundaries of Pinedale expanded (for more density in town) ***
- **Extension of the U of Wyoming or small university campus here 5 years**

- **Successful move from 3 to 5 county commissioners 5 years**
- **Interpretive center with education For gas industry Center long term**
- **Successful Main Street Program 5 to 10years**
- **Outdoor recreation service industry from College revitalized ***
- **Vibrant downtown***
- **Economic base diversified**
- **State to lower taxes ***
- **Feasibility study for critical access hospital ***
- **Preservation of ranches ***
- **Convention center***
- **Arts Center**
- **Baseball field**
- **Town Planning and Zoning work better with County Long Range Comp. Plan* and more specific**
- **Comprehensive plan for health care**
- **Small Business with more voice on town boards**
- **Chip sealed roads replaced with paved roads**
- **Trail system that is comprehensive**
- **City or County Inspection official**
- **Community with more say on the State level**
- **18-hole golf course with real green grass**
- **Town to fund Main Street project**
- **Senior Housing and independent affordable housing**
- **Affordable business incubator center**
- **Quality, higher density downtown**
- **Ski resort opened**
- **Summer events**
- **Crossing over Pine Creek**
- **Senior housing**
- **Critical Access Hospital Study****
- **Stronger community partner foundation**
- **Human service organization partner with larger ranch owners**
- **Better cell phone between here and Big Piney**
- **Larger voice in local government**
- **Town council does not have to live in town**
- **Vote to what happens in town if you don't live in town**
- **Seek office if you have a business in town, but don't live in town**
- **Town-wide WiFi*****
- **Community college to offer broadband**

- **Zip drives for all county residents for health care emergency 10 year**
- **More bike paths**
- **Access to hunting & fishing for seniors and disabled**
- **Bike racks**
- **Map of paths 2years**
- **Convention center**
- **Rural health**
- **College training in guides, hospitality**
- **Non-profit board training**
 - **Chamber of Commerce poll the community for potential job opportunities for business needs**
 - **Working together with folks who want to change things the normal way of a public meeting for the business community isn't the best way...one on one is a good option! It's business SUICIDE!**
 - **New town hall*******
 - **Main Street Program *******
 - **Buildings with good WiFi for better industry opportunities ****
 - **Pave Pine Street**
 - **Public Art (lot more)***
 - **Sidewalks**
 - **18 hole golf course* ☺**
 - **Bowling alley***
 - **Downtown movie theater**
- **Slow steady growth/expansion**
- **Trail linking Am. Legion and town parks along Pine Creek**
- **Relocation of Post office to safer spot with better park**
- **Keep zoning “small business friendly” encourage diversification**
- **Stewardship for environments 2 years no idling zones**
- **Community Center that has meeting spaces in addition to the library ASAP 5 to 10years****
- **Affordable and accessible senior housing in 5 years**
- **Historical aspect involved (streets and building and landmarks) for the heritage of Sublette County Ongoing timeframe**
- **Facelift on Main Street could look a little more charming next 2 to 5 years ***
- **Feasibility study for a critical access hospital**
- **Convention Center**
- **Specific infant and toddler care facility**
- **Pathways System (sidewalks and linkages to the community) in the next 2 years**
- **More health relates workshops**
- **More support from local government to work together to use what is here (elementary school)**

- **Invite a Jr. musher race to come here in the next 2 years**
- **BOCES provide ESL program ongoing**
- **Meetings of Nonprofit directors next 2 years**
- **County grant writer position in the next 2 years**
- **Housing authority for the County**
- **Newspapers giving donations to nonprofits**
- **Bowling Alley****
- **Arcade**
- **Community projects that bring community together**
- **More restaurants****
- **Dollar Store**
- **Renovate the retirement center*******
- **Get roads finished***
- **Arena to spar with officials safe*******
- **More job opportunities 2 years**
- **New high school**
- **Town council to think more about their decisions**
- **Skate park bigger**
- **Designated gym for sports**
- **More things to do in general**
- **New 9 holes golf**
- **County get together**
- **Grass Drags**
- **Expand the ski hill and keep it open**
- **Something open 24/7 for kids**
- **New high school**
- **Get more home town sports, ie. Baseball**
- **Cooperation with organizations**
- **Hire a tourism director**
- **More vibrant downtown district TOMORROW***
- **Public transportation**
- **Brew Fest**
- **Hire County rec. dir. In one year***
- **18 hole golf course ***
- **More curb gutter and side walks**
- **Convention center in 5 years***
- **Bike path system connected**
- **Soccer fields**

- **Rep. from tourism based business on gov't level**
- **Tourism board to be effective**
- **In town camp ground in the next year**
- **Internet cloud town wide WiFi**
- **Center for the arts**
- **Feasibility study critical access hospital**
- **Fundraiser for all nonprofits in the county**
- **Better partnerships in the county and locals to use**
- **Use elementary school for workshops**
- **University that specializes in energy and outdoor ***
- **On job learning for tourism**
- **Marketing overall of town**
- **Old elementary school Plan what to do**
- **Rep on tourism board for the hospitality industry**
- **New and improved nursing industry**
- **5 new restaurants in town***
- **Plan to redo Sublette center**
- **Senior housing opps.***
- **Second grocery and more shopping**
- **County and town to groom recreation for cross country skiing**
- **Diversity in restaurants: ethnic ones**
- **Host festival and art gallery**
- **Music festival***
- **Diversity economic base to support activities**
- **Jr. Musher race for the children**
- **Circus or carnival for the county fair**
- **Better relationship between county and town**
- **Smoke free economy**
- **Rentals for tourists**
- **Main street interpretive center**
- **IMAX theater**

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.

**Reprinted from Heartland Center Leadership Development, Spring 2002 Visions Newsletter.*