

# **RESOURCE TEAM ASSESSMENT REPORT**

**for**

## **GLASGOW, MONTANA**

**FEBRUARY 23 – 24, 2004**

**In partnership with  
Montana Department of Commerce, Montana Economic Developers Association,  
Two Rivers Economic Growth, USDA/Rural Development, Southeastern Montana  
Area Revitalization Team (SMART), Eastern Plains RC&D, Real World  
Development, Valley county and the people of Glasgow.**

## EXECUTIVE SUMMARY

What a warm Glasgow welcome the team received! It was a privilege to spend two days in your vibrant community and learn of its challenges, strengths and dreams.

Before digging in to the report itself, I would like to give recognition to Montana Department of Commerce (MDOC), USDA/Rural Development and MEDA – Montana Economic Developers Association. MDOC sponsors Resource Team Assessments across the state, while USDA/Rural Development provides funding for training team members and follow-up costs. MEDA provides the contractual services that make Resource Teams possible. You can join MEDA and become a part of this economic development network at <http://www.medamembers.org>.

Special thanks are due Larry Mires of Two Rivers Economic Growth. Larry served as the spark plug behind this project and encouraged across-the-board community involvement. In addition, I applaud each and every team member that dedicated hours of work and travel in order to participate on the team: Joanne Bowers, USDA/Rural Development; Mark Campbell, Southeastern Montana Area Revitalization Team (SMART); Mike Carlson, Eastern Plains RC&D; and Myrt Webb of Real World Development. Each team member's contact information is provided in the following report. Please feel free to call on any of us for additional information or support. It would be our pleasure!

The stage is now being set for Glasgow's future. There are a number of short term and long term accomplishable recommendations that the resource team has provided in this report. Each of you *individually* must decide what it is that you want to do—what kind of project you want to tackle. It is also important for the entire community and/or county to be involved in finding ways to accomplish its goals. A few celebrations at the successful conclusion of an activity that has involved a large number of citizens will lead to a feeling of accomplishment that will carry over into other activities. Look through the suggestions, pick out one, and get started. It can be done. It is your choice, your decision; you can do it!

Be sure to attend the follow-up Town Meeting scheduled for May 6<sup>th</sup>, 7:00pm at the Cottonwood!

Gloria O'Rourke  
MEDA

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

Montana Economic Developers Association (MEDA) provided staff support for the coordination of a resource team to assist Glasgow, Montana, in evaluating the community's assets and liabilities and in developing suggestions for improving the environment, social and economic future of the area.

Larry Mires, of Two Rivers Economic Growth, served as the local contact and local team leader for the project. Larry took the lead in agenda development, logistics, budgeting and publicity for the assessment. Resource team members were selected to visit, interview citizens, business and community leaders; and develop a plan of recommended action for the city. The team members were carefully selected based on their fields of expertise that Glasgow officials indicated would be needed to respond to the problem areas identified.

The Resource Team interviewed over 186 people during February 23 – 24<sup>th</sup>. The team was available for listening to the following 14 groups: Local, state, federal government agency representatives; ag community; finance, banks, insurance group; educators; rural commuters; retail, merchants and Chamber; foundations and civic groups; health care; youth; school boards; ministerial, churches; Senior Citizens; social services; utilities, transportation and recreation.

Each participant was asked to respond to three questions designed to begin communications and discussion and to serve as a basis for developing the action plan. The three questions were:

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

Upon completion of the interviews, the team met in a work session to compare notes and share comments. The team then agreed that each team member would carefully analyze the things said, synthesize what they heard with their knowledge of programs and resources, prepare their notes and suggestions, and forward these items to be combined into this a final report to Glasgow.

A preliminary oral report and a summary of group recommendations was presented to the people of Glasgow on February 24<sup>th</sup>.

Following the oral report, this formal written report was prepared and is presented to Glasgow. Copies will be made available in print and electronically. The report is available on the MEDA website at <http://www.medamembers.org>. A meeting is planned for May 6<sup>th</sup> to review the report with the people of Glasgow and to set priorities and initiate action plans.

**GLASGOW, MONTANA  
RESOURCE TEAM ASSESSMENT  
FEBRUARY 23 – 24, 2004**

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**Web: <http://www.realworlddevelopment.com>**

**Town of Glasgow  
Resource Team Agenda  
February 23 and 24**

Team Members will ALL be staying at the Cottonwood Inn – located Hwy 2 East in Glasgow.

<u>Sunday</u>	<u>Time</u>	<u>Activity</u>	<u>Location</u>
Feb 22	6:30	Social	Becky Erickson's home
<u>Monday</u>	<u>Time</u>	<u>Activity</u>	<u>Location</u>
Feb. 23	6:30 am to 7:45  8:00 am  To  11: 45  12:00 pm to 1:00 pm  1:15 pm to 2:15pm 2:30 pm to 3:30 pm 3:45 pm to 4:45 pm 5:15 pm to 6:15 pm 6:30 pm to 7:30 pm  7:45 pm to 8:45 pm 8:45 to?	Breakfast - resource team members Travel south to Ft. Peck/Nashua area - North to St Marie & back to Glasgow for town tour.  Listening Lunch - Local Government/state/fed Ag community Finance, Banks, Insurance Educators Rural commuters Listening supper -Retail merchants/Chamber Foundations/civic groups Socialization	Cottonwood Inn      Buffet Cottonwood Inn Cottonwood Inn Cottonwood Inn High School Cottonwood Inn Cottonwood Inn Cottonwood Inn Cottonwood Inn
<u>Tuesday</u>	<u>Time</u>	<u>Activity</u>	<u>Location</u>
Feb. 24	7:00 am to 8:15 am 8:30 am to 9:30 am 9:30 am to 10:30 am 10:45 am to 11:45pm 12:00 pm to 1:00 pm 1:15 pm to 2:15 pm 2:30 pm to 3:30 pm 4:00 pm to 5:45 pm 6:00 pm to 7:00 pm  7:30 pm to 9:30 pm	Listening Breakfast - Health Care Youth School Boards Ministerial/Churches Lunch/Senior Citizens Social Services Utilities/Transportation/Recreation Prepare for Town Meeting Working Supper  Town Meeting –Team Presents Oral reports of listening sessions	Hospital High School High School Job Service office Senior Citizens Job Service Office Job Service Office Job Service Office Job Service Office/Sam's Supper Club High School Auditorium

**GLASGOW/VALLY COUNTY  
RESOURCE TEAM ASSESSMENT  
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**Note: These are the Main Issues that were gathered together by the Team, based on the 14 Listening Sessions held in Valley County. Over 186 people were interviewed.**

**COUNTY WIDE ISSUES**

- County wide economic development director
- County wide cooperation for economic development
- Mosquito Control District
- Animal control/shelter
- Review political system (10 year review period)
- Leadership
- Ft. Peck Reservation cooperation
- Marketing county and our communities
- Grant writers and grant sources
- Clean up community decay

**HEALTH CARE/SOCIAL SERVICES**

- Psychiatrist
- Pediatrician
- Aging population
- Home Health Care Nurses
- Air Ambulance Service – (Hangar and equipment upgrade)
- Recruitment/retention of medical staff
- Transportation for special needs

**EDUCATION**

- Post Secondary Education
- Workforce Training

**JOBS**

- Population Decline
- Brain Drain
- Lack of jobs and lack of good paying jobs

**BUSINESS**

- Retention
- Shop at Home
- Promote Local Business
- Workforce Diversification (industrial development)

**ST. MARIE**

- Complex issue (different perspectives will be offered in the report)

#### FT. PECK DAM AND RESERVOIR

- Recreation development
- Multi agency management – FWP, Corps, CMR, etc.
- Missouri River flows
- Expand use of dinosaur resources

#### AGRICULTURE

- Milk River Irrigation Project improvements
- Ag Diversification/Value Added
- CRP effects

#### TRANSPORTATION

- 4 for 2 or Highway 2 improvement
- Amtrak
- Essential Air Service
- Transportation costs
- Customs Inspection Agent – Valley County Airport

#### INFRASTRUCTURE

- Street conditions
- Sidewalks
- Cost of maintenance
- Indoor pool
- Valley Event Center completion
- Valley County Regional Jail

#### YOUTH

- Underage drinking and drug use prevention
- Teen Center
- Skateboard Park

#### ATTITUDE

- Apathy
- Tolerance of cultural diversity

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Thank you to the City of Glasgow for “rolling out the red carpet” for our Assessment Team. Special thanks to Larry Mires for shuttling us around and seeing to it that we had three meals a day! You all made us feel so welcome and a part of your community.

*“No act of kindness, no matter how small, is ever wasted.” Aesop*

There were 14 listening sessions held with the citizens of Valley County. One of the assets that came up in every session was what GREAT people live and work in Valley County and what a wonderful place it is to raise a family. The assessment revealed that Valley County has many natural resources and tourism opportunities to attract new businesses and people to the area.

## **MAIN TOPIC: COUNTYWIDE ISSUES**

### **Issue: Animal Control/Shelter**

There is no Animal Shelter located in Valley County. The number of stray dogs and cats is increasing as people move out of the communities and leave their pets behind. According to the Humane Society of the United States, an unaltered female cat and her offspring can exponentially produce over 400,000 cats in 7 years. The same statistics apply to dogs.

### **Recommendations:**

Utilize the Volunteer Survey sheets that were filled out during each session and set up a committee of interested people to review the information available for starting a shelter.

### **Recommended Resources:**

For additional information and ideas, the following sites and organizations may assist you in getting started:

- The Humane Society of the United States <http://www.hsus.org>
- “One Person Can Do” <http://www.bestfriends.org/nmhp/oneperson.html>
- The Montana Spay and Neuter Task Force holds spay/neuter clinics around Montana. The clinic is designed to show local communities how to run a low cost, large volume program while maintaining a safe, clean environment for the veterinarians and volunteers to work. The Montana Spay/Neuter Task Force can be reached at:  
P.O. Box 701  
Victor, MT 59875

(406)777-2644

- USDA, Rural Development Community Facilities program provides loan and/or grants to construct, enlarge, improve or purchase essential community facilities. Eligibility requirements may be obtained from:

Community Programs Director  
Mitchel Copp  
P.O. Box 850  
Bozeman, MT 59771  
(406)585-2520

Shad Weber, CP Specialist  
1629 Avenue D, Building A  
Billings, MT 59102  
(406)657-6297 Ext 125

## **MAIN TOPIC: COUNTYWIDE ISSUES**

### **Issue: Clean Up Community Decay**

Many of the participants in the listening sessions discussed that Glasgow has deserted homes and businesses along Highway 2 on the East and West entrances to town. This does not give a favorable impression of Glasgow when visitors enter town for the first time.

### **Recommendation:**

Philipsburg, Montana has been involved in a Community Beautification Project for several years. The Main Street of Philipsburg has made the “Best Painted” places list for the last several years. The project started with the Flint Creek Valley Bank offering incentives to business owners. Once the project started, according to Mr. Mike Hayes, “it took off like a wild fire.” The community has a great deal of pride and have all pulled together to accomplish this beautification project. The community does advertising for the community rather than individual businesses.

The community of Hobson have established a Decay Ordinance to help deal with the same issues that Glasgow mentioned.

### **Recommended Resources:**

- Mr. Mike Hayes  
Flint Creek Valley Bank  
Philipsburg, MT  
(406)859-3241
- Dale Longfellow, Mayor of Hobson  
Hobson Insurance  
Hobson, MT 59452  
(406)423-5428

## **MAIN TOPIC: HEALTH CARE/SOCIAL SERVICES**

### **Issue: Recruitment/Retention of Medical Staff**

The health care facilities and resources in Glasgow and Valley County are a significant asset for the area. The medical staff stated they want to continue to offer top-notch services but need the population base to do so. Recruitment and retention of new employees and doctors is a challenge for the hospital. There is a lack of resources and funding to provide mental health services and providers locally.

### **Recommendations:**

Developing and expanding medical partnerships may hold part of the answer when local resources are limited. Utilizing retired medical practitioners, a cooperative business can be formed to deliver in-home medical services in rural areas. The training and resources are provided by the home medical facility or hospital which contracted the cooperative to deliver services. If there is interest in networking with other nearby counties, information and technical assistance can be obtained from USDA Rural Development.

There are numerous Medical web sites that have career areas which provide exposure to a wide range of job-seekers. When contacting these services you should promote the many assets and recreational opportunities that abound in the area. Another program available to Montana is the WAMI (Washington, Alaska, Montana, and Idaho) program through the Washington State University. This program provides access to medical school to state residents of Alaska, Montana and Idaho, states without medical schools, and also brings medical education into these states.

### **Recommended Resources:**

- USDA Rural Development, Cooperative Development Specialist  
Bill Barr  
P.O. Box 850  
Bozeman, MT 59771  
Ph: (406) 585-2545  
e-mail: [Bill.Barr@mt.usda.gov](mailto:Bill.Barr@mt.usda.gov)
- USDA-Distance Learning & Telemedicine Grant Program is designed to meet the educational and health needs of rural communities. Eligible uses of funds include equipment for distance learning classrooms and equipment for telemedicine programs. This technology allows smaller clinics to interact with health care specialists located elsewhere in the state or country. Eligible applicants include hospitals, health care clinics, educational institutions, libraries, etc. Regulations and applications are available at:  
<http://www.rurdev.usda.gov>
- Technical Assistance provider working with state wide Cooperative Development Center in Great Falls:  
Craig Ericson  
(406)265-9226

- Washington State University (WAMI Program)  
Pullman, WA 99164  
(509)335-6691  
Web Site: <http://www.wsulibs.wsu.edu>
- PedJobs Pediatric Employment Network  
Web Site: <http://www.pedjobs.org/pedjobs/>
- MDHire a Physician Resource  
Web Site: <http://mdhire.com/resour.htm>
- APA Job Bank American Psychiatric Association  
Web Site: [http://www.psych.org/career\\_corner/jobbank/](http://www.psych.org/career_corner/jobbank/)

## **MAIN TOPIC: BUSINESS**

All of the sessions conducted in Glasgow agreed on the facts that Glasgow needs new jobs, business development, local support for local businesses and new business funding. The first contact a visitor has with your community is a local business. The image portrayed is very important for those who travel to and visit your community. Did you make a positive impression? Will they stop again when they are in the area?

### **Recommendations:**

A survey could be conducted to determine what products are not available locally that the consumers want and need. If you ASK them they will TELL you. The clothing stores could include several young people when deciding what line of clothing to carry. Provide the statistics of what it costs to drive out of town for bargains. Gasoline is at an all time high price right now. If the local retailers go to market, take a guest that is interested in starting a business to mentor them about the rules and regulations of the Market. Work with your Chamber of Commerce to bring in speakers on Marketing and Merchandising. Sometimes all it takes is a minor change to increase sales and make a big difference. Use your Glasgow Web page to advertise your local businesses. You have some unique shops in the area. Educate yourself on your industry and the changes that are being made. Are you still trying to do business as you did 5 or 10 years ago?

### **Recommended Resources:**

- SCORE (Service Corps of Retired Executives) SCORE counselors provide free mentoring on business issues to start-up or existing businesses. The counselors work with SBDC's and Chambers on providing training on starting new businesses. The two closest chapters in Montana are located in Havre and Great Falls. SCORE <http://www.score.org>

Havre SCORE  
% Chamber of Commerce  
Havre, MT 59501

Great Falls SCORE  
710 First Avenue North  
Great Falls, MT 59401

(406)265-4383  
e-mail: [korbg@msun.edu](mailto:korbg@msun.edu)

(406)761-4434  
e-mail: [score@sofast.net](mailto:score@sofast.net)

- USDA Rural Development Business & Cooperative Services  
P.O. Box 850  
Bozeman, MT 59771  
(406)585-2540

USDA programs for small businesses include:

- Rural Business Enterprise Grant (RBE) program – The funds may be used to facilitate the development of small and emerging private business enterprises.
- Rural Business Opportunity Grants (RBOG) program – The funds may be used to pay costs of providing economic planning for rural communities, technical assistance for rural businesses, or training for rural entrepreneurs or economic development officials.
- Rural Business-Cooperative Service B & I Guaranteed Loan program – The guaranteed loan provides a guarantee of up to 80% on traditional lender loans. The main purpose of the program is to create and maintain employment and improve the economic climate of the rural community by providing financial backing for new and expanding businesses.
- Small Business Development Centers [www.sba.gov/mt/mtsbdc.html](http://www.sba.gov/mt/mtsbdc.html)
- Great Northern Development Corporation [sbdc@gndc.org](mailto:sbdc@gndc.org)
- Montana Department of Commerce <http://commerce.mt.gov>
- SBA District Office – Helena (406)441-1081
- Minority Opportunities – Disadvantaged Business and Women – Business Procurement Assistance (406)444-6337
- Larry Mires – Two Rivers Economic Growth, Inc. (406)263-8402

## **MAIN TOPIC: ST. MARIE**

When we took the bus tour through St. Marie I was taken aback by the size and distress of the community. I could picture it as a thriving community of 10,000 with all the amenities. There are hundreds of identical structures, lined up like soldiers, standing in different stages of repair, eerily vacant. It is a reminder of the Cold War years when the fear of communism increased the defense spending and numerous Military Bases were set up across the country.

## Recommendations:

I searched the internet and found approximately 10,000 sites under the heading of Military Base Closures. Many of the 47 U.S. military bases that have closed since 1991 have been successful in turning a potential economic disaster to the community into leaving the local economy sometimes better off. The revitalization of closed military bases has resulted in stronger economies for local communities and more location options for companies that rely on transportation infrastructure. One of the disadvantages of the St Marie location is that it has been vacant for over 20 years. Many of the structures would cost more to repair than to demolish. It is very ambitious to think that it could once again be a community of 10,000 people.

Being situated in a growth area is a key to success. If the location is rural, the opportunities may be limited. Some remote bases have been successful. It requires partnerships with developers, community members and local government agencies. Many of the bases closed have airfields associated with them. This is a perfect opportunity for communities to open small airports or have private businesses such as Boeing or MacDonal Douglas come in and use the airport for their purposes.

## Recommended Resources:

- Tony Preite  
Director, Office of Space Commercialization, University of Montana  
(406)532-3205  
E-Mail: [T.Preite@montec.org](mailto:T.Preite@montec.org)
- Community Guide to Base Reuse. Web Site: <http://emissary.acq.osd.mil/oea/home.nsf>
- New Beginnings: How Base Closures Can Improve Local Economies Web Site: <http://taxpayer.net/nationalsecurity/learnmore/BRAC/index.htm>
- Base Closure and Conversion. Web Site: <http://www.webcom.com/ncecd/baseclosure.html>
- Lessons Learned from Prior Base Closure Rounds. <http://www.fas.org/gao/nsiad.99-036.htm>
- Business Facilities. Web Site: [http://www.facilitycity.com/busfac/bf\\_02\\_05\\_cover2.asp](http://www.facilitycity.com/busfac/bf_02_05_cover2.asp)
- National Real Estate Investor. Web Site: <http://nreionline.com/microsites/magazinearticle.asp>
- National Center for Policy Analysis Idea House. Web Site: <http://www.ncpa.org/pd/private/pdpriv/pdpriv1.html>
- Office of Economic Adjustment. Web Site: <http://oea.osd.mil/>

## MAIN TOPIC: INFRASTRUCTURE

Most community's infrastructure does not have the capacity to expand and take on new customers. In Glasgow the infrastructure is in place, but you do not have the population to support it. The maintenance costs are the same whether there are 3,000 users or 5,000. As populations go down the maintenance costs per user increase. The streets and sidewalks are in need of repair and improvement. The Valley Event Center is under construction. With the assistance of a Guaranteed Loan through USDA Rural Development Community Facilities, the building has been purchased and set up at the Fair Grounds.

### Recommendations:

There are numerous funding sources available for financing infrastructure. Is all of the community utilizing the water and sewer system? If not, is this something that should be looked at in order to increase the users of the systems, which would assist in making the utilities financially sound.

There is Community Support for the Valley Event Center and everyone recognizes that once completed it will bring numerous events to Glasgow. The entity has raised additional funds, but is still short to complete the structure. Since this is a project that will benefit the whole business community, community wide fund raisers should be promoted by the Chamber. If the whole community is involved, it will be a short order to raise the additional revenue needed to complete the project.

### Recommended Resources:

- USDA Rural Development – The Water and Environmental Programs provide loans, grants and loan guarantees for drinking water, sanitary sewer, solid waste and storm drainage facilities.

Community Programs Director  
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P.O. Box 850  
Bozeman, MT 59771  
(406)585-2520  
e-mail: [Mitchel.copp@mt.usda.gov](mailto:Mitchel.copp@mt.usda.gov)

Community Programs Specialist  
Shad Weber  
1629 Avenue D Bldg. A  
Billings, MT 59102  
(406)657-6297 Ext. 125  
e-mail: [Shad.Weber@mt.usda.gov](mailto:Shad.Weber@mt.usda.gov)

- Montana Department of Environmental Quality  
Web Site: [www.commerce.state.mt.us/BrdInvst](http://www.commerce.state.mt.us/BrdInvst)
- Midwest Assistance Program  
Bill Leonard  
P.O. Box 1456  
Whitefish, MT 59937  
(406)863-4900  
Web Site: [www.map-inc.org](http://www.map-inc.org)
- Montana Rural Water  
Harry Whalen

925 7<sup>th</sup> Avenue South  
Great Falls, MT 59403  
(406)745-3376

## **MAIN TOPIC: YOUTH**

### **Issue:** Teen Center/Skateboard Park

What a pleasure it was to visit with the Glasgow High School group. You should all be very proud of your young people. The group was open and spoke their ideas even if not a popular idea. Many of them complained that there is nothing to do in Glasgow for high school age youth. They also stated that the community was very supportive of the high school sports programs but that only covers the school year. Many of the students also commented that they participated in various church youth group organizations.

*“We must view young people not as empty bottles to be filled, but as candles to be lit.”*  
Robert H. Shaffer

### **Recommendations:**

Consider working on a community project that would involve the youth as well as the adults. The students want a youth center that is for their age group and not the Jr. High and younger group. In a town the size of Glasgow that is not feasible as it will take participation by all age groups to make it work. Perhaps there could be special times or nights for high school age. There is a nice Movie Theatre, but the youth say the same movies run for long periods of time. Why not get the youth talking to the theater owners and see if some sort of conciliation can be worked out? Perhaps the bowling alley could have special nights marketed toward the teens. The Churches should get together and organize and advertise for youth group activities.

Skateboard parks are in high demand. Many communities in Montana are building skate parks. The young people should be involved in the initial talks and planning. When people feel ownership in projects they are more willing to work hard at seeing it accomplished. Is this something that could be added at the Valley Event Center location?

The computer class at the high school could be used to maintain the Glasgow Web Site. It could be used as a learning tool as well as helping to market Glasgow to the WORLD. The high school has a shop class that could be involved in the design and construction of a skate park.

**Recommended Resources:**

- Web Site <http://www.contractcon.com/> Supplies of recreational and play ground equipment.
- Libby Skate Park Inc.  
E-mail: [janiethom@yahoo.com](mailto:janiethom@yahoo.com)
- Web Site <http://www.skatepark.org>
- Web Site <http://nyec.org/jettcon2001/designguide.htm> National Youth Employment Coalition is a non-partisan organization dedicated to promoting policies that help to effectively engage youth.



**Myrt Webb**  
**Real World Development**  
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## **JOBS**

### General:

Jobs and population are intimately connected. The US population is mobile and employment opportunities will attract workers while loss of jobs will result in population decline. Valley County and Glasgow have lost a significant amount of population during the period 1990-2000. The county lost 560 people, of which 318 were from Glasgow. This represents a decline of 7% for the county and 9% for the town.

This decline cannot be completely explained by the boom and busts of the past connected to the construction of the Ft Peck Dam and the operation of the Air Force Base at Saint Marie. These dislocations happened well before the 1990 census, but they signaled the beginning of job losses that led to population decline.

What is initially puzzling to an observer is that the number of jobs in the county increased during the 1990-2000 period by 228 positions (+5.1%). While this increase was well behind the national improvement of 20% it is difficult to understand why the population decreased by 7% while jobs increased by over 5%.

Closer examination of the employment data reveals that the job losses were in basic sector jobs, while the job increases were in local market jobs. **The difference is important.** *Basic sector* jobs are jobs where the source of income comes from outside the local economy. These jobs enlarge the local economy and stimulate local market jobs as the basic sector job wages circulate throughout the economy. For example: an employee of the railroad, BNSF, receives his wages from a large company that serves customers nationally. Very little of his income represents services to Valley County. This income, when spent in the local economy, stimulates other local service jobs such as auto repair shops and restaurants.. During the period 1990-2000 Valley County gained 186 local market jobs but lost 107 basic sector jobs. A person who loses his basic sector job is likely to leave the community quickly, with his family, since he is probably his family's primary means of support. The fact that jobs were readily available in other areas of the nation during the economic good times of the 90's would have stimulated this outflow of population.

Adding basic sector jobs enlarge the local economy. They make the economic “pie” larger for everyone. Adding local market jobs, dependent on the income from inside the economy, cut the “pie” into smaller pieces. As long as the “pie” is getting larger everyone in the economy benefits. If basic sector jobs decrease, along with the outside income, the “pie” shrinks and everyone competes for a smaller piece.

*The population loss of the 1990’s in Valley County was not due to overall job loss. It was due to the type of jobs that were lost.*

### **Issue- Population Decline/lack of jobs**

In all of the listening sessions the problem of a declining population was prominent. The City of Glasgow lost almost 1% of its population each year during the decade of the 90’s. This is a high rate of loss and will result in a significant decrease of important services, such as health care, if not reversed. If the population of the area is not at least stabilized over the next ten years, all other economic development measures will not matter.

#### **Recommendations:**

Complete an inventory of county businesses.

Determine which businesses have *basic sector* employment and which have *local market* employment.

Determine the population trends needed in the next ten years to sustain the county’s infrastructure at an acceptable level of service.

Determine the number of basic sector jobs that need to be increased to meet the target population trend.

EXAMPLE- if the county’s population objective is to regain the population lost since 1990- 560. Assuming a job multiple of 2, each basic sector job will stimulate 2 derivative jobs, and assuming that 2 persons of the 2.38 average household size needs to work, the county would need to create approximately 155 basic sector jobs in the next ten years. Possible ways to achieve this are presented later in this report.

#### **Recommended Resources:**

<http://niip.wsu.edu/montana/bfmt1.htm>

<http://www.public.asu.edu/~subhro/pup622/econanal/sld001.htm>

### **COUNTYWIDE ISSUES**

General:

It was a widely held opinion in the listening sessions that the county needed to pull together as a group if any economic development effort was going to be successful. Past efforts, such as the plan for a correctional facility, failed because one or more key groups were against the plan. While all issues concerning economic development cannot be resolved beforehand some of the most important can. It is important that the various stakeholder groups in the county agree on the key questions of:

- *What does a successful economic development effort look like?*  
The view of what constitutes successful economic development varies widely. To some it means the creation of jobs, any job. To some it means better shopping opportunities. To others it means successful local businesses. *It is critical that the community share a vision of what their successful economic development strategy is.* Economic development is such a broad topic that it is easy to try to do everything and accomplish nothing.
- *What are the goals and objectives of the economic development effort?*  
An overall vision of an economic development effort is relatively easy to accomplish if the community supports it. Translating that vision into measurable goals and objectives takes a bit more work. But the vision won't happen if achievable, measurable goals are not established. Begin with long-term goals (5-7 years) and then establish short-term goals (6 months to 2 years) that lead to accomplishing the long-term goals.
- *What resources are available to support the effort?*  
Any community effort needs people, time and money. Probably much more than is first anticipated. These resources need to be identified before the effort starts.

### **Issue- Economic Development Director**

The area economic development agency, Two Rivers Economic Growth, Inc, has a director who is active and well acquainted with the community and its issues. With a dedicated director, \$80,000 annually is needed, at a minimum, to have a successful economic development effort. This would support a director and a minimal marketing effort such as a community economic development website.

### **Recommendations:**

- Retain a director for Two Rivers Economic Growth, Inc.
- Start the economic development effort by answering the questions on the previous page.
- Support the director with training and education opportunities related to economic development.
- Concentrate the economic development effort on supporting local businesses with basic sector jobs or helping qualified entrepreneurs start their business.
- Obtain at least \$80,000 annually for a minimum of three years.

### **Resources:**

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

<http://www.medamembers.org/index.php>

## **Issue- Fort Peck Reservation Cooperation**

The Fort Peck Indian Reservation comprises a significant portion of Valley County. The reservation has a younger population that is only a little less than the total in Valley County. If a new or expanding business in Valley County requires a younger workforce, the reservation could supply the need.

### **Recommendations:**

- Establish a cooperative relationship with the Fort Peck Indian Reservation leadership.
- Obtain demographic and economic information on the reservation population.
- Include the reservation's capabilities in your economic development plan for Valley County.

### **Resources:**

<http://www.fhwa.dot.gov/planning/econdev/mt10.htm>

<http://tlc.wtp.net/fortpeck.htm>

<http://www.ihs.gov/FacilitiesServices/AreaOffices/Billings/FtPeck/fpsu-history.asp>

## **BUSINESS**

### General:

If the Valley County/Glasgow area is to stabilize their population, the creation of jobs would be an appropriate strategy. *The jobs would need to be basic sector jobs that drew most of their revenues from outside the local economy.* These jobs would in-turn stimulate local market jobs. Filling these jobs would increase the population.

Pursuing a job creation strategy means talking to business firms that will create the jobs. An economic development effort does not create jobs; it helps create the business climate for firms that create jobs.

There are two types of firms to apply the economic development effort toward: 1) those firms that are located in the community's economic area and 2) those that are not. It is much easier and cost effective to deal with firms that are present in your community than firms that are not. Local firms have met the challenges of operating in the community and want to be there. They do not need incentives or special conditions if they want to expand. They do need encouragement and assistance from the community. *The strategy of job growth through the support of local firms is called "Economic Gardening."* It has been successfully used in many communities.

Using Economic Gardening does not mean that attracting firms outside the community should be ignored. As the economic development effort inventories local businesses they may identify specific types of businesses that do well and may lead to efforts to attract similar businesses from outside the community. .

## **Issue- Business Survey**

An important early step in the community's economic development effort would be to identify those firms in the local economy that have basic sector jobs. The local economic area can be defined as the trade area of Glasgow. If information on Glasgow trade area is not available a close approximation can be determined by examining the coverage areas of the hospital and the weekly paper. Place the home residences of hospital patients and local paper subscribers on a map and the trade area that Glasgow effects will be apparent. Then within this area conduct a survey of each business to determine:

- Number of employees
- Number of basic sector jobs
- Annual gross revenue percentage change
- General condition
- Potential for expansion
- Obstacles to sustainability or expansion

### **Recommended Resources:**

<http://www.stat.go.jp/english/data/shugyou/2002/2.htm>  
<http://www.islands.bc.ca/research/phaseone.html>

## **Issue- Financing**

Businesses with basic sector jobs will probably need financial assistance to retain or expand their business. Communities in Montana are fortunate since the state has many programs that can be used to assist local economic development efforts. Most of this assistance is in the form of low interest loans.

It would be desirable for Valley County and Glasgow to have their own revolving fund loans. Funding for the loan pool can be provided as a grant, which is then loaned to businesses. As the businesses repay the loan the returned funds can be used for new loans.

### **Recommend Resources:**

[http://commerce.state.mt.us/CDD/CDD\\_CDBG.html](http://commerce.state.mt.us/CDD/CDD_CDBG.html)  
[http://www.ystedc.org/Nick/revolving\\_loan\\_program.htm](http://www.ystedc.org/Nick/revolving_loan_program.htm)  
<http://www.ncua.gov/org/orgchart/ocud/CDRLP.pdf>

## **Issue- Retention / Expansion (Economic Gardening)**

As businesses are inventoried, the businesses that are candidates for possible expansion of basic sector jobs will become clearer.

Examining the land use associated with new businesses is a good clue on which businesses are expanding. For example: in Glasgow an assisted living center is located on one of the most valuable

view properties in the city. This indicates that for Glasgow one of the best and highest uses of its real estate is an assisted living center for seniors. Services for seniors would appear to be an area of the economy that could be expanded.

Assisted living centers may not fit the usual pattern of economic development but if senior services rely on outside funds they provide basic sector employment and will stimulate the economy. Senior citizen services are certainly a growth industry as the US population ages.

A detailed survey of local business firms will also identify firms that need assistance to retain their employees. *The retention of present basic sector jobs is as important as the creation of new ones.*

### **Recommend Resources:**

<http://www.littletongov.org/bia/economicgardening/default.asp>

<http://partnerships.csusb.edu/LakeElsinoreGardening.pdf>

<http://www.inwp.org/newletters/Fall%202003%20NLfinal.pdf>

## **AGRICULTURE**

Agriculture is an important part of the Valley County economy. But it is a sector that is declining in importance. In 1969 farm personal income was over 20% of the total county income. By 2000 this had fallen to a little over 8%.

Valley County agriculture is a commodity industry where prices are influenced by national and international trends; trends that the local producers cannot affect. One of the best ways producers can improve the profitability of their operation is to reduce costs through better productivity. This trend of producing more with less will continue. It is very unlikely that commodity agricultural production will be a source of more and better jobs in the future.

### **Issue- Conservation Reserve Program(CRP)**

During the listening session many comments were made concerning the adverse effect the CRP program had on the local economy. Certainly the CRP program can affect local rural economies and in the description of the program this is listed as a consequence. Payments to support production are much more likely to be spent in the local economy than CRP transfer payments that may be sent to vacationing former producers in Arizona.

The effect of the CRP program on Valley County may be overemphasized. Examination of USDA data shows that Valley County does have a high amount of CRP acreage- over 209,000. But over half of this was placed in the program in one year(1998). Since then the amount placed in CRP has fallen significantly. In 2000 only 7,000 acres were placed in the CRP program.

Valley County CRP payments fell from nearly \$7 million in 1995 to less than \$6 million in 2002. In 2000 total personal income in the county was over \$186 million and CRP payments were \$6.3 million. CRP payments represent only 3.3% of the income of the county.

If the CRP program were to end more production would result. This would have a depressing affect on prices and may result in less county agricultural income than is presently earned.

**Recommendations:**

Efforts to change the CRP program need to be carefully evaluated. Changing the CRP is unlikely to improve the Valley County economy and may, if successful, be counterproductive.

**Recommend resources:**

<http://www.afpc.tamu.edu/pubs/6/220/ptenviro.htm>

<http://www.fsa.usda.gov/crpstorpt/08approved/r1pracyr/mt.htm>

<http://www.ewg.org/farm/regiondetail.php?fips=30105&summlevel=2>

**Issue- Value Added Agriculture Production**

Since agricultural products are shipped out of the economy, adding value to these products, locally, could be the source of many basic sector jobs. Several ideas were surfaced in the listening sessions. Prominent among these was ethanol production.

Ethanol production, as a fuel, has promise as the price of petroleum increases. Ethanol is also highly oxygenated and would be valuable to markets that need oxygenated fuel to reduce pollution. *But, ethanol production is a capital-intensive industrial process that is best done close to the end use market.* The transport of ethanol is a major cost factor in its use. Ethanol may be a value added process now but it will probably change to commodity status soon.

If value added agricultural processes are to be successful in creating jobs, they probably need to be local processes that use new ideas and technology- processes that take advantage of the community's unique agricultural knowledge.

**Recommendations:**

During the business inventory of county businesses, agriculture producers and supporting agri-business firms need to be closely examined. There may be ideas that can be used to expand value added processes to the local economy.

Examine the feasibility of establishing a test facility that would concentrate on new uses for local agricultural products.

Look for opportunities to expand into niche specialty markets with local products.

**Recommended resources:**

<http://www.eia.doe.gov/oiaf/analysispaper/biomass.html>

[http://www.ethanolrfa.org/eth\\_prod\\_fac.html](http://www.ethanolrfa.org/eth_prod_fac.html)

**TRANSPORTATION/INFRASTRUCTURE**

Glasgow has more than adequate infrastructure to support increased business activity. The community has excellent, health, school and telecommunications facilities. While not an issue now, the increasing per capita cost of supporting the present infrastructure may become an important issue if the loss of population continues.

**Issue- Improvement of US2 to four lanes.**

The MT State Transportation Department (MSDOT), maintains traffic counters throughout the state. One of those counters is located at Wolf Point just east of Glasgow. This counter showed that US2 average daily traffic counts in 2002 were 2525. This is very low use. As a comparison, another US2 traffic counter west of Kalispell showed a daily count of 8700 for the same period.

The adequacy of roads is a logistics issue since it affects the ability of the local economy to move things in and out of the economy and take advantage of trade with other economies. Poor roads will certainly constrain an expanding economy but simply having a better road in a declining economy is unlikely to reverse that trend.

**Recommendations:**

The community would be better off applying its present resources to expanding the local economy through job creation than improving infrastructure that for most part meets its needs. Infrastructure improvements make the most sense when they are based on actual projected needs.

US2 does need some improvements to widen narrow bridges, establish passing lanes and improve some sections of pavement. These should be pursued with MSDOT.

**Recommended Resources:**

<http://www.mdt.state.mt.us/planning/>

## SAINT MARIE

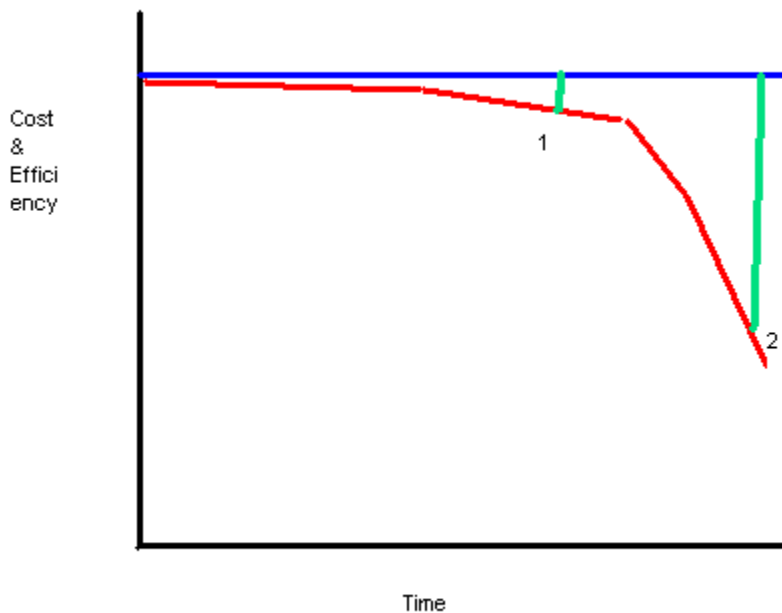
The future of the Saint Marie community is of high concern to some county residents. This deactivated air force base once had many valuable assets; but they may be of questionable value today.

### **Issue- Future Use of Housing Area**

The housing are at Saint Marie is typical for military installations of the 1950-60's period. Most housing is Capehart-Wherry style buildings for enlisted and company grade families, and some single level housing for field grade officers. All of this housing was designed for young active military families. The predominant number of two story buildings are of questionable benefit for aging retired households.

In the listening sessions several comments were made about the attraction this housing would have for military retirees. This is doubtful. Military retirees look for the same amenities that non-military retirees desire such as a pleasant climate and convenient services. What is different is the importance of close access to an active military installation that will afford them commissary, exchange and medical support that comes with their military retirement. None of the latter are available at Saint Marie. The closest active military installation is in Great Falls, 270 miles distant.

Capehart-Wherry housing was built during the period 1949-1962. All of the housing is either over or near 50 years old.



Infrastructure Cost & Efficiency

As the previous chart (Infrastructure Cost & Efficiency) indicates infrastructure, like housing, begins to deteriorate at a relatively slow rate initially and then deterioration increases at an increasing rate as time passes. If repairs are done early (Point 1) the costs of returning the infrastructure to full efficiency is minimal. If repairs are delayed, even for only a few years (pt2), the cost of repair increases dramatically. At Point 2 the cost of repair becomes so great that it is better to replace the infrastructure than to repair it.

Even if the Saint Marie housing and supporting water, sewer and street facilities, had been regularly maintained their age of 50 years would make them candidates for replacement. When you add the fact that they have not been fully maintained the probability that they could be refurbished back or close to original condition, at reasonable cost, is very improbable.

In addition to the cost of refurbishing the housing units, it is likely that upgrades would also be needed to the water and sewer systems to meet new permit requirements and support a larger population.

The costs of the above are difficult to estimate without a full engineering report but they are certainly in the millions of dollars.

### **Recommendations:**

Expenditure of public resources of either time or money on the Saint Marie housing project is unlikely to produce any significant improvements that will assist the Valley County or Glasgow economy. These limited resources would best be used on other projects.

### **Recommend Resources:**

[http://web.dandp.com/enviroweb/cultural/newsletter/Newsletter\\_v\\_1\\_1.pdf](http://web.dandp.com/enviroweb/cultural/newsletter/Newsletter_v_1_1.pdf)

### **Issue- Future Use Air Base**

Boeing is presently using the air base portion of Saint Marie for testing aircraft. This is a productive use for these facilities and the community is fortunate that they are being used at all. There are many other air base facilities in the US that are completely abandoned.

There may be a use in the future, for the very large runway and extensive hanger facilities.

### **Recommendation:**

Keep the airbase on the radar screen of possible future users. These include the US Government: Departments of Defense, Homeland Security and Transportation. Also included are large airfreight firms like FedEx and UPS.

Contact possible users and determine their facility needs that the air base may be able to meet.

Keep in contact with the MT Congressional Delegation for changes in federal policy that might increase the use of the air base.

**Recommended Resources:**

<http://ntl.bts.gov/faq/freightfaqs.html>

<http://www.wilbursmith.com/services.cfm?s=626>

[http://www.dft.gov.uk/stellent/groups/dft\\_aviation/documents/page/dft\\_aviation\\_503316.hcsp](http://www.dft.gov.uk/stellent/groups/dft_aviation/documents/page/dft_aviation_503316.hcsp)

**ATTITUDE**

There were a few comments during the listening sessions that the general attitude of the community toward persons of a different culture could be more tolerant.

Native Americans make up almost 10% of the county's population. Yet, only one noticeable member of this group attended the listening sessions.

Diversity and cultural tolerance are closely linked to entrepreneurial communities that create new jobs. If diverse creative people do not feel comfortable they will go elsewhere to pursue their ideas.

**Recommendations:**

Explain the connection between cultural diversity and job creating entrepreneurial activity to the community.

**Recommended Resources:**

Florida, Richard, The Rise of the Creative Class, Basic Books, 2002.

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*Prologue: My main process in this assessment is to look at a holistic approach to fixing the communities needs. It is fine for me to give you direct answers, but not be able to implement them for you. My response to your needs is a big picture approach, which should allow the area to be able to work for themselves in creating Economic Development in the area.*

### **COUNTY: MAIN TOPIC: ECONOMIC DEVELOPMENT DIRECTOR**

**Recommendation:** This issue has to be dealt with holistically. That is all municipalities, townships and county people must work out an agreeable method to set up and sponsor a non-governmental position which will allow for a non-profit company to assume responsibilities for attracting and retaining business into the area as well as to highlight the strengths of the area and assist where there is obviously market failure. A non-profit entity has **INS** with the Federal Government, which the political divisions may not. They also have **INS** with private foundations in which the governmental entities will not. This position would be a common sense approach to maximizing what the community can get from large corporate sponsors, philanthropic foundations and larger governmental entities. The position would be to market the whole county area. It also does not add to the perceived fear that they will be controlled by one body or another and a duplication of services. There should be no freeloader community within this arrangement.

*Most of the issues that were brought up during the assessment were general and across the board such as loss of youth, not enough good paying jobs, etc.... If there is a broad based consensus in defining the problems there **MUST** be a broad based consensus is finding the solutions. A central Coordinator for this is the first part of the solution. As you already have Two Rivers Growth Inc., already established, I would suggest this as the avenue to further these goals and appoint a full-time Economic Development Director with widespread funding and support.*

### **COUNTY: MAIN TOPIC: GRANT WRITERS AND GRANT SOURCES**

**Recommendation:** This is also tied into above, but is more for the Community. It is sometimes difficult to find funding sources, and therefore I am going to propose a Grants Library to be housed in your Public Library.

There is an organization called the Foundation Center, which have centers all over the Country known as Cooperating Collection Centers. There are currently five in Montana, the closest is in Billings. This center is relatively cheap to maintain per year and includes a core collection which is updated when new volumes are issued. It also does not need much space within your library. CD- ROMs, housing the entire Foundation Center Database, also are updated every year and are excellent for quick and reliable sources for the type of monies that whatever organization is looking for. There are books included for how to write grants included too. This will allow the community to fish for themselves rather than rely

on people fishing for them. Anyone in your community, and from further a field should have access to this Library.

This would be especially useful for the Social Service Agencies within the community as they have many different funding sources to choose from for various projects. This is a tool that would allow them to help themselves and their organizations goals whether it is animal neutering, or shelters for whatever purpose.

The address to check up on this is [Http://foundationcenter.org](http://foundationcenter.org) and look for the link to Cooperating Collections.

**Recommended Contact:**

Erika Wittlieb  
Coordinator of Cooperating Collections  
The Foundation Center  
79 Fifth Avenue  
New York,  
NY 10003  
Ph: 1.800.424.9836

**COUNTY: MAIN TOPIC: ST. MARIE**

**Recommendation:** This is one of the main contentious issues within Valley County. Any bad blood over the past needs to be forgotten and new ideas have to be pushed to get a constructive plan going ahead. From my understanding, there is very little Federal help for this development so an alternative means of financing has to be recognized if this community is to grow again. I am going to propose that this district should become a Tax Increment Financing District (TIF).

**Explanation:** A TIF is an area mandated by the State of Montana, in which any increases in property tax revenue over a given period, usually 10 years, shall be used strictly within that district to fix and repair infrastructure. Example. If a house has property value of \$10,000 and rises to \$30,000, the taxes for the \$20,000 difference shall be locked into the community.

Steps that need to be taken to accomplish this are:

- 1) Talk to your elected State representatives to push this through the State Legislature and incorporate the township.
- 2) Market for whatever set of people who desire to live there. The narrower the population you try to attract, the harder it shall be. Ideally, holiday home people, first time home buyers,
- 3) Keep the prices low to attract people so they can use the houses as fixer –uppers, this is where the TIF will kick in. The more they fix up the property, the more money shall go back into the community to update water and sewer systems, etc...
- 4) When population returns into the area, you can pressure the Federal Government more, especially USDA, RD for Grant Money and WASACT for further infrastructure upgrades.
- 5) Attract Businesses into the area with the same idea and intent.

This is a very viable solution to this problem and needs common consensus from County, and Cities in the Area alike. The more people that live in your County shall mean that businesses in the neighboring towns shall benefit also. This is a slow growth solution over time.

**Recommended Contacts:**

Tod Kasten  
Montana Department of Commerce  
(406) 485 – 3374

**Any State Legislator**

Evan Barrett, Butte Local Development Corp.  
P.O. Box 507  
Butte, MT 59703  
Ph: 406.723.4349 email: [ebarrett@bldc.net](mailto:ebarrett@bldc.net)

**Alternative Recommendation** to ST. Marie, market the whole area to a Film Production Crew, as a complete built set to make movies on. Highlight what other strengths that your community has to offer that differ from California, e.g., lower tax rates, set already built, out of the town area but close enough to get services. This is a more difficult approach but if successful would be a quick win situation.

**TOPIC: RETAINING WORKFORCE / ATTRACTION OF NEW BETTER JOBS**

One of the problems in the community that needs to be addressed but is not specific to this area of Eastern Montana is workforce development and job retention and attraction. Youth leave the area and do not come back to work.

**Recommendations: 1)** Be proactive in putting up a site through Montana Jobs Network on their Come Home Montana website. Once again highlight the strengths that your community has to offer from other communities. This site is marketed out of state and is designed to attract those that left, as well as newcomers, to come and work in the local towns. There are a host of communities that are benefiting from this approach.

**Recommended Contact:**

Julie Foster  
[Http://www.comehomemontana.org](http://www.comehomemontana.org)  
4655 Watt Lane  
Stevensville  
MT 59870  
Tel: (406) 777 – 7185  
E-Mail: [jmfoster@montana-jobs.net](mailto:jmfoster@montana-jobs.net)

**2)** There is something known as a Business Expansion And Retention program (BEAR) which is operating in some counties and areas within Montana. Around the Billings area it has been set up for some time and Butte have initiated one quite recently. This program can help with job force development and training, marketing etc... and has an excellent wealth of resources.

**Recommended Website:**

<http://www.bigskyeda.org/businessdevelopment/bearindex.htm>

**Recommended Contact:**

Linda Beck  
Director of Business Outreach and Recruitment  
Big Sky Economic Development Authority  
222 N. 32<sup>nd</sup> Street,  
Billings  
MT 59101  
Tel: (406) 256 – 6871

**3)** Another important ingredient to local based manufacturers and industries are the people at the Montana World Trade Center (MWTC). They use a clustering model to tie industries together that would normally not work together for product enhancement. Even further they can market the product outside the local realm and into foreign markets such as Ireland, United Kingdom, Australia etc...

They are an excellent resource. Check out their website on:

<Http://www.mwtc.org>

**Recommended Contact:**

Fraser McLeay  
Montana World Trade Center  
Gallagher Business Building #257  
Missoula  
MT 59812  
Tel: (406) 243 – 6892  
E-mail: [fraser@mwtc.org](mailto:fraser@mwtc.org)

## **Topic: Youth**

The youth of the area are key to helping your community grow. Glasgow/ Valley County like all of Eastern Montana is suffering from a massive Generation Gap meltdown. The older generations have been active and have remained in the area because they are doing all right and do not see the need for change. As the population has declined, it does not take into account the numbers that have left and therefore have no voice in the community anymore. Middle generations have moved on and may return to raise their children because of a wonderful school system. The innovators of ideas and revitalization have been leaving your community mostly forever. The youth see such a gap between adults and them that they no longer wish to stay in the community and can't wait to get to college and never return, for the most part. 1950's and 60's ideas are good for those who live there now but 21<sup>st</sup> century ideas will never fly for the youth.

**Recommendation:** Break with tradition and invite the youth into forums for local government, chamber of commerce. Give them positions, do not make it hierarchical or nepotistic, but make it all-inclusive. Grow new leaders and ideas from within your own stables to help your economy take off.

Involve the schools for a strong leadership program. Invite new ideas and alternative points of view often. Why wait 20 years saying it will never work while it happens anyway. **Embrace the youths'**

**ideas and work with them to make a better community. Realize their dreams and they will remain at home to realize yours.**

**Recommended Read:**

Modernization and Post-Modernization

By Prof. Ronald Inglehart.

This is a wonderful tool to show how attitudes, as well as other factors can have a positive or negative effect on the growth of a local economy.

**Topic: Value-Added Products**

**Recommendation:** This is a viable avenue to follow. There are governmental grants for innovation in adding value to products before it takes to the market place. The idea of a distillery was an especially good idea and with the Montana World Trade Center mentioned above would be marketable in larger markets than just local. I would push the person who thought of this idea to follow it through. Talk to Fraser, details above. The possibility of this idea as a co-op could broaden the base to get it started quicker, and help more farmers. There is a grass roots statewide group called Montanans for Responsible Energy Development (MRED). They can help with value added agri-products as well as other energy programs in the area. Tod Kasten and Jim Atchison are both active within this group.

**Recommended Contacts:**

Tod Kasten

Montana Department of Commerce

Tel: (406) 485 – 3374

Jim Atchison

Southeast Montana Development Corporation

6200 Main Street

Colstrip

MT 59323

Tel: (406) 748 – 2990

E-mail: [semcdc@mcn.net](mailto:semcdc@mcn.net)

US Department of Agriculture – Rural Development

Bill Barr

Cooperative Specialist

Tel: (406) 585 – 2545

E-mail: [billbarr@mt.usda.gov](mailto:billbarr@mt.usda.gov)

**Epilogue:**

**The rest of the problems in the area are the same as all of Eastern Montana. Personally, I think that a regional approach to the whole issue should be addressed. Currently we are all competing against ourselves when a community of 75,000 should never be in that position. A larger based more coherent marketing strategy should be approached for attracting people, businesses and**

**whatever into the region to help the whole thing grow. The steps I have highlighted above put the foundation down for having a local approach that is needed first. The regional approach shall come after time once some of these steps have been followed.**

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**Website: [www.eprcd.org](http://www.eprcd.org)**

Thanks for inviting the MEDA Resource Assessment Team to Glasgow on February 22-24, 2004. I truly learned a lot about Glasgow and Valley County. Valley County has a lot of natural resources with large areas of cropland, rangeland, Fort Peck Dam and Reservoir, the Milk River, and the irrigated lands. However, the most valuable resources are its people, leadership, and the youth.

The county has suffered huge population fluctuations with the Homesteader era, the 1930s, the construction of Fort Peck Dam, and the construction and closure of Glasgow Air Force Base in the late 1960s. The county has struggled to maintain its population and economic base and yet provide the adequate and reliable taxable valuation to afford the public services deemed essential by the area's citizens.

Glasgow is a regional center and needs to build on that concept. I was impressed by what Valley County and Glasgow has for infrastructure. There are many facilities in Valley County to be proud of including the hospital, high school, the school system, many retirement and nursing homes, the new assisted living facility, remodeled civic center, county courthouse, Fort Peck Paleontology, Fort Peck Interpretive Center, Valley County fairgrounds, the new Valley Events Center.

I was impressed with the many individuals, volunteer groups, and enthusiasm shown by the people of Valley County during the many town meetings there.

Glasgow is fortunate to have a nice central shopping area with a wide variety of stores and businesses. Glasgow is extremely fortunate to have the three major farm implement dealers there and major car dealerships and auto suppliers. The new Plains Plaza II is an asset to the appearance of your town.

Here are my ideas on the main issues based on the fourteen Resource Team listening sessions:

## **COUNTY-WIDE ISSUES**

- County-Wide Economic Development Director

It is very valuable for a community the size of Glasgow to have a full-time or at least a part-time economic-development director. Two Rivers Growth has become more active recently and hired a part-time director. A community cannot work on and complete economic development projects efficiently and timely without staff. Volunteer boards cannot carry the whole load, and chambers of commerce have their own mission and heavy workload! Other communities have tried, with various levels of success, to pass a 1- or 2-mill levy (countywide) for economic

development. I recommend checking with the current economic development offices in Miles City, Glendive, Baker, and Sidney for their recommendations on how they achieved this goal.

- County-Wide Cooperation for Economic Development

It is imperative that any effort in Valley County include the rural people, farmers and ranchers, and the other smaller communities of Nashua, Hinsdale, Opheim, Frazer, and St. Marie. Cooperation and partnerships are necessary for success.

- Mosquito Control District

This issue is best handled by the formation of a mosquito control committee to come up with a plan and costs. Then it is up to the city/county to make the decision and put it up to the voters for their decision. A strong public educational effort is needed.

- Animal Control/Shelter

Currently, there is one dedicated lady who is carrying the load on this issue. A committee of like-minded individuals could be formed to address this issue. Support and funding for animal shelters is always a problem. A city mill levy can be utilized for such services if the citizens desire and support it.

- Review Political System (10-Year Review Period)

This can be a healthy self-analysis of local government structure and efficiency. These reviews are prone to some controversy, and most counties and towns, when given a choice to vote, keep their same system.

- Leadership

Leadership ability is the heart of all past and future economic and community projects. Valley County, like all rural communities, has older volunteers in most organizations. I was impressed with the young people involved in the Valley Events Center. Our schools,

civic clubs, 4-H, FFA, chambers of commerce, etc. can be good training for future leaders.

A leadership program should be considered and only one community in eastern Montana has a successful leadership program and that is run by the Sidney Chamber of Commerce. For more information contact Sharon Rau, Executive Director of the Sidney Chamber of Commerce at 433-1916.

- Fort Peck Reservation Cooperation

I would encourage cooperation with the Fort Peck Indian Reservation on those lands within their boundary on the eastern edge of Valley County. Approximately 650,000 acres or 20 percent of the county is within the reservation boundary. While much of this is privately owned, there is

potential for expanded agricultural production, alternative crops, new irrigation, and wind energy development.

- Marketing County and Our Communities

This is best done through the Glasgow Chamber of Commerce and regionally through your regional tourism organization:

Missouri River Country  
Carla Hunsley, Executive Director  
PO Box 387, Wolf Point, MT 59201  
Phone: 406-653-1319, E-mail: [2mtmrc@nemontel.net](mailto:2mtmrc@nemontel.net)

Another idea is to develop and maintain a well-designed website.

- Grant Writers and Grant Sources

This is a need throughout eastern Montana and all rural areas. A talented grants writer in a community or county is a very valuable asset. This could be a potential job for someone with the desire and training. One option is to approach Nemont or the RECs to see if they can help. Mid-Rivers Telephone Cooperative has one grants writer for southeastern Montana. Grants writing assistance is also available from Great Northern Development Corporation and the Eastern Plains Resource Conservation and Development (RC&D) in Sidney.

- Clean Up Community Decay

This is a concern in all rural communities that are losing population and have a stagnant economy and tax base. City and county ordinances should be reviewed, updated if necessary, and enforced. State CDBG funds can be obtained for demolition and removal of eyesores.

## **HEALTH CARE/SOCIAL SERVICES**

- Psychiatrist, Pediatrician, Home Health Care Nurses, Recruitment of Medical Staff

Form a health care coalition to work on attracting these positions to the community. Work with state officials on this. The FMD Hospital probably already has such a search committee in place, and its valuable role could be expanded.

- Air Ambulance Service – (Hangar and Equipment Upgrade)

This is a tremendous medical service I never knew about. It is deserving of local and regional support. Need to identify possible state and federal funding sources. Recommend Great Northern Development Corporation and U.S. senators/representatives help on this.

- Transportation for Special Needs

Many communities have subsidized transportation vehicles for the elderly and handicapped. Some counties have passed mill levies for senior citizen buses and formed districts. I am not aware of these services being available out in the country.

## **EDUCATION**

- Post-Secondary Education, Workforce Training

This need was expressed many times in the Resource Team Assessment. Glasgow has excellent ties to telecommunications technology through Nemont and Vision Net. An idea is to use the high school as a resource for adult and continuing education. Vision Net sites for ITV classes are available in Frazer, Glasgow, Hinsdale, and Opheim. Ideas might be to form a committee of educators and the public and utilize classes taught on-line by Fort Peck Community College, MSU-Northern, and MSU-Bozeman.

## **JOBS**

- Population Decline, Brain Drain, Lack of Jobs and Lack of Good Paying Jobs

This is an issue facing most rural counties and communities in Montana and the Great Plains. We need a long-range plan to develop jobs by encouraging entrepreneurship, building on our assets, and developing our human and natural resources. New ideas should be supported by a positive community attitude.

## **BUSINESS**

- Retention

Business retention is highly desirable and expansion even so. Businesses needing help should consider asking for advice from professionals, such as lenders and the Great Northern Development Corporation/Small Business Development Center.

- Shop at Home, Promote Local Business

You have an excellent Chamber of Commerce. The chamber and a merchants committee can be a big asset in promoting “Shop at Home” using a variety of techniques, such as promotions, advertising, and education and by developing and maintaining an attractive website.

- Workforce Diversification (Industrial Development)

It would be highly desirable to have industrial development in Valley County to create new jobs and income. Any new ideas/entrepreneurs can receive assistance from the Montana Department

of Commerce, Great Northern Development Corporation/Small Business Development Center, Small Business Innovative Research, Montana Manufacturing Extension Center, and the Eastern Plains RC&D.

## **ST. MARIE**

- A Complex Issue!

This has been a vexing issue for Valley County since the early 1970s and has been the subject of studies by many groups, litigation, and controversy. I am sorry to see the continued deterioration of this immense facility. I am sure there are countless ideas. It could be a set for a movie. The residents there should incorporate as a town, which would make them eligible for state CDBG grants for water and sewer. Contacts are the Montana League of Cities/Towns, Gus Byron at the Montana Department of Commerce, and the City of Colstrip (just incorporated in 2000).

## **FORT PECK DAM AND RESERVOIR**

- Recreation Development

There is no question that future economic growth and jobs lies with recreation development at the lake.

- Multi-Agency Management – FWP, Corps, CMR, etc.

Federal and state lands make up a sizable portion of Valley County. There are 1,335,525 acres of federal land and 208,808 acres of state land, which make up 47.6 percent of the county. It is imperative to work with issues, plans, and funding with these agencies for their support and cooperation.

- Missouri River Flows

This is a national issue that has huge effects on Valley County and its present and future recreation development. A local economic development group, the chamber, recreation groups, and others need to be contacting our state and federal officials. The Corps of Engineers Missouri River Management Plan needs to be monitored.

- Expand Use of Dinosaur Resources

The area should be commended for the development of the Fort Peck Paleontology Center and the jobs and interest it has created. This center needs to seek grants and get a grants writer to locate more funds. There will be future growth as more dinosaurs are discovered and this center becomes recognized nationally.

## AGRICULTURE

- Milk River Irrigation Project Improvements

In Valley County, there are approximately 18,111 acres of irrigated cropland that get their water from the Milk River Irrigation Project. Improvements identified include the Saint Mary irrigation diversion in Glacier County on the upper Saint Mary River. Needed repair on this diversion structure is critical. Approximately \$4 million of the counties annual gross agricultural income per year comes from this land. Local, regional, and state education and support is needed, plus contact with our three federal legislators.

- Ag Diversification/Value Added

Alternative crops can be an asset to increasing farm income. There are many irrigated and dryland crops that are feasible. Assistance is available through MSU-Extension Service and Chet Hill, Value-Added Crop Extension Specialist at the Williston Experiment Station. Grants are available for innovative products through the Montana Growth Through Agriculture program of the Montana Department of Agriculture. Also available are producer grants from AERO and SARE.

Valley County currently has 43,860 acres of irrigated cropland that grow wheat, alfalfa, barley, and a small amount of oats and corn. The Valley County Conservation District holds reserved water rights from the Missouri River and Fort Peck Lake to irrigate new acres. The development of new irrigation/crops can improve the agricultural economy if feasible economically to do so. More information is available through the Valley County Conservation District and assistance is available from the Montana Department of Natural Resources and Conservation.

The Valley County Conservation District has reserved water rights with a priority date of July 1, 1985. The water reservation amounts include 7,668 acre feet to irrigate 3,250 acres below Fort Peck Dam. They also have a water reservation for 92,000 acres feet to irrigate 25,000 acres out of Fort Peck Reservoir. This land is between Fort Peck Dam and Glasgow.

The development of this new irrigated land would double the size of irrigated lands in Valley County. However, project economics (costs) and the value of the crops that will be grown need to be carefully evaluated. Development of new irrigated lands using the water reservations would have significant positive economic impacts to Valley County.

- CRP Effects

Valley County has the third highest amount of CRP land in Montana at 208,735 acres. In 2004, producer payments from USDA-FSA were \$5,938,511. However, by 2007, half of this acreage will expire and, by 2008, 78 percent will be out of this program unless it is renewed. This potential conversion will have many economic effects.

**TRANSPORTATION** (4 for 2 or Highway 2 Improvement, Amtrak, Essential Air Service, and Transportation Costs)

Transportation issues are critical to survival and growth of Valley County due to it's location. Keep fighting for improvements and continuation of your critical transportation resources.

- Customs Inspection Agency – Valley County Airport

This service needs to be restored to the Valley County Airport. It again can be a source of jobs/services. It will take continued efforts with Federal agencies and legislators for their support.

**INFRASTRUCTURE**

- Indoor Pool

A local committee needs to be formed to investigate this need. A lot of planning, public support, and costs are needed. There are sources of grants and funding, and similar projects in this region could be used as an example.

- Valley Event Center Completion

The event center is an impressive grassroots project that will benefit Glasgow, Valley County, and the region. Community centers have a very positive economic benefit to a community. I would be glad to assist this organization in identifying, writing, and seeking grants to complete this project. Not having a grants writer is a concern there, but a well-done plan with costs can be used as a basis for seeking funds from many potential sources.

- Valley County Regional Jail

This concept has been used in Shelby and Glendive. It will create jobs and help local businesses. I recommend the formation of a group to support this project and an extensive public information program is needed. Glendive did this 7 years ago and a mill levy was successfully passed to raise local funds, which were matched by state and federal funders. I recommend a tour of the Glendive facility and meet with the Dawson County Commissioners and others there. The Glendive facility was a very successful project because the need was shown (their jail needed replacement), how it would boost the local economy, safety, and cost and income information. For more information contact Dawson County Commissioners at 377-3562 or Jeff Walters, Dawson County Corrections Facility at 377-7600.

**YOUTH**

- Teen Center

Teen centers can be a great place for kids and in most towns there are unused buildings that can be used or remodeled. These are hard to keep open financially. Another option might be to form a “Boys and Girls Club.” There are some grants for startups. The youth need to be involved in this. Recent “Boys and Girls Club” startups include Glendive and Sidney.

- Skateboard Park

This would be a great asset to Glasgow and would be used a lot. Many of the larger towns in Montana have built these at a high cost usually funded through city or county parks and recreation departments. I recently saw one built in the small town of Watford City, North Dakota (population 2,000) that was very impressive in design and construction. Through local grants and donations, the project cost was \$30,000 versus estimates of \$100,000. It has steel jumps and a concrete base.

I recommend the formation of a local group to pursue this and visit the one in North Dakota. The contact for this park is Jeff Roel, Coordinator, Williston Basin RC&D, Williston, North Dakota (701-774-1382).

## ATTITUDE

- Apathy

Apathy is a common problem everywhere. What local people say and do about their community (their attitude) is more important than all other factors. Even the smallest communities can survive and thrive if residents believe in the future of their community and make the most of their resources. Community pride, vision, leadership, and action will be a vital part of determining Valley County’s future.

## Contact Information

### Organizations

#### **Alternative Energy Resources Organization (AERO)**

432 N. Last Chance Gulch

Helena, MT 59601

Phone: 406-443-7272

Fax: 406-442-9120

E-mail: [aero@aeromt.org](mailto:aero@aeromt.org)

#### **Big Sky Economic Development Authority**

Business Expansion and Retention (BEAR) Program

Linda Beck, Director of Business Outreach and Recruitment

222 North 32<sup>nd</sup> Street, Billings, MT 59101

Phone: 406-256-6871

Fax: 406-256-6877

E-mail: [beck@bigskyeda.org](mailto:beck@bigskyeda.org)

Website: [http://www.bigskyeda.org/Business\\_Development/bearQA.htm](http://www.bigskyeda.org/Business_Development/bearQA.htm)

### Assistance Available

Grants for alternative crops, demonstration projects, education and alternative energy

Business development and expansion assistance

**Dawson County Extension Office**

Bruce Smith, Extension Agent  
207 West Bell, Glendive, MT 59301  
Phone: 406-377-4277 Fax: 406-377-2022  
E-mail: [ACXSB@montana.edu](mailto:ACXSB@montana.edu)

Alternative crops and marketing, co-op development

**NDSU Extension Service**

Chet Hill, Area Extension Specialist  
Value-Added Agriculture  
Williston Research Extension Center  
14120 Highway 2, Williston, ND 58801-8629  
Phone: 701-774-4315 Fax: 701-774-4307  
E-mail: [chill@ndsuest.nodak.edu](mailto:chill@ndsuest.nodak.edu)

Value-added crops assistance and marketing

**Eastern Ag Research Center**

Jerald Bergman, Superintendent  
1501 North Central Avenue, Sidney, MT 59270  
Phone: 406-433-2208 Fax: 406-433-7336  
E-mail: [jbergman@sidney.ars.usda.gov](mailto:jbergman@sidney.ars.usda.gov)

Research and development, alternative crops

**Eastern Plains RC&D**

Mike Carlson, Coordinator  
123 West Main, Sidney, MT 59270  
Phone: 406-433-5024 Fax: 406-433-5306  
[eprcd@midrivers.com](mailto:eprcd@midrivers.com)

Natural resource development; business assistance; grants assistance; federal, state, and local coordination; grant writing & admin

**Great Northern Development Corporation**

Linda Twitchell, Executive Director  
233 Cascade, Wolf Point, MT 59201  
Phone: 406-653-2590 Fax: 406-653-1840

Business and community development assistance for NE Montana, grant writing & admin.

**Great Northern Development Corporation**

Jay Boysun, Sub-Center Director  
Small Business Development Center  
233 Cascade, Wolf Point, MT 59201  
Phone: 406-653-2590 Fax: 406-653-1840

Business development counseling and training

**Innovative Marketing Solutions**

Mandi Heinle, President, Distribution Division  
128 Hathaway Ranch Lane, Hathaway, MT 59333  
Phone: 406-351-9943 Fax: 406-234-1961  
[Mandi@BuyMT.com](mailto:Mandi@BuyMT.com)

Marketing Montana-Made food products

**Mission Mountain Market**

Lora Poirer, Facilities Manager  
PO Box 722, Ronan, Montana 59864  
Phone: 406-676-0676 Fax: 406-676-5902

Food marketing  
cooperative/  
commercial  
kitchen

**Missouri River Country**

Carla Hunsley, Executive Director  
PO Box 387, Wolf Point, MT 59201  
Phone: 406-653-1319  
E-mail: [2mtmrc@nemontel.net](mailto:2mtmrc@nemontel.net)

Regional tourism  
promotion  
assistance

**Montana Community Foundation**

Linda Reed, Executive Director  
101 N. Last Chance Gulch #211, Helena, MT 59601  
Phone: 406-443-8313 Fax: 406-442-0482  
E-mail: [lindareed@mtcf.org](mailto:lindareed@mtcf.org)  
Website: <http://www.mtcf.org>

Community grants  
program

**Montana Department of Agriculture**

Agricultural Marketing & Business Development Bureau  
Angelyn DeYoung, Marketing Specialist  
PO Box 200201, Helena, MT 59620-0201  
Phone: 406-444-2402 Fax: 406-444-9442  
E-mail: [adeyoung@state.mt.us](mailto:adeyoung@state.mt.us)  
Website: <http://www.agr.state.mt.us>

Agricultural  
marketing assistance

**Montana Department of Agriculture**

Matt McKamey, Program Manager  
Growth Through Agriculture Program  
PO Box 200201, Helena, MT 59620-0201  
Phone: 406-444-2402 Fax: 406-444-9442  
E-mail: [mmckamey@state.mt.us](mailto:mmckamey@state.mt.us)

Agricultural grants  
and loans for new Montana  
or expanding  
agricultural  
businesses

**Montana Department of Agriculture**

Brent Poppe, Mike Sullivan, and Sam Antonick  
PO Box 200201, Helena, MT 59620-0201  
Phone: 406-444-2402

Agricultural  
promotion and  
assistance

**Montana Department of Commerce**

Tod Kasten, Regional Development Officer  
PO Box 520, Circle, MT 59215-0520  
Phone: 406-485-3374 Fax: 406-485-3376  
E-mail: [kranches@midrivers.com](mailto:kranches@midrivers.com)

State economic  
development  
assistance for many  
types of projects  
and businesses

Serving: Valley, Daniels, Sheridan, Roosevelt, McCone, Richland, Dawson, Prairie, Wibaux, Fallon, Carter, Powder River, Custer, Treasure, Rosebud, and Garfield counties

**Montana Department of Commerce**  
Linda Brander, Program Manager  
Small Business Innovation Research Outreach Program  
PO Box 200505, Helena, MT 59620-0505  
Phone: 406-841-2749 Fax: 406-841-2728  
[lbrander@state.mt.us](mailto:lbrander@state.mt.us)

SBIR grants for  
new inventions,  
products, and  
marketing

**Montana Department of Commerce**  
Connie Onstad, Program Manager  
Community Development Block Grant – HOME Program  
PO Box 200545, Helena, MT 59620-0545  
Phone: 406-841-2819  
E-mail: [constad@state.mt.us](mailto:constad@state.mt.us)  
Website: <http://www.commerce.state.mt.us>

State HOME grants  
and loans

**Montana Department of Commerce**  
Gus Byrom, Program Manager  
CDBG for Public Facilities and Housing  
PO Box 200501, Helena, MT 59620-0501  
Phone: 406-841-2777  
E-mail: [gbyrom@state.mt.us](mailto:gbyrom@state.mt.us)

Public facilities/  
housing grants and  
loans for  
infrastructure

**Montana Department of Commerce**  
Jim Edgcomb, Program Manager  
Treasure State Endowment Program  
PO Box 200501, Helena, MT 59620  
Phone: 406-841-2785 Fax: 406-841-2771  
E-mail: [jedgcomb@state.mt.us](mailto:jedgcomb@state.mt.us)

State grants/loan  
program for  
community needs

**Montana Department of Natural Resources and Conservation**  
John Tubbs, Bureau Chief  
Resource Development Bureau  
PO Box 201601, Helena, MT 59620-1601  
E-mail: [jtubbs@state.mt.us](mailto:jtubbs@state.mt.us)  
Website: <http://www.dnrc.state.mt.us>

State renewable  
resource grants/loans  
(ag related)

**Montana Department of Transportation**  
Mike Davis, CTEP Coordinator  
Community Transportation Enhancement Program  
PO Box 201001, Helena, MT 59620-1001  
Phone: 406-444-4383  
E-mail: [mdavis@state.mt.us](mailto:mdavis@state.mt.us)  
Website: <http://www.mdt.state.mt.us/planning/ctep/>

Grants for  
transportation  
infrastructure

**Montana League of Cities and Towns**

Information on

PO Box 1704, Helena, MT 59624  
Phone: 406-442-8769  
Fax: 406-442-9231

funding sources for  
communities

**Montana Jobs Network**

Contact: Julie Foster  
4655 Watt Lane, Stevensville, MT 59870  
Phone: 406-777-7185  
E-mail: [jmfoster@montana-jobs.net](mailto:jmfoster@montana-jobs.net)  
Website: <http://www.comehomemontana.org>

Come Home Montana  
Project!

**MSU/Montana Manufacturing Extension Center**

Al Deibert, Field Engineer  
PO Box 173800, Bozeman, MT 59717-3800  
Phone: 406-994-7732 Fax: 406-994-3391  
E-mail: [AlDeibert@coe.montana.edu](mailto:AlDeibert@coe.montana.edu)  
Website: <http://www.mtmanufacturingcenter.com>

Engineering  
assistance for  
businesses and  
manufacturing

**Montana World Trade Center**

Fraser McLeay  
Gallagher Business Building #257, Missoula, MT 59812  
Phone: 406-243-6892  
E-mail: [fraser@mwtc.org](mailto:fraser@mwtc.org)  
Website: <http://www.mwtc.org>

World trade/  
marketing assistance

**National Trust for Historic Preservation**

Mountain/Plains Regional Office  
Main Street Program  
910 16<sup>th</sup> Street, Suite 1100, Denver, CO 80202  
Phone: 303-623-1504 Fax: 303-623-1508  
Website: <http://www.nationaltrust.org>

Grants for historic  
preservation

**Travel Montana**

Montana Department of Commerce  
Victor Bjornberg, Tourism Development Coordinator  
PO Box 200533, Helena, MT 59620-0533  
Phone: 406-841-2795 Fax: 406-841-2871  
E-mail: [vbjornberg@state.mt.us](mailto:vbjornberg@state.mt.us)

Tourism infra-  
structure investments  
grants program (TIIP)

**USDA-Rural Development**

Bill Barr, Cooperative Specialist  
Rural Business-Cooperative Service  
PO Box 850, Bozeman, MT 59771  
Phone: 406-585-2545 Fax: 406-585-2565  
E-mail: [Bill.Barr@mt.usda.gov](mailto:Bill.Barr@mt.usda.gov)  
Website: <http://www.rurdev.usda.gov/mt>

Financial & technical  
assistance for rural  
businesses and  
cooperative  
development

**USDA-Rural Development**

John Guthmiller, Program Director  
Rural Business-Cooperative Service  
PO Box 850, Bozeman, MT 59772  
Phone: 406-585-2549  
E-mail: [John.Guthmiller@mt.usda.gov](mailto:John.Guthmiller@mt.usda.gov)

Program info and technical assistance for water & sewer projects, community infrastructure, and grant/loan programs

**USDA-Rural Development**

Mitch Copp, Program Director  
Rural Utilities Service  
PO Box 850, Bozeman, MT 59771  
Phone: 406-585-2520  
E-mail: [Mitchel.Copp@mt.usda.gov](mailto:Mitchel.Copp@mt.usda.gov)

Community facilities loan/grant program & rural infrastructure programs

**Economic Development Administration**

John Rogers, Regional Director  
PO Box 578, Helena, MT 59601  
Phone: 406-449-5380 Fax: 406-449-5381  
E-mail: [Edrmteda@aol.com](mailto:Edrmteda@aol.com)  
Website: <http://www.doc.gov/eda/>

Federal economic development project grants through an EDD such as Great Northern Development Corporation

**Gloria O'Rourke**  
**Montana Economic Developers Association**  
**Montana Economic Development Services**  
**118 E. Seventh St.; Suite 2A**  
**Anaconda, MT 59711**  
**Ph: 406.563.5259 Fx: 406.563.5476**  
**Email: [gloria@medamembers.org](mailto:gloria@medamembers.org)**  
**Web: <http://www.medamembers.org>**

When I was in Junior High school, a new girl came to town. She was from Glasgow. All we heard about was how wonderful everything was in Glasgow, how she longed to return to Glasgow, and that she would always remain a Glasgow Scottie. Ever since that time, I have been curious about the community of Glasgow and just what made it so special.

Junior High was a long time ago for me, and Glasgow has gone through several transitions since 1970. But I was still able to see and understand what my friend found so wonderful about Glasgow. In spite of the population loss and current challenges, you have a thriving community, full to the brim with potential and opportunity. Best of all, you have a community of caring and passionate people that want to see Glasgow be all that it can be.

Special thanks to The Erickson's for opening their home to the team. Your Glasgow hospitality set the stage and tone for the rest of the assessment.

As Joanne, Myrt, Mark and Mike have already contributed great information and resources for your use, I will simply fill in some blanks with my comments and resources below.

## **MAIN TOPIC: COUNTY WIDE ISSUES**

### **Issue: Mosquito Control District**

The pesky mosquito was a discussion item in several listening sessions. There has been talk of forming a Mosquito Control District in the Glasgow area.

#### **Recommendations:**

Continue to support your local agency and government efforts to form a Mosquito Control District. While the mosquito is small, complications such as West Nile Virus and an irritant to tourists can cause big problems.

Take note of the Montana Code Annotated (2003) regarding forming a district.

Montana Code Annotated 2003

**7-22-2403. Petition to create mosquito control district -- hearing required.** (1) When a petition, signed by at least 25% of the qualified electors of the proposed district or 25% of the owners of any property within the boundaries whose names appear as property owners on the last-completed assessment roll of the county in which the proposed district is situated, is presented to the board of

commissioners of the county asking for the creation of a mosquito control district, the commissioners shall set a day for a hearing on the petition and order notice of the hearing to be given to all persons interested.

(2) The commissioners by resolution shall fix a time for a hearing on the petition at not less than 2 or more than 4 weeks from the time of presentation of the petition unless additional time is needed to prepare a survey and study as authorized by this subsection. Before setting a time for a hearing, the commissioners may cause a survey and study of the area sought to be included in the district to be made by competent personnel and may submit a report of the study to the department of public health and human services for its review and recommendations.

I strongly encourage you to contact MSU Extension – Entomology Department for guidance as well. Extension-Entomology recently hosted workshops to help communities deal with mosquito issues.

**Resources:**

Department of Entomology, Montana  
State University, Bozeman, MT 59717;  
phone: (406) 994-3860  
FAX: (406) 994-6026  
Web: <http://www.scarab.msu.montana.edu/index.html>

**Issue: Review Political System (10 year review period)**

**Issue: Valley County Regional Jail**

**Recommendations:**

Several people mentioned the need for Glasgow and other areas in Valley County to take a close look at the current political system. The need for a Valley County Regional Jail was also brought up. In my opinion, those that are interested in addressing these issues need to start an educational campaign. State the issues clearly, from all possible viewpoints, and let the voter decide what he/she feels is best for Valley County. Voters are usually willing to take the time to read a brief article or fact sheet that provides unbiased information. The key is to provide answers for the questions in the voters mind: What are the benefits of keeping in place our current system? What are the benefits to changing our system? What does the current system cost? What will a change in government cost?

The same should be applied to the county jail issue. Anaconda formed a task force to investigate all possible angles and options of a new jail issue. Have answers ready to the following questions: Why should we build/create a county jail? (Explain/describe current conditions, short and long term consequences.) What if we do not? (Explain short and long term consequences.) What other options exist and what do the other options cost?

Anaconda recently opened a brand new jail. I believe the reason for this success was due to the following:

- a. A dedicated taskforce that searched for all possible angles and answers
- b. Individuals took the information to the community – made presentations to Rotary, Lions Club, etc.
- c. After hearing all of the options, both legal and financial, the voters decided what they would support.

**Resources:**

Anaconda Jail Taskforce  
Mike O'Rourke  
118 E. Seventh St.; Suite 1D  
Anaconda, MT 59711  
Ph: 406.563.9178  
Email: [morourke52@aol.com](mailto:morourke52@aol.com)

**Issue: Leadership**

It is the wise community that keeps an eye on its leadership capacity – ever watching for those that can and will step up to a leadership challenge. More individuals would rise to the challenge if training and mentoring were available along the way.

**Recommendations**

The Montana Cooperative Development Center has an excellent leadership workshop for strengthening local boards. Some of the topics are: Board organization, Director's responsibilities, care, loyalty and obedience, authority and accountability, making policy, making sure the work gets done, planning for the future, when issues arise, directing management for desired results, who controls what, finances, checking without meddling, etc.

Havre Chamber of Commerce has an awesome leadership program – starting with youth to adults. Craig Erickson of Bear Paw Development could tell you all about it.

**Resource:**

Ty Duncan, Cheryl MacArthur  
Montana Cooperative Development Center  
P.O. Box 3027  
Great Falls, MT 59403  
Ph: 406.268.2644  
Email available soon (recently moved to Great Falls)  
<http://www.mcdc.coop>

Craig Erickson  
Bear Paw Development Corp.  
P.O. Box 170  
Havre, MT 59501  
Ph: 406.265.9226  
Email: [cerickson@bearpaw.org](mailto:cerickson@bearpaw.org)

**MAIN ISSUE: HEALTH CARE/SOCIAL SERVICES****Issue: Need for Psychiatrist and Pediatrician**

**Recommendations:**

A few thoughts on recruiting and/or accessing the services of a Psychiatrist or Pediatrician:

- a. Coordinate with Indian Health Services or a similar organization affiliated with the Ft. Peck Tribe. Surely by combining resources these needs can be met. Pastor Bruce said he was interested in improving communication between the Indian and local community.
- b. Recruit professionals by using Come Home Montana (see Mark Campbell’s report for a full description of Come Home Montana) and the Montana Jobs Network. Talk with Julie Foster about both of these options.

**Resources:**

Julie Foster, MJN and Come Home Montana  
 4655 Watt Lane  
 Stevensville, MT 59870  
 Ph: 406.777.7185  
 Email: [jmfoster@montana-jobs.net](mailto:jmfoster@montana-jobs.net)

Pastor Bruce  
 P.O. Box 327  
 Nashua, MT 59248  
 Ph: 406.746.3232  
 Email: [plmcrazy@nemontel.net](mailto:plmcrazy@nemontel.net)

**Issue: Air Ambulance Service – hangar and equipment upgrade**

**Recommendations:**

The organization listed below is a resource for addressing all kinds of community transportation needs. The Community Transportation Development Fund provides low-interest loans up to \$150,000 to improve or expand transit programs in rural areas. Private carriers, nonprofits, public agencies and community organizations are eligible for the program.

Loans may be used to:

- acquire vehicles and provide operating expenses;
- purchase land for transit facilities;
- finance terminals, transit offices or maintenance facilities;
- acquire communications equipment; or , start up innovative entrepreneurial projects such as owner-operator systems.

These loans are intended to assist projects in rural areas with populations of 25,000 or less whose managers do not have access to conventional financing.

Primary Contact:  
 Mr. Patrick Kellogg, Assistant Director  
 1341 G Street, NW  
 Suite 600  
 Washington, DC  
 20005

Phone: 202-628-1480  
Fax: 202-737-9197  
Email: [kellogg@ctaa.org](mailto:kellogg@ctaa.org)  
Url: <http://www.ctaa.org/ntrc/usda/projects/>

**Issue: Transportation for Special Needs**

There are two grant programs that could be applicable to Glasgow’s needs. The grants, one Federal and one State, compliment each other beautifully. The Federal grant provides equipment only while the State grant provides operational funding.

The Federal Grant, referred to as Section 5310 program, provides funds for strictly capital assistance, i.e., purchasing a vehicle for the elderly and disabled. For example, a Senior Citizen Center could apply each year for capital assistance – funded at an 80% federal 20% local match. A group can apply for a bus, van, whatever the transportation need may be.

The 2001 Legislature voted in a new state transit program called TRANSADE – which stands for Transportation Assistance for the Disabled and Elderly. This program provides operating assistance in the form of state money to agencies that are providing services for the elderly and disabled. A community/county now has the option of applying for Federal funds for equipment and for state funds for operating costs of that equipment.

The vehicle could be used to transport youth or non-elderly or non-disabled passengers if additional seats are available. You must first make sure to give preference to serving the elderly and disabled.

MT Department of Transportation holds grant application workshops in the fall – usually in October. Applications are usually due in February. Notice of the workshops is sent to every Senior Citizen Center in the state – or just call David Jacobs to get placed on the mailing list.

**Resource:**

David Jacobs  
Montana Department of Transportation  
2701 Prospect Ave.  
P.O. Box 201001  
Helena, MT 59620-1001  
ph: 406/444-6120  
fax: 406/444-7671  
E-Mail: [dajacobs@state.mt.us](mailto:dajacobs@state.mt.us)

Tod Schoenrock  
Community Transportation Association of America  
1341 G St NW, 10th Floor, Washington DC 20005  
Phone Tod: 202.624.1736  
Email: [schoenrock@ctaa.org](mailto:schoenrock@ctaa.org)  
Fax: 202.737.9197

Web: <http://www.ctaa.org>

Montana Transit Association  
President Steve Earle  
406.543.8386  
[Searle@mountainline.com](mailto:Searle@mountainline.com)

## **MAIN TOPIC: BUSINESS**

### **Issue: Business Retention – keeping what you have!**

#### **Recommendation:**

It is obvious that Glasgow needs to focus on retaining the businesses it currently has. We all know that it is easier to grow a current business than to recruit a new one.

Consider the following article by Del Birch of Business Retention Technologies <http://www.brt-inc.org/index.html>

#### **12 Essential Steps for Jumpstarting the Business Retention Process**

Creating an effective, sustainable business retention program *looks* easy on paper. Actually implementing it is *easier said than done*. Providing an ongoing retention program that delivers value to your community is a significant accomplishment and a major competitive advantage for your community.

*Here are 12 essential steps that economic development and community leaders can take to create an effective program sustainable over the long term.*

Again, we offer a note of caution: these steps only look easy on paper. Creating and then maintaining an ongoing retention program is not easy. Here's another caveat: this is not an *a la carte* line where steps can be taken – or missed – at will. Building an effective, **sustainable retention program is a systematic** process. Each step in the process is critical and essential.

There's no question that retention takes a substantial investment in time, energy and willpower. While the investment is high, the potential return on investment is equally high – keeping wealth and job creating companies in your community and growing job opportunities for area residents.

Remember what every private sector company already knows: *satisfied customers* – your community's employers – *typically don't leave*.

#### **Step #1 Recognize the value of retaining existing businesses.**

Attraction or retention? Consider that up to 80% of job growth in any community is generated by firms already located in the community.<sup>1</sup>Can you really afford to ignore the customers – your community's existing employers – that you already have?

#### **Step #2 Generate a commitment from key service providers. Build the team.**

Retention requires a team of dedicated service providers who are ready (and willing) to respond to customer needs identified through the interview or outreach process. Don't bother with outreach without a strong, committed, dedicated team in place. And, don't expect the team to coalesce immediately. Team-building takes time so start early.

**Step#3 Focus on a common objective: job growth through retention and expansion of existing businesses.**

The objective is simple: create more jobs at existing firms. How is this done? First, use outreach to build relationships and identify the firm's needs. Second, deliver required services efficiently, enhancing the firm's bottom line. Third, maintain open lines of communications with CEOs to ensure that they are happy and satisfied.

**Step #4 Target specific business segments yielding the highest return on investment.**

Economic development organizations have limited budgets, staffs and time. It makes sense to target limited resources to those firms that have the highest propensity to create jobs and wealth. Retention is Darwinistic. Focus limited resources on winners, not losers.

**Step #5 Create an efficient team communications network.**

Winning teams know each player's strengths and weaknesses. Winning teams communicate efficiently. Today, winning teams in business use technology and email to communicate quickly and efficiently.

**Step #6 Initiate customer outreach**

Why talk to your community's business owners? You want to accomplish specific goals: 1) learn more about the companies that employ area residents; 2) identify the needs of the company and then deliver those services efficiently; 3) learn what business owners like and dislike about the business climate in your community and state; and, 4) use this knowledge and intelligence to constantly improve service delivery and the business climate.

**Step #7 Create a useable, accessible, dynamic customer database.**

Empower your team to efficiently meet the needs of businesses by giving them the data, knowledge and intelligence gathered through outreach. Databases are useless unless they are used. Allow service providers on the local retention team to access company profiles and satisfy customer needs faster, smarter and better.

**Step #8 Respond to customer needs consistently and promptly.**

Train your team to respond to pre-qualified company needs quickly. The service provider receiving a referral should contact the CEO within 24 to 48 hours for a follow-up meeting. This demonstrates to the CEO that the local economic development team understands the real time constraints that the firm faces in today's dynamic business environment.

**Step #9 Use the database to anticipate needs.**

The data from your outreach effort is current, accurate and highly specific to your community and region. Analyze it for opportunities to add services, improve existing services, and identify programs and policies that can make your community and state more competitive. You're gathering relevant, accurate information from your business owners so use it!

### **Step #10 Measure customer satisfaction.**

Adopt another technique from the private sector: call companies requesting assistance and ask if they were happy with the assistance provided to them. Follow-up with the customer to ensure customer satisfaction. This strengthens the customer relationship and provides valuable feedback about the quality of programs and service delivery.

### **Step #11 Make necessary changes to increase customer satisfaction.**

Follow-up with the customer provides a good checks and balances for the team. It identifies those service providers who are doing a superior job – and those who are not. Use this information to strengthen the team and replace non-performers with service providers totally committed to superior customer satisfaction. Customer follow-up can identify opportunities to improve program. Use this feedback to make programs more user-friendly.

### **Step #12 Constantly strengthen the team to benefit the customer.**

Once you have a team in place, use it to benefit the customer. Tap the expertise of your multi-organization team as an informal economic/community development “think tank.” Analyze gaps in resources and programs. Create and/or suggest new programs or program enhancements. Respond to recurring problems or opportunities. And, always remember: *satisfied customers typically don't leave.*

### **Issue: Shop at Home**

Simply put, education can be the key to improving local support for your local businesses. Put up signs or fliers with the statistics of just what it costs locals to drive out of town for “bargains.” The information below was provided by Al Jones, SouthCentral Regional Development Officer for Montana Department of Commerce.

Al writes: “ Most folks barely account for the cost of gas when they drive 100 miles to shop at big box stores, grocers, etc. and this mileage cost from AAA assumes THEIR TIME IS WORTH NOTHING. In other words, that they're unemployed, pay no one for timesaving services like day care or lawn mowing, and that they'd just be home watching TV during the hours spent driving. So by running to the distant stores 1x-4x a month, in most cases the shopper is actually reducing their purchasing power while also wasting a day in the process.

Take AAA's current numbers, i.e. .501 cents a mile and multiply that by the actual mileage to the 1-2 primary shopping destinations of your town, (don't forget to figure it as a round trip.)

60 mile jaunt = 120 miles @ .501= \$60 cost so if they really saved 20% shopping there on everything (very unlikely), they have to buy \$300 worth of stuff or about a full week's after tax wages for the average Montanan. Just a thought, since penny-pinchers tend to be penny-wise, pound-foolish. It's also why the large discount stores have far higher net profit rates than average retail stores (see [www.chainstoreage.com](http://www.chainstoreage.com) for the breakdown by store type.)”

**Recommendation:** Take the AAA driving cost per mile, multiply that with the roundtrip mileage to the retail centers your shoppers regularly drive to "to save big money" and then show the math, perhaps on billboards on the way out of town.

**Resource:**

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

**MAIN TOPIC: FT. PECK DAM AND RESERVOIR**

**Issue: Expand use of dinosaur resources**

**Recommendation:**

Al Jones, South Central Montana Regional Development Officer for Montana Department of Commerce, recently shared the following regarding expansion of dino resources: “If we turn the focus to dinosaur digs, fossil searches by walking around/horseback, etc. so it's bounded by where the fossils are, not where we've happened to have a place to display them and also adding discovery, mystery, adventure (more Roy Chapman Andrews and Jack Horner, less Smithsonian & Yale Museum)...it makes it far more flexible, within the reach of nearly any community, fit private ownership of sites, offer high value guiding opportunities instead of just volunteer docent positions, and could be put together pretty quickly since Malta already does it, Baker's developing that way, etc.”

**Resources:**

Al Jones has many more ideas and suggestions on this topic.

Al Jones, MDOC/RDO

2004 Miles Ave.

Billings, MT 59102

Ph: 406.655-1696

Email: [aljonesrdo@bresnan.net](mailto:aljonesrdo@bresnan.net)

**Issue: Multi Agency Management**

When it comes to working with multiple agencies, whether federal, state or local, you have the best of the best in Larry Mires.

**Recommendation:**

If Valley County/Glasgow needs some extra clout in dealing with upper level agencies, Montana Economic Developers Association is now contracting with Tony Preite to serve as a Federal Liaison for projects. Larry Mires serves on the MEDA board and could request assistance from Tony to encourage a positive federal response for this project.

**Resource:**

MEDA

<http://www.medamembers.org>

Phone: 406.563.5259

Email: [gloria@medamembers.org](mailto:gloria@medamembers.org)

**MAIN TOPIC: AGRICULTURE**

**Issue: Ag Diversification/Value Added**

I have two suggestions for you. Contact the Montana Department of Agriculture and review the numerous studies that have been done by the Growth Through Agriculture program over the last 15 years. Many of these studies provide valuable information and opportunities for those interested in adding value to their products.

- Second, MSU Extension has an interesting video regarding Value Added products and ideas. The video is available through Extension Publications and can be ordered through your local extension office or their website. The cost is \$24.95 for the video – it includes many ideas and resources. Contact your local Extension Agent for details. 406.228.8221.

**Resource :**

Growth Through Agriculture  
Matt McKamey  
P.O. Box 200201  
Helena, MT 59620-0201  
Ph: 406.444.2402  
Email: mmckamey@state.mt.us

**MAIN TOPIC: TRANSPORTATION**

See transportation information under Health Care

**MAIN TOPIC: INFRASTRUCTURE****Issue: Indoor Pool****Recommendation:**

Polson, Montana, is working on a very large pool project – an aquatics center, actually. But I suggest you contact the coordinator and pick her brain for ideas and solutions to funding even a small pool project/expansion. Polson has struggled for 20 years to get this project rolling – and Tana Seeley is finally making it happen!

**Resources:**

Tana Seeley, Mission Valley Aquatics mvaquatics@compuplus.net

**MAIN TOPIC: YOUTH****Issue: Underage drinking and drug use prevention**

**Recommendation:** For underage drinking/drugs prevention, visit the excellent Youth Change website at <http://www.youthchg.com>. It is “Your Problem-Kid Problem-Solver.” In addition, to

support and encourage more work to be done in the Glasgow area on prevention, the following was taken from a government website:

- Substance abuse prevention programs reduce rates of substance use
- Youth already using cigarettes, alcohol, and marijuana significantly reduced their use of substances after joining a prevention program
- Gender plays an important role in risk, protection, and substance use
- Family, peers, school, and community can all protect against substance use
- Science-based program components produce consistent and lasting reductions in substance use

To summarize: Communities with more opportunities for participation in prevention programs positively impact substance use by youth. More information is available at <http://www.health.org/govpubs/FO36/overview.asp>

Finally, the National Governors Association has compiled “best practices” information on dealing with the issue of substance abuse. Strategies other states are using to combat this problem include:

- Coordinating stakeholder resources to create and sustain effective substance-abuse policies;
- Building public awareness about the chronic nature of chemical dependency and the *societal* benefits of treatment;
- Implementing cost-effective programs to prevent, reduce, or minimize the incidence of drug and alcohol abuse and its negative consequences;
- Encouraging private insurers to offer adequate coverage for treatment of chemical dependency;
- Leveraging federal funds to expand coverage for substance-abuse treatment services; and
- Requiring effective and sustainable treatment alternatives as part of sentencing for chemically dependent offenders.

Visit: [http://www.nga.org/center/divisions/1,1188,C\\_ISSUE\\_BRIEF^D\\_4479,00.html](http://www.nga.org/center/divisions/1,1188,C_ISSUE_BRIEF^D_4479,00.html)

### **Issue: Youth Center**

Nothing builds school/community spirit like a project – a project that involves youngsters as well as oldsters.

### **Recommendations:**

A youth center appears to be a difficult project because the facility must be appealing to teens, affordable, somewhat supervised and attract a healthy mix of the entire youth population – ranging from school athletes, intellectuals, privileged as well as the underprivileged student. In

my search for answers, I came across a wonderful website sponsored by the National Youth Employment Coalition. NYEC is a non-partisan national organization dedicated to promoting policies and initiatives that help youth succeed in becoming lifelong learners, productive workers and self-sufficient citizens. The program has a special section called “Youth Zone” and gives practical advice and examples of youth center projects: “Whether you have a youth center, are planning to start one or want ideas on how to enhance your employment program to effectively engage youth, check out the resources on this page for examples of programs already out there, resources for planning and information on how to serve youth.” Visit the website at <http://www.nyec.org/Jettcon2001/designguide.htm> and receive information on:

[Examples of Youth Centers/Programs](#)

[Examples of Programs Using Technology Tools for Planning](#)

[Tools for Assessment and Improvement](#)

[Resources on Youth Development](#)

[Resources on Afterschool/Out-of-School Programming](#)

[Tools for Planning](#)

[Tools for Assessment & Improvement](#)

[Resources on Youth Development](#)

[Resources on Afterschool/Out-of-School Programming](#)

## **MAIN TOPIC: ATTITUDE**

### **Issue: Apathy**

Apathy is defined as “lack of emotion, motivation, lack of concern; indifference.” It has also been defined as “a slow sapping of civic spirit, which shows itself through listlessness, defeatism and self doubt.” A community simply cannot thrive and survive with a heart of apathy.

In my research, I learned that apathy often comes about due to a lack of process, not lack of attitude. People often care about their community, but they don’t know how to participate. (See #3 below.)

### **Recommendations:**

1. Defeat the defeatism. You must not sit back and observe/allow things to happen to you. You DO have a say, you DO have a voice, and with patience, change can begin to happen.
2. Know your enemy. Most people, if properly approached and given direction are willing to help their community, but be aware that you have some natural enemies. These days, time is of the essence – people have prioritized family time, time with the television, sports, eating out, or working late. Be aware of cynics who play the role of “gloom and doom” in a community. Be prepared to say over and over “Let’s try.” Some individuals may openly oppose any effort for change. All you can do is try to understand their objections, work with them as much as possible, and go on.
3. Become a learning community – a community willing to risk failure to find the best way. Be willing to try new approaches, take on a new project, review what works/doesn’t work and apply the lessons learned to the next project. Some experts call this the gardening approach:

Planting – talk about your issue. Call attention to the issue, be descriptive, unfocused, and simply discuss a problem that you feel should be dealt with. This is not just complaining, but reaching out to others. Learn how other communities solved a similar problem. Find five to seven people that you feel you can count on to begin to address the issue. Remember – you don't have all the answers at this point, but are confident a solution can be found. Consensus to finding solutions will take place in the “blossoming” step below.

Cultivating – as interest builds, don't rush things. Thoroughly investigate an issue before taking a major first step. Put together a steering committee, talk and write about the issue, get public opinion and input, perhaps conduct a survey to begin intensive planning. Realize that objections and doubts will now be raised such as, “who is going to do all this work?” or “where will the money come from?” and the famous “we have tried this before and it didn't work”. To replace the defeatism, have short answers prepared as to why your community can – and should – address this issue. Do visit public officials, non-profits, business leaders, etc., to see where they stand on the issue. Ask advice – but it is too early to push for a commitment. As you visit, ask about possible resources. Have a plan in place to put-to-work new volunteers. Now is the time to create your volunteer database.

Blossoming – this would involve a big event or series of events. The purpose is to set the stage for excitement, commitment and direction. To avoid appearing manipulative or “pushy” – thoroughly complete the Cultivating step before moving on to Blossoming. To hold a successful “blossoming” event, think about what other community events have proven successful in the past. Perhaps it was a community dinner, a town meeting, an outdoor get-together. It is not so important as to having a large number turn out, but that there is a good cross-section of the community present. The event must conclude with consensus and commitment. Remember that a solution may be found to the issue that you had not thought of...keep an open mind.

Harvesting – be ready to run with success. Usually a successful event will reveal new volunteers. Plan ahead as to how you will welcome and put-to-work these individuals. The more people you can offer meaningful roles to, the faster and farther enthusiasm will spread. Put people in their right “slot” – matching their ability with a portion of the project. Remain enthusiastic – and enthusiasm will continue to grow.

4. Keep the momentum going: divide big goals into smaller ones – and celebrate success along the way; be sure to broadcast your successes – don't let people forget what has been accomplished; reward or acknowledge your volunteers; keep attention focused on the problem AND the solution.

**Resources:**

Utilize the upcoming Glasgow Resource Team Assessment prioritizing town meeting to identify the issues on which Lincoln needs to go to work. Contact Larry Mires for date, time and location.

Review additional ideas and strategies at <http://www.civic-strategies.com>

Subscribe to a free monthly newsletter: <http://www.volunteerpower.com>

**Issue: Tolerance of Cultural Diversity**

**Recommendation:**

Perhaps on a yearly basis, a day could be set aside to focus on the unique cultural makeup of the Glasgow/Valley County area. To begin, I would strongly recommend involvement of Larry Keown, of LDK Associates, located in Sheridan, Wyoming. Larry is well known for his work with the Medicine Wheel project and has worked extensively on Indian and other cultural issues around the country. Larry has presented his workshop series titled: *"Developing Effective Working Relationships With Indian Tribes and Organizations"* in Montana and other states as

well. I have no doubt Larry's efforts for tribal, city, and cultural relations issues would serve the area well.

Also, Pastor Bruce (I am sorry I did not get his last name!) said he is interested in serving as a contact to improve communications between the Indian and local community.

**Resource:**

Larry Keown  
LDK Associates  
P.O. Box 7095  
Sheridan, WY 82801  
Phone/Fax: 307-673-4838  
[www.ldkassociates.com](http://www.ldkassociates.com)

Bruce (a minister)  
P.O. Box 327  
Nashua, MT 59248  
Ph: 406.746.3232 cell: 230.0415  
Email: [pllmcrazy@nemontel.net](mailto:pllmcrazy@nemontel.net)

**GLASGOW/VALLEY COUNTY RESOURCE TEAM ASSESSMENT  
FEBRUARY 23 – 24, 2004**

**Note: These were comments made by the people of Valley County regarding Problems and Challenges in their communities.**

**PROBLEMS AND CHALLENGES – Local Government, State/Fed**

Population decrease  
Retaining young people  
Lack of jobs  
Need a new jail  
Need employment opportunities  
No curb appeal when entering the city  
Housing  
Need Industry  
Availability of business funding  
Keep Ag viable in the county  
Employee retention  
Aging population  
Youth lack pride of community  
Losing State funding tied to population  
Outsiders purchasing land  
Land taken out of production  
Decline in economy  
Lack of funding for programs  
Lack of services

**PROBLEMS AND CHALLENGES – AG COMMUNITY**

Keep local rural schools open  
Losing young talents – nothing for educated youth to come home too  
CRP – doesn't help young people get started in ag  
Commodity prices  
Declining school population  
Ditto, ditto, ditto  
Providing capital for business ventures  
Need more jobs that people can have good wages  
Spouses need a place to work  
Freight/transportation cost  
Lack of diversity – need more than government jobs, hospital and schools  
Instability for irrigation water  
CMR – appear to be anti-livestock  
Federal lands impact  
Isolation (can be a strength, too)  
Transportation costs for products – need to add value before shipping

Farm and rancher education  
Conflict with irrigation contracts?  
Attitude – hard to hold on to positive attitude  
Inadequate infrastructure to take care of aging population – need more housing/medical facilities  
CRP leaves our ag untapped  
Chain businesses in town do not provide local funds as much as locally owned

### **PROBLEMS AND CHALLENGES – FINANCE, BANKS, INSURANCE**

Lack of diversification for income producing industry  
Depopulation  
Service industries suffering  
No industry that really generates income  
Mobile society – hurts or local businesses  
Shopping/financing on the internet  
People choose to live here for recreation, sports, hunting, fishing – don't like a lot of people. This attitude prevents new ideas and new people.  
Salaried individuals are not local shoppers.  
Lack of diversification – railroad, government, bring money in but does not create new wealth – can also be unstable at times via government policy changes, staff changes, etc.  
Aging population – not enough jobs for youths to stay – so needs of community are changing.  
Declining tax base  
Better coordination of resources and talents  
Better funding of economic development  
CRP has hurt us over the last 15 years  
Cold winters – people are often from here!  
Leadership – more and more is getting put on fewer people  
Commitment to buy real estate is a risk  
Remoteness – harder to attract new businesses  
Technology – will continue to be an employment displacer  
Lack of venture capital –  
Moderate income housing  
Size of our workforce- too small to bring in large manufacturer

### **PROBLEMS AND CHALLENGES - EDUCATORS**

Declining enrollment, declining funds  
Nothing industry-wise coming in here  
Not enough to keep our young people here  
Brain drain – small percentage of kids ever come back here to live  
Population increase we do see, the families and children have special needs  
CRP caused a huge exodus of people  
Ditto  
Small farmers can't afford to keep going  
Shipping is really killing farmers right now  
Business growth – tax structure is a big problem  
High property taxes  
Environmentalists – need to allow responsible development  
Distances between towns and to larger cities in the state

Not enough for kids to do outside of the school

#### **PROBLEMS AND CHALLENGES – COUNTY RESIDENTS**

##### **St. Marie**

Developers that don't develop

Get a developer that knows what they are doing

Ditto – developers that have not developed – things not done in six to seven years

Straighten out what other developers have done – must be first

Mismanagement – housing was stolen that was of value

Need money! Need cooperation!

Workable plan to direct us forward – sins of the father; sons held accountable

Financing – to put St. Marie's back on its feet

Create a different market so that people will come to St. Marie

People aren't aware of what a great community this is

We need to see the big picture! – Think big to fit the problems of St. Marie.

Need proper management

##### **Ft. Peck**

Ag area influenced by air force base that is now defunct

No unity of direction within the county to satisfy economics – need county to take direction

##### **Nashua**

Need support and backing from Glasgow businesses and the Glasgow chamber

Some people don't feel welcome in Glasgow

We all have to work as a Valley County unit.

Population decline

Flooding and mosquitoes

Lack of small industry

Aging population

In general:

Lack of industry

Losing our young people

Hard to get money in and industry in – it has always been hard, it seems

Challenge is to how to stay here and exist

#### **PROBLEMS AND CHALLENGES – CHAMBER OF COMMERCE**

Accessibility – highway 2 issues

Farm, ranch, small business people moving away – makes it harder to do business

People insist on shopping out of town – because we have “nothing” – not true.

Shop local

Ditto

Do something with highway 2

CRP huge effect

Web will change the way people shop  
Unite and choose a number one project  
Shop out of town problems.....  
Need to hire an economic development person full time!  
Attitude of non-business owners – do not support businesses here  
Rift between city of Glasgow and the other communities in the county  
Need a business to stop the exodus of people  
Ag – big guys get bigger, little guys go to Billings  
Loss of population  
Low paying jobs  
Need pride in who we are and what we are  
Need to sell ourselves  
Attitude that we “can’t” do something  
An aging community – hard to change their mindset that it is cheaper to buy local  
We close our eyes to some problems and refuse to look at them  
Many people don’t want the change to bring in more people  
May need to review our form of government – look at it.

#### **PROBLEMS – CHALLENGES – FOUNDATIONS AND CIVIC GROUPS**

Lack of diversity in wage base  
\*Lack of grant writers  
More projects than resources to complete – need to prioritize  
Ag based area  
CMR refuge – stops development on the Lake  
Weather  
Shrinking population  
Duplicated services city/county  
No county administrator  
No value-added for Ag products  
Cost of travel and shipping  
Scattered populations  
Possibility of loss of Amtrak  
Milk River problems  
Loss of young people after graduation

#### **PROBLEMS AND CHALLENGES – HEALTH CARE**

Population is dwindling  
Hospital wants to continue to offer top-notch services – need the population base  
Concern with obtaining future employees – and jobs for a spouse as well  
Recruitment  
Dwindling reimbursements, people with no insurance – hard to provide service  
Expanding group of people that cannot pay for services  
Ditto  
Malpractice insurance continues to raise – income and malpractice is almost the same amount

Dwindling population – trying to provide best health care with fewer people and fewer resources  
Mobile society – people doctor elsewhere – need to unify around our community hospital  
Lack of dentists to serve this area of the state  
Lack of dentist for backup  
Dental hygienists – now a school in Great Falls- will hopefully help there  
Medicaid – many dentists no longer accept it, too much paperwork and hassles  
Declining population – yet maintain services  
Consumer out migration  
Isolation and lack of infrastructure to support new manufacturing business  
Lack of local venture capitalist – local people aren't willing to risk money on startup businesses that could grow the area  
Highway needs improved  
Have population from 1 – 18, then a huge gap – then hit the older generation  
Access – highway 2 needs improved  
Big Sky is threatened on a regular basis  
Aging population – our volunteers are aging, need to have younger people step up  
Some people spend their time living under a rock.  
If we don't maintain what we have today, we won't have it tomorrow.  
Lack of vision.

#### **PROBLEMS AND CHALLENGES – YOUTH**

Isolated from everyone else  
Drugs are starting to be a problem here  
Ditto  
Ditto  
Nothing to do here – so we drink  
Ditto  
Things to do – but not for entertaining kids  
Jobs – can't go to college and come back here  
Ditto  
Ditto to drugs, drinking,  
Student maturity – kids aren't taught they have to make decisions and the weight of their decisions, i.e. –  
Middle School students – not taught soon enough of the consequences of drinking, smoking at that early age  
Gossip and rumors circulate and get blown out of proportion – kids reputations can be destroyed  
Underage drinking  
Older community – pressure on us kids to live up to what Glasgow used to be when we are bigger.  
Underage drinking  
Isolated and small community – we have little to do, lead to drinking  
Rumors and gossip – small town  
Drugs and alcohol problem  
Racism - we are not diverse enough  
Underage drinking, ditto  
Go into a store – and see ex girlfriends there  
We need jobs – can't stay here  
No water in the lake

Teenage pregnancy  
Glasgow is not nice to newcomers  
Not a lot of pride here – or we wouldn't be bored  
Problem is not the town – it is the person that makes a bad choice to use drugs or alcohol  
People rally around winning – not as faithful if not winning  
4-H – do have a lot of opportunities but people don't know about it  
Glasgow is a black hole – people stay here and their lifestyle goes down hill  
Don't support Pamida anymore  
Being romantic in Glasgow is tough – few places to take your date  
Budget is down and classes are being cut

#### **PROBLEMS AND CHALLENGES – SCHOOL BOARD**

Jobs – where do kids go after they graduate?  
Limited number of dollars to provide everything the community and students need – still want classroom size to be small  
Community volunteers – people wear several hats in several organizations  
Maintaining all the different organizations in a community is hard – too few volunteers  
Lacking in international opportunities  
Maintaining a quality education program with limited funding  
Economic situation – declining enrollment is a symptom of the problem  
Lack of good paying jobs  
Climate can be a hindrance  
Mosquitoes  
Farm economy is another factor to our problems – it is all related and tied together  
Isolation can be an advantage and a disadvantage  
Maintain our infrastructure

#### **PROBLEMS AND CHALLENGES – CHURCHES/MINISTERIAL**

Attract Young Families  
Boon and Bust economy  
Decline in stability  
Ag prices  
Loosing Ag families  
Communities are isolated from each other within the County  
20% of Valley Co Land Indian owned – County refuses to recognize the fact  
Tax structure  
How do we get the faith community to participate in the city/county  
Communities are territorial and don't work with each other within the County

#### **PROBLEMS AND CHALLENGES – SENIOR CITIZENS**

Higher level of education – community college  
Sidewalks – whole town needs a survey to determine what sidewalks need fixed  
Street repairs  
Signs – for cemeteries, roads, etc.

Handy man – plumbing type person to cater to the seniors

### **PROBLEMS AND CHALLENGES – SOCIAL SERVICES**

Need spay/neuter clinic in Glasgow

Lack of jobs

Lack of resources and funding to serve Mentally Ill

Lack of vision

Few services for youth

Pediatrician

Mental health professional trained in youth

Dropouts

Lack of services for struggling youth

Affordable housing

Lack of training beyond high school

Racism

Poverty

Substance abuse

Stray cats and dogs

Affordable pre school in our area is needed

Aging population – seniors need help in their homes

Doctors not here locally to server disabled adult needs

Lack of businesses – don't have jobs training for special needs

Ditto of the above

Problem with funders discounting rural environments

Need more pre-school and pre-kindergarten services

Lack of mental health services and service providers

Lack the transportation for clients to get the care they need

Costs are going up to give services but funding remains the same

Need nurses to go into people's home

Awareness of dealing with domestic and sexual abuse

Not able to keep trained staff with small manufacturing business

Poverty

Need to care for the animals that people leave when they move out

Lack of stable medical community – large turnover in doctors

Have to go out of town to buy a men's suit

Prejudice toward other cultures and even poverty

Shared dentist, too

Poverty – not being addressed or acknowledged

Residual effects of alcoholism – treat disabled as a result of alcohol abuse from parents

### **PROBLEMS AND CHALLENGES – UTILITIES, TRANSPORTATION, RECREATION**

Funding for transportation, finding match money

Corp of Engineers is not working with us to keep water in the Lake – keep increasing the water flow

Medicare/Medicaid reimbursements – don't just fly out of Glasgow for emergency services – but other places as well.

Loss of customs service at the airport – now require full time custom’s employee  
(have contacted Congressmen, Custom’s officials, various meetings, recruiting applicants, found people to go to 11 weeks of school – never get a custom person here.)  
Local phone number portability – splits the competition too far  
Utility mandates that add costs to local customers  
Losing our people – hurts our utility rates  
Utility load that we are gaining is coming from Ft. Peck  
Only utility growth has been in recreation  
Increased costs and utilities  
Cost of getting to Glasgow for those involved in Boeing testing projects – have to bring them in commercial  
People that work for BN ready to retire – planning to leave town because of apathy in this town.

**GLASGOW/VALLEY COUNTY RESOURCE TEAM ASSESSMENT  
FEBRUARY 23 – 24, 2004**

**Note: These were comments made by the people of Valley County regarding Strengths and Assets in their communities.**

**STRENGTHS AND ASSETS – LOCAL GOVERNMENT/STATE/FEDERAL**

Safe community  
Caring community  
Fort Peck Lake  
Adequate infrastructure to support population or small industry  
Modern community  
County infrastructure is tops  
Great hospital  
High caliber air ambulance  
Valley event center  
Good technology infrastructure  
Positive attitude  
Clean environment  
Remoteness  
Hunting & fishing potential  
Un-tapped cultural resources  
Work ethic  
Maintain city/county buildings  
Public land close by  
Tourism  
Ripe for growth

**STRENGTHS AND ASSETS – AG COMMUNITY**

Many untapped resources  
Quality of life is excellent – just need to find a job  
People willing to take risks and work hard  
Hunting, fishing, Ft. Peck Lake  
Agriculture  
Recreation  
Clean air and water  
Feedlots in the area helps the economy  
Caring community  
Take care of your neighbors  
Good schools  
Relatively wealthy community  
Low unemployment  
Good land opportunities  
Crime rate is low  
Great schools

Wonderful hospital  
Do have facilities for elderly  
Glasgow Air Force Base  
On highway 2 – mainline of BLM railroad  
Many government projects such as interpretive center  
Businesses – farm equipment dealers, feed suppliers, local stockyards, nice gift stores, almost anything you need!  
Safety with your family and children  
Clean air, basic needs better than most in this country  
Strong ag community with dealerships and banks  
Strong businesses  
Good infrastructure  
Gas stations, dealerships, banks  
NRCS area office located here  
Irrigated land

### **STRENGTHS AND ASSETS – FINANCE, BANKS, INSURANCE**

Good workforce  
Safe community  
Good education  
Recreational opportunities  
Guys paradise  
Good work ethics  
Clean air, water  
Lake  
Tourism yet to show up  
Quality of life – many people desire it  
Water, electricity, natural gas, oil reserves, recreation, clean air, highway access, essential air service, rail access, dsl available,  
Boeing property – amazing runway, geographically positioned to utilize runway  
Good schools – but in jeopardy for \$\$\$\$  
People have moved here because of the quality of the schools  
Dinosaur trail  
Space, land, places for new business,  
Cost of living is low  
Wealth of raw materials  
Ample infrastructure throughout the county to handle potential growth

### **STRENGTHS AND ASSETS – EDUCATORS**

Strong 4-H program that does a lot for the youth of Valley County  
21<sup>st</sup> Century Grant – Lewis and Clark the 21<sup>st</sup> Century Grant  
Students know the local history  
Ft Peck Lake  
Museum in town  
Medical facilities

Retirement homes

Safe community – when kids are outside we don't have to worry about drive-by shootings

If someone needs help, someone is there to help

We are a family.

Our education process is excellent in Glasgow.

Good parent participation.

Not expensive to live here.

## **STRENGTHS – COUNTY RESIDENTS**

### **St. Marie**

People that could work together

Ditto

The people – went through drought, harsh weather, and...we don't give up.

We get to know each other – care for each other.

Availability of hunting, fishing, etc.

Open spaces

Low crime

Air base – is a strength in spite of challenges

Good grant availability due to our statistics

Security enhanced air strip

Rail bed is still available

Strategic in flight pathway for international trade

Existing homes

Military retirees

Always treated as an insider, not an outsider

Infrastructure is in place

The people

Low crime, low traffic

Best place in the world to live

Unlimited air space

### **Ft. Peck**

Fish hatchery being built

The Lake

Water district

### **Nashua**

Our leadership is very good.

New storage tank for our water

New sewer lagoon

Forward looking attitude

Open spaces

Active senior citizens

In general:

Great school system in spite of the financial challenges  
Excellent telecommunications companies here – Numontel and Sagebrush  
Good interaction between school and community  
Abundant water  
Hospital and doctors are outstanding  
Available land and housing  
The lake  
Reasonable prices for retirees to come  
Air space available  
Manpower – good work ethic  
Search and rescue commitments  
Civic Center  
Personal touch in our stores  
Great medical facilities  
Housing – and other assets that companies are looking for  
Infrastructure is there

**STRENGTHS AND ASSETS – CHAMBER AND MERCHANTS**

One of the last frontiers- Ft. Peck Lake  
Schools – excellent  
Hospital is great  
People – everyone seems to care  
We don't all agree, but we care  
Ditto  
Implement dealers are a major asset  
Diverse business culture – good selection  
People in this room that care about the community  
Strong volunteerism spirit here  
We all get behind one project – would go smoothly  
Prioritize where we want to go  
Work ethic is great  
Between Williston and Havre – we have a lot of things!  
Recreation  
Hunt, fish, snowmobile  
Ft. Peck – untapped  
St. Marie is an asset  
The lake is so wonderful  
Clean Air  
Boeing a partner  
Cheap real estate and farm land  
Good plan for the city  
Boeing could be a great asset

**STRENGTHS AND ASSETS – FOUNDATIONS AND CIVIC GROUPS**

Livestock sales ring  
Hospital  
Good Government assistance in the area

Community pulls together to get things done  
Community foundation  
Natural resources  
People are GREAT  
Hospital foundation  
Medical staff  
Newmont manor  
Prairie ridge  
Wide open spaces  
Willing to accept any challenge  
Community art programs  
Education system  
Central air service  
Amtrak  
Young people(greatest export) well prepared to go on to higher education

### **STRENGTHS AND ASSETS – HEALTH CARE**

Dentist that accepts Medicaid card for a 40% discount  
Stable birthrate  
Museum at Ft. Peck  
Very secure and safe place to raise a family  
Recreation – hunting, fishing  
Medical community is an obvious strength  
Cross training in health care staff – can look at the whole patient, whole person  
Close knit community  
Friendly people  
Telecommunications systems that we have  
Public library is excellent  
Hunting, fishing – seeing more people coming to do this  
Medical system here – wide breadth of services  
Valley View Home – always scores high  
Medical staff is well respected and scores well with any benchmark  
Work ethic in Glasgow is very strong  
School system – core subjects are strong, kids score high in national tests  
Endurance of the community to withstand tremendous economic pressures  
Friendly accepting people – greatest asset of the community  
When we recruit a physician – the people are what make the persuasive factor in our favor; sense  
friendliness and warmth  
School system is strong  
Secure and safe place - we watch out for other peoples children  
Clean air and water  
It is a moral community  
Safe community  
Some churches are strong and meaningful, dynamic pastors  
Businesses are an asset – right on our own Main Street

High school drama club – great play going on right now  
Ft. Peck Theater  
Entertainment choices are here  
Good education and health care system  
Civic organizations are declining, but good  
Now is the time to move forward before we teeter to other downward directions.  
Strong sense of taking care of children – very supportive of our students, children  
Milk River – serves developmentally disabled adults  
True baker in town – employs about 12 people

### **STRENGTHS AND ASSETS - YOUTH**

Sports – brings our community together for once, every Friday night or so  
Ditto, ditto, ditto, ditto  
Ditto – brings kids together, too  
Sports – makes the playing field level  
We all have an opportunity to play  
Tragedy brings the community together  
Ditto, ditto, ditto, ditto  
Faith and beliefs in God bring us together  
Church and youth groups – try to keep things going outside of school sports  
Once you get to know us, we are close knit  
Ditto  
Walk down the street and say hello to everyone  
Ditto  
Can leave the keys in your car  
Ditto  
People are on the same page most of the time – do have unity  
Lake next to us  
Ditto  
Lots of hunting, fishing  
Ag – enjoy living out on a ranch with horses – keeps me out of trouble, can't do this in a city  
Theater, bowling  
JMG Jobs for Montana Grads  
Business class where we run our own business  
Big hospital and good hospital for the community our size

### **STRENGTHS AND ASSETS – SCHOOL BOARD**

Volunteerism is what keeps us going – some give a little, some give a lot  
History – of Ft. Peck Dam, Lewis and Clark, Milk River  
Ft. Peck Lake  
Rail service  
Amtrak  
Good drinking water  
Recreational opportunities

Ditto all of the above

Community has a good sense of itself – strong bond with education, supportive, help each other

A lot of community pride – rough and ready!

Churches – a lot of congregations and denominations

Church youth groups for young people

Ft Peck – is a growing asset

Open spaces

If something needs to get done, it gets done

Good sense of community pride

Student council reps come to the school board meetings

Active Key club and an active Kiwanis club, also Builders club for 7<sup>th</sup> and 8<sup>th</sup> graders

Student Council is very community involved

Volunteerism is pretty high

Good support from the community for our schools

#### **STRENGTHS AND ASSETS – MINISTERIAL/CHURCHES**

Leadership in the communities

Excellent education system

Great place to raise a family

Desire to do something positive

Active participation in community projects

Telecommunications

Infrastructure

People

Health care

Good land base

#### **STRENGTHS AND ASSETS – SENIOR CITIZENS**

Small enough that we are concerned about one another

Bus transit is a wonderful thing

Clean air, no traffic

Opportunity to participate in the arts with Ft. Peck theater

Great cook at the Senior Center

#### **STRENGTHS AND ASSETS – SOCIAL SERVICES**

People bend over backwards if there is a need

Some of our younger “seniors” are taking care of the elderly

Community is accepting of our disabled clients

Health care facilities – beautiful hospital, Valley View

Great town

Outsiders are impressed with how creative we are to retain and create jobs

We are here by choice – we will make it work

Transit system – we do have Valley County transit

Strong volunteer base

Sense of trust in our community

When someone is aware of our needs – they give

Ft. Peck Lake – more shoreline than the state of California  
Arts program – Ft. Peck summer theater, also North Eastern Artists  
High number of churches and religions  
Our County Commissioners are one of us  
Good partnerships between providers in this room – trying to get job done  
Strong support in our school system for youth – youth do well  
Strong library, developing electronic resources  
Shrinking the distances via the internet  
Good electronic support, hardware support for small businesses  
Valley Event Center – will help local businesses, Glasgow can host events  
Train!  
Alcoholism support groups

### **STRENGTHS AND ASSETS – UTILITIES, TRANSPORTATION, RECREATION**

Fish hatchery  
Excellent hunting and fishing  
Smallest hospital in the nation to have air pad/air ambulance  
Have good utility supply contracts – have the capability for heavy use  
Flight testing for Boeing  
Pretty nice people  
People want to see something happen in Glasgow  
Good contract to provide utility needs for the future  
Phone- upgraded to digital switching, fiber loops, fiber connections throughout the state, part of fiber hotels, local dial up internet and high speed internet, cellular service,  
Can supply telecommunications or data support whether to come in or out of the area at competitive prices  
Soon to be a cooperative set up by the end of June this year.  
Airport – runways well maintained, good lighting system, handle large aircraft, situated well for weather.  
Our fog is better than Wolf Point's.  
Hospital very supportive of air ambulance – great medical facility  
Air ambulance runs 20 flights per month  
Boeing appreciates community support – and the efficient services when things break down or are needed (especially if something breaks down in the middle of a test)  
People are wonderful – now I know my neighbors  
Scenery is beautiful  
Program support is wonderful  
Council on Aging – great community support  
We are a hub for state, federal, government jobs.  
BN railroad employees  
County seat  
Job Service office is terrific – good to have here  
National Weather Service office  
USDA and Corps of Engineers has good paying jobs – and feed off of our community, too.  
Railroad going to hire more people – traffic is up.

**GLASGOW/VALLEY COUNTY RESOURCE TEAM ASSESSMENT  
FEBRUARY 23 – 24, 2004**

**Note: These were comments made by the people of Valley County regarding Projects they would like to see in their communities.**

**PROJECTS – LOCAL GOVERNMENT/STATE/FEDERAL**

Develop industrial area  
Capture stay-overs from tourists  
Back country by-ways (BLM)  
Develop ethanol production  
Junior college  
Multi-use of land  
New 20-30 acre lake  
Expand kids pond  
Walking and bike trails  
State park within Valley County  
More camping sites  
Job skill training area for youth  
Use internet opportunities  
E-commerce  
Build new jail  
More elderly housing/beds

**PROJECTS – AG COMMUNITY**

More farm and ranch education  
Something to bring people here! New business, job creation, something.  
Develop value added industry in the area – see consumer products leaving the area  
Keep our status quo  
Upgrade highway 2 – make it safer  
Straw plant? Ethanol?  
Highway 2 – ditto  
Inside of the Valley Event center completed  
Wind energy – Opheim  
Montana Made Outlet Stores would make a killing on highway 2  
Community College with emphasis on agriculture – with continuing Education, too  
Big Sky and Amtrak – make sure we keep them!  
Value Added – ethanol  
Utilize our technology – keep it up!  
Housing – modern and mid-income level  
Vodka – make it out of wheat, think of other ideas like this  
Market our region – have web pages but not marketing ourselves to the right audience  
Create a marketing plan  
Computer jobs – use the internet to encourage jobs to be done at home  
Attract “lone eagles” that can do their job anywhere  
Support the businesses we have

Rehabilitation of the Milk River Project  
Double ditto, ditto, ditto  
Renewable fuels – bio diesel as well

### **PROJECTS – FINANCE, BANKS, INSURANCE**

Value added commodities – ethanol plant, etc.  
Improved highway  
Coal mining – huge amount between here and Baker  
Get an identify for Glasgow and market it  
Develop web page with appropriate links to city and county, local and regional entities  
Funding mechanism for economic development here – need full time position  
Communicate better with our population – let community know what will happen if we don't make changes now!  
Value added – better use the resources we have!  
Old air base – has its problems but...explore new ideas  
Need some successful business development in the next few years.  
Boom and bust history – reverse that trend with stable business  
Management plan on Ft. Peck lake changed to management for local economy rather than Missouri, Nebraska downstream  
Ditto  
Focus on industries we really want in this area – put all of our efforts into it.  
Need to have our local entities (school, hospital, etc.) to shop locally!

### **PROJECTS – EDUCATORS**

We need to reinvent ourselves – either add to ag base, or create new focus  
Methane – let's go for it! Wyoming is doing it. Get legislators involved.  
Consider MT reducing the number of its counties  
Consider reducing the number of legislators  
Consider reducing college admin structure  
Continuing education – keep improving it  
Address CRP changes (who can afford to get it back into production?)  
Business leaders help us to get a WalMart in here so shoppers stay local.  
Tourism – work to grow it  
Indoor swimming pool and a gym  
School district work more closely with the hockey group  
Support the event center

### **PROJECTS – COUNTY RESIDENTS**

#### **St. Marie**

Get Boeing to sell or lease property - use the barracks for a Christian college  
Think big – get the big picture! – Big properties waiting in St. Marie.  
Access to international buyers/seekers of the properties  
Get a good developer in!  
Work together! We are on the right track.  
Cooperation and good management will make good things happen.  
Better transportation – both air and train

Corp of Engineers open up development on the lake  
Boeing/MARCO – open up air field for development  
Gas station, mini-mart, at St. Marie  
We have the ship and the crew – need passengers for air base property

## **Ft. Peck**

### **Nashua**

Have a committee with all of the counties represented – serve on the Chamber or other economic development organization  
Want a retirement home in our own town  
Need a vision so that we can keep our own youth  
Develop non-seasonal income/business

In general:

Develop a true area-wide chamber – involve county commissioners as well.  
Explore wind energy  
New jail  
Lobby Congress for water system  
Renew highway 117 – tourism route between Nashua and Ft. Peck  
Have our own mill and pasta factory – value added  
Need regional development plan with complete timeline and deadlines to get things done  
Improve transport out of here of products  
Get the highway widened!  
We are a part of the state, too – need to get Helena to realize it. Don't want to run to Helena all of the time.  
Community currency

## **PROJECTS – CHAMBER AND MERCHANTS**

Every agency and group needs to focus on one priority at a time, i.e., - hockey place. Focus on it and get it done!  
Study to see what it is people go out of town to shop FOR.  
Mend the rift between City of Glasgow and the surrounding communities – get us all together working for Valley County  
Promote the arts  
Coal mining  
Trade corridor  
Highway 2 – widen or repair  
Training and education program to educate our workforce  
Establish an identity so that people around the state and US know us  
Web page with all the proper links  
Get behind our economic development efforts  
Ditto  
Ditto

Promote St. Marie and encourage development there – positive attitude  
Chamber and Ag come together and become cohesive about a project  
Highway 2 improved  
County needs a County Manager – we can all vote on it – community needs educated about it  
St. Marie developed  
Ft. Peck Lake developed

### **PROJECTS – FOUNDATIONS AND CIVIC GROUPS**

Increase local awareness  
Use paleontology to fund projects in the County  
Combine city/county government to save resources  
Coal mining  
Higher education  
Market dinosaurs  
Strawboard plant  
Ethanol plant  
Industry  
Improve shipping  
Get projects completed Hockey/Fish Hatchery/Interpretive Center  
Dress shop  
Dry goods store  
Develop Boeing property  
Develop climate controlled bunkers for storage of dinosaur bones  
Complete Valley Event Center  
Expand and promote FT Peck Theater  
Unified voice from each of the Community Boards to accomplish projects and goals  
Plan to grow our infrastructure  
County Marketing plan  
Local sales tax  
Invite a College to set up a satellite campus  
Develop/market recreational possibilities

### **PROJECTS – HEALTH CARE**

Need varied employment to attract people  
Make successes out of small achievements, i.e., Ft. Peck - make small improvements to accommodate visitors  
Figure out a way to make our resources draw people  
Improve the facilities at Ft. Peck that will accommodate people to stay a week or so  
Efforts need to be focused on improving what we have – that is what we can afford to do, too  
Utilize SAC and make it go!  
Whatever we do must be multi-pronged approach – tourism, business, small manufacturing  
Create value added products  
Need to develop new money sources  
Utilize recreation assets  
Milk River – disabled adult program – continue to support

Expand ITV – offer more and consistent community college courses – create a Glasgow Community College that would tie in with Ft. Peck college, etc.  
Orthodontic care – a satellite person  
Explore grant opportunities for the area  
Put together an industry – to use resources we have, create jobs in the area or secure current jobs, needs to be a destination type business. Example – Wheat Montana store; have a true baker right here in Glasgow; best bread flour in the state  
Keep what we have!  
Great potential with Valley Event Center – snag people and get them to stay  
Maintain transportation access – air flights, highway (improve), telecommunications,  
Develop a medical center at Ft. Peck – have summer classes;  
Utilize locally gifted people more – learn what talents they have and use them!  
Organic ag!  
Capture outside non-residents – marketing tool  
County support improved for Two Rivers Economic Growth – better communication so that we are cohesive in our projects  
Maintain infrastructure what we have.  
Improve relationship with surrounding communities so that they see the value of a Mill Levy to support a full time economic developer.  
Services/businesses needed that would support recreation on the lake, i.e., boat rental place, best entry places, “honey” spots for fishing.  
Use Dinosaur bones and add value to them – in-the-field tours, souvenirs, etc.

#### **PROJECTS - YOUTH**

Promote 4-H more – shooting sport in 4-H, etc., people don't know it is there  
See growth – more jobs so you can come back and have a family and a good job  
Ditto, ditto  
Win a state championship in football  
Continue the museum, fish hatchery – build services around the lake to bring people in  
Ditto, ditto  
Mall  
Programs or economic development to get people to move here  
More clubs in the school – so that no one is left out – chess club.  
Creating jobs  
More activities for young kids  
Winter activities – if we had more would get in less trouble; not so much a problem in the summer  
Entertainment place - games place, like had a few years ago (closed in the past due to lack of support)  
Target youth audiences so that we get a younger population back  
Start a youth group that would encourage good works in the community  
Game room would be nice- some place to hang out, even if it was just a tv and some games  
More cultural things to open up our minds a bit  
Plays year round – more culture  
Better jobs – all minimum wage  
Would support a community college  
Expand hospital – we are so isolated we need to diversify to meet needs  
Indoor skate park, BMX park  
Little places for people that have different interests – and make it their place.

More places to take your date  
Beef Jerky store – something to get jobs!  
Repair the streets  
Club teams so you can play year round – intramurals  
St. Marie – either fall apart so that we can leave, or fix it so we can grow  
Glasgow needs cleaned up a lot – litter (especially at lunch time)  
Tear down old buildings  
Go back to having several plays a year

### **PROJECTS – SCHOOL BOARDS**

Controlled growth – just a little bit more of the good things that we have  
Technology – make sure students in the school system have the infrastructure, equipment ITV – extending the education from the school to the adults – adults can use the school to learn, too.  
Lewis and Clark/21<sup>st</sup> Century grant – continue after school program  
Continuing education classes more available to teachers, professionals  
High school curriculum is good – would like to see college classes for Juniors and Seniors  
Valley Event Center – support it  
Need more rooms for lodging – could hold more tournaments, conferences  
Stable water supply – must stay ahead of the curve – have nothing without water  
Milk River Project – a priority! No economic development without water.  
Community College – small community college would be great. Both graduate and undergraduate classes.  
Looking to NASA, Homeland Security for jobs

### **PROJECTS – CHURCHES/MINISTERIAL**

Community organize around a Vision Statement  
Pull all of Valley County together  
Utilize our assets  
Major manufacturing facility in the area (100 employees)

### **PROJECTS – SENIOR CITIZENS**

Provide more information on Amtrak so that we can use it  
Indoor pool  
Handy man needed  
Increase transit hours to evening as well  
Ethanol plant  
Prepare for aging community needs in the future  
New Senior Center within the next 25 years  
Repair the sidewalks – make them uniform in width as well

### **PROJECTS – SOCIAL SERVICES**

Home health care

Keep businesses that we have  
 Transportation for special needs people – out of town – need to expand current transit system (Valley County Transit)  
 Collaborate more with our local communities – i.e., share a Psychiatrist  
 Better coordination of services throughout this area  
 Shelter for victims to stay in – so we don't have to travel to Billings, Havre  
 Pediatrician added to our medical group  
 Remove substandard housing – some torn down, some repaired  
 Psychiatrist – at least as a visiting physician. Currently clients travel to Billings, Williston  
 Possibilities for youth to return here as professionals  
 Remove mosquitoes – safely  
 Animal shelter within the next year  
 Spay neuter clinic held in Event Center  
 Indoor swimming pool to serve all ages of people at all capacities  
 Turn Ft. Peck into a tourist draw  
 Promote best practices – through Two Rivers Economic Growth – showcase our community  
 Market Glasgow  
 Develop a plan to bring more people to Glasgow  
 Continue to improve our collaborative efforts  
 In-Home Health Care – (was through County Health Department)  
 Need Hospice program  
 Meals on Wheels in Glasgow – but need in smaller towns, too.  
 Major clean up of our area – not beautification but clean up junk vehicles, old buildings torn down; make Glasgow more appealing  
 Explore solar power  
 Allow new ideas to come in – new and different ideas to help people progress and grow

### **PROJECTS – UTILITIES, TRANSPORTATION, RECREATION**

Will one day have to address new airplane for emergency services  
 Find Custom's agent – (note to self: use Come Home Montana?)  
 Forming a local calling area here – will help business community reduce costs  
 Coop coming the end of June – will be a plus- community can become members.  
 Airport Board – is open to industry using the airport facilities  
 Value added to our products  
 Plan ahead to prepare for individuals coming to train – provide entertainment, activities, that could improve local business  
 St. Marie  
 Valley County Transit – has five buses, nine drivers; like a taxi service, transportation three times per week for dialysis patients needing to go to Poplar  
 Small manufacturing brought here  
 Complete Valley Event Center and support it  
 Two Rivers Economic Growth – full time employer  
 We need to have people that write grants  
 Nice convention complex at Ft. Peck Lake, too  
 Expand air area that we can provide air ambulance services - Not for Profit Status – need grants

Be mindful of instrument/airport upgrades always pending

Agriculture – needs to be always involved in our economic development plans/visions

Telecommunications – stay on cutting edge so we can continue to meet area needs/services

