Business Plan
Laramie Plains Civic Center

Laramie, Wyoming
December, 2010
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With contributions from:
The LPCC Joint Powers Board of Directors
The Management and Staff of the LPCC
The citizens of Albany County, Wyoming
Executive Summary

The Laramie Plains Civic Center (LPCC) is an existing multi-purpose community center. It is in the heart of Laramie, Wyoming and in the hearts of the community. It is the vision of the LPCC Joint Powers Board and staff to bring the Center back to its former glory and see the facility used to its full capacity, enriching the lives of Wyoming residents with recreation, community events, arts and entertainment while providing business space for economic development. This plan and needs assessment will guide the vision to achieve the goal of restoration and reuse of a truly amazing historic building.

The vision for the future is laid out first and builds on the organizational goals and mission, the extensive and rich history of the building itself and a brief summary of the past efforts. The current board structure and participants are listed.

Community economic and demographic information follow to give the reader a glimpse of the City of Laramie and Albany County where the Center is located. A strength, weakness, opportunities and threats (SWOT) analysis has been included to outline how this project’s many strengths and opportunities can overcome any threat. There are numerous challenges of course, but a plan has been laid and is already in motion.

The needs assessment contributes to this plan by including the voice of the community. Five hundred surveys were distributed over a three month period and the people responded with a supportive 35% return rate. A sample survey is included in this document. Results and analysis are in an easy to understand format and all comments from the public have been included.

A market analysis and market plan is next to provide a path to reposition and market the facility not only for use in its present condition, but to inform the public of the progress of the renovations and create “buzz” in the city to increase usage and financial support now and in the future.

The management section includes a current list of staff and qualifications, management philosophy, future projected staff needs, maintenance and security. Some suggested usage is included and current pricing for the office rental space, theatre and athletic gyms. Also included are the two-year financial plan, a list of grants already awarded and relevant future grant proposals. Supporting documentation and original research have been provided to the management.

The LPCC Board and staff and the Laramie community agree that the Center is an important community facility and an important historic building resource with a bright future. It deserves preservation, rehabilitation and generous support.
Organizational Goals and Mission

History

Summary of Past Efforts

Vision for the Future
Organizational Goals and Mission

The Laramie Plains Civic Center (LPCC) aims to return to the center of Laramie life the building previously known as the "Laramie Junior High School", the "Laramie High School" and the "Eastside School". The staff and Board of Directors of the Laramie Plains Civic Center believe that a strong community is essential to quality living. By community they mean the regular, friendly, and supportive interaction of neighbors, the coming together of the city residents, and including the wider reach of the county and much of southeast Wyoming. This resource offers a unique opportunity to create community. It provides a space where people of all ages and of diverse cultures can come together and enhance one another’s lives.

The strategy of returning the building to the central role in the community will be to provide the best possible service to all users at the least possible costs. Encouraging new users of the building by groups in the greater community will be the means of development wherever possible. Special efforts will be made to implement the co-location concept by not only bringing together the helping agencies, the recreational, educational and cultural facilities, but also by developing an atmosphere conducive to cooperation, synthesis and creativity.

History

The building now known as the Laramie Plains Civic Center has had a long and distinguished history. When the original structure was built in 1878, it was the first school building in the State of Wyoming. The cornerstone for the Eastside School was laid on June 24, 1878. The school was built on the south side of Garfield Street, between Seventh and Eighth Streets in Laramie, Albany County, Wyoming. The architect for the original building was R.W. Jordan of Cheyenne, Wyoming.

Architectural historians deem the building design to be of the Second Eclectic Period (ca. 1860-1930). In reality, the period contained two mainstreams of design. The first related to a Gothic Revival that evolved into a related Romanesque Revival that was in essence a beginning to the modern movement in architecture. The second was more academic in character which was influenced by the Ecole Des Beaux-Arts in Paris. This architecture was inspired by great periods of past centuries.
The building is made up of the original core and later two "L" shaped additions that surround the core. The original core of the building was inspired by the villa designs of rural, northern Italy and introduced to America by way of England in the 1830's. Laramie is situated along the Union Pacific Railroad route that brought European ideas to the untamed west. Many of the fine Wyoming homes, state and county buildings and buildings on the University of Wyoming campus were inspired by centuries' old European architecture adapted to our climate and raw material availability such as limestone and granite. This "Italianate" architecture enjoyed immense popularity and by the 1850's was large enough in scope to nearly constitute a national style. The style, at its best, has overhanging eaves with decorative brackets, round-headed roofs that were crowned with a cupola or lantern. The original 1878 building possessed all of these features.

The 1928 "L" shaped addition also falls into the Second Eclectic Period, but this time was inspired by late Gothic Architecture. There exists a picturesque asymmetry, imitated battlements, crenellation of the parapets and simulation of high towers. This addition ingeniously uses the Gothic Tudor Arch as an ever-recurring motif over exterior windows and entrances, over the auditorium to frame the ceiling, as well as over the stage opening. It is also uses to frame the wall murals and above hallways. Gothic motifs exist in the exterior spandrel walls as well as in the window tracery.

This first addition was started in 1926 and added a small gymnasium, the auditorium/theatre, and the east wing and was completed in 1928. The masonry walls, the concrete beam and floor joist systems as well as the plaster wall surfaces throughout the building provide an excellent fire-resistant structure. The auditorium/theatre seats 550 on the main floor. The balcony is not currently usable due to the age of the building, and fire code considerations due to the exits in existence.

The first murals of Wyoming's past to be placed in a public building were placed in the auditorium of the Laramie Plains Civic Center. In 1930, the four 19' masterpiece murals in the auditorium were painted by Florence Ware, a Salt Lake City artist and granddaughter of a pioneer Laramie couple. Funding at the time was provided by school district monies.
She was teaching art and interior decorating in Salt Lake City, Utah when she was commissioned in 1929 by Wilbur A. Hitchcock, architect for the addition to Laramie High School to paint the murals for the auditorium. Painstaking research characterized her art form. She visited historical sites and viewed many pioneer artifacts at the Covered Wagon celebration in Green River before starting the murals. In mid-November or 1929, Florence and two assistants began the process of adhering the canvases to the walls with white lead and fitting the molding around them to complete the framing. The official unveiling took place before 705 junior and senior high school students on December 13, 1929. At that time, Florence explained each picture. The murals still glow with warmth and color thanks to the late Karl Svenson, who learned the fine art of washing murals in Munich, Germany. He cleaned the masterpieces shortly before his death in 1969.

These murals (six in total) depict familiar scenic spots around the Laramie area and feature the faces of noted individuals of that era, along with local flora and fauna. The panels, entitled “Trappers”, “Pioneers”, a two-part panel entitled “Coming of the Union Pacific”, and a divided panel, entitled “Cowboys” and “1678-1930”. The last is especially interesting as it depicts what modern inventions of that era may bring to the West; a plane, a microphone, and a locomotive.

By 1938, additional space was added with the construction of the large gymnasium, showers, and the south wing to the original building and completed by 1939. This last “L” shaped addition obscures the original core building but it respects the motifs of the fine 1928 addition and blends well. Most citizens of Laramie do not realize there is a “core” building surrounded by the two newer additions.
Summary of Past Efforts

In 1978, the building was vacated and scheduled for demolition by the Albany County School District. Thankfully, the deed to the building was given to the City of Laramie and the Albany County Commission for use as a Civic Center in 1979 by the School District. The Laramie Plains Civic Center Joint Powers Board holds the deed. There is no longer a debt or a mortgage.

In July of 1979, the Albany County Commissioners and the Laramie City Council appointed an ad hoc committee to prepare a Joint Powers Agreement on November 27, 1979. The City of Laramie and the Albany County Commission signed the Joint Powers Agreement. The Eastside School was renamed and then designated as the Laramie Plains Civic Center. The building was given a National Historic Site designation on March 17, 1981.

Remodeling of the Laramie Plains Civic Center interior began and occupants began moving in during 1981. The new Civic Center had its initial open house on June 13, 1982. In 2003 new boilers were installed using Special Purpose Tax funds. Renovations and upgrading of the interior continue to the present day. Since new management was put in place in August of 2010, the stabilization and beginning renovation has taken on a furious pace. A study was done on the roof and those issues identified were taken care of immediately. The theatre is more viable for performances with blinds and electrical upgrades. Restrooms are in process of upgrades and more energy efficient lighting installed.

There is a current campaign to “Adopt a Window” as these are a distinctive feature of the building but require extensive renovation to make the building energy efficient and to ensure future interior renovations are protected from the weather. The goal is $25,000 and will be reached by online donations. Promotion efforts are underway through social media, the newspaper, fliers and bookmarks for the official kickoff in December 2010. A flier has been included in this plan. The exterior of the building is of a specific design and must remain unaltered because of the National Historic Site designation. Any repairs must be executed carefully and are therefore more expensive as craftsmen trained in historic renovation must be employed.

Vision for the Future

It is the vision of the Board and staff to bring the Center back to its former glory and see the facility used to its full capacity as a community center, entertainment gathering place, meeting space, retail, and restaurant or rental spaces. The LPCC will continue to operate as a multi-functional space with office and event space rentals with the primary focus on maximizing its potential for the overall community.

However, the LPCC board and staff, realize the immensity of the rehabilitation challenge with the estimated capital investment of approximately $26 million. Due to funding uncertainties several phases will be needed to implement the strategic plan, while the vision remains consistent. There has been an initial appraisal and a feasibility study completed by Architecture Plus (copies are available on loan) but the site still needs additional evaluations for issues such as lead paint and asbestos removal that need to be addressed before any cosmetic renovations are started. The building must first be safe and sound.
The LPCC will increase its visibility in the community by providing first class theatre and other entertainment productions in the historic theatre space. A campaign will be implemented to "auction off" the naming rights to the physical space of the theatre. The LPCC is optimistic that a prominent local, regional or national company or person, steps up financially and supports the theatre renovation and provides for a future maintenance endowment. The XYZ Corporation Theatre could be a feather in the public relations cap for a large corporation with connections to Wyoming. Their name would be prominently displayed in playbills, advertising and signage in the building. They would become a partner in providing Laramie with first class entertainment.

The LPCC is committed to provide the community with a venue for youth acting or singing lessons. During the summer of 2011, they will offer the first in what will be an annual Summer Camp for aspiring actors, directors and stage personnel for the youth of Laramie. The highlight will be at least three productions presented for all of southeast Wyoming to enjoy.

The gymnasiums are a favorite in the community and the LPCC has committed to continue to offer the two gymnasiums for public use and community events including the Holiday Bazaar, winter’s farmers market, community recreation basketball, roller derby and various exercise classes.

Rental space has a current 85% occupancy rate. In the future this number will increase once the third floor has opened with an additional 20,000sf of rental space. LPCC would like to continue to provide an inexpensive option for startup companies to help foster an environment of success for them. But at the same time, with continued building renovations and upgrades, they hope to raise the level of professionalism in the building so that they can show the community they are a serious contender in economic development and attract businesses looking to relocate to Laramie or move from their current spaces. According to a study conducted by the Wyoming Rural Development Council in November of 2009, "the citizens of Laramie would like to see increased economic diversification and would like to have more variety in retail businesses.” The LPCC can provide space for both.

The future of the LPCC is bright and holds many options. The public perception that the building should go away, be torn down or that it is an eyesore will be altered through community outreach and education. That can only be accomplished by reaching the goals laid out in this business plan and the strategic operating plan. The desire is to have the LPCC on a two track path to success by 1) providing the community a quality entertainment, retail and dining experience and 2) being a business incubator for Laramie business.

Of course in order to bring this vision to life, success in grant awards and fundraising are necessary to bring about the changes required for the building and its structure. In the short term they will concentrate on developing the relationships necessary for fundraising long term while writing grants to address immediate needs. The grants and applications are later described in the financial section of this plan. Over the next five years several small changes will occur, but every change will be something to build on in the future. Over those five years, the goal is to raise an excess of $5 million dollars in grants and donations for improvements to the windows, electrical system upgrades, plumbing upgrades, building out the third floor and environmental hazard testing and clean up. An ambitious goal to be sure, but one that is certainly worthy and able to be accomplished.
Current List of Board Members and Qualifications
Current List of Board Members and Qualifications

The Joint Powers Board was created through a cooperative agreement with the City of Laramie and Albany County. The Board consists of seven members, who are qualified electors of Albany County. Four of these members are appointed directly by the governing body of the City, while the other three are appointed by the County. Members are from the community at large and need not have any expertise in any particular field.

The duties of the Joint Powers Board are set forth in the agreement between the City and County signed July 26, 1979 (File C-547, City Clerk Office). Their primary responsibility is the acquisition, financing, renovation and operation of the Civic Center located at 8th and Garfield. The Board has a regular monthly meeting, in which they conduct the business of the Civic Center, which may include creating budgets, entering into contracts and agreements, managing the property, etc. Minutes of all meetings are kept and given to the governing bodies of both the City and County. Their Federal tax ID is # 83-026-0231. The Laramie Plains Civic Center Joint Powers Board meets every month at the Center. There are vacancies on the Board at this time.

Laramie Plains Civic Center Joint Powers Board of Directors

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<thead>
<tr>
<th>Member</th>
<th>Appointed By</th>
<th>Term Expires</th>
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<tr>
<td>Wayne Thompson</td>
<td>County</td>
<td>December 31, 2010</td>
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<td>Rosemary Bratton</td>
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<td>Jon Johnson</td>
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<td>Larry Knopp</td>
<td>City</td>
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<tr>
<td>Jim Knadler</td>
<td>City</td>
<td>October 31, 2010</td>
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CITY COUNCIL LIAISON: Klaus Hanson
ALBANY COUNTY LIAISON: Pat Gabriel
Board of Directors Qualifications

Jon Johnson, Chairman
Jon, the current board Chairman, is a 50 year resident of Laramie and is a graduate of Laramie High School and the University of Wyoming. He actually attended Junior High in the Civic Center Building and has a great interest in history, specifically Laramie history and even more specifically in historic buildings. He also has experience in historical rehabilitation which really got him interested in the Civic Center. He joined the board in January 2009. He has completed two tax-credit eligible projects in Laramie; the Jensen Building at 313 South 2nd Street and the Durlacher Mansion at 501 South 5th Street. He has been employed by Edward Jones as a financial advisor for 30 years and is a partner in the Jones Financial companies. He is a former member of the Laramie Downtown Development Authority, the Laramie Railroad Depot board, and the Downtown Streetscape Committee. He was instrumental in securing a Main Street designation for the City of Laramie. He still serves on the Board of Directors for the Foundation for Laramie Wyoming.

Jim Knadler, Vice Chairman

Rosemary Bratton, Treasurer
Rosemary is the Executive Director of the Wyoming Women’s Business Center (WWBC). She has lived in Wyoming since 1977 and calls this magnificent place “home”. While working in the domestic violence prevention field for many years, Rosemary became acutely aware of the economic impact experienced by many survivors. The WWBC, with an emphasis on small business development, was created as an alternative to low paying jobs available to Wyoming’s most marginalized people, women, people of color, people with low incomes and people with disabilities. In recent years her passion has expanded to working with artists who want to sustain themselves and their families through their creativity. Rosemary brings her years of experience working in the non profit world to the LPCC Board of Directors. In addition to working for non-profit boards of directors, Rosemary has also served on several boards at the state and national level. In addition she has a passion for the rehabilitation of the Laramie Plains Civic Center and is committed to assisting in writing grant proposals, actively participating in fund raising activities and sharing the vision with the community.

Larry Knopp, Secretary
Larry grew up in Kansas and received a Bachelor’s degree in secondary education from Kansas State Teachers College and a Master’s of Public Administration from the University of Wyoming. He worked at Duckwall-Alco, Inc. for over 13 years as a store manager and then a district manager. He has been employed since 1995 at UniWyo Federal Credit Union where he has been President since 1999. He has served several terms on the Board of Directors of the Credit Union Association of Wyoming including one three-year term as Chairman. His other volunteer work includes membership on the Board of Directors of the Downtown Clinic besides the Laramie Plains Civic Center. He and his wife have served as co-chairs of the American Cancer Society Relay for Life of Laramie and Albany County. He has served on the Civic Center Board of Directors since 1993.
Wayne A. Thompson
Wayne was born in 1954 and lived and worked on a local family ranch. He earned a Bachelor of Arts in English in 1977. He works on various jobs to support and explore his cultural interests and has served on the Civic Center Board of Directors from 2005 to the present.
Community Information

SWOT Analysis
Community Information

Laramie, Wyoming is in the southeast corner of the state with a land area of 111 square miles. Laramie City (as it was first called) was named and established by General Grenville Dodge, the man in charge of planning the Union Pacific’s route westward. The city of Laramie, as well as several other places in eastern Wyoming, bears the name of a French-Canadian trapper Jacques La Ramie, who was killed by Indians in the mountains also named in his honor. The location was chosen because of a major spring that still produces millions of gallons of water and because railroad ties could be cut in the mountains to the west and brought down the Laramie River for processing and use.

The proximity of Fort Sanders, the first permanent settlement in the Laramie area (built in 1866 to protect settlers and stagecoaches along the Overland Trail), also influenced the location. By the time the first train rolled into Laramie on May 10, 1868, many “sooners” had already set up businesses in tents. The first passengers were met with 23 saloons, one hotel and no churches. Within three months, Laramie had 5,000 people.

In 1886 under the leadership of Col. Stephen W. “Father of the University” Downey, the legislature voted to establish the University of Wyoming four years before Wyoming achieved statehood. The influence of the University of Wyoming, the state’s only four-year institution of higher education, is widespread. The university also has an impact on the local business environment, providing a well-educated, ethically diversified labor force, and businesses that have spun off from university-related research. This effect is enhanced by two or more secondary education providers – Laramie County Community College’s Albany County Campus and WyoTech, a highly regarded automotive vocational school attracting students from all over the country.

The City of Laramie has not experienced the recent recession as hard as most of the U.S. because it has a very stable economic base due to the University of Wyoming, Laramie County Community College, WyoTech and the federal and local workforce. Job growth since 2000 has been variable, but overall there has been a slow job increase. Workers are available due to the large student population.

Laramie has jobs appropriate to every stage of a worker’s career. It has excellent transportation advantages, both highway and rail, and communication infrastructure to handle any business. It has a highly favorable tax climate and accessible government. Laramie is also home to a thriving community of entrepreneurs.

Laramie’s urban environment is highlighted by a charming downtown area, national brands of chain stores and familiar franchises found across the country. Visitors will also find family-owned restaurants and wonderful local boutiques. One can still find big cattle ranches and outdoor recreation just outside of the city limits. The Snowy Range Mountains, Vedauwoo, and the Medicine Bow National Forest are minutes away. Laramie recently built a recreation center for its residents.
Recent statistics on Laramie/Albany County include:

Population estimate July 2009 28,850 4.3% increase from 2008

Males 17,784  Females 16,195

Albany County median resident age: 24.6 years
Wyoming median age: 37.1 years (2009) Wyoming resident’s median age is increasing every year. Wyoming is becoming a great place to retire due to tax benefits.

Races in Albany County (2008):
White, non-Hispanic 91%
Hispanic 7.9%
Native American 1.1%

Education:
High school or higher 93.5%
Bachelor’s degree 44.1%
Graduate or professional degree 19.8%
High School graduation rate 87.3%

University of Wyoming enrollment Spring 2010 was 12,496
Laramie County Community College, Albany County Campus Spring enrollment was 600
Both campuses have seen large growth rates in just the last few semesters.

Marital Status:
Never married 45.8%
Now married 42%
Separated 0.6%
Widowed 3.2%
Divorced 8.4%

Average household size
Laramie 2.2 people
Wyoming 2.5 people

Percentage of family households
Laramie 49.5%
Wyoming 67.4%

Estimated median household income 2009
Albany County $43,557
Wyoming $52,213

In 2009, the most predominant household income for Wyoming is $50,000 to $75,000. For the first half of 2010, the Albany County economy appears to have weathered the national recession remarkably well. Retail sales grew 7% from the second quarter of 2009 and by 2.7% from the first quarter of 2010. However sales are still down from their high in 2008. The ratio of retail sales to personal income for the US economy averaged 37.8% over the past 5 years. The comparable ration for Albany County was 31.1%
Between second quarters 2009 and 2010, the local labor force increased 1.2%, while the number of employed persons remained unchanged. Average monthly employment for the first half of 2010 ran at 18,621 while the comparable figure for all of 2009 was 18,662. How many communities across the country can say they lost virtually no jobs between 2009 and 2010?

The level of new construction activity during the first half of 2010 generally remained below 2009 levels, but second quarter action jumped sharply from first quarter 2010. The average selling price of an existing home in Albany County declined 3.2% in 2009 ($215,069) as compared to 2008 ($222,515).

The major distinguishing trend apparent in the construction sector in 2009 was the vast level of remodeling being undertaken as compared to new construction. The total of building permits issued soared over the first and second quarters of 2009. There were 832 permits issued in the second quarter of 2009 as compared to 485 from the same period in 2008. This was an increase of 72%. Permits for construction of new single-family residences decreased 24%. The University of Wyoming just built a new $13 million building on the campus and they continue to renovate older buildings.

A large part of the dwellings in Laramie (51.9%) were renter-occupied. New apartment construction activity remained unchanged from 2008 with 16 new apartment units permitted through the second quarter of 2009, identical to 2008's pace. There have been 136 new single units constructed over the past 2 years. Rental rates for a 2-bedroom unit averaged $627 by the 4th quarter of 2009. The vacancy rate was 6.78% in 2009 as compared to 3.93% in 2008.
SWOT Analysis

A SWOT analysis consists of four parts: strengths, weaknesses, opportunities and threats. Strengths and weaknesses come from internal analysis and influence an organization's ability to satisfy their target markets. Opportunities and threats come from external sources, independent of the organization and represent issues to be considered. The idea is to convert weaknesses to strengths, match your strengths with opportunities and convert threats to opportunities.

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Strengths – Internal – refers to competitive advantages or core competencies that give the organization an advantage in meeting the needs of their target markets.

- A strong Board - this shows a long-term commitment to see the project through to the end. This is essential to a funding organization that requires continuing leadership and determination. The LPCC staff and Board want to see the project completed with the on-the-ground dedicated staff that has recently been hired.
- A strong staff – put in place in August of 2010 they are off to a strong start addressing immediate needs of the physical building, being aggressive in promotion, grant writing, fund raising, and community outreach. The LPCC has strong, competent, and well-educated personnel working hard to push the projects forward. The forward motion toward the rehabilitation of the building has increased exponentially since summer due to expert leadership and vision.
- Historic building – the building has great historic significance and was an important part of Laramie’s past. It was given a National Historic Site designation on March 17, 1981.
- The building continues to be used and has a wide-array of tenants. Rental income is being generated.
- There are nine national touring theatre companies that have interest in performing here
- The building is used for community events such as a recent comedy tour show in the theatre and the upcoming Holiday Bazaar that is widely attended by many in town.
- The building is a connection to the youth in the community through Children’s theatre, student lead programs, recreational groups and Laramie's Head Start program that is housed there.
- There is no mortgage. The building has been appraised at $1.5 million and the LPCC can leverage those equity dollars to borrow money for improvements and programs.
Immediate needs have been addressed – a new roof, lights are being restored and made energy efficient, window shading in the theatre, restroom upgrades, electrical issues in the theatre were addressed and carpet is being replaced.

The LPCC has begun an environmental analysis on the building.

The LPCC is reclaiming space – misused storage spaces are becoming rentable, pigeons are being banished from the building and planning for the third floor is progressing.

The new leadership and the renovation progress, like the window project, creates buzz and gets the community curious as to what is going on. Curiosity creates interest and interest leads to support.

Weaknesses – Internal – refer to any limitations an organization faces in developing or implementing their marketing strategy.

- Building deteriorating – while funding sources are being secured, the building continues to deteriorate in some areas. However, immediate needs are addressed quickly.
- Lack of larger funding – architectural studies show a long-term, capital building funding campaign will be required. All projects of this scale and magnitude will continue on for many years.
- At this time funding for operations cannot be solely derived from space rental.

Opportunities – External – refer to favorable conditions in the environment that could produce rewards for the organization if acted on properly.

- A community Civic Center is needed in Laramie
- Community interest (yet to be determined by survey)
- School history - many older Laramie residents went to school there. Many want the building restored to its original glory.
- The building is centrally located in town and in the downtown district.
- County and City support – the City of Laramie and the Albany County Commission obtained the building in 1978 for use as a Civic Center. It is great that the City and County officials have shown interest in the project and are committed to its success.
- Wyoming still has funds – right now the state has a surplus from mineral severance taxes and is willing to spend it on community infrastructure. The time to act is now to secure funding.

Threats – External – refer to conditions or barriers that may prevent the organization from reaching its objectives.

- Plenty of rental space – Laramie is a rental town, both in residential and commercial space, and there is plenty of it. Many new hotels in town provide venues for parties, meetings and conferences.
- Lack of parking for events and tenants.
- There is a lack of community understanding or knowledge of what the building could become. In certain sectors there is a lack of community vision and apathy. This is due to another downtown renovation project that was tried but eventually failed. The community is weary.
- People are concerned it will be a drain on the community energy and funding as there is a perception in the community that the renovations would have to be paid for with higher taxes.
Needs Assessment

Needs Assessment Results
Needs Assessment

What is a Needs Assessment?
A needs assessment is the process of gathering and examining information to obtain an accurate and thorough picture of the environment around you. Once analyzed, the information is used to set goals, develop a plan of action, and allocate resources. Performing a needs assessment is a necessary step in developing a strategic business plan that is relevant, effective and focused.

Benefits of a Needs Assessment
Following is a list of some of the benefits communities and organizations can realize from conducting a needs assessment.

A needs assessment makes the project defensible, fundable and measurable.
Comprehensive needs assessments achieve results because the solutions are targeted to the problem. With the needs assessment in hand, proponents can explain and defend their activities by describing their relationship to the actual problems. Proponents also can demonstrate the basis for their plan when they request participation or financial assistance from government agencies, corporations, foundations or other potential supporters. Most funding sources insist that a project be evaluated to determine its efficacy, and the information in a needs assessment is the baseline for subsequent evaluation. As the program progresses and demonstrates success, funders will be attracted to demonstrable change.

A needs assessment targets resources.
A completed needs assessment enables a community, agency or coalition to more effectively utilize resources because solutions are targeted at the problem. Since resources for most organizations are scarce, this targeting can help to achieve results without wasting precious funding or time.

A needs assessment can reenergize existing efforts.
Programs become stale after a period of time. People get tired, particularly if they are working without measurable milestones of success. The activities and approaches that worked a few years ago now may not seem quite as effective. A new initiative or a different twist on an existing problem, identified by a needs assessment, can be the energizer that gets people involved and active once again. Consistent enthusiasm and involvement are always important. If a project needs to obtain private sector funding, attract media attention or advocate legislative change, energized coalition members are crucial.

A needs assessment can help garner media attention.
Media attention to an issue or problem can help galvanize a community to take action. Articles in newspapers or stories on television, Facebook, YouTube and Twitter can raise awareness that the problem is serious and requires attention. This awareness makes it easier for a coalition or organization to attract members, obtain funding or change community attitudes. A good needs assessment is full of information, backed by solid statistics, and convinces the media that the Civic Center is a story worth covering.
A needs assessment is an opportunity to take a fresh look at the problem and determine whether old ideas should be scrapped and new ones launched or whether current ideas are working well and should be replicated.

Programs or activities that have been in existence for some time always need reexamination to determine whether changes in the community or society in general continue to make the effort relevant. A needs assessment is a good tool for determining what is and is not working.

A needs assessment is a good strategy for involving various members of a coalition or organization in important activities.

One of the best ways to make people feel valued is to ask their opinions. The needs assessment gives people an opportunity to express their own views, relate their experiences and to help collect information from other members of the community.

Elements of a Needs Assessment

In order to be successful in both the short- and long-term, a needs assessment must be comprehensive. In some areas, it may be difficult to collect all of the data, but it is important to collect as much as possible.

A comprehensive needs assessment includes the following:

*Step 1: Clarify the purpose and draft the needs assessment plan*

This was done in the first stages of this business plan. Meetings were held with the Laramie Plains Civic Center staff and it was determined what information they wanted to collect or what opinions they really wanted to find out from the community.

*Step 2: Collect existing data*

Existing data was collected from the following sources:
- Laramie Area Chamber of Commerce publications
- [www.city-data.com](http://www.city-data.com)
- **Laramie Boomerang**
  - The Wyoming Center for Business and Economic Analysis, Inc. – Volume XIII, Number 2, September 2010
  - The Wyoming Business Council – Reports by the Wadley Donovan Group, April 2005
  - The Laramie Comprehensive Plan – May 2003
  - The Albany County Comprehensive Plan – August 2008

All of these publications had previously touched on the Laramie and Albany County needs and many had already conducted surveys, focus groups and meetings of the general public.

*Step 3: Develop and obtain survey information*

A survey was developed and a copy is included in this document.

*Step 4: Conduct interviews*

Five hundred surveys were disbursed and collected between October 1st and December 4th, 2010. One hundred and seventy seven were returned for a 35% return rate. Original completed surveys are held by the Laramie Plains Civic Center management. Surveys were collected at the
downtown, Laramie County Community College, the University of Wyoming, local clubs and organizations and the general populace.

Step 5: Conduct focus/discussion groups with key community groups
Due to time constraints, these were not held and by past experience focus groups in Laramie are not well-attended.

Step 6: Analyze data
Data was analyzed between October 15 and December 15, 2010.

Step 7: Present results and use them in planning
The summary results follow and will be used to guide the future strategy of the Laramie Plains Civic Center.
The Laramie Plains Civic Center — What's Next?

The Laramie Plains Civic Center began its life in 1878 as a high school, but now addresses these needs:
- community organization offices
- private business offices
- public gymnasmium
- daycare
- theatre
- community events
- meeting space.

The building is a real highlight of Laramie's built environment, listed on the National Register of Historic Places. In other words, it's old — and of course it needs work. Repairs to buildings on the Register are covered by a set of rules designed to preserve the value of each Place. You might already know that meeting these regulations takes extra effort in both planning and execution.

The investment we need to make in the LPCC must pay off in real benefit to the community. The LPCC Foundation — Trust and the LPCC Joint Powers Board are joining with the Albany County Commissioners (under a Community Block Grant) to get a feel for the thoughts and ideas of yourself and other members of our community about how Laramie and Albany County could best capitalize on this lovely asset.

This survey takes only a few minutes and will help shape the future of the Laramie Plains Civic Center. The results will be reported in summary; no one's responses will be individually attributed, so feel free to say what you think. When the surveys have been tabulated, results will be available through the sponsors identified above.

Thank you for your thoughtful participation!

Please don't miss the questions on the back of this sheet.

The Laramie Plains Civic Center, at 7th & Garfield in Laramie. The future of this beautiful part of our architectural legacy is now being planned.

The first questions deal with possible uses for the Laramie Plains Civic Center. Please answer each question twice, once for your estimate of the value of the use to the whole community, and once for the value of that use to you personally.

0 = no value at all; 4 = greatest value

<table>
<thead>
<tr>
<th>LARAMIE</th>
<th>YOU</th>
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<td>0 1 2 3 4</td>
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</table>

1. Office space, business incubator, entrepreneurial space
2. Space for public meetings, club meetings, conferences, one time rentals
3. Auditorium for popular entertainment or touring shows
4. Retail/shopping
5. Restaurant
6. General population apartment housing
7. Housing for displaced families or seasonal workers
8. Dorms for UW, LCCC or WyoTech (student housing)
9. Retirement apartment housing (not nursing home)
10. Daycare
11. Library or museum
12. Religious center
13. Athletic facilities
14. Other (please elaborate)
Needs Assessment Survey Results
Taken October – December 2010 in Albany County
177 surveys were collected

The first questions of the survey dealt with possible uses for the Laramie Plains Civic Center. Respondents answered each question twice; once for their estimate of the value of the use to the whole community, and once for the value of that use to them personally.

0= no value at all; 4= greatest value; NA= no answer
(Percentages may not equal 100% due to rounding)

<table>
<thead>
<tr>
<th>USAGE OF FACILITY</th>
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<tr>
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<td>1. Office space, business incubator, entrepreneurial space</td>
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<td>81 33 33 12 10 8</td>
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<tr>
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<td>46% 19% 19% 7% 6% 5%</td>
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61% feel office space is valuable to the community (columns 3+4)
68% feel it is not valuable to them personally (columns 0+1)

<table>
<thead>
<tr>
<th>USAGE OF FACILITY</th>
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<tr>
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<td>0 1 2 3 4 NA</td>
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<td>2. Space for public meetings, club meetings, conferences, one-time rentals</td>
<td>6 13 17 54 85 2 *</td>
<td>36 29 48 37 19 8</td>
</tr>
<tr>
<td>Percentages</td>
<td>3% 7% 10% 31% 48% 1%</td>
<td>20% 16% 27% 21% 11% 5%</td>
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79% feel space for public meetings is valuable to the community (columns 3+4)
Personal value is fairly evenly spread

<table>
<thead>
<tr>
<th>USAGE OF FACILITY</th>
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<tr>
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<td>0 1 2 3 4 NA</td>
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<td>3. Auditorium for popular entertainment or touring shows</td>
<td>6 5 24 55 86 1 *</td>
<td>17 16 41 50 47 6</td>
</tr>
<tr>
<td>Percentages</td>
<td>3% 3% 14% 31% 49% 1%</td>
<td>10% 9% 23% 28% 27% 3%</td>
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80% feel an auditorium for shows is valuable to the community (columns 3+4)
55% feel it is valuable to them personally (columns 3+4)
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<td>55% feel retail shopping has little community value (columns 0+1)</td>
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<td>55% feel it is not valuable to them personally (columns 0+1)</td>
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<tr>
<td>53% feel a restaurant is not valuable to them personally (columns 0+1)</td>
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<thead>
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<td>9%</td>
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<td>73% feel apartment housing is not valuable to them personally (columns 0+1)</td>
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<td>Community value is fairly evenly spread</td>
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<td>79% feel displaced housing is not valuable to them personally (columns 0+1)</td>
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<tr>
<th>8. Dorms for UW, LCCC or WyoTech (student housing)</th>
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<th>4</th>
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<td>70%</td>
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<td>60% feel dorms are not valuable to the community (columns 0+1)</td>
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<td>79% feel dorms are not valuable to them personally (columns 0+1)</td>
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<tr>
<th>9. Retirement apartment housing (not nursing home)</th>
<th>0</th>
<th>1</th>
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<th>3</th>
<th>4</th>
<th>NA</th>
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<td>47% feel retirement housing is not valuable to the community (columns 0+1)</td>
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<tr>
<td>73% feel retirement housing is not valuable to them personally (columns 0+1)</td>
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<tr>
<td>10. Daycare</td>
<td>14</td>
<td>14</td>
<td>43</td>
<td>52</td>
<td>52</td>
<td>2</td>
<td>*</td>
<td>89</td>
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<td><strong>Percentages</strong></td>
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</table>

58% feel daycare is valuable to the community (columns 3+4)
63% feel daycare is not valuable to them personally (columns 0+1)

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<tr>
<th></th>
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<tbody>
<tr>
<td>11. Library or museum</td>
<td>22</td>
<td>21</td>
<td>43</td>
<td>50</td>
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<td>19%</td>
<td>19%</td>
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51% feel a library or museum is valuable to the community (columns 3+4)
Personal value is fairly evenly spread

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<tr>
<td>12. Religious center</td>
<td>61</td>
<td>46</td>
<td>42</td>
<td>12</td>
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<td>*</td>
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<td>28</td>
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<td>67%</td>
<td>16%</td>
<td>8%</td>
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60% feel a religious center is not valuable to the community (columns 0+1)
83% feel a religious center is not valuable to them personally (columns 0+1)

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<tr>
<td>13. Athletic facilities</td>
<td>22</td>
<td>22</td>
<td>31</td>
<td>45</td>
<td>53</td>
<td>4</td>
<td>*</td>
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55% feel athletic facilities are valuable to the community (columns 3+4)
Personal value is fairly evenly spread

14. Other suggestions:

- An IMAX theatre
- Museum, not library
- Great community gathering place
- Manufacturing and/or corporate operational center
- Auditorium, hangout for kids
- Adult daycare (2)
- Haunted House – ghost tours
- Affordable agency offices
- Clothing stores
- Men's clothing stores
- Practice rooms for amateur musicians
- Offices for non-profits
- Indoor BMX park
- Support for arts – rental studio space, art shows, music to pottery
- Create a teen club
- Velodrome – an arena for track cycling
- Skate park
- YMCA for free/under-privileged kids activities
Open-ended questions:
1. Considering the Laramie community in general, what facilities of any kind (if any) do you think are missing? What unmet needs do you think Laramie has now or will have in the next ten years?

Answers:
Another soup kitchen, free clothing to complement work of St. Matthew’s or Good Samaritan.
Additional public to e-access to complement Albany County Library. More senior citizen facilities.
Still no homeless shelter but Interfaith has really risen to the need so far; the location of LPCC is already a draw to the needy population.
Museum of local history
Not a lot of activities
A community theatre, even though I don’t go, would be nice
An auditorium or venue for bands, choir concerts and plays to occur
I think Laramie could use another gym or more apartments or a shopping center
A free gym that is good. Only indoor gym with no charge. A gym with multiple purposes.
Apartments would be sweet, I’d live there. Nice classrooms for head start.
I think Laramie needs a free recreational facility with a weight room and a pool.
Maybe something along the lines of a teenage hangout place, like a “swing lounge”, keeps youth out of trouble.
Education (low cost), athletics. aesthetics
Arcade or a mini-golf
Kentucky Fried Chicken (3), concert venue
Heated indoor roping arena
We need more retail space and actual retail shopping and more diverse cuisine. Also more places for fun events that are in Laramie, not nearby
Meeting space, coffee house, performance venues
Affordable meeting space for non-profits, faith-based or educational groups. Affordable housing for students, seasonal workers, young families, and seniors.
An auditorium, daycare, a public gym, a safe spot for someone that is lost.
Burger-focused restaurant
I think that the Junior High and Elementary schools need to have a place that they could do programs at. I believe that the UW is charging for space now.
We sorely lack any shopping that keeps residents from leaving the city. We need space to allow for the diversification of the economy.
I have only gone to the facility once but what I saw I thought was great, a little bit of everything. But from what I have heard about the facilities kitchens that you rent, they are horrible and need new equipment.
Performance venue near (in downtown)
New library – current  Garden path
Homeless shelter, a larger food bank
Homeless sheltering
Obviously this town is in need of more retail stores. Specialty stores such as modern clothing for men is non-existent here unless one dresses like a hick.
LCCC dorms, great idea!
Laramie needs more restaurants but not at the Civic Center! And more places for the Junior High/High School students to hang out, supervised but not “babysat” and a place to have elementary and Junior high concerts
Laramie needs more daycare. There seems to be a waitlist at all daycares. More “traveling” entertainment and craft shows would be nice – shows similar to what is at a convention center. Indoor child-specific areas. Indoor playgrounds and/or learning centers (e.g. kids’ museums or activity spaces) are sorely needed. 9 months of winter, for Christ’s sake.

Boys and Girls Clubs, community theatre, indoor winter recreation

The ideas presented for housing in the above questions make sense. Affordable housing!

More music

We no longer have a single place for transients or homeless since we lost the Johnson Hotel

Laramie’s greatest need is support of economic development fostering/supporting manufacturing and other industries. Laramie’s long-term growth will be hampered if it continues to only support it’s two largest educational facilities. Middle-class income is not met through service industry to these two groups.

Good quality inexpensive office space (incubator)

More (the current) athletic usage is good. More usage of the theatre area.

Small theatre groups, small businesses

Downtown office space and parking

Single level patio homes for aging population, meeting rooms for up to 150 people, Gallery with good space for numerous artists

Short term executive rentals, men’s clothing store

Additional daycare for poorer families

A 21st century library

Laramie definitely needs more clothing outlets for teenagers and primarily teenage men.

More stores

Do not compete with existing housing, restaurants and other areas where the private sector is providing adequately.

Your questions on the front covered what I could think of.

Low-cost housing

Modern community hall – no facilities except fairgrounds for gatherings of 100+ people

Park-garden-parking

Low-cost meeting rooms – free would be great!

A good steakhouse restaurant

More shopping/retail. More options for childcare

Home Depot or Lowes, Target store

Community theatre, public arts forum center, more gymnasium space

Would be nice to see a bigger library and/or music center for children

Free or low cost meeting rooms for non-profits

Senior housing

Adult daycare

Meeting and entertainment venues, not on campus

Lack of public workout facilities for community members who do not want to pay outrageous membership fees

Business/tech space – non-profits offices (i.e. United Way and others)

A steakhouse, infant childcare, homeless housing, senior housing

Lowes, Home Depot, better restaurants, more shopping

None, with the University providing most services

Don’t feel that anything is missing or short

More modern library (public)
Adult daycare for those with slight dementia or physical limitations whose caregivers must run
errands, work part-time outside the home. Practice rooms for musicians
Adult dancing, bowling with no smoking and no alcohol available.
Again, a YMCA-type of kids place where they can hang - do sports, (and not pay like Rec
Center) activities, craft stuff, etc.
Expanding west Laramie i.e. grocery store! Tax company.
I am just starting to see things that may or may not be needed in Laramie, so I have no real input
here.
I don’t know. I’m not sure.
Unknown
Shopping - people would rather go to Cheyenne and Ft. Collins and sometimes it’s hard for local
business to get support.
Need clothing stores!! More social outlets other than bars - especially for middle aged people.
I think the community of Laramie would benefit greatly from the construction of a shopping mall
or nightclub. We currently do not have either of these things.
I think we need retail shopping, other than Walmart and Kmart and downtown where we don’t
have to go out of town. Also, young kids need more to do, the rec center pools are mostly
occupied with classes when they can go swimming (before bed).
Some place for our kids.
A mall and more restaurant selection.
We need better ?? but this facility would not work for this. We have a lot of needs but many will
only be met if we allow some of our past to go away and we look towards the future.
Youth Center
Daycare is absolutely needed for children under age 3. Another sports facility is also appreciated.
Housing, daycare, and retail.
Hotel, making it a recovery center. Fixing the potholes on Clark Street going over the train
tracks.
Strip club and hip hop joint.
Local businesses, training facilities.
Place to music indoor or out.
It would be nice to tear down the civic center and build a new library there.
A good men’s clothing store selling quality dress clothes.
Meeting space and athletic space that is inexpensive (rec center is very expensive) auditorium
space.
Youth detention center. In general it is a good location for all kinds of things, assuming it can be
upgraded to an energy efficient building.
More senior care places helping people learn to use computers, internet, etc. Athletics or music
studio.
We need more day hab for disabled or special needs adults in Laramie. These people have a hard
time finding jobs and need something to do during the day.
Daycare is needed.
Performance space, office space, library
I am not sure about what is missing. Despite my answers any of the uses listed on the front
would be preferable to seeing the space unused. I like the idea best of there being space available
for individuals and groups to use when needed.
I think Laramie is really missing a place for kids to go and hang out like an arcade or fun center.
The LRC does provide kid night, but the facilities close early and kids need more options on a
regular basis especially now that the roller skating ring is gone.
Group fitness places such as yoga, dance, karate. More daycare places, volunteer organization facilities, more theatre/play places.

Shopping - men’s and women’s clothing

Daycare. Housing low income.

Laramie needs space – other than that provided by UW or the city’s ‘industrial park’ plan – to grow small but readily adaptable businesses in technology. We need more interaction between the inventive/creative and private sectors.

Public gym- theatre

Teen club – meetings and dances to help local teenagers. They could also have a hot dog, hamburger, pizza area to learn working customer service skills and work experience.

Library expansion; more senior housing; meeting areas; central exercising center; theatrical productions.

Training programs- job skills, language, cooking. Boutique, art facilities/shops

Facilities missing in Laramie include, restaurants, entertainment for children, entertainment theatre/show, etc. Unmet needs include the money in the community to make this a better/more useful place.

We have LCCC, WyoTech, and the University. We could use this building as a satellite for any of them.

Daycare is a major issue. Services for older citizens that need a smaller space than a home but not a nursing home.

This is gorgeous in many ways: the elegant (faded) auditorium, spectacular tile work on main floor, attractive gym floors. I’d love to see it used for meetings, art community, museum(s), possibly restaurant or café.

2. Could any of the needs you just identified be supported or met by the existing Laramie Plains Civic Center? Which ones?

Answers:

Short term executive rentals, men’s clothing store; both maybe

Gallery space – perhaps for local co-op and meeting rooms – capable of serving food – Civic Center would have to renovate space(s)

Downtown office space and parking

More (the current) athletic usage is good. More usage of the theatre area.

No, facility inadequate for any use

Yes, but the building should be replaced

While it would have to be remodeled to support manufacturing operations, it could very easily house operational facilities of a major corporation.

Safe places for transients could help the homeless for a time. Service groups and churches might help with the funding.

No, community

Public theatre, daycare, retail, restaurant

Yes, Boys and Girls Clubs, community theatre, indoor winter recreation

Yes, indoor places for kids during winter months could easily be carried out of some of the Center’s space.

Daycare maybe, besides Head Start

Yes, turn it into something similar to “the Hub” or an auditorium for concerts for Jr. high or elementary students.

Nat particularly. Not enough parking.

Yes, homeless shelter, a larger food bank
There is a lot of space around town empty but the Civic Center does a great job in filling the space.
No, but the space could be used.
Yes
Yes, the renovated kitchen and rental meeting/conference rooms could be upgraded so people would feel more confident and happy about the spaces they were renting for the day.
We sorely lack any shopping that keeps residents from leaving the city. We need space to allow for the diversification of the economy. Both could be met, though the interior needs a 21st century upgrade
Head Start is in that building as well as DVR and tons of stuff. My mom is president of Head Start and she says the building needs a restroom for little kids and a large area for kids.
Meeting space for organizations
Renovation of the gym is a great idea, new bleachers are unnecessary.
Affordable meeting space for non-profits, faith-based or educational groups. Affordable housing for students, seasonal workers, young families, and seniors. Yes, I am sure but unfamiliar with the structure or space of the building.
Meeting space, coffee house, performance venues. All of these.
No (2)
Start getting more use out of that auditorium – it’s beautiful and tragically underused.
Yes, arcade and mini-golf.
Yes, education, athletics
Athletic facilities
Yes, the weight room and maybe remodel the gym.
Not really, I don’t think the current building can support anything safely.
Yes, all. I think Laramie could use another gym or more apartments or a shopping center
The auditorium needs work done to it for us to use it for our needs.
Yes, a community theatre, even though I don’t go, would be nice
Probably.
Build a museum.
It’s pretty much already set up for many uses mentioned in the questions #’s 1-14. It’s just probably not to code or as safe as it should be, especially for childcare, auditorium, and gym use.
Soup kitchen and expansion of Good Samaritan facility
I believe this facility would be a very good potential for adult daycare and practice rooms.
No. Public libraries are becoming more and more community centers with varied changing needs. The Civic Center is inadequate to the technological and service-oriented requirements of public libraries.
No (4)
No. Small business use might work but you need to re-wire the entire building and provide fast internet.
Yes, business/tech space and non-profit offices
Yes
Daycare, meeting space, athletics
I think the auditorium is an amazing asset
Yes – adult daycare, athletics facilities
Senior housing
Yes, bigger library or music center
Community theatre, meeting place, gymnasium space
Perhaps childcare in affiliation with the businesses and the needs of their employees
Probably not
Gym space is useful
No – better suited to new facilities
Individual office space
Yes – there would be room for a couple of stores there
I believe there may be enough space for a clothing outlet
Daycare
Yes, both of them. (dancing and bowling)
YES! Big Building!
Tax!
I guess, I don’t know.
Hmm…possibly more local/community events - (kind of like Holiday Hurrah). Get local sponsors and do something for/with community. (ex. ‘Home Show’, ‘Party in the Park’)
Both (clothing stores and social outlets)
Sure, both of those two suggestions could be met with minor alterations of the existing Civic Center. (shopping mall and nightclub)
A place where young kids (grade school) can go and have fun activities, and things to do, or can play games and actually be kids.
No its run down.
A small mall maybe, or maybe a restaurant or multiple restaurants like a smaller food court.
The Civic Center is a building which will have problems meeting many needs due to lack of parking available. That needs to be addressed to make it a viable venue.
Youth Center.
I think the daycare could be supported by the existing center, but not the athletic center.
Housing and daycare - probably not great for retail (bad location)
Yes, all of them (hotel, recovery center)
Yes, make the Laramie Plains Civic Center a gentleman’s club.
Yes. Daycare; training facilities; use of the auditorium.
Music
Museum
Yes, retail/shopping, daycare, entertainment.
Too expensive to run. 3rd floor and basement unusable.
The detention center would take a lot of work. Mainly the space is uncomfortable because it is so energy inefficient - cold in winter, hot in summer.
Learning programs for use of technology. Use of existing gym facility.
Yes.
Daycare, housing for low income families.
All of the above (performance and office space, library)
From what I know of the Civic Center is would need lots of work to make it into any kind of permanent living space.
I think an arcade/fun center can be supported in one of the gymnasiuims.
All (group fitness, daycare, volunteer organizations, theatre/play place)
Probably not.
Both (daycare, low income housing)
By providing grant-supported, inexpensive, and/or free space, the LPCC could accommodate #15 above. (small technology business support)
Theatre
Yes - create a Teen Club with supervisors helping to teach teenagers business skills in running their own club for business meetings and dance events or community service support helping others - shoveling snow, yard work, etc.

All of the above, using facilities already there.

Yes, all. (training programs, art facility)

Yes! All of the above. (daycare, senior housing)

Several of my friends really think we should close off the street between the civic center and the library and turn it into a lovely little plaza/park that would join the two and maybe promote better use. (no reason in the world for cars to drive in between)

No housing of any kind; it would be too expensive.

3. What opportunities do you see ahead for the Laramie Plains Civic Center?

Answers:

Except for #6-9 above, many “opportunities” for public utilization especially for concerts and sports.

#4 brought to mind a nice indoor mall or year-round market place for local vendors with small industries, especially during holidays.

Big ones. The space could be used for a lot of beneficial things going in there.

Hopefully, it will get repaired.

I don’t see much, it’s had little use lately and not that major to many people.

I believe it could be renovated and used for any of the options above.

A nice state-of-the-art business/class rooms (Head Start) and nice gym to hold state events. Not an eyesore on the inside and not scared to go in there.

Remodeling the inside and make the outside look renewed.

Interested to see what happens. No idea.

Many public establishments.

Building will get more public attention

Probably will have more housing and small businesses. Boring but maybe.

Any public establishment.

Move the library into it.

Retirement center, restaurant

Shared community space for projects, meetings, etc. More resources for the under-served.

A historic building with updated features and renovation is exciting.

Auditorium, community center, retail/restaurant

It is a spectacular building with a great deal of history that could be capitalized on.

Similar to what it has been used for

I actually think that making the Center an apartment complex would be really cool, especially if it was fixed up well because it could have a work out room and party rental rooms. It could be very hip and exciting.

Library and mixed use business

Very little

I am a fan of the Civic Center being there and ready for community use.

I don’t think the dollars are there to make it not be “the old, broken-down junior high” that’s too hot, too cold, no parking, etc......

Not sure as its location borders residential areas and parking is limited.

Perhaps low income housing could inhabit the space. It’s unfortunate the building can’t be demolished. Drastically altering the interior is far too expensive.

Museum
None, it’s old! Needs to be torn down and start over or fixed up right – not cobbled together. Is there money for that?

Once refurbished, could go in many valuable directions.
Turn into a community center/recreation center for the tree area.

More music. Training for ENO, EOC

I’d like to see it renovated (for safety and accessibility) so that we can keep such a large, centrally-located and historic building.

Difficult to say without knowing current future plans

Development site

None, too expensive on the taxpayer

More office usage for small businesses

Office space

Cultural events, performing arts.

Offices for non-profits, cultural activities

A 21st century library

Multi-facet

Definitely office space

Bleak

Few - simply too old and inefficient

Few

I don’t know. I have not followed this matter.

Don’t put any more dollars into it!

Good question!

Community gathering place

Central location for Laramie residents to explore the arts and develop intellectually

Athletics – theatre

Low-cost office space for start-up or non-profits

Lots! It’s a beautiful old building

Ideal location

Need updates and more positive marketing to push the interest of the community

Somewhat limited because of old construction and utility costs

Open basketball and other indoor sports. Re-vamp the theatre, bring in plays from out of town.

Athletic and community center

Community services, classes, library

Drama productions, music productions – some group activities – martial arts, exercise group, yoga, book clubs, adult daycare

I think Laramie needs economical rental space for offices or one-time events which the Civic Center provides.

Plays, meetings, restaurant, non-smoking, non-alcohol bowling alley.

I like the theatre idea - again, though a YMCA-type thing have a ‘local’ theatre. I like the bazaars you have there - Have huge community events to make money - Have a carnival! - The Slade Elementary Carnival raises over $3,000 profit for a two hour gig!

It could be turned into many different things. i.e. restaurant, museum, sports facility, theatre.

I don’t know.

City and State offices.

Community stuff/activities

Many, many opportunities that are great.
A place that’s actually devoted to the whole community, not just certain organizations such as
swim meets, or competitions. The rec center was supposed to be, but it’s hard to go swim when
the classes are going on and they kick other kids out!
I don’t really know, anything is possible.
Office spaces, day care, small plays. Could serve as an Opera House.
Possible non-profit space.
The space big - so I see a lot ahead for the center.
Long-term housing of some type is probably the best bet.
Making people smile.
Insurance money when something bad happens.
Training facilities; daycare; use of the auditorium and basketball courts; local businesses.
It’s a unique building and would like to see it used.
Very little
There are several- 1) continue as is; 2) develop a small shop mini-mall; 3) increase space for
Head Start and daycare.
Tear down - is a money pit – build new library there.
Put a solar roof over the inside courts and the space would space be usable in the winter and
could provide solar gain for 80% of the building heating needs.
Office space, space for public events.
Could have a busy program – provide services not available elsewhere – i.e. wrap and mail
packages for reasonable price.
More non-profit organizations to make Laramie a better place to live.
Use of gym, exercise classes.
It could be a thriving, active community center near the heart of town.
I’m really not sure of how well the space is being utilized at present but if the community needs
could be identified (which you are trying to do) it could be better used.
Update of facilities and furniture for public meetings. Larger studios for artists.
Rent out more spaces
Offices, community events, meeting space, open gym space.
Unlimited.
Personally, I would like to see the Laramie Children’s Museum return to the LPCC.
I don’t live in town so I don’t know.
Hopefully - that it is maintained for more community service events and helping others. Enjoy
the annual Christmas shopping bazaar there!
Desperately need meeting space, esp. since library has closed off one, that are free to
inexpensive. Need bigger stage for community than Alice Hardy Stevens Center. Move library,
catalog, storage, book sale, etc. to Civic Center and connect buildings. Put in central walking
path, exercise machines. Use theatre (maybe some money-raising concerts?)
Opposed to housing in LPCC. Improve energy consumption/drain cover atrium area.
I could see the Civic Center being a great place for entertainment/theatre and show for the
community. The space is grand, and if updated I think it would be of great use for the whole
community for some entertainment in this town.
Open to community.
I would love the space being preserved and utilized. Currently, not many people in the Laramie
community have a reason to go there.
1- Civic non-profits (my first choice). 2- Possibly part entrepreneurial (keep an eye on how his
would be done). I would think turning it into any sort of living quarters would be last choice.
I would be happy seeing that building being used for any organization. It is a great building and I would hate for any building to sit empty.
Great historic building; anything would be great
You should tear down the add-ons and get back to the more original building and build a garden in the cleared space.
A place where young kids can hang out and have things to do

4. What challenges do you see ahead for the Laramie Plains Civic Center?
  Answers:
  Energy, efficiency improvement
  Lack of parking, I avoid going there because of poor parking situation
  Maintenance, windows
  Parking-Parking-Parking. Age of facility
  Remodeling
  Utilization of all space, expense of building upgrade and maintenance
  More advertising required for the unused spaces. Better signage at the Center for those that use the spaces.
  How to use the empty lot
  Building past “use-by” date. Poorly designed for modern purposes/uses.
  Funding for upgrades and improvements
  Difficult to say without knowing current future plans
  Money to upgrade the physical building
  I do not believe LPCC should take opportunities for private business away from the private sector (e.g. rental space)
  Funding by state and Federal grants
  Getting building up to code and maintaining heating, cooling, clean water.
  How to cut energy costs
  The refurbishment is going to be astronomically pricey
  Old building – renovation costs
  Gonna take too much money to make anything work in there
  Building is run down – needs improvement
  Increasing use without affecting the neighbors
  Parking is a problem. Excavate an underground garage and make it a shopping mall
  Upkeep/maintenance – great work opportunity for displaced or volunteers
  General renovation which will determine how spaces can be effectively used
  Remodeling – windows, heat, wiring – it’s a firetrap for goodness sake – the walls themselves are cracking!
  Keeping public informed of availability
  Money – age – it needs too much repairs to be fiscally viable
  Community support and money
  The only challenges I see for it is its location. I frequently forget that it is around since I just don’t see it, so marketing for it would be key for people like me.
  Restoration or tear down
  How to use building and parking
  The interior is not inviting and needs a significant remodel
  Money and existing businesses in the building
  Old building; good location but not best, parking is an issue
  Community acceptance, funding, ability to be a profitable, multi-functional local establishment
Renovation, building issues, permits? License? Structural damage or unsanitary conditions, etc.

Old building
Advertising its use
Cost to refit for disabled access and technology, parking
Trying to get people to go there even though its neither downtown or on Grand Avenue
Funding and support for the project
Cost of rebuilding and changing to fit new ideas
Renovation for new technology
Enough money to build what they really want
Funding, ideas, modern looking
Funding and community agreement on caring about it and what to do with it. Like that survey
guy said, he doesn’t give a *** about it.
The age of the building
People going and using it
Money, time, commitment
Not much, the Laramie community is supportive
Raising money
Money
Lack of community support since the inception of the Civic Center!! It is the Territorial Park
dilemma all over again.
Parking and funding
Cost of upgrading an old building. What for?
Funding needs that the community needs
If you cannot do a major remodel, you’re very limited
Poor quality facilities. No parking!
Cost
Somewhat limited because of old construction and utility costs. Any use/modifications must
address old construction and difficulty of conversion
Funding and public interest
Renovation costs exceed payback
Retrofitting windows/insulation, etc. Maintenance
Maintenance, occupancy
Funding (2)
Maintaining the building
Parking and building is run-down
Parking and upgrades, this will be difficult to fund
Many!
Dollars
Facilities will need a lot of upgrades to support many of the ideas presented
Financial
Cost of renovating/upgrading/modernization
Cost of upgrades needed to be truly useful
Many
You must address parking in order to be viable
Getting everyone to agree on how the space should be used
Building safety, energy waste, etc.
Realizing it is not worth preserving
Re-furbishing the interior and whether such will be cost-effective
I would like to see it preserved but it probably will become increasingly expensive to do so. Money to keep it opened and attendance to use the facilities. Just keeping the building in repair. Choosing one direction to go with the entire facility. NOT subletting out each individual feature. I don’t know. Maintenance. Cost of up-keep None

Getting the community and city council to agree, meaning that the city council still does what they want, regardless opinions and ideas from the actual community! They are greedy with their money, and would rather see it go toward their raises instead. Not cost effective Same as above. Anything is possible Old building with old plumbing/heating. Outdated building. Funding, full facility usage. The facility is very old and needs repairs. Maintenance Maintenance and agreements. Maintenance and earthquakes Renovation of the ruined floors so they could be used again. The cost of heat and up-keep of the building. Money to facilitate refurbishing. Many - Money - Tenants. Building rehab which is much needed. Dollars to keep it open

All Above. It is simply too energy inefficient to be viable without a lot of work. Finances, keeping it occupied. Challenges are to come up with good programs and sell the idea to people who will use. Getting the community to fund non-profit organizations. Maintenance Costs of renovation- but it’s still cheaper than building something new. Covering expenses without steady income. Funding for restoration, maintenance and upkeep. Sometimes repairs and upkeep for older buildings can be costly, but I feel that this building is worth the cost. Funding will definitely be a problem. Financial support It is an old building so it’ll need some work to keep it up and running. Maintenance, upkeep, parking

Finance
Maximizing the LPCC will require sustained will power and a substantial amount of funding. Finances Cost for repairs to an old facility. Start repair and maintenance immediately. Work with state historic preservation person for ‘re-purposing’ and energy efficiencies. Continuing to be used. Heat, modernizing the facility while maintaining character of much of space limited by original construction.
Keeping it updated to where residents feel comfortable in visiting/occupying the place. Having the people/money to update it and make it more useful to the community. The upkeep and age of building. Money, exactly how to best utilize the space. The cost of renovation, differing opinions on use, utilities to keep it open. Please don’t ‘wreck’ this beautiful building by any misuse (kids/daycare, misused athletics).

**Demographics:**

**How long have you lived in Albany County?**

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**Occupation:**

- No answer (34)
- Real estate broker
- Consultant (2)
- Business owner (7)
- Retired (11)
- CPA/Bookkeeper (2)
- Teacher/professor/educator (19)
- Executive (3)
- Sales (7)
- Director/Executive Director (2)
- Government (2)
- Information technology/Computers/ Web designer (3)
- Office manager
- Baker
- Minister
- UW employee (4)
- Banker/Financial Services/VP of Finance (6)
- Student (10)
- Disabled
- Bartender/Waitress (2)
- Non-profit employee
Homemaker
Grant Administrator
Sales associate (5)
Optician
Caterer
Manual labor (2)
Hotel/ski area
Road construction
Data entry specialist
Attorney (4)
Engineer
Developer
Insurance agent
Publisher
WyoTech
Land development
Professional (4)
Business development
Employment specialist
Manager (3)
Service/repairman (3)
Self-employed (2)
Seamstress
Military
Medical billing or medical sales (2)
Daycare
Public relations
Rancher
Healthcare

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Annual Income Bracket:

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<td></td>
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<td>32</td>
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Market Analysis

Competitive Analysis

Two-year Marketing Plan with Budget
Market Analysis

The Laramie/Albany County market takes in a wide range of media; local radio, television, newspapers, cable, satellite, and billboards along I-80. The market is also highly influenced by the stations and newspaper in northern Colorado, mostly Denver. This is a double-edged sword as it gives double the opportunity to gain viewers and listeners for the Civic Center messages but it also gives LPCC twice the competition for those viewers.

The Center has already used multiple media to engage the public, mostly newspaper and radio. But LPCC also uses the newest technology to widely spread their message through an active website, FaceBook, Twitter, and YouTube. Social media travels fast and a younger generation is tuned in here. Examples of advertising are included. A new marketing firm will be engaged in 2011.

Customers groups:
- Start-up and ongoing profit businesses for rental space
- Non-profits for rental space
- General public for events, gym rental, meeting space
- Clubs, groups for activities
- Theatre companies
- General supporters and donors

Competitive Analysis

Laramie is a “rental” town with plenty of office space, meeting space and rental housing. LPCC’s competitive advantages are:

- Lower cost rental space with soon to be upgraded facilities and technology
- A central location, close to downtown, the Library, the University of Wyoming and numerous shops, restaurants and professional services
- Active management for assistance in rental needs
- A secure building
- Meeting room space
- Adaptable office space from small, intimate offices to large rooms for multiple employees, call centers or work areas
- A prestigious, historical space with character and charm
- Multiple use – a business that would rent there could be professional, non-profit, restaurant, retail, athletic, artistic, etc.
- A friendly place – almost all the tenants know each other, exchange friendly greetings, and assist each other
- A place for community events – theatre, markets, bazaars, athletic events, clubs, meetings, community assistance through the agencies that are housed there
- A 550 seat theatre for community events and concerts
Other facilities cannot compete with the Civic Center because:
- Meeting room or office space lacks historical character
- Not an historic building
- More expensive
- Not multiple use

**Two-Year Marketing Plan with Budget**

**Year One:**
**Budget $25,000**

**Promotional ideas:**
- One-on-one calls to businesses and business groups
- Talks at area service clubs
- Join the Chamber of Commerce – distribute printed newsletter there; host a Business After Hours event
- Interviews in radio stations and TV stations – develop a media kit, DVD is being developed
- E-newsletter
- Website
- Advertising (samples of advertising and local media rates are included)
- Public relations
- Social networking tools – FaceBook, Twitter and YouTube
- Targeted mailings to groups that would use the facility
- Promotion to surrounding states

**Revenue and fund raising activities:**
- Rental space
- Adopt-A-Window
- Auction to name the theatre
- Pursuit of gifts, donations
- Donor kit
- Grants – Federal, state and local
- Research other grant organizations

**Year Two:**
**Budget $40,000**

**Continue:**
- One-on-one calls to businesses and business groups
- Talks at area service clubs
- Chamber of Commerce and Economic Development involvement
- Interviews in radio stations and TV stations – use media kit
- E-newsletter
- Website
- Advertising (samples of advertising and local media rates are included)
- Public relations
- Develop a sales kit for rental property
- Social networking tools – FaceBook, Twitter and YouTube
- Targeted mailings to groups that would use the facility
- Promotion to surrounding states
Revenue and fund raising activities to continue:
Rental space
Adopt-A-Window
Pursuit of gifts, donations
Refine donor kit
Grants – Federal, state and local
Research other grant organizations
Space and Services to be Offered

Usage Patterns of the Facility
Space and Services to Be Offered

The concept of a Civic Center used to deliver multiple uses and community services from a single facility or complex continues to grow in acceptance. Many Civic Centers have been very successful in drawing significant numbers of users to their facility and in producing consistent revenues to help off-set the cost of operation. These centers have become gathering places that represent a sense of identity for a city and its neighborhoods.

An essential component to the success of a multi-dimensional, multi-generational facility is the need for spaces to meet multiple needs. For example, a meeting room might hold a senior travel film club in the evening and the next day host a bank board of directors holding a strategic planning session and that might be used for a family celebration. As the demographic, social, economic and cultural forces change in the community their needs must be met by the Center. Therefore, the possible uses of the building must be taken into account in the planning, design, construction and operation of the Civic Center.

With a continuing increase in single parent households and two working parent families, the need for before and after school child care continues to grow as does the need for preschool programming. Daycare in Laramie is always in short supply. The Civic Center can play a role in supporting Laramie's children by providing artistic and theatre programs, music programs and classes and athletic activities.

And as stated before, office and professional space continues to be the main revenue source for the Civic Center so far. The LPCC expects this use to continue, be upgraded and house existing and start-up businesses. Theatre usage will continue to grow and attract visitors from all of southeast Wyoming and northern Colorado.

Usage Patterns of the Facility

The best scenario is to fill the Center with activity around the clock with both day and night activities. Serving both the older and youth populations allows senior activity in the day when the youth are still in school, multi-generational activities in the middle and youth or young adult activity at night and on weekends.

Possible Activities:
Permanent office space
Rental space – meetings, business seminars/trainings, conferences, club meetings
Business incubator
Library
Museum
Oral history projects
Music classes
Theatre programs
Directing/acting camps for youth
Art classes using the art colony tenants
Gym – all types of classes and recreational activities
Taekwondo or Cobra Kempo Karate
Running club
Dance classes
Prenatal exercise classes
Yoga
Senior exercise classes
K-9 fly ball

Election site
Civic/Social Programs
Dances – all ages and non-alcoholic

Movie nights
Computer Lab – usage by all ages, training for seniors
Activities area - pool table, air hockey table, fooseball table
Climbing wall
Art in the hallways and art shows
Trade fairs and seasonal festivals
Coffee house
Elder/Senior Programs
Daycare
Head Start
Children Mentoring Program
After-school children’s programs – artistic and performing
Toddler arts and crafts
Prenatal classes
Educational Programs – job training, English as a Second Language, hunter safety,
Tutoring
Wellness Clinic
Health screening
Clothing and food bank
Teen area
Management of the Facility and the Organization

Current List of Staff

Staff Qualifications and Job Descriptions

Security

Operations
Management of the Facility and the Organization

The office is run with the philosophy of hiring strong, competent personnel, providing parameters, guidance and let them do their jobs. This is not to say things are “hands off”. Employees are treated with respect and trust. As in all non-profits in this economy, three people are doing the jobs of six. The LPCC will add new employees as funds become available.

Current List of Staff and Contact Information

Civic Center Staff:  
Executive Director  Alec Shea  (307) 460-2088  ashea@laramieplainsciviccenter.org

Projects Coordinator  Rebecca Toll  (307) 745-8000  rtoll@laramieplainsciviccenter.org

Theatre Director  David Soules  (307) 745-8000  dsoules@laramieplainsciviccenter.org

Building Maintenance Supervisor  Harold Niswender, Jr.  (307) 745-8000

Staff Qualifications and Job Descriptions

Alec Shea, Executive Director
Job description:
• Oversees all operations
• Reports to the Board of Directors on all matters
• Strategic planning
• Fiscal responsibility and planning
• Developing policies and procedures
• Advertising, media and public relations
• Community relations
• Supervision of all contracted work
• Fund raising and donor development

Qualifications:
Alec is the former president and founder of The CoverMe Foundation (CMF). Shea founded CMF in January of 2007 with a true vision – to be a part of the solution for our nation’s uninsured population. Today, over 47 million individuals in our country are considered uninsured. Alec developed this not-for-profit agency with a mission to identify these individuals and assist them in securing healthcare coverage.
Alec’s strengths lie in the active collaboration with state and local governments as well as community groups by identifying common goals and attainable ways to meet these goals. Alec has extensive experience in working with children and families. He was a director with the Greater Wyoming Big Brother’s Big Sisters. He also worked for the Wyoming Department of Family Services where he worked with families, specializing in work with juveniles. From these positions Alec recognized the opportunity to develop resources to help families in need.

He has successfully created or co-created a juvenile diversion program, multiple community service programs and a juvenile activities center. Alec has participated and been appointed to committees addressing substance abuse, children of incarcerated parents and child welfare policy. Alec has also mentored youth through years of coaching.

He received his Bachelor of Arts degree from the University of Wyoming. He presently resides in Laramie, Wyoming with his wife Jodi, and son Rowan.

Rebecca Toll, Projects Coordinator
Job description:
- Building operations oversight
- Grant writing
- Supervision and training of staff
- Tenant and rental space management
- Financial reporting
- All tasks as directed by the Executive Director

Qualifications:
Rebecca earned a Bachelor’s degree in Sociology and International Studies from the University of Wyoming in 2009. She is continuing her education through Regis University to complete the master’s program in Non-profit Management. Her prior experience includes the CoverMe Foundation from 2008-2009 as the Outreach Coordinator and working with Corinthian Colleges, Inc. as a Career Services Counselor from 2009-2010.

David Soules, Theatre Director
Job description:
- Direction of all theatre operations
- Booking of theatre productions
- Cleaning and maintaining the theatre
- Weekend opening and closing procedures
- Supervision of lights, electrical and sound system

Qualifications:
David is a Wyoming native who trained as an Entertainment Electrician with the International Alliance of Theatrical Stage Employees out of Chicago. He has extensive experience in theatrical lighting, audio, video, and labor management. David has traveled extensively and worked in many of the countries’ top theatres and arenas while working for the Minneapolis based VEE Corporation, the producers of Sesame Street Live and Curious George Live. He has also had the privilege to work for various startup and professional theatre companies such as the Tony Award winning Victory Gardens Theatre Company, the American Theatre Company and the Next
Theatre Company. He has also been contracted to work with such artists as Melissa Manchester, The Blue Man Group, Tommy Tiernan, Kenny Chesney, Bob Dylan, Styx, REO Speedwagon, Rascal Flatts, Poison, Aerosmith, and Second City.

**Harold Niswender, Jr., Director of Maintenance**

Job description:
- Maintenance duties
- Cleaning
- Minor repairs
- Oversees Experience Works staff
- General tasks as assigned

**Security**

Security has been revamped and tightened. Alarms have been installed on the interior doors leading to the basement that has been breached over the years. The theatre has been secured. All exterior doors have been re-keyed. Exterior doors in three locations will be replaced and alarms on all exterior doors will deter future break-ins. Additionally, over the next two years, cameras will be installed on the exterior of the building and provide 24-hour views of the building to further ensure protection of the building’s tenants and assets.

**Operations**

Administrative Office:
Laramie Plains Civic Center
710 Garfield Street, Suite 126
Laramie, Wyoming 82070
(307) 745-8000
[www.laramieplainsciviccenter.org](http://www.laramieplainsciviccenter.org)

Office hours:
Monday – Friday (except holidays)
8:00am to 4:30pm

**Projected Staff Increases**

Administrative – Office Manager
Full-time position at $30,000 per year plus benefits. This position would handle the day-to-day scheduling for administrative staff and the public access to LPCC. The office manager would oversee the operations of the front office, receptionist, phones, filing, correspondence, setting appointments, and general administrative duties.
Project Coordinator – Tenant Relations
Full-time position at $30,000 per year plus benefits. This person would in some ways replace Rebecca Toll so she can concentrate on grant writing, donor development and higher level correspondence. This new position would take over tenant relations and organize the flow of tenant communications including a monthly newsletter. Also any tenant related duties as needed.

Theatre Coordinator
Full-time position at $30,000 per year plus benefits. This would be an assistant to David and would be assigned duties according to the needs of our entertainment schedule. Skills in lighting, electrical, and set construction would be desired.

Other positions
Other possible positions might include a full-time maintenance person and/or another part-time grant writer. These roles are currently being filled by interns and Experience Works personnel.

Part-time employees or volunteers
Currently a small group of paid part-time employees and WyoTech volunteers make up the event staff. This group will expand to include more of the community into a revolving event staff of about 30-40 people within two years. Many seniors who love theatre appreciate being asked to join this group and love being a volunteer.
Financial Information

Fiscal Responsibility

Grant Information

Pricing Structure for Usage

Current Tenants
Financial Information

Fiscal Responsibility

In 2011, Jo Korpitz assumes the role of bookkeeper and will construct and redesign new financial statements. Mader, Tschacher, Peterson and Company, LLC will conduct annual financial audits and prepare tax documents. The Executive Director has sole authority for checks written under $5,000. Any amount over that limit requires Board approval. The latest financial statements are included.

Grants already secured:

State Energy Program - $283,000
To replace the roof over three key areas of the building (north and south gyms and the theatre).

State Energy Program - $71,000
To update lights throughout the building with more energy efficient bulbs and ballast. The goal is to replace as many of the yellowing fluorescents as possible in the offices and hallways. They might also upgrade the theatre lights.

Wyoming State Historic Architecture Assistance Fund - $5,000
To use to determine the best direction for window replacement

Albany County Recreation Board - $10,000
To procure automatic blinds for the windows in the theatre and some electrical upgrades.

State Loan and Investment Board - $19,000
Shock strips for the windowsills on the building to remove pigeons.

Community Development Block Grant for Planning - $33,333
To fund the appraisal, the needs assessment and business plan

Rural Business Enterprise Grant - $66,000
To fund a feasibility study

Pending applications:

Business Ready Community Grant - $100,000
Business committed, community readiness, Downtown Development, community enhancement, child care or senior care.

Community Facilities Grant - $1,000,000

Community Development Block Grant - $1,000,000

Kresge Foundation - $1,000,000
Pricing Structure for Usage

Rooms currently range in price from $60 per month for artist space to $3,800 per month for larger spaces (Head Start). Gyms rent by the hour; the south gym is $35 to $45 per hour and the north gym is $25 to $35 per hour.

The theatre is rented on a percentage and an hourly basis. LPCC takes a 30-50% of the event admissions plus a flat fee depending on the show size and the amount of rehearsal time needed.

There will also be periodic increases in the rent rates (from 5-10%) and rents will be based on square footage. First and last month’s rent for deposits are required.

List of Current Tenants:
Albany County Coroner
Albany County Research
Capstone Counseling
Cast Transportation
Chak, George
Cook, Evan
Davis, Levi
DeVita, Andi
Downtown Group AA
Emmaus Road Community Church
Glass, Jerry
Hart, Kevin
Head Start
Interfaith/Good Samaritan
Laramie Plains Civic Center – Executive Director and Staff
Lefevre, Bob
Madsen, Jon
On Track Technicians - Whetstone
Peer Advocacy – April Way
Robbins, Karen
String Academy of Wyoming
Union Telephone Company
United Way of Wyoming
Weaver, Paul
Wyoming Department of Vocational Rehabilitation
Wyoming Coalition – Domestic V and SA
Wyoming Energy Council
Wyoming Family Support Network
Wyoming Ground Water
Wyoming Independent Living
Wyoming State Engineer
Wyoming State Fire Marshall
Wyoming Women’s Business Center
Two-Year Financial Plan

Explanation of Assumptions

Statistical and Informational Sources
Mader Tschacher Peterson & Co., LLC
Certified Public Accountants & Consultants

ACCOUNTANT'S COMPILATION REPORT

To the Board of Directors
Laramie Plains Civic Center
Laramie, Wyoming

We have compiled the accompanying statement of net assets of Laramie Plains Civic Center as of November 30, 2010 and the related statement of revenues, expenses, and changes in net assets for the one month and the five months then ended in accordance with Statements on Standards for Accounting and Review services issued by the American Institute of Certified Public Accountants.

A compilation is limited to presenting in the form of financial statements, information that is the representation of management. We have not audited or reviewed the accompanying financial statements, and accordingly, do not express an opinion or any other form of assurance on them.

Management has elected to omit substantially all of the disclosures ordinarily included in financial statements. If the omitted disclosures were included in the financial statements, they might influence the user's conclusion about the Company's assets, liabilities, net assets, revenues, expenses, and changes in net assets. Accordingly, these financial statements are not designed for those who are not informed about such matters.

We are not independent with respect to the Laramie Plains Civic Center.

Mader Tschacher Peterson & Co., LLC
Mader Tschacher Peterson & Co., LLC
Certified Public Accountants and Consultants

\[\text{Date 2, 2010} \]
LARAMIE PLAINS CIVIC CENTER
BALANCE SHEET
As of November 30, 2010

ASSETS

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**TOTAL ASSETS**

$384,475.37

SEE ACCOUNTANTS' COMPILATION REPORT
### Laramie Plains Civic Center
#### Balance Sheet
As of November 30, 2010

#### Liabilities and Net Assets

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<tr>
<th>Category</th>
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<td>Worker’s Comp Payable</td>
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<td><strong>Long-Term Liabilities</strong></td>
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SEE ACCOUNTANTS' COMPILATION REPORT
LARAMIE PLAINS CIVIC CENTER
STATEMENT OF REVENUE, EXPENSES AND
CHANGES IN NET ASSETS
FOR THE ONE MONTH AND THE FIVE MONTHS THEN ENDED NOVEMBER 30, 2010

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<td>SMALL GYM RENT</td>
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<td>MEETING ROOMS</td>
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<td>NON-OPERATING REVENUES</td>
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<td>INTEREST EARNINGS</td>
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<td>ALBANY CO 1 CENT SALES TAX</td>
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<td>ALBANY COUNTY</td>
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<td>USDA GRANT</td>
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<td>SALES TAX REVENUE - LARAMIE</td>
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<td>TOTAL NON-OPERATING REVENUES</td>
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<td>TOTAL REVENUE</td>
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EXPENSES

PERSONAL SERVICES

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CONTRACTUAL SERVICES

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<td>ASSOCIATION DUES &amp; PERMITS</td>
<td>0.00</td>
<td>0.00</td>
<td>28.00</td>
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<tr>
<td>COMPUTER EXPENSES</td>
<td>0.00</td>
<td>0.00</td>
<td>818.49</td>
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<td>ELECTRICITY</td>
<td>2,255.12</td>
<td>13.22</td>
<td>2,255.12</td>
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<td>EDUCATION &amp; CONFERENCES</td>
<td>108.00</td>
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<td>INSURANCE</td>
<td>0.00</td>
<td>0.00</td>
<td>(773.09)</td>
<td>(0.58)</td>
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</table>

SEE ACCOUNTANTS' COMPILATION REPORT
LARAMIE PLAINS CIVIC CENTER
STATEMENT OF REVENUE, EXPENSES AND
CHANGES IN NET ASSETS
FOR THE ONE MONTH AND THE FIVE MONTHS THEN ENDED NOVEMBER 30, 2010

<table>
<thead>
<tr>
<th>PERIOD TO DATE</th>
<th>YEAR TO DATE</th>
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<tbody>
<tr>
<td></td>
<td>ACTUAL</td>
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<tr>
<td>INTEREST EXPENSE</td>
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<td>BUILDING-ARCHITECTURAL</td>
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<td>POSTAGE AND EXPRESS</td>
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<td>CABLE TV</td>
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<td><strong>TOTAL CONTRACTUAL SERVICES</strong></td>
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<table>
<thead>
<tr>
<th>MATERIALS &amp; SUPPLIES</th>
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<tbody>
<tr>
<td>OFFICE SUPPLIES</td>
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<td>BLDG REP &amp; SUPPLIES</td>
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<td>BOILER CHEMICALS</td>
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<tr>
<td>OUTSIDE LABOR/BONUS</td>
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<td><strong>TOTAL MATERIALS &amp; SUPPLIES</strong></td>
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<table>
<thead>
<tr>
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<td><strong>TOTAL DEPRECIATION</strong></td>
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<td><strong>TOTAL OPERATING EXPENSES</strong></td>
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<td><strong>NET INCOME FROM OPERATIONS</strong></td>
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<td><strong>CHANGES IN NET ASSETS</strong></td>
<td><strong>$ 364,677.13</strong></td>
</tr>
<tr>
<td>DATE</td>
<td>DEPOSIT AMOUNT</td>
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<tr>
<td>11/4/2010</td>
<td>4,966.23</td>
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<tr>
<td>11/10/2010</td>
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<td>4,108.96</td>
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<tr>
<td>11/12/2010</td>
<td>2,695.00</td>
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<td>11/22/2010</td>
<td>11,322.52</td>
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<tr>
<td>11/23/2010</td>
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<td>5,151.20</td>
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<td>11/30/2010</td>
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</tr>
<tr>
<td>TOTALS</td>
<td>35,079.29</td>
</tr>
</tbody>
</table>
Two-Year Financial Plan
Explanations of Assumptions

The following pages contain the financial plan for 2011 and 2012. A cash flow is included at the bottom of each year.

Assumptions:

- Revenue is collected from online donations, grants, foundations, corporations, rents, special fundraisers, sales tax and interest earnings.

- In year two, income in certain categories like rental rates is raised 5%; a modest amount.

- Salaries remain the same from 2011 to 2012.
Statistical and Informational Sources

Laramie Area Chamber of Commerce publications

www.city-data.com

Laramie Boomerang


The Wyoming Center for Business and Economic Analysis, Inc. – Volume XIII, Number 2, September 2010

The Wyoming Business Council – Reports by the Wadley Donovan Group, April 2005

The Laramie Plan – City of Laramie, May 2003

The Laramie Comprehensive Plan – May 2003

The Albany County Comprehensive Plan – August 2008
COMING TOMORROW!

The Annual Laramie Plains Civic Center Holiday Bazaar

December 4th, 2010
10 AM – 4PM

After the Bazaar don’t forget to stay for

Sylvia
By A.R. Gurney
directed by Darin Hill

Join us for a Albany County Theatre production of A.R. Gurney’s “Sylvia”

Food & Music • Arts & Crafts Caroling • Kid’s Activities
TODAY!

The Annual
Laramie Plains
Civic Center
Holiday Bazaar

December 4th, 2010
10 AM - 4PM

After the Bazaar don’t forget to stay for

Sylvia

By A.R. Gurney
directed by Darin Hill

Join us for a
Albany County Theatre
production of
A.R. Gurney’s “Sylvia”

Food & Music • Arts & Crafts
Carolining • Kid’s Activities
SAVE THE DATE!

The Annual
Laramie Plains
Civic Center
Holiday Bazaar

December 4th, 2010
10 AM – 4PM

Sylvia
By A.R. Gurney
directed by Darin Hill

Join us for a
Albany County Theatre
production of
A.R. Gurney’s “Sylvia”

Food & Music • Arts & Crafts
Carolining • Kid’s Activities
COMING IN 2 DAYS!

The Annual
Laramie Plains
Civic Center
Holiday Bazaar

December 4th, 2010
10 AM - 4PM

After the Bazaar don’t forget to stay for

Sylvia
By A.R. Gurney
directed by Darin Hill

Join us for a
Albany County Theatre
production of
A.R. Gurney’s “Sylvia”

Food & Music • Arts & Crafts
Carolining • Kid’s Activities
Sometimes love jumps right into your lap...
(Sometimes love has fleas...)

*Sylvia*

By A.R. Gurney

directed by Darin Hill

ONE NIGHT ONLY!
A special performance following the annual Civic Center Christmas Bazaar

December 4th at 8PM
in the Laramie Plains Civic Center Theatre

Tickets $12 general admission, $10 seniors, students and active military
Tickets available at the door (cash or check only) or on the albanycountytheatre.org website (credit card)

710 Garfield Street, Laramie, Wyoming

Supported in part by a grant from the Wyoming Arts Council, the National Endowment for the Arts, and the Wyoming State Legislature
Out of gift ideas? Get 'em a window!

The Laramie Plains Civic Center’s Adopt-A-Window Campaign is the perfect opportunity to donate a window in a loved ones name.

Donation Levels
Cowboys Club $5,000 and up
Union Pacific Club $1,500-$4,999
Pioneers Club $500-$1,499
Trappers Club $1-$499

All donors for the Adopt-A-Window Campaign will receive permanent recognition in the Laramie Plains Civic Center. Donors will also receive recognition on the Laramie Plains Civic Center website and social media pages.

3 Easy Ways To Donate
~Check~Payable to: Laramie Plains Civic Center Adopt-A-Window Campaign
~Online~secure transaction through LPCC website at www.laramieplainsciviccenter.org
~Cash~deposit cash directly into Adopt-A-Window Fund at First Interstate Bank.

For more information contact:
Laramie Plains Civic Center
Main Office: 307-745-8000
Director’s Office: 307-460-2088
710 Garfield Street, Suite 126
Laramie WY 82070-3916
www.laramieplainsciviccenter.org
ADVERTISING POLICIES & RATES

BOOMERANG
320 Grand Avenue
Laramie, Wyoming 82070
Phone: 307.742.2176
Advertising Fax: 307.742.2046
www.laramieboomerang.com
Advertising Rates & Policies for:

BOOMERANG
Laramie Marketplace (TMC)
www.laramieboomerang.com

320 Grand Ave.
Laramie, WY 82070
Phone: 307.742.2176
Email: advertise@laramieboomerang.com
Fax: 307.742.2046

Effective Dates for all advertising rates listed in this Rate Card are January 1, 2010, through December 31, 2010.

PERSONNEL
Publisher
Advertising & Marketing Director
Design Manager/Internet Sales
Retail Advertising Manager
Class, Line Adv. Mgr
Business Office Manager/HR
Circulation Manager
Don Black
Brandon Crago
Darcie Hoffland
Amie Petrie
Dianne Gallatin
Steve Wagner

LARAMIE, WY
The city of Laramie is located in the southern part of Albany County, Wyoming, 50 miles west of the state capital in Cheyenne, and 60 miles north of Ft. Collins, CO.
Laramie is the point of intersection for Interstate 80 and US Highways 287 and 30, as well as the terminus for Wyoming State Highways 130 and 230. The Community is served by air commuter service. The University of Wyoming, located in Laramie, is the state’s only four-year institution of higher learning, and is the home to the NCAA Division I Cowboys and Cowgirls. Wyoming Technical Institute and the Albany County Campus of the Laramie County Community College also provide higher learning opportunities in Laramie.

POLICIES
Non-Publishing Days: The Boomerang (Publisher) does not publish on Mondays or December 25.
Right to Reject: Publisher reserves the right to edit, reject or cancel any advertising at any time.
Omission and Error: Publisher will exercise every precaution to prevent errors and/or omissions in all advertising. In the event of errors or omissions by Publisher that materially affect the value of the advertisement, when notified within seven (7) days after publication, Publisher will be responsible for the space occupied by the error in the first insertion only. At the Advertiser’s request, Publisher will furnish a letter of explanation for the Advertiser’s use. Publisher assumes no financial responsibility for typographical errors or for omissions of copy.
Credit: Requests for credit must be approved by Publisher’s Business Office. New businesses that have not established credit are required to pre-pay for all advertising until such time as a credit line can be established. Cash, checks, MasterCard, Visa, Discover and American Express are acceptable means of payment. Customers with established credit will be billed by the tenth (10th) working day of each month. A 1 ½% monthly service charge will be added to accounts that have an unpaid balance.
Advertising Annual Contracts: Contracts are signed with the condition that the revenue level contracted for is to be used by the advertiser signing the Annual Revenue Commitment Contract and used exclusively for his or her own present business. Contracts cannot be sold, given or transferred in whole or in part to any other firm, individual or corporation. By signing a contract, the advertiser is obligated for the full amount committed to in the contract.

Liability: The advertiser and/or advertising agency or agent assume all liability for advertisements published (including illustrations, text, claims, etc.) and agrees to assume any and all responsibility for claims occurring therefrom against Publisher.

Intermediaries: All intermediary orders or contracts must state that the intermediaries and their clients are jointly and severally obligated to make payment for the advertisements ordered. Otherwise, intermediary contracts will be cash with order.

Copyrights: For value received, advertiser assigns to Publisher all rights, and interest to all layouts of advertisements placed with Publisher which represent the creative effort and/or material of the newspaper. Advertiser understands that because of said assignment Advertiser cannot authorize reproduction of any such publication without express written consent of Publisher. It is further understood that this assignment does not preclude the advertiser from supplying to other publications similar or identical material or information for production of advertisements.

Unattended Copy: Publisher is not responsible for printing material left thirty (30) days after publication.
Rate Revisions: Publisher reserves the right to revise advertising rates at any time. Current advertisers will be given thirty (30) days written notice of any such revised rates.
Going Out of Business: When going out of business, it is the Publisher's policy to require pre-payment on all advertising.

Political Advertising: Regular advertising rates and discounts apply. Advertisements must carry the name of the person or committee paying for the advertisement. All advertisements run by, or for, a political candidate, institution or idea must be pre-paid. Please contact the Advertising Department at 307.755.3307 for more information.

DISPLAY RATES
Local Rates are available to private persons and businesses in Wyoming Only. Annual contracts offer advertisers substantial savings.

Local Retail Display Rates
All Rates are net. All Rates are Per Column Inch.

<table>
<thead>
<tr>
<th>Contract Level</th>
<th>Daily</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPEN</td>
<td>$13.05</td>
<td>$13.30</td>
</tr>
<tr>
<td>$1,000.00</td>
<td>$10.80</td>
<td>$11.05</td>
</tr>
<tr>
<td>$2,000.00</td>
<td>$10.50</td>
<td>$10.75</td>
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<td>$4,000.00</td>
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<td>$9.70</td>
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<td>$18,000.00</td>
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<td>$8.75</td>
</tr>
<tr>
<td>$24,000.00</td>
<td>$8.25</td>
<td>$8.50</td>
</tr>
<tr>
<td>$34,000.00+</td>
<td>$8.00</td>
<td>$8.25</td>
</tr>
<tr>
<td>Non-Profit</td>
<td>$9.25</td>
<td>$9.50</td>
</tr>
</tbody>
</table>

Local Classified Display Rates
All Rates are net. All Rates are Per Column Inch.

<table>
<thead>
<tr>
<th>Contract Level</th>
<th>Daily</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPEN</td>
<td>$8.55</td>
<td>$8.80</td>
</tr>
<tr>
<td>$1,000.00</td>
<td>$7.25</td>
<td>$7.50</td>
</tr>
<tr>
<td>$2,000.00</td>
<td>$7.00</td>
<td>$7.25</td>
</tr>
<tr>
<td>$4,000.00</td>
<td>$6.80</td>
<td>$7.05</td>
</tr>
<tr>
<td>$6,000.00</td>
<td>$6.35</td>
<td>$6.60</td>
</tr>
<tr>
<td>$8,000.00</td>
<td>$6.05</td>
<td>$6.30</td>
</tr>
<tr>
<td>$11,000.00</td>
<td>$5.80</td>
<td>$6.05</td>
</tr>
<tr>
<td>$18,000.00</td>
<td>$5.60</td>
<td>$5.85</td>
</tr>
<tr>
<td>$24,000.00</td>
<td>$5.45</td>
<td>$5.70</td>
</tr>
<tr>
<td>$34,000.00+</td>
<td>$5.35</td>
<td>$5.60</td>
</tr>
<tr>
<td>Non-Profit</td>
<td>$6.10</td>
<td>$6.35</td>
</tr>
</tbody>
</table>
National Retail Display Rates
National Rates apply to private persons and businesses in Wyoming. Annual contracts offer advertisers substantial savings. Please contact the Advertising Department at 307.755.3307 for more information.

All Rates are net. All Rates are Per Column Inch.

<table>
<thead>
<tr>
<th>Contract Level</th>
<th>Daily</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPEN</td>
<td>$13.55</td>
<td>$13.80</td>
</tr>
<tr>
<td>$1,000.00</td>
<td>$11.30</td>
<td>$11.55</td>
</tr>
<tr>
<td>$2,000.00</td>
<td>$10.90</td>
<td>$11.15</td>
</tr>
<tr>
<td>$4,000.00</td>
<td>$10.45</td>
<td>$10.60</td>
</tr>
<tr>
<td>$6,000.00</td>
<td>$9.80</td>
<td>$10.05</td>
</tr>
<tr>
<td>$8,000.00</td>
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<td>$9.35</td>
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<td>$18,000.00</td>
<td>$8.80</td>
<td>$9.05</td>
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<tr>
<td>$24,000.00</td>
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<td>$8.80</td>
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<tr>
<td>$34,000.00+</td>
<td>$8.25</td>
<td>$8.50</td>
</tr>
<tr>
<td>Non-Profit</td>
<td>$11.05</td>
<td>$11.30</td>
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National Classified Display Rates
All Rates are net. All Rates are Per Column Inch.

<table>
<thead>
<tr>
<th>Contract Level</th>
<th>Daily</th>
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<tr>
<td>OPEN</td>
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<td>$7.55</td>
</tr>
<tr>
<td>$4,000.00</td>
<td>$7.05</td>
<td>$7.30</td>
</tr>
<tr>
<td>$6,000.00</td>
<td>$6.60</td>
<td>$6.85</td>
</tr>
<tr>
<td>$8,000.00</td>
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<td>$5.70</td>
<td>$5.95</td>
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<tr>
<td>$34,000.00+</td>
<td>$5.55</td>
<td>$5.80</td>
</tr>
<tr>
<td>Non-Profit</td>
<td>$6.40</td>
<td>$6.65</td>
</tr>
</tbody>
</table>

COLOR RATES

Local Color Rates
Black + 1 Color ..........+$3.50 per column inch
Black + 2 Colors ......+$4.00 per column inch
Black + 3 Colors ......+$4.50 per column inch

National Color Rates
Black + 1 Color ...............+$450.00
Black + 2 Colors ..............+$515.00
Black + 3 Colors ..............+$580.00

Discounted color rates are available on a contractual basis. Please contact the Advertising Department at 307.755.3307 for more information.

PHOTOGRAPHY DEADLINES

<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuesday</td>
<td>9:00am</td>
</tr>
<tr>
<td>Wednesday</td>
<td>9:00am</td>
</tr>
<tr>
<td>Thursday</td>
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<tr>
<td>Friday</td>
<td>9:00am</td>
</tr>
<tr>
<td>Saturday</td>
<td>9:00am</td>
</tr>
<tr>
<td>Sunday</td>
<td>9:00am</td>
</tr>
</tbody>
</table>

Contact the Advertising Department for deadlines on Special Sections and Holidays.

Late ads will be accepted when possible with a 25% late charge. Publisher is not liable for errors or omissions in late or incomplete copy. A proof will not be granted on late ads.

CREATIVE POLICIES

Photography: Staff photography is available for photos to be used in Boomerang advertisements. Photos must be scheduled according to the deadlines stated above. Any photo taken by Boomerang staff will add a one-time charge of $10.00 to an advertisement.

Turnaround Time: The Design Department is allowed 24 hours to prepare an advertisement for a client to proof; 48 hours for an advertisement with color or larger than a half page (50+). Ad

Excessive Makeover: At the discretion of the Advertising Director, a $60.00 per hour ($60.00 minimum) charge may be added to the cost of an advertisement if the client makes excessive (more than 3) changes to a proof.

Late Ads: will be accepted when possible with a 25% late charge. Publisher is not liable for errors or omissions in late or incomplete copy. A proof will not be granted on late ads.

Art Services: Layout, Copy and Clip Art services are available at additional cost. Services for extensive technical processes are also available for a charge. An advertisement may be created for another publication at a minimum charge of $300.00 (rates will increase depending on size, color and technical difficulty). Contact the Design Manager for rates at 307.755.3308 or by email at ads@laramieboomerang.com.

Electronic Transfer of Advertisements: $60.00 per advertisement.

Cancellations: Any advertisement scheduled, created and not published within 14 publishing days will be charged at 100% of the cost of the advertisement if it had been published as originally scheduled. An advertisement cannot be cancelled after space deadline.

Guaranteed Position: Guaranteed position is NOT available in the Classified Section for display advertising. Specific page guarantees, when mechanically possible, are available for an additional 25% added to the cost of the advertisement. Guaranteed position within a page is not available.

Reverse Advertisements: Advertisements with more than 25% of the entire advertisement space in reverse will be charged as a Spot Color advertisement.

Submission of Advertisements via FTP site: When sending large advertising files, contact Design Manager at 307.755.3308 or ads@laramieboomerang.com.

Electronic Submission of Advertisements: Send advertisements in the size and color they will publish and include a hard copy (fax) to 307.742.2042. Publisher will not install any outside fonts. Publisher uses PC Platform Quark, Photoshop and Illustrator for building advertisements. Make sure advertisements are submitted in the following formats: PDF, EPS, TIFF or JPEG. Publisher's preferred way of accepting advertisements is PDF. Be sure to embed all fonts and art into file and that all color is CMYK, NOT RGB! If using Acrobat Distiller, please download our Distiller Settings at www.laramieboomerang.com.

Commercial Printing: A full range of web printing is available at competitive prices. Contact the Advertising Manager at 307.755.3307, or mpetrie@laramieboomerang.com.

DEADLINES

Display Space and Copy Deadlines

<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
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<td>2:30pm</td>
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<tr>
<td>Thursday</td>
<td>2:30pm</td>
</tr>
<tr>
<td>Friday</td>
<td>2:30pm</td>
</tr>
<tr>
<td>Saturday</td>
<td>11:30am</td>
</tr>
<tr>
<td>Sunday</td>
<td>2:30pm</td>
</tr>
<tr>
<td>Marketplace</td>
<td>Last Thursday of each month</td>
</tr>
</tbody>
</table>

Final Correction Deadlines

<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuesday</td>
<td>10:00am</td>
</tr>
<tr>
<td>Wednesday</td>
<td>10:00am</td>
</tr>
<tr>
<td>Thursday</td>
<td>10:00am</td>
</tr>
<tr>
<td>Friday</td>
<td>10:30am</td>
</tr>
<tr>
<td>Saturday</td>
<td>10:00am</td>
</tr>
<tr>
<td>Sunday</td>
<td>9:00am</td>
</tr>
<tr>
<td>Marketplace</td>
<td>10:00am</td>
</tr>
</tbody>
</table>
LARAMIE MARKETPLACE (TMC)
Published on Wednesday's, this TMC product delivers Free Standing Inserts to non-subscribers of the Boomerang in Albany County, Wyoming. Contact the Advertising Department at 307.755.3307 for more information.

MECHANICAL REQUIREMENTS

<table>
<thead>
<tr>
<th>Standard Page</th>
<th>Retail Display</th>
<th>Classified Display</th>
</tr>
</thead>
<tbody>
<tr>
<td>Width of Page</td>
<td>6 Column</td>
<td>9 Column</td>
</tr>
<tr>
<td>Depth of Page</td>
<td>20&quot;, 65.3344&quot;</td>
<td>20&quot;, 65.3344&quot;</td>
</tr>
<tr>
<td>1 Column Width</td>
<td>1.75&quot;, 1.162&quot;</td>
<td>1.75&quot;, 1.162&quot;</td>
</tr>
<tr>
<td>2 Column Width</td>
<td>3.625&quot;, 2.408&quot;</td>
<td>3.625&quot;, 2.408&quot;</td>
</tr>
<tr>
<td>3 Column Width</td>
<td>5.5&quot;, 3.653&quot;</td>
<td>5.5&quot;, 3.653&quot;</td>
</tr>
<tr>
<td>4 Column Width</td>
<td>7.375&quot;, 4.898&quot;</td>
<td>7.375&quot;, 4.898&quot;</td>
</tr>
<tr>
<td>6 Column Width</td>
<td>11.125&quot;, 7.389&quot;</td>
<td>11.125&quot;, 7.389&quot;</td>
</tr>
<tr>
<td>7 Column Width</td>
<td>8.634&quot;</td>
<td>8.634&quot;</td>
</tr>
<tr>
<td>8 Column Width</td>
<td>9.88&quot;</td>
<td>9.88&quot;</td>
</tr>
<tr>
<td>9 Column Width</td>
<td>11.125&quot;</td>
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</tr>
</tbody>
</table>

Tabloid Sizes

<table>
<thead>
<tr>
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<th>Depth of Page</th>
</tr>
</thead>
<tbody>
<tr>
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<td>10.5&quot;</td>
</tr>
<tr>
<td>1 Column Width</td>
<td>2.344&quot;</td>
</tr>
<tr>
<td>2 Column Width</td>
<td>4.812&quot;</td>
</tr>
<tr>
<td>3 Column Width</td>
<td>7.281&quot;</td>
</tr>
<tr>
<td>4 Column Width</td>
<td>9.750&quot;</td>
</tr>
</tbody>
</table>

PRE-PRINT INSERTION RATES & POLICIES

Local Pre-Print Insertion Rates

Rates are not.
Rates are Cost per Thousand (CPM). Please check with an Advertising Consultant for the most current circulation figures. 307.755.3307

<table>
<thead>
<tr>
<th>Daily</th>
<th>Sunday</th>
<th>TMC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Sheet</td>
<td>$69</td>
<td>$70</td>
</tr>
<tr>
<td>4 Tab / 2 Std.</td>
<td>$70</td>
<td>$71</td>
</tr>
<tr>
<td>8 Tab / 4 Std.</td>
<td>$71</td>
<td>$72</td>
</tr>
<tr>
<td>12 Tab / 6 Std.</td>
<td>$73</td>
<td>$74</td>
</tr>
<tr>
<td>16 Tab / 8 Std.</td>
<td>$74</td>
<td>$75</td>
</tr>
<tr>
<td>20 Tab / 10 Std.</td>
<td>$77</td>
<td>$78</td>
</tr>
<tr>
<td>24 Tab / 12 Std.</td>
<td>$80</td>
<td>$81</td>
</tr>
<tr>
<td>28 Tab / 14 Std.</td>
<td>$87</td>
<td>$88</td>
</tr>
</tbody>
</table>

For additional pages, add $2.00 for each 4 tab page increment.

National Pre-Print Insertion Rates

Rates are not.
Rates are Cost per Thousand (CPM). Please check with an Advertising Consultant for the most current circulation figures. 307.755.3307

<table>
<thead>
<tr>
<th>Daily</th>
<th>Sunday</th>
<th>TMC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Sheet</td>
<td>$71</td>
<td>$72</td>
</tr>
<tr>
<td>4 Tab / 2 Std.</td>
<td>$72</td>
<td>$73</td>
</tr>
<tr>
<td>8 Tab / 4 Std.</td>
<td>$73</td>
<td>$74</td>
</tr>
<tr>
<td>12 Tab / 6 Std.</td>
<td>$75</td>
<td>$76</td>
</tr>
<tr>
<td>16 Tab / 8 Std.</td>
<td>$76</td>
<td>$77</td>
</tr>
<tr>
<td>20 Tab / 10 Std.</td>
<td>$80</td>
<td>$81</td>
</tr>
<tr>
<td>24 Tab / 12 Std.</td>
<td>$83</td>
<td>$84</td>
</tr>
<tr>
<td>28 Tab / 14 Std.</td>
<td>$90</td>
<td>$91</td>
</tr>
</tbody>
</table>

For additional pages, add $2.00 for each 4 tab page increment.

Local Rates are available to private persons and businesses in Wyoming Only.

Annual Pre-Print Contract rates are available that offer advertisers substantial savings. Please contact the Advertising Department at 307.755.3307 for more information.

Pre-Print inserts in the Laramie Marketplace qualify for a 10% Discount off the cpm's listed above if the pre-print also runs in the Boomerang within 6 publishing days.

Pre-Print Guidelines

Reservation: 10 Business Days prior to publication.
Delivery: 7 Business Days prior to publication.
Delivery Address: 702 W. Lincolnway, Cheyenne, WY 82001.
Packaging: Boxed, Bundled or on Skids
Maximum Folded Size: 11" W x 10" D
Minimum Folded Size: 5" W x 7" D
Special Pre-Print Handling: Non-Standard, or odd-sized, pre-prints may require special handling and will be charged at an additional $50.00.
Number of Pre-Prints Required: Boomerang (Sunday): 6,000; Boomerang (Daily): 6,000; Laramie Marketplace (TMC): 9,400

No Zoning is permitted with the Boomerang.

CLASSIFIED LINE ADVERTISING

Rates are per line, per day.
Line Advertisements must be a minimum of three (3) lines. Rates are net.

Local Classified Line Advertising Rates

<table>
<thead>
<tr>
<th>Sunday Only*</th>
<th>$2.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Day (Tues.-Sat)*</td>
<td>$1.65</td>
</tr>
<tr>
<td>2-5 Days*</td>
<td>$1.55</td>
</tr>
<tr>
<td>6-12 Days*</td>
<td>$1.45</td>
</tr>
<tr>
<td>13+ Days*</td>
<td>$1.35</td>
</tr>
</tbody>
</table>

*Excludes Help Wanted / Recruitment and Service Directory Advertisements.

Local Classified Line Advertising

Help Wanted / Recruitment Rates

$2.30

National Classified Line Advertising Rates

<table>
<thead>
<tr>
<th>Sunday Only*</th>
<th>$2.70</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Day (Tues.-Sat)*</td>
<td>$2.35</td>
</tr>
<tr>
<td>2-5 Days*</td>
<td>$2.25</td>
</tr>
<tr>
<td>6-12 Days*</td>
<td>$2.15</td>
</tr>
<tr>
<td>13+ Days*</td>
<td>$1.95</td>
</tr>
</tbody>
</table>

*Excludes Help Wanted / Recruitment and Service Directory Advertisements.

National Classified Line Advertising

Help Wanted / Recruitment Rates

$3.10

Deadlines

Tuesday | Monday | 1:30pm
Wednesday | Tuesday | 1:30pm
Thursday | Wednesday | 1:30pm
Friday | Thursday | 1:30pm
Saturday | Friday | 1:30pm
Sunday | Friday | 2:30pm

Please Note:
- $0.25 per run will be added to every advertisement for Internet Publication. This fee is mandatory and non-negotiable.
- Bold, CAPS, Underline and Italic are charged at $0.25 per word per day.
- Local Rates are available to private persons and businesses in Wyoming Only.

ONLINE ADVERTISING

www.laramieboomerang.com

The Boomerang offers an array of online advertising positions and pricing. For online advertising rates or for more information, please contact Brandon Craig at 307.755.3308 or by email at ads@laramieboomerang.com. Visit our website at www.laramieboomerang.com for our complete online rate card.
**2010 NET RATES**

BTA 0500-2000 Rates Effective Subject to Change; JANUARY 1st, 2010

<table>
<thead>
<tr>
<th>KCGY 95.1 FM 100,000 WATT POWER COUNTRY</th>
<th>KCGY :15's</th>
<th>KCGY :30's</th>
<th>KCGY :60's</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-10 / week</td>
<td>$9.00</td>
<td>$18.00</td>
<td>$25.00</td>
</tr>
<tr>
<td>11-20</td>
<td>$8.00</td>
<td>$17.25</td>
<td>$20.50</td>
</tr>
<tr>
<td>21-34</td>
<td>$7.00</td>
<td>$16.25</td>
<td>$18.50</td>
</tr>
<tr>
<td>35+</td>
<td>$6.50</td>
<td>$15.50</td>
<td>$16.00</td>
</tr>
<tr>
<td>ROS 0000-2359</td>
<td>$5.00</td>
<td>$10.00</td>
<td>$15.00</td>
</tr>
<tr>
<td>ASK</td>
<td>ABOUT OUR OVERNIGHT RATES</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>KOWB 1290 AM NEWS SPORTS TALK</th>
<th>KOWB :15's</th>
<th>KOWB :30's</th>
<th>KOWB :60's</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-10 / week</td>
<td>$8.50</td>
<td>$17.00</td>
<td>$21.00</td>
</tr>
<tr>
<td>11-20</td>
<td>$7.00</td>
<td>$15.50</td>
<td>$19.00</td>
</tr>
<tr>
<td>21-34</td>
<td>$6.50</td>
<td>$14.00</td>
<td>$16.00</td>
</tr>
<tr>
<td>35+</td>
<td>$6.00</td>
<td>$12.00</td>
<td>$15.00</td>
</tr>
<tr>
<td>ROS 0000-2359</td>
<td>$4.50</td>
<td>$7.00</td>
<td>$11.00</td>
</tr>
</tbody>
</table>

Advertise with Gap West Broadcasting Laramie LLC.

*Eric Henderson* GAPBroadcasting.com 307.760.3642 Sales Manager

*Andy Hoeferve* GAPBroadcasting.com 307.761.0522 General Manager

3525 Soldier Springs Road • Laramie, WY 82070 • Phone 307.745.4888 • Fax 307.742.4576

Country Listener Profile

Gender

53%  
47%

Household Income

$75,000+  |  35%
$50,000-  |  12%
$40,000-  |  9%
$30,000-  |  9%
$20,000-  |  10%
$10,000-  |  11%
Less than $10K  |  14%

Median Household Income - $54,620

43% have children at home

76% own home

Source: Radio Advertising Bureau

Our Audience

A18-24  A25-34  A35-44  A45-54  A55-64  A65+

Marital Status

- Single
- Married
- All Others
- Engaged

Education

16% High School or Less
40% Completed High School
20% Some College
24% Completed College or More

Their Jobs

Professional and Related Occupations  12%
Management, Business and Financial  10%
Sales and Office  17%
Construction and Maintenance  9%
Other  21%

http://mail.wyoming.com/email/scripts/attach.pl/uid=8360&pn=3&noInline=0&folder=INBOX/K...  12/13/2010
For six months ended September 30, 2010
AUDITED EVERY OTHER YEAR

Casper Tribune
Casper (Natrona County), Wyoming

www.trib.com

<table>
<thead>
<tr>
<th></th>
<th>Sun</th>
<th>Tue</th>
<th>Wed</th>
<th>Thu</th>
<th>Fri</th>
<th>Sat</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. TOTAL AVERAGE PAID CIRCULATION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core Newspaper with replica electronic</td>
<td>26,012</td>
<td>24,121</td>
<td>23,677</td>
<td>23,953</td>
<td>24,459</td>
<td>24,076</td>
</tr>
<tr>
<td>Core Newspaper</td>
<td>26,012</td>
<td>24,121</td>
<td>23,677</td>
<td>23,953</td>
<td>24,459</td>
<td>24,076</td>
</tr>
<tr>
<td>Electronic Editions (See Par. 6B)</td>
<td>24,901</td>
<td>23,010</td>
<td>22,566</td>
<td>22,841</td>
<td>23,344</td>
<td>22,973</td>
</tr>
<tr>
<td>Other Unique Editions</td>
<td>1,111</td>
<td>1,111</td>
<td>1,111</td>
<td>1,112</td>
<td>1,115</td>
<td>1,103</td>
</tr>
<tr>
<td><strong>Total Average Paid Circulation</strong></td>
<td>26,012</td>
<td>24,121</td>
<td>23,677</td>
<td>23,953</td>
<td>24,459</td>
<td>24,076</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Sun</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
<th>Thu</th>
<th>Fri</th>
<th>Sat</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1A. AVERAGE PAID CIRCULATION - Core Newspaper</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paid for by Individual Recipients</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Home Delivery and Mail</td>
<td>17,748</td>
<td>17,200</td>
<td>17,172</td>
<td>17,166</td>
<td>17,166</td>
<td>17,177</td>
<td>17,322</td>
</tr>
<tr>
<td><strong>Total Average Paid by Individual Recipient Circulation - Core Newspaper</strong></td>
<td>22,887</td>
<td>20,609</td>
<td>20,336</td>
<td>20,483</td>
<td>20,896</td>
<td>20,558</td>
<td>20,778</td>
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<tr>
<td>Other Paid Circulation: (See Par. 6A)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single Copy Sales</td>
<td>1,660</td>
<td>1,481</td>
<td>1,324</td>
<td>1,464</td>
<td>1,467</td>
<td>1,501</td>
<td>1,650</td>
</tr>
<tr>
<td>Educational Programs</td>
<td>180</td>
<td>752</td>
<td>742</td>
<td>730</td>
<td>817</td>
<td>741</td>
<td>730</td>
</tr>
<tr>
<td>Employee/Independent Contractor</td>
<td>164</td>
<td>164</td>
<td>164</td>
<td>164</td>
<td>164</td>
<td>164</td>
<td>164</td>
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<tr>
<td>Third Party Sales</td>
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<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Third Party Sales - Payment made with barter</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>2,014</td>
<td>2,401</td>
<td>2,230</td>
<td>2,358</td>
<td>2,448</td>
<td>2,415</td>
<td>2,554</td>
</tr>
<tr>
<td><strong>Total Average Paid Circulation - Core Newspaper</strong></td>
<td>24,901</td>
<td>23,010</td>
<td>22,566</td>
<td>22,841</td>
<td>23,344</td>
<td>22,973</td>
<td>23,332</td>
</tr>
<tr>
<td><strong>Total Paid Circulation - Electronic Editions</strong></td>
<td>1,111</td>
<td>1,111</td>
<td>1,111</td>
<td>1,112</td>
<td>1,115</td>
<td>1,103</td>
<td>1,110</td>
</tr>
<tr>
<td><strong>Total Paid Circulation - Other Unique Editions</strong></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL AVERAGE PAID CIRCULATION</strong></td>
<td>26,012</td>
<td>24,121</td>
<td>23,677</td>
<td>23,953</td>
<td>24,459</td>
<td>24,076</td>
<td>24,442</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Sun</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
<th>Thu</th>
<th>Fri</th>
<th>Sat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Audited Circulation (Optional)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Circulation (Optional)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Days Omitted from Averages</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>None</td>
<td>None</td>
</tr>
</tbody>
</table>

01-5145-0

48 W. Seegers Road • Arlington Heights, IL 60005-3913 • T: 224.366.6939 • F: 224.366.6949 • www.accessabc.com
### 2. AVERAGE PAID CIRCULATION Newspaper Designated Market (See Par. 6B for description of area)

<table>
<thead>
<tr>
<th>Newspaper Designated Market</th>
<th>Sun</th>
<th>Cmbd Avg (Mon.-Fri.)</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
<th>Thu</th>
<th>Fri</th>
<th>Sat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home Delivery and Mail (See Par. 6B)</td>
<td>11,457</td>
<td>11,101</td>
<td>11,080</td>
<td>11,080</td>
<td>11,085</td>
<td>11,183</td>
<td>11,179</td>
<td></td>
</tr>
<tr>
<td>Single Copy Sales (Individual)</td>
<td>3,046</td>
<td>1,607</td>
<td>1,399</td>
<td>1,522</td>
<td>1,895</td>
<td>1,555</td>
<td>1,664</td>
<td>1,628</td>
</tr>
<tr>
<td>Single Copy Sales (Other)</td>
<td>840</td>
<td>802</td>
<td>701</td>
<td>810</td>
<td>805</td>
<td>842</td>
<td>850</td>
<td>922</td>
</tr>
<tr>
<td>Educational Programs</td>
<td>29</td>
<td>172</td>
<td>163</td>
<td>157</td>
<td>204</td>
<td>196</td>
<td>170</td>
<td>33</td>
</tr>
<tr>
<td>Employee/Independent Contractor</td>
<td>162</td>
<td>162</td>
<td>162</td>
<td>162</td>
<td>162</td>
<td>162</td>
<td>162</td>
<td>162</td>
</tr>
<tr>
<td>Third Party Sales</td>
<td>10</td>
<td>4</td>
<td>9</td>
<td>9</td>
<td>10</td>
<td>9</td>
<td>240</td>
<td></td>
</tr>
<tr>
<td>Electronic Editions</td>
<td>676</td>
<td>676</td>
<td>676</td>
<td>676</td>
<td>677</td>
<td>674</td>
<td>675</td>
<td>676</td>
</tr>
<tr>
<td><strong>Total Newspaper Designated Market</strong></td>
<td>16,220</td>
<td>14,524</td>
<td>14,181</td>
<td>14,403</td>
<td>14,823</td>
<td>14,493</td>
<td>14,714</td>
<td>14,840</td>
</tr>
</tbody>
</table>

#### Balance in Retail Trading Zone

| Home Delivery and Mail (See Par. 6B) | 2,949 | 2,862 | 2,860 | 2,856 | 2,857 | 2,856 | 2,858 | 2,880 |
| Single Copy Sales (Individual) | 1,021 | 888 | 856 | 878 | 911 | 905 | 891 | 858 |
| Single Copy Sales (Other) | 471 | 375 | 349 | 354 | 354 | 356 | 465 | 454 |
| Educational Programs | 40 | 127 | 128 | 130 | 140 | 142 | 102 | 40 |
| Electronic Editions | 186 | 186 | 186 | 187 | 188 | 186 | 186 | 186 |
| **Total Balance in Retail Trading Zone** | 4,667 | 4,438 | 4,379 | 4,405 | 4,456 | 4,430 | 4,524 | 4,419 |

#### Total Newspaper Designated Market & Balance in Retail Trading Zone

| Home Delivery and Mail (See Par. 6B) | 3,342 | 3,237 | 3,232 | 3,230 | 3,229 | 3,234 | 3,234 | 3,251 |
| Single Copy Sales (Individual) | 1,072 | 914 | 909 | 917 | 924 | 921 | 901 | 855 |
| Single Copy Sales (Other) | 349 | 304 | 274 | 300 | 303 | 303 | 335 | 356 |
| Educational Programs | 111 | 453 | 451 | 443 | 467 | 447 | 458 | 131 |
| Employee/Independent Contractor | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Electronic Editions | 249 | 249 | 249 | 249 | 250 | 246 | 249 | 248 |
| **Total All Other** | 5,125 | 5,159 | 5,117 | 5,141 | 5,180 | 5,153 | 5,204 | 4,843 |
| **Total Average Paid Circulation** | 26,012 | 24,121 | 23,677 | 23,953 | 24,459 | 24,076 | 24,442 | 24,102 |

### PERCENTAGE OF TOTAL PAID AND HOUSEHOLD COVERAGE PERCENT

<table>
<thead>
<tr>
<th>Occupied Population Households</th>
<th>Total Circ.</th>
<th>Sun % of Total Circ.</th>
<th>Household Coverage</th>
<th>Cmbd Avg (Mon.-Fri.)</th>
<th>Total Circ.</th>
<th>% of Total Circ.</th>
<th>Household Coverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000 Census</td>
<td>92,087</td>
<td>37,059</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newspaper Designated Market</td>
<td>#1-1-10 Est.</td>
<td>101,079</td>
<td>41,418</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2000 Census</td>
<td>101,270</td>
<td>38,538</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance in Retail Trading Zone</td>
<td>#1-1-10 Est.</td>
<td>107,356</td>
<td>42,464</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2000 Census</td>
<td>190,257</td>
<td>75,594</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total NDM &amp; BRTZ*</td>
<td>#1-1-10 Est.</td>
<td>209,035</td>
<td>83,902</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Other</td>
<td>5,125</td>
<td>19.7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Paid</td>
<td>25,012</td>
<td>100.0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Source: The Nielsen Company (U.S.), Inc. (See Par. 6B). *NDM = Newspaper Designated Market; BRTZ = Balance in Retail Trading Zone.

### AVERAGE PAID CIRCULATION BY QUARTERS:

<table>
<thead>
<tr>
<th>Morning</th>
<th>Sun</th>
<th>Cmbd Avg (Mon.-Fri.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 1 to June 30, 2010</td>
<td>26,517</td>
<td>24,639</td>
</tr>
<tr>
<td>July 1 to September 30, 2010</td>
<td>25,502</td>
<td>23,611</td>
</tr>
</tbody>
</table>

### 3. DISTRIBUTION IN TOWNS RECEIVING 25 OR MORE COPIES IN DETAIL BY COUNTIES: (See Audit Report)

*Copyright © 2010 Audit Bureau of Circulations. All rights reserved*
4. BASIC PRICES:

<table>
<thead>
<tr>
<th></th>
<th>By Home Delivery 52 Wks./Yr.</th>
<th>Single Copy</th>
<th>By Mail 52 Wks./Yr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>M &amp; S.</td>
<td>$254.00</td>
<td></td>
<td>$364.00</td>
</tr>
<tr>
<td>M only</td>
<td></td>
<td>75¢</td>
<td>204.00</td>
</tr>
<tr>
<td>M (Mon-Fri.) only</td>
<td></td>
<td></td>
<td>234.00</td>
</tr>
<tr>
<td>Fri, Sat &amp; S.</td>
<td>175.50</td>
<td></td>
<td>234.00</td>
</tr>
<tr>
<td>S only</td>
<td>104.00</td>
<td>$2.00</td>
<td>156.00</td>
</tr>
</tbody>
</table>

5. ANALYSIS OF HOME DELIVERY AND MAIL INDIVIDUALLY PAID CIRCULATION BY PRICE CATEGORY:

Newspapers will report subscription circulation above and below 25 percent of basic price. This reporting is only required if more than five percent of a newspaper's subscription circulation falls into the less than 25 percent of basic price category.

This information will not appear in Paragraph 5 of newspaper reports. Instead, the data will be reported in a secure, password-protected area of ABC's Web site.

6A. ADDITIONAL ANALYSIS OF OTHER PAID CIRCULATION - CORE NEWSPAPER:

<table>
<thead>
<tr>
<th>Other Paid Circulation - Core Newspaper</th>
<th>Sun</th>
<th>Mon</th>
<th>Tue</th>
<th>Wed</th>
<th>Thu</th>
<th>Fri</th>
<th>Sat</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Copy Sales (Other)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hotel/Guest Copies (See Par. 6B)</td>
<td>1,560</td>
<td>1,481</td>
<td>1,324</td>
<td>1,464</td>
<td>1,467</td>
<td>1,501</td>
<td>1,650</td>
</tr>
<tr>
<td>Educational Programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newspapers in Education</td>
<td>130</td>
<td>672</td>
<td>662</td>
<td>650</td>
<td>737</td>
<td>661</td>
<td>650</td>
</tr>
<tr>
<td>Registered College Student Copies (See Par. 6B)</td>
<td>50</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>Employees/Independent Contractor</td>
<td>164</td>
<td>164</td>
<td>164</td>
<td>164</td>
<td>164</td>
<td>164</td>
<td>164</td>
</tr>
<tr>
<td>Third Party Sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Home Delivered</td>
<td>10</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Other Paid Circulation - Core Newspaper</td>
<td>2,014</td>
<td>2,461</td>
<td>2,230</td>
<td>2,358</td>
<td>2,448</td>
<td>2,418</td>
<td>2,554</td>
</tr>
</tbody>
</table>
PARTICIPANT IN ABC’S PROGRAM(S)/SERVICE(S): This newspaper is a participant in ABC’s ZIP/USA Code Program.

LATEST RELEASED AUDIT REPORT: Issued for 12 months ended September 30, 2008.

CREDIT AND APPEARS ALLOWANCE: Included in Home Delivery and Mail at an average of the following:

<table>
<thead>
<tr>
<th>Newspaper</th>
<th>Balance in</th>
</tr>
</thead>
<tbody>
<tr>
<td>Designated Market</td>
<td>Retail Trading Zone</td>
</tr>
<tr>
<td>Sun</td>
<td>288</td>
</tr>
<tr>
<td>Cmbd Avg (Mon.-Fri.) &amp; Sat</td>
<td>259</td>
</tr>
</tbody>
</table>

These copies were served to subscribers that ordered delivery directly with and were billed by the newspaper and for which payment was not received and/or short term arrears copies served to subscribers whose term has expired.

MARKET PENETRATION (See Par. 2): County population and occupied household estimates appearing in ABC reports are obtained from The Nielsen Company (U.S.), Inc. Estimates for ABC defined newspaper markets and areas below the county level are projections based upon The Nielsen Company (U.S.), Inc. estimates. The Nielsen Company (U.S.), Inc. estimates are intended for your company’s use during its normal course of business and, while the information may be provided to third parties during such course of business, it may not be sold or sublicensed to third parties or electronically integrated into third party systems without the prior written consent of The Nielsen Company (U.S.), Inc.

PUBLISHER'S RETURN POLICY: Fully Refundable.

EDITION ADVERTISING POLICY: Publisher’s declared policy is to carry all advertising scheduled for the day in all editions of the Morning and Sunday issues.

AVERAGE UNPAID DISTRIBUTION:

<table>
<thead>
<tr>
<th>Morning</th>
<th>Advertisers &amp; Agencies</th>
<th>Complimentary, Sample, Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun</td>
<td>478</td>
<td></td>
</tr>
<tr>
<td>Cmbd Avg (Mon.-Fri.)</td>
<td>417</td>
<td></td>
</tr>
<tr>
<td>Mon</td>
<td>428</td>
<td></td>
</tr>
<tr>
<td>Tue</td>
<td>401</td>
<td></td>
</tr>
<tr>
<td>Wed</td>
<td>436</td>
<td></td>
</tr>
<tr>
<td>Thu</td>
<td>406</td>
<td></td>
</tr>
<tr>
<td>Fri</td>
<td>415</td>
<td></td>
</tr>
<tr>
<td>Sat</td>
<td>406</td>
<td></td>
</tr>
</tbody>
</table>

Thomas Biermann, Sales and Marketing Director
Telephone (307) 266-6500 - FAX (307) 266-2551
170 Star Lane
Casper, WY 82604
e-mail: tom.biermann@trib.com

We certify that to the best of our knowledge all data set forth in this Publisher’s Statement are true and report circulation in accordance with Audit Bureau of Circulations’ Bylaws and Rules.

Parent Company: Lee Enterprises, Incorporated 01-5145-0

Casper Star-Tribune, published by Lee Publications, Inc. • 170 Star Lane • Casper, WY 82604 PAR

THOMAS BIERMANN NATHAN BEKKE
Director of Sales and Marketing Publisher
Date Signed: October 18, 2010

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<table>
<thead>
<tr>
<th>Calendar Quarter Ended</th>
<th>Cmbd Avg</th>
<th>Days (Mon-Fri)</th>
<th>Sun</th>
<th>Mon</th>
<th>Days</th>
<th>Tue</th>
<th>Wed</th>
<th>Days</th>
<th>Thu</th>
<th>Days</th>
<th>Fri</th>
<th>Days</th>
<th>Sat</th>
<th>Days</th>
</tr>
</thead>
</table>