The information in this matrix has been taken from the Conrad Resource Team Assessment Report. The information is the same but formatted into the grid below for ease in discussion and implementation of projects.

<table>
<thead>
<tr>
<th>ISSUE OR PROJECT</th>
<th>RECOMMENDATIONS AND OBJECTIVES</th>
<th>RESOURCES</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>PLANNING</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Previous Efforts</td>
<td>Assets Inventory.</td>
<td>Determine what, if any, previous community processes have taken place. Examples of community processes include: community planning, economic development, program and service development, community visioning and other community involvement activities. A previous assets inventory is simply a list that answers the following questions:</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>- What previous planning activity or effort has taken place in Conrad?</td>
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<tr>
<td></td>
<td></td>
<td>- What was the result of that effort?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Who was involved and when?</td>
<td></td>
</tr>
<tr>
<td>• Strategic Plan</td>
<td></td>
<td>Once you answered these questions, study what you find and hopefully, the information will be relevant to the community’s current situation.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A strategic economic development strategy emerges from an ongoing planning process developed with broad based and diverse community participation that addresses the economic problems and potential of an area.</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>The strategic economic development strategy should contain four primary elements: analysis, vision, action plan, and evaluation. The analysis should examine the</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>A full description of the process for developing a Strategic Economic Development Strategy and links to several planning resources are available online under &lt;Planning&gt; at <a href="http://www.osec.doc.gov/eda/">http://www.osec.doc.gov/eda/</a>.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Montana Department of Commerce and the Montana State University Extension Program also have many resources that you can utilize to develop a Strategic Economic Development Strategy.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Contact:</strong> Gavin Anderson or Kelly Shields Community Technical Assistance Program Montana Dept. of Commerce 301 Park Avenue South P.O. Box 200523 Helena, MT 59620-0523 Phone: 841-2783 Fax: 841-2771 E-mail: <a href="mailto:gavina@state.mt.us">gavina@state.mt.us</a> E-mail: <a href="mailto:kshields@state.mt.us">kshields@state.mt.us</a> Website: <a href="http://www.commerce.state.mt.us/">http://www.commerce.state.mt.us/</a></td>
<td></td>
</tr>
</tbody>
</table>
current condition of the local economy, the opportunities and threats posed by external trends and forces, and the availability of partners and resources for economic development. The community’s vision and goals, together with an assessment of the region’s competitive advantage should determine the direction for the action plan. The action plan establishes priorities for implementation. Finally, the strategy should establish criteria and performance measures for evaluation of the process and for the update of the document.

A successful strategy should lead to the formulation and execution of a program that creates jobs, raises income levels, diversifies the economy, and improves the quality of life. The process must adopt a local approach to long-range development while identifying and implementing short-term problem solutions to get early results and maintain momentum and public support.

Bill Barr:
When resources are limited, and even when they are not, prioritizing resource use and evaluating whether this project will give the economic development benefit most needed at this point in time is a judgment call that should be made.

<table>
<thead>
<tr>
<th>Dave Sharpe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of Community Development</td>
</tr>
<tr>
<td>Montana State University Extension Service</td>
</tr>
<tr>
<td>106 Taylor Hall</td>
</tr>
<tr>
<td>Bozeman, MT 59717</td>
</tr>
<tr>
<td>Phone: 994-5608</td>
</tr>
<tr>
<td>E-mail: <a href="mailto:acxds@montana.edu">acxds@montana.edu</a></td>
</tr>
<tr>
<td>Website: <a href="http://www.montana.edu/~wwcommd/index.htm">http://www.montana.edu/~wwcommd/index.htm</a></td>
</tr>
</tbody>
</table>
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| BUILDING LEADERSHIP AND CAPACITY | RECOMMENDATIONS                                                                 | RESOURCES                                                                 | TIMING |
|--------------------------------|--|----------------------------------|-------------------------------------------------------------------------|--------|
| • For Students and Adults       | Time and again we heard “the same people do all the work and they get burnt out.” One solution to this problem is conducting an inclusive broad based community planning process. Another solution is to develop a Leadership Program in your high school. Several Montana communities, including Great Falls, Missoula, Billings, Kalispell, and Havre have had Leadership High School programs for the past several years. Typically, such programs are a joint effort between the school district and the chamber of commerce. See page 12.       | Gap Inc. Community Relations  
Myra Chow, Director of Community Relations  
1 Harrison Street  
San Francisco, CA 94105  
Phone: (800) 333-7899  
Fax: (415) 427-2504  
Internet Address: [www.gapinc.com/community/community.htm](http://www.gapinc.com/community/community.htm)  
Baker Foundation (R.C.)  
C/O Frank L. Scott, Chairman  
P.O. Box 6150  
Orange, CA 92863-6150  
Phone: (714) 750-8987  
EIN: 951742283  
Scope: Higher and other education, fine arts, youth, hospitals, disabled, leadership development, mental health, hunger, museums, cultural programs, health, and social services. |        |
| Havre: Debbie Vandeberg        | Executive Director Havre Area Chamber of Commerce  
Phone: 265-4383  
Email: chamber@havremt.net       | Coors Foundation (Adolph)  
C/O Linda S. Tafoya, Executive Director  
4100 East Mississippi Avenue       |        |
| Missoula: Krista Clawson       | Program and Events Director  
Missoula Area Chamber of Commerce  
Phone: 543-6623 ext. 25       |                                                                       |        |
<p>| Kalispell: Shawn Lowney         |                                                                       |                                                                       |        |</p>
<table>
<thead>
<tr>
<th><strong>Utilize the Montana Economic Developers</strong></th>
<th><strong>The Montana Economic Developers Association at (406) 563-5259 (ask for Gloria O’Rourke) provides direct training for local development organizations (LDO).</strong></th>
</tr>
</thead>
</table>

| Youth Leadership                        | Denver, Colorado 80246                                                                                   |
| Flathead Kalispell Chamber of Commerce  | Phone: (303) 388—1684                                                                                     |
| Phone: 758-2803                          | EIN: 510172279                                                                                             |
| Billings: Charlene Zaske                 | Scope: Higher and secondary education, public policy, civic affairs, social services, youth, health, and disadvantaged. |
| Leadership Billings                      | Moriah Fund                                                                                               |
| Billings Area Chamber of Commerce        | 1634 I Street Northwest, Ste. 1000                                                                         |
| Phone: 245-4111                          | Washington, DC 20006                                                                                      |
| Fax: 245-7333                            | Phone: (202) 783-8488                                                                                      |
|                                         | Fax: (202) 783-8499                                                                                        |
| Coca-Cola Company Giving Program         | Moriah Fund                                                                                               |
| Donald R. Greene, Director               | 1634 I Street Northwest, Ste. 1000                                                                         |
| P.O. Draw 1734                          | Washington, DC 20006                                                                                      |
| Atlanta, Georgia 30301                   | Phone: (202) 783-8488                                                                                      |
| Phone: (404) 676-8804                    | Internet: **www.coca-cola.com**                                                                             |
| Internet: [www.coca-cola.com](http://www.coca-cola.com) | Fannie Mae Foundation                                                                                     |
| C/o Harriet M. Ivey, Executive Director  | 4000 Wisconsin Avenue, N.W.                                                                               |
| Washington, DC 20016-2800                | Phone: (202) 274-8000                                                                                      |
| Phone: (202) 783-8488                    | Fax: (202) 274-8100                                                                                        |
| Internet: [http://www.fanniemaefoundation.org](http://www.fanniemaefoundation.org) | Land O’Lakes Foundation                                                                                  |
| Bonnie Bassett, Executive Director       | P.O. Box 64150                                                                                             |
| St. Paul, MN 55164-0150                  | Phone: (651) 481-2222                                                                                      |
| Phone: (651) 481-2000                    | Fax: (651) 481-2000                                                                                        |
| Internet: **www.landolakesinc.com**       |                                                                                                             |
| Association | including their boards, and network access to individuals and groups statewide. PCFP has been doing that and should be encouraged to continue. The Montana Department of Commerce has a Regional Development Officer, Randy Hansen (406) 262-9579, available to assist LDO’s with their development concerns. The North Central Resource Conservation and Development (RC&D) is available to support Conrad and is led by Larry Robertson, (406) 434-9161. Elaina Zempel of PCFP is also a local technical assistance network provider for cooperative development and is supported by the Montana Cooperative Development Center at MSU-Northern (406) 265-3771. While economic development is by nature a competitive business, there is a strong federal-state-local partnership which assists existing and emerging LDO’s. This includes the USDA-Rural Development Local Office in Great Falls, Cindy Stene (406) 727-7580 and members of the Montana Department of Agriculture, such as Will Kissinger, Brent Poppe, Quinn Holzer, and others (406) 444-2402. |
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<table>
<thead>
<tr>
<th>TRANSPORTATION</th>
<th>RECOMMENDATIONS</th>
<th>RESOURCES</th>
<th>TIMING</th>
</tr>
</thead>
</table>
| • Railroad     | One problem that was mentioned at every listening session was the blockage of traffic between east Conrad and the rest of the City by Burlington Northern Sante Fe (BNSF) freight trains. The BNSF completely bisects the community and freight trains frequently block traffic, which represents a serious problem for emergency service providers. Given the frequent turnover of BNSF personnel in Montana it is possible that the current management of the Montana Division is unaware of the problem. After consulting with a colleague who was once the mayor of a Hi-line community that had the same problem I (Craig Erickson) can now recommend the following course of action. | Contact: Pat Keim  
Director of Government Affairs  
Burlington Northern Sante Fe Railroad  
139 North Last Chance Gulch  
Helena, MT 59601-4125  
Phone: 447-2301  
Fax: 449-8610 | |
Interstate Access is one of the other most frequently mentioned problems we heard at the listening sessions. The City, County and Pondera Coalition for Progress have been working with Michael “Mick” Johnson, Administrator of the Montana Department of Transportation’s Great Falls District, to develop a project that would result in the construction of a new on-ramp into the community. From what I (Craig Erickson) understand, a component of a plan that is underdevelopment is the construction of a new rest area. Not, only does this project offer Conrad and the County a real opportunity to improve access from Interstate 15, but it could also answer the a question asked by several people during the listening sessions: “How do we draw people off the Interstate into Conrad?”

The answer is to include have a visitors center at the rest area. Conrad and Pondera County each receive annual allocations from the Montana Department of Transportation’s Community Transportation Enhancement Program (CTEP). For FY 2003, the City will receive approximately $15,000 and the County $19,000. This is funding that could be committed to the development of a visitors centers within the rest area. As the Local CTEP Administrator for eight city and county governments in the Bear Paw District, I strongly encourage the City and/or County to explore this option. Incorporating a CTEP

Contact:

Michael “Mick” Johnson  
Great Falls District Administrator  
Montana Dept. of Transportation  
P.O. Box 1359  
Great Falls, MT 59403  
Phone: 454-5887  
Fax: 453-1359  
E-mail: mijjohnson@state.mt.us

Thomas Martin  
CTEP Bureau Chief  
Montana Dept. of Transportation  
2701 Prospect Avenue  
P.O. Box 2010011  
Helena, MT 59620-1001  
Phone: 444-0809  
Fax: 444-7671  
E-mail: tmartin@state.mt.us
A project with a planned highway project offers several advantages such as reduced design, materials, and construction costs. A disadvantage might be that the highway project may not be ready for construction for several years. However, it has been my experience that combining a CTEP project with a highway project actually shortens its development time, saves money, and reduces administrative burden, which on a CTEP can be significant.

My last recommendation related to transportation has to do with partnerships. I have found that the best way to effectively work with the Montana Department of Transportation is to develop and nurture relationships with your local and district administrators and staff. For example, the City of Havre, Hill County, Blaine County, Havre Area Chamber of Commerce, and Bear Paw Development hold quarterly meetings with Mr. Johnson and his staff four times a year. Mick and his staff give status reports on each of the projects under development in Hill and Blaine Counties. It has become an effective way of addressing issues before they become problems and I believe Mr. Johnson would be willing to hold the same type of meetings in Conrad. You may also consider rotating the location of the meetings between Conrad, Valier, and Dupuyer or you can reach out even further and invite local government officials from Glacier, Toole, Teton, and Pondera Counties.

Bill Barr: A potentially successful technique is to invite the Regional Supervisor from the Montana Department of Transportation, to come to Conrad and to discuss the importance of the highway overpass from a safety and commercial vantage point. Give him a tour of the area, its prospects and potential. Put on a sustained dog and pony show. Invite the State Highway Commission to Conrad and do the same thing. Use your local legislators and your federal legislators (do you know the potential influence on highway funds that Sen. Baucus brings to the table for Montana?) Get your county highway person to “get the

| Russ Huotari, Richland County Public Works Director (406) 488-2106. |  |
“project” on the shelf, ready to go, should funds become available because some other project can’t get ready in time. Russ Huotari, Richland County Public Works Director, is a master at this strategy. (406) 488-2106. Sell the project by selling the value the state will receive for investing money in this project . . .will it help not only your economy but the region? Some of this has been done already, but until the project is done, keep going.
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| SPORTS/RECREATION | Grant funding for this type of project is available, but its availability is limited and the competition for funds is fierce. Expecting to fund such a facility primarily with grant funding would be unwise; local investment will be necessary.

One approach is to organize a **task force** to facilitate the development of a skateboard park. This is a wonderful opportunity to involve young people in the planning and development process of a municipal project.

Given the strengths of the community, I envision a task force including representatives from the city, county, law enforcement, chamber of commerce, Pondera Coalition for Progress, Conrad Schools, churches, local civic groups, and every young person that wants to see a skateboard park built in the community.

The Task Force should contact representatives from the Helena Park and Recreation Department and Libby Skate Park Inc. to understand how each of these communities was able to complete their projects. There is no sense reinventing the wheel. Reach out to these people and take their advice. (Names and addresses to the right.)

Dale Mahugh: To aid in making this become a reality, one

| Contact: Jane Thom  
Libby Skate Park Inc.  
Phone: 293-574  
Email: [aniethom@yahoo.com](mailto:aniethom@yahoo.com) |
| Randy Lilge  
Director of Parks and Recreation  
City of Helena  
316 North Park Ave.  
Helena, MT 59623  
Phone: 447-8462  
Email: [rlilge@ci.helena.mt.us](mailto:rlilge@ci.helena.mt.us) |
| Funding Information:  
Professional skateboarder Tony Hawke has a foundation and maintains a website that describes that gives detailed on the four components of building a skateboard park: organizing, planning, fundraising, and designing. The Tony Hawke Foundation awards grants ranging from $5,000 to $25,000. For more information visit the Foundation’s website at [http://www.tonyhawkfoundation.org/](http://www.tonyhawkfoundation.org/) |
or more possible sponsors should be identified to assist in securing funds to purchase the materials. To make this a win for all involved, the site could be named in honor of the primary donor(s) if they so chose. One major concern expressed by many with a project of this nature is liability. In the past, liability insurance was prohibitively expensive, especially for smaller communities. This however is not the case presently. The Montana Municipal Insurance Association will now insure these parks and at a relatively reasonable cost.

It is one thing to make the park a reality; it is another to keep it in properly maintained and in good operating order. To aid in covering costs, some type of minimal fee schedule should be considered. Users also tend to take better care of a facility when they take ownership and even have to pay something to use it. Additionally, if this park does become reality, it would be the only one in a fairly large area. Users from surrounding areas would come to use the park. Interest could also be garnered from travelers with children seeking a short respite from traveling. Children often drive the decisions of the parents when traveling. This would allow the kids to do something they enjoy doing and make the rest of the trip more enjoyable for all. Once off of the road, they may choose to see some of the other sites as well. In each case, this means more people coming into the community and injecting new money into the local economy.

The same philosophy (as above) applies to the new sports complex the community can be so proud of. Continue the efforts to attract area tournaments to fully utilize the grounds and especially consider the plight of smaller surrounding communities that do not have the facilities locally to sponsor such events in their own towns. This type of partnership can be a winning combination for both communities. It is suggested that the parks and recreation department contact their counterparts in surrounding communities to suggest such an offer. This would provide a much needed impact on local restaurants, lodging, RV

Information is also available at http://www.skatepark.org

The Montana Municipal Insurance Association will now insure these parks and at a relatively reasonable cost.

Turner foundation/ Turner Youth Development Community Initiative Program
1 CNN Center, Suite 1090
South Tower, Atlanta GA 30303
http://www.turnerfoundation.org/
turner/application.html

Applications and funding are reviewed quarterly with December 15, March 15, June 15 and September 15 deadlines.
| Running Track | A new all-weather track for Conrad High School is a community need mentioned by several during our assessment. A potential source of funding for a new track is Nike’s Bowerman Track Renovation Program. Named after Nike co-founder, Bill Bowerman, the Bowerman Track Renovation Program is a five-year, $1 million project program that provides matching funds of up to $50,000 to youth-oriented nonprofit organizations anywhere in the world.  

- Organizations applying for the grant must demonstrate a need for running track refurbishment or construction.  
- Grant recipients must provide track access to neighboring communities.  
- Bowerman Track Renovation Program funds must be matched in some amount by other contributors by an agreed upon deadline.  
- Athletic booster clubs are considered public charities and are eligible to apply.  
- Proposals will be accepted on an on-going basis through May 31, 2004. |
| Youth Center | Many of the people we visited with said Conrad needs a Youth Center. Fortunately, there are many foundations that offer grant funding for youth centers. Like the skateboard park project, begin by forming a committee or task force of people who share the goal of building a youth center and then start the planning process by asking questions. For example:  

1) What type of activities do our children want offered at the youth center?  
2) What type of facility will we need?  
3) Do we build or renovate an existing building? |

**Contact:**
Manager  
Bowerman Track Renovation Program  
Global Community Affairs  
Nike, Inc.  
One Bowerman Drive  
Beaverton, OR 97005-6453  
Phone: (503) 671-6453  

**Funding Sources:** (see details pg. 19)  
Altec/Stylslinger Foundation  
210 Inverness Center Dr.  
Birmingham, AL 35242  

Deramus Foundation, Inc.  
c/o David Zimmerman  
120 W. 12th St.  
Kansas City, MO 64105  
Contact: William N. Deramus IV, Pres. and Secy.  

MacDonald Family Foundation  
P.O. Box 64788
4) Who will staff the facility?
5) How do we pay for operation and management?

Again, children of all ages should play an active role in developing this project. Give them responsibilities, let them make decisions, and allow them to make mistakes.

For more information about the logistics of running a youth facility you may contact Robin Morris of Havre Encourages Long-Range Prevention (HELP). HELP operates Havre’s Boys & Girls Club and she is a remarkable source of information and ideas.

Contact: Robin Morris
Executive Director
Havre Encourages Long-Range Prevention
P.O. Box 68
Havre, MT 59501
Phone: 265-6206
Fax: 265-6206
E-mail: helpcom@hi-line.net

Another possibility is making more people, locals and out of area travelers alike, aware of the fine community golf course Conrad offers. The problem here is that there is competition in all directions and single handedly, there is not much possibility to make significant inroads in this area. While not a totally unique concept, the teaming up of several communities in a joint effort to promote their course and those of the other surrounding towns could do much to develop an area-wide wide golfing destination. In so doing, each community shares in the increased traffic to golf their own course. It also would help to bring communities together to share in a project and perhaps more importantly help to erase at least some of the competition that currently exists between towns presently. If this is not done, much

NorthWestern Energy is available to offer energy related expertise for any of these projects and others as it relates to lighting, energy efficiency, line extension needs, new business energy requirements and other economic development projects, etc. there is also sufficient energy infrastructure in place to meet the anticipated needs of the Conrad community for the foreseeable future. We stand ready to assist in helping Conrad in preparing for the twenty first century.

Dale Mahugh
Customer Issues Coordinator

Los Angeles, CA 90064
Telephone: (310) 571-2492
Contact: David S. Wang, Tr.
FAX: (310) 571-2496

Robertson Foundation
c/o American Express TBS, Inc.
1185 Ave. of the Americas
New York, NY 10036-2602

Sherwood Foundation
c/o Susan Buffett
105 N. 54th St.
Omaha, NE 68132-2810

Dennis & Phyllis Washington Foundation, Inc.
P.O. Box 16630
Missoula, MT 59808-6630
Telephone: (406) 523-1300
Contact: Russell J. Ritter, Pres.
Additional tel.: (406) 449-6510
URL: http://www.washcorp.com/foundation
exists between towns presently. If this is not done, much time is spent trying to outdo the other and no one wins. Efforts that are directed at beating the other in garnering outside tourist dollars and even economic stimulus projects often can be self-destructive and create a situation where no one wins.

In this scenario, a punch card or some similar mechanism could be utilized with access to all courses that chose to participate. With the exception of East Glacier, none of the communities in the area could be considered a destination resort area, where people would stay for an extended period of time. Also it is important to keep in mind that you are not looking to compete with the larger, better known courses in Montana.

By partnering, each community can share in the added revenue that this would bring. This has the opportunity to bring each location into the sights of golfers and allow them to enjoy great golfing and scenery at a very reasonable price. Tournaments such as Northern Plains Open or some other title could be initiated to gain recognition of the area and possibly even coverage in one or more of the golfing magazines.

Conrad also has a plus in that the newly upgraded airport is in very close proximity to the course. It is not unusual for groups of golfers to travel in this fashion. This is another way to make outsiders aware of Conrad and provide visitors with a reason to tell others and return at a later date.

<table>
<thead>
<tr>
<th>NorthWestern Energy</th>
</tr>
</thead>
<tbody>
<tr>
<td>40 East Broadway</td>
</tr>
<tr>
<td>Butte, MT 59701</td>
</tr>
<tr>
<td>Ph: (406) 497-3756</td>
</tr>
<tr>
<td>Fx: (406) 497-4034</td>
</tr>
<tr>
<td>Email: <a href="mailto:Dale.Mahugh@northwestern.com">Dale.Mahugh@northwestern.com</a></td>
</tr>
</tbody>
</table>
CONRAD RESOURCE TEAM ASSESSMENT
DISCUSSION AND IMPLEMENTATION CHART

TOURISM

The information in this matrix has been taken from the Conrad Resource Team Assessment Report. The information is the same but formatted into the grid below for ease in discussion and implementation of projects.

<table>
<thead>
<tr>
<th>TOURISM</th>
<th>RECOMMENDATIONS</th>
<th>RESOURCES</th>
<th>TIMING</th>
</tr>
</thead>
</table>
| • General/Misc.| Personally, I (Craig Erickson) cannot think of a better place to build a museum that interprets Montana’s and Pondera County’s in the Cold War. The Anti-Ballistic Missile site on the Ledger Road would be an amazing location for a museum. The educational opportunities are almost limitless. The following is list includes just a few of the attractions, natural resources, and linkages could be developed in Pondera County:  
  ➢ Agriculture  
  ➢ Lewis and Clark  
  ➢ Classic Car Collections  
  ➢ Native American History  
  ➢ Watchable Wildlife  
  ➢ Lake Francis  
  ➢ Rocky Mountain Front  
  ➢ Baseball/Softball Complex  
  
I am sure there are several other assets that should be added to that list. It is imperative that the people associated with each of these assets work together to promote what they have developed to potential visitors. The Chamber of Commerce website makes this immediately possible. The Chamber should create a tourism committee made up of | Potential Funding Sources:  
  Travel Montana  
  Community Tourism Assessment Program (CTAP)  
  CTAP is designed to help rural communities interested in tourism as an economic and/or social improvement tool analyze and develop an appropriate plan of action. CTAP is a community "self help" program provided as a cooperative project of MSU Extension, Travel Montana, and University of Montana's University Travel Research Program. Each year, 3 rural communities are accepted into the 8-month program through a competitive application process.  
  Travel Montana  
  Tourism Infrastructure Investment Program (TIIP)  
  The TIIP invests a portion of Travel Montana's "bed tax" funding into new tourism-related infrastructure products, the enhancement of existing tourism facilities, and the preservation of Montana's historical and cultural treasures. Since its creation in 1995, TIIP has invested more than $1.3 million in "bed tax" funds into 28 projects in |        |
representatives from each of the tourist attractions in the community. The Committee can then work through Travel Montana’s Russell Country to promote the Conrad region as a tourist destination.

I also recommend that Conrad and Pondera County do a community asset inventory. The Asset Inventory will include cultural and heritage sites, venues, interpreters, events, and all community assets upon which a marketing effort can be built. Help can is available by contacting Vicki Munson, a private consultant that specializes in tourism and Victor Bjornberg at Travel Montana.

By working more aggressively with Travel Montana and by promoting the area via the Chamber of Commerce website and a Visitors Center at the rest area on I 15 Conrad should be able to see a greater number of visitors within the community.

Contact Information:

Vicki Munson
Munson Consulting
8505 East Shore Route
Polson, MT 59860
Phone: (406) 887-2126
Fax: (406) 887-2128
Email: vmunson@cyberport.net

Victor Bjornberg
Tourism Development Coordinator
Travel Montana
Montana Department of Commerce
P.O. Box 200533
Helena, MT 59620-0533
Phone: 444-2654
E-mail: victor@visitmt.com
Website: http://www.travelmontana.state.mt.us

22 communities across Montana. This investment has helped create over $19 million in new or improved tourism facilities in Montana. The primary goal of this program is to create or improve attractions and services that will entice visitors to spend more time and money in Montana's communities. The program also aims at helping communities and organizations improve the quality of life for Montanans.

( More details pg 23)

Baker Foundation (R.C.)
C/O Frank L. Scott, Chairman
P.O. Box 6150
Orange, CA 92863-6150
Phone: (714) 750-8987

Brach Foundation (Helen)
Raymond Simon, President
55 West Wacker Drive, Suite 701
Chicago, Illinois 60601
Phone: (312) 372-4417
Fax: (312) 372-0290

New-Land Foundation, Inc.
1114 Avenue of the Americas, 46th Floor
New York, New York 10036-7798
Phone: (212) 479-6162

Bair Family Trust (Charles M.)
C/o First Trust Company
Attention: Beverly Jensen, Administrative Secretary
P.O. Box 3168
Portland, Oregon 97208-3168
Phone: (406) 657-8124

Application Address: C/o U.S. Bank Trust Montana
P.O. Box 20678
<table>
<thead>
<tr>
<th>Foundation Name</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fannie Mae Foundation</td>
<td>C/o Harriet M. Ivey, Executive Director</td>
</tr>
<tr>
<td></td>
<td>4000 Wisconsin Avenue, N.W.</td>
</tr>
<tr>
<td></td>
<td>Washington, DC 20016-2800</td>
</tr>
<tr>
<td></td>
<td>Phone: (202) 274-8000</td>
</tr>
<tr>
<td></td>
<td>Fax: (202) 274-8100</td>
</tr>
<tr>
<td></td>
<td>Internet: <a href="http://www.fanniemaefoundation.org">http://www.fanniemaefoundation.org</a></td>
</tr>
<tr>
<td>Kongsgaard-Goldman Foundation</td>
<td>C/o Martha Kongsgaard, President</td>
</tr>
<tr>
<td></td>
<td>1932 First Avenue, Suite 602</td>
</tr>
<tr>
<td></td>
<td>Seattle, Washington 98101</td>
</tr>
<tr>
<td></td>
<td>Phone: (206) 448-1874</td>
</tr>
<tr>
<td></td>
<td>Fax: (206) 448-1973</td>
</tr>
<tr>
<td></td>
<td>Email: <a href="mailto:kgf@Kongsgaard-goldman.org">kgf@Kongsgaard-goldman.org</a></td>
</tr>
<tr>
<td>Microsoft Corporate Contributions Program</td>
<td>1 Microsoft Way</td>
</tr>
<tr>
<td></td>
<td>Redmond, WA 98052-6399</td>
</tr>
<tr>
<td></td>
<td>Phone: (425) 936-8080</td>
</tr>
<tr>
<td></td>
<td>Fax: (206) 936-7334</td>
</tr>
<tr>
<td></td>
<td>Internet: <a href="http://www.microsoft.com/giving">www.microsoft.com/giving</a></td>
</tr>
<tr>
<td>Harriman Foundation (Gladys &amp; Roland)</td>
<td>C/o William F. Hibbard, Secretary</td>
</tr>
<tr>
<td></td>
<td>63 Wall Street, Suite 3101</td>
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<tr>
<td></td>
<td>New York, NY 10005</td>
</tr>
<tr>
<td></td>
<td>Phone: (212) 493-8185</td>
</tr>
</tbody>
</table>

- Join in MT Dept. of Commerce/Travel Montana activities

Randy Hansen, Regional Development Office, Montana Department of Commerce, (406) 262-9579 or Anna Marie Moe (406) 444-2654, Travel Montana, Montana Department of Commerce can help get the connections made. Internal assessment, in some cases, grant funded, and one-of-a-kind promotion of tourism opportunities in MT.
and use of state promotion of tourism opportunities is an important first step to getting folks into town.

Does Conrad have adequate tourism infrastructure to attract tourists?

Are there adequate motels? What type of motels? Are there a variety of restaurants? Are they customer friendly and open when customers want them to be? Are there camp grounds? Are there RV parks and are they signed properly? (not hidden behind another sign across from Stockman Bank . . .) Part of your follow-up on Comprehensive Economic Development Strategy should include an assessment of available and needed tourism infrastructure. An honest assessment of tourism and its potential is important: what do you have to "sell" in terms of sites that someone will want to spend time getting to Conrad to see, to stay and then to shop.

Based on the results of this entire information gathering, a question of value received for value invested must be addressed. In other words, will you end up spending money chasing tourist dollars that may never show up? Are you creating sustainable jobs? Where does this fit in your development priorities?

See more info on page 36.

A number of participants in the self-assessment process indicated a museum(s) in the community would assist in drawing people into the city. This is a realistic goal to pursue and has been utilized in other communities. The most important and difficult thing to keep in mind is that there has to be some uniqueness, one of a kind or site-specific topic to differentiate your project from others elsewhere. The antique/vintage car museum mentioned several times is a good way to attract those interested in this type of attraction, but this is only a small segment of

The Department of Commerce has a competitive tourism assessment grant (with matching fund requirements), which can assist Conrad and Pondera County in addressing these issues. Anna Marie Moe (406) 444-2654 can assist with this inquiry.
<table>
<thead>
<tr>
<th>Interpretive Center</th>
<th>type of attraction, but this is only a small segment of those traveling Montana and display space is limited.</th>
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<tr>
<td><strong>Cold-War-based Tourism</strong></td>
<td>I (Al Jones) picture building what looks like the bottom six feet or so of a Minuteman missile and have that protruding from the ground next to the highway exit to Conrad with a battery powered-smoke generator inside putting off a thin trail of smoke so it looks the missile just buried itself into the soil (heaped and covered with charcoal around it.) Next to that is a sign for the Cold War Museum. A little shuttle bus would take them out to a decommissioned missile silo for a walking tour/descent, past the former missile technician housing in Great Falls, and then to the main facility underground.</td>
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<tr>
<td>While this project should certainly be brought to fruition, it is suggested that additional possibilities be explored, including the following:</td>
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<td>Not to overlook the agricultural roots of the community and the entire area, it seems to be a logical extension of the museum and interpretive concept to promote what originally brought growth and vitality to Conrad. There are agricultural equipment displays in several areas of Montana already, so the challenge is to make this different than other displays. By virtue of the larger farms and associated equipment that is required to till and harvest lands in this area, is something that could set you apart from others. Additionally, it was mentioned in more than one discussion that an interpretive crops display should be considered. This creates a logical extension showing people what was/is grown and harvested in the area and it might be valuable to associate price of the raw product to finished goods and help in a positive way to portray the plight of the Montana farmer today.</td>
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<tr>
<td>Montana has a wealth of contacts to assist in these endeavors. Montana State University and its College of Agriculture is an excellent resource to contact to explore what type of displays would be most effective and also the manner in which they could affect the most personal interest to those not familiar with agriculture and its history. They may also be interested in allowing this to become a student-affiliated project which would offer technical assistance including engineering, marketing and promotional expertise helping to bring the project from concept to reality. The Montana State University Agricultural Experiment Stations and Extension Service are also excellent resources to bring into the mix concerning the interpretive displays of crops and farming methods. As all of these entities are under the domain of the College of Agriculture at MSU, it is suggested that a contact be established with the Dean of the College of Agriculture, Sharon Quisenberry at (406)-994-3681, and at a later date possibly even involve MSU President Geoffrev</td>
<td></td>
</tr>
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</table>
Conrad is truly located in a one-of-a-kind location that most people do not know about or comprehend. For many years, Conrad has played a major role in the protection of Americans from world threats. The Minuteman missile program has been an economic boon and then bust for the area. We believe that Conrad can exploit this to their monetary advantage. By creating a museum and interpretive center to depict this part of the Cold War that the entire country has heard about, but rarely understand, this has the potential to create significant interest.

A contact made with the Malmstrom Air Force Base missile command has revealed that there are two decommissioned missile shells in their possession presently and were originally intended for their Base display. With the heightened security now present in our country and the limited access to federal installations, they may be willing to allow one of these and possibly other artifacts as well to go off base and become part of an interpretive presentation of this important part of our nation’s history. The Commander of the Malmstrom Missile Wing, Colonial Altin, may be contacted at (406)-731-3411. Because of the increased security concern at federal installations, this type of partnership with a community may be a win-win situation for all concerned. The partially completed silo installation outside of town would also fit well into this interpretive history to show the massive effort involved with these sites.

This notoriety could also foster other offshoot events.

Gamble. It would also be a plus if a draft proposal be created explaining what you hope to accomplish and the ways in which they might assist in the process.

The Commander of the Malmstrom Missile Wing, Colonial Altin, may be contacted at (406)-731-3411.

Our Senators, Burns and Baucus, and Congressman Rehberg may also be able to assist in securing credibility and financial assistance to help this project gain momentum.
including, but certainly not limited to model rocket displays, launch competitions and other rocket/missile related sporting events.
The information in this matrix has been taken from the Conrad Resource Team Assessment Report. The information is the same but formatted into the grid below for ease in discussion and implementation of projects.

<table>
<thead>
<tr>
<th>HEALTH CARE</th>
<th>Recommendations</th>
<th>Resources</th>
<th>Timing</th>
</tr>
</thead>
</table>
| • General Suggestions | During our visit it was made very clear to the team that the future viability of the Pondera Medical Center is one of the most important issues facing Conrad residents. The list of concerns related to the Medical Center included the ever-increasing challenge of recruiting qualified staff, especially doctors and nurses. Many of the people who attended the listening sessions mentioned the Medical Center, as one of the County’s most important assets and clearly, adequate health care is essential for a community to be considered sustainable. Given the complex funding, personnel and technology issues indigenous to health care it may be helpful for the Pondera Medical Center to hire a consultant to develop a long-range plan for the facility. Such a plan may already exist, but if it does not, the Center’s administrative staff may want to consider developing a strategy for future growth. The American Association of Healthcare Consultants has a directory of member firms that can assist with this project. | Potential Funding Sources: (details pg. 26)  
Baker Foundation (R.C.)  
C/O Frank L. Scott, Chairman  
P.O. Box 6150  
Orange, CA 92863-6150  
Phone: (714) 750-8987  
Fannie Mae Foundation  
C/o Harriet M. Ivey, Executive Director  
4000 Wisconsin Avenue, N.W.  
Washington, DC 20016-2800  
Phone: (202) 274-8000  
Fax: (202) 274-8100  
Bair Family Trust (Charles M.)  
C/o First Trust Company  
Attention: Beverly Jensen, Administrative Secretary  
P.O. Box 3168  
Portland, Oregon 97208-3168  
Phone: (406) 657-8124  
Application Address:  
C/o U.S. Bank Trust Montana  
P.O. Box 20678  
Billings, MT 59115 |
| Email: info@aahc.net  
Website: [http://www.aahc.net/](http://www.aahc.net/) | Coca-Cola Company Giving Program  
Donna R. Greene, Director  
P.O. Draw 1734  
Atlanta, Georgia 30301  
Phone: (404) 676-8804  
Internet: [www.coca-cola.com](http://www.coca-cola.com) |
| --- | --- |
| Mattel Children’s Foundation  
C/o Gloria De Necochea, Manager  
333 Continental Boulevard  
El Segundo, California 90245-5012  
Phone: (310) 252-4747 | Ostern Foundation  
C/o Howard L. Thaler, Esq.  
Suite 1105  
9401 Wilshire Boulevard  
Beverly Hills, California 90212  
Phone: (310) 476-0169  
Fax: (310) 472-1174 |
| Coors Foundation (Adolph)  
C/O Linda S. Tafoya, Executive Director  
4100 East Mississippi Avenue  
Denver, Colorado 80246  
Phone: (303) 388-1684 | Castle Rock Foundation  
C/O Linda S. Tafoya, Executive Director  
4100 East Mississippi Avenue, Suite 1850  
Denver, Colorado 80246  
Phone: (303) 388-1636  
Fax: (303) 388-1684 |
| Herzog Foundation, Inc.  
C/o Bentley, Mosher, Babson, and Lambert P.C.  
321 Railroad Avenue  
Greenwich, CT 06836-0788  
Phone: (203) 629-2424 |
<table>
<thead>
<tr>
<th>Organization</th>
<th>Address</th>
<th>Contact</th>
<th>Phone</th>
<th>Internet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Huisking Foundation, Inc.</td>
<td>Frank R. Huisking</td>
<td>P.O. Box 368</td>
<td>Botsford, CT 06404-0353</td>
<td>Phone: (203) 426-8618</td>
</tr>
<tr>
<td>Chatlos Foundation, Inc.</td>
<td>C/o William J. Chatlos, President</td>
<td>P.O. Box 915048</td>
<td>Longwood, FL 32791-5048</td>
<td>Phone: (407) 862-5077</td>
</tr>
<tr>
<td>Davis Foundations (Arthur Vining)</td>
<td>C/o Jonathon T. Howe, Executive Director</td>
<td>111 Riverside Avenue, Suite 130</td>
<td>Jacksonville, FL 32202-4291</td>
<td>Phone: (904) 359-0670</td>
</tr>
<tr>
<td>Little Family Foundation</td>
<td>C/o Linn T. Spalding, Trustee</td>
<td>1 Boston Place</td>
<td>Boston, MA 02108</td>
<td>Phone: (617) 722-7772</td>
</tr>
<tr>
<td>Harriman Foundation (Gladys &amp; Roland)</td>
<td>C/o William F. Hibbard, Secretary</td>
<td>63 Wall Street, Suite 3101</td>
<td>New York, NY 10005</td>
<td>Phone: (212) 493-8185</td>
</tr>
<tr>
<td>Hearst Foundations</td>
<td>C/o Robert M. Frehse, Jr., Executive Director</td>
<td>888 Seventh Avenue, 45th Floor</td>
<td>New York, NY 10106-0057</td>
<td>Phone: (212) 586-5404</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Internet: <a href="http://fdncenter.org/grantmaker/hearst.html">http://fdncenter.org/grantmaker/hearst.html</a></td>
</tr>
</tbody>
</table>
| • Expand Out-Patient Services | Some people will always drive elsewhere for their services. A way of expanding the existing services, increasing the footprint of medical services throughout the county, and enhancing the favorable impact of this resource throughout the county, is to **form a cost effective out-patient in-home medical service provider cooperative.**

Staffed by trained medical service providers, based upon hospital delivered services, a cooperative of this nature is working well in the mid-west. | For information, call Elaina Zempel, (406) 271-7791 or Bill Barr, USDA-Rural Development, (406) 585-2545.
Contact Sue Gantz, USDA-Rural Development, Community Facilities, (406) 585-2580. |
The information in this matrix has been taken from the Conrad Resource Team Assessment Report. The information is the same but formatted into the grid below for ease in discussion and implementation of projects.

<table>
<thead>
<tr>
<th>GRANT WRITING</th>
<th>RECOMMENDATIONS</th>
<th>RESOURCES</th>
<th>TIMING</th>
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<tbody>
<tr>
<td></td>
<td>Yes, there are literally thousands of public and private sources of funding in the United States that offer financial support for everything from Abuse Prevention to Zoological Societies. What people don’t understand is how time consuming and challenging grant writing can be. The process of writing just one grant can literally take weeks and the competition is fierce.</td>
<td>A few training resources include:</td>
<td></td>
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<td>The point is: Grant writing is hard work and it would be unreasonable to expect one person to handle all of the grant writing responsibilities of Conrad and Pondera County. The answer is to develop a network of people you would be willing to work individually or as a team to write funding proposals. These people should be given the opportunity to attend training seminars and workshops or to have access to on-line resources. (See column at right)</td>
<td>The Foundation Center at <a href="http://fdncenter.org">http://fdncenter.org</a></td>
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<td></td>
<td>In addition, Montana State University – Northern occasionally holds grant writing workshops in Great Falls or Havre that are affordable and very helpful to both the novice and seasoned grant writer. Your grant writing team should be allowed to utilize these opportunities. The return on the community’s investment may be considerable.</td>
<td>The Environmental Protection Agency at <a href="http://www.epa.gov/rtlakes/seahome/grants.html">http://www.epa.gov/rtlakes/seahome/grants.html</a></td>
<td></td>
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<tr>
<td></td>
<td>Another challenge to grant writing is what to once you has been awarded a grant. This is another issue most people</td>
<td>Catalog of Federal Domestic Assistance at <a href="http://www.cfda.gov/public/cat-writing.htm">http://www.cfda.gov/public/cat-writing.htm</a></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>The Grant Station Insider at <a href="http://www.grantstation.com">http://www.grantstation.com</a></td>
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<td></td>
<td></td>
<td>Kent State University at <a href="http://literacy.kent.edu/Oasis/grants/first.html">http://literacy.kent.edu/Oasis/grants/first.html</a></td>
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</tr>
<tr>
<td></td>
<td></td>
<td>New Mexico State University at <a href="http://www.cahe.nmsu.edu/employee/grants/">http://www.cahe.nmsu.edu/employee/grants/</a></td>
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</table>
overlook or don’t even recognize as an issue. Every grant provider, whether they are private, public, state or federal will want to know how their money is being spent. Grant administration also takes time and it takes resources that most volunteer organizations, especially in small rural communities do not possess.
CONRAD RESOURCE TEAM ASSESSMENT
DISCUSSION AND IMPLEMENTATION CHART

SUSTAINABLE ECONOMIC DEVELOPMENT

The information in this matrix has been taken from the Conrad Resource Team Assessment Report. The information is the same but formatted into the grid below for ease in discussion and implementation of projects.

<table>
<thead>
<tr>
<th>SUSTAINABLE ECONOMIC DEVELOPMENT</th>
<th>RECOMMENDATIONS</th>
<th>RESOURCES</th>
</tr>
</thead>
</table>
| Port Authority                    | I (Craig Erickson) believe Conrad and Pondera County need a **fulltime** economic development organization that has the resources to initiate and sustain the type of projects that will get positive results. The Pondera Coalition for Progress (PCP) can be that type of economic development organization, but a part-time director with an annual budget of less than $31,000 is not enough to take on the type of projects so many people told us they want to see happen in Conrad. A short-term goal (one to two years) may be to increase PCP’s annual budget to $80,000, which would allow for a full-time director, full-time administrative assist, travel and training. To make help make this possible, the City or County may consider creating a Port Authority. According to MCA 7-14-1101: Any county of municipality may, by resolution of its governing body, create a public body, corporate and politic, to be known as a local port authority. The purposes of the Port Authority include: 1) Promote, stimulate, develop, and advance the general welfare, commerce, economic development, and prosperity of its jurisdiction and | The Port Authority can be financed by an annual levy that may not exceed two mills. The current value of a mill in Pondera County is $13,000. This revenue along with continued support from individuals and businesses in the community would help the PCP deliver the type of sustainable economic development the people we heard from want to see take place in Pondera County. Leslie Messer from Richland Economic Development in Sidney (406 482-4679) can provide some insight as to how Richland County accomplished a similar task. She can also help discuss the ways of forming a Port Authority. |}

<table>
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<tr>
<th>TIMING</th>
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of the state and its citizens.

2) Endeavor to increase the volume of commerce within the jurisdiction of the port authority and the state through planning, advertising, acquisition, establishment, development, construction, improvement, maintenance, equipment, operation, regulation, and protection of ports and transportation and storage facilities that promote the safe, efficient, and economical handling of commerce.

3) Cooperate and act in conjunction with other organizations, public or private, in the development of commerce, industry, manufacturing, services, natural resources, agriculture, livestock, recreation, tourism, health care, and other economic activity in the state.

4) Support the creation, expansion, modernization, retention, and relocation of new and existing businesses and industry in the state and otherwise stimulate, assist in, and support the growth of all kinds of economic activity that will tend to promote commerce and business development, maintain the economic stability and prosperity of its jurisdiction and of the state, and thus provide maximum opportunities and improvement in the standard of living of its citizens of the state.

Randy Hansen, Regional Development Officer, Montana Department of Commerce (406) 262-9579, and John Rogers of the Economic Development Administration (406) 449-5580, can help with reviewing the advantages of participating in a regional economic development district.
The information in this matrix has been taken from the Conrad Resource Team Assessment Report. The information is the same but formatted into the grid below for ease in discussion and implementation of projects.

<table>
<thead>
<tr>
<th>BUSINESS RETENTION AND EXPANSION</th>
<th>RECOMMENDATIONS</th>
<th>RESOURCES</th>
<th>TIMING</th>
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</thead>
<tbody>
<tr>
<td>• Shop Local</td>
<td>Comments were heard that shopping in Conrad is expensive and that it is cheaper to drive to Great Falls.</td>
<td>If more information on this is desired, contact Bill Barr, USDA-RD Cooperative Development Specialist (406) 585-2545, Elaina Zempel, PCFP, (406) 271-7791, or Ty Duncan, at the Montana Cooperative Development Center in Havre, (406) 265-3771.</td>
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<td>Driving is not “cheap” and that message can be conveyed to your local residents. It is at least $.35 per mile and that doesn’t cover all the costs of driving. There is a cost of doing business, which somehow gets lost in the mix of emotion. The need for a business to make a fair profit is important if a business is to be successful in Conrad. Imagine what it would be like if there were no stores in Conrad at all? How can the business community bring more customers to Conrad?</td>
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<td></td>
<td>Some businesses have found it useful to form cooperatives or associations in an effort to provide product and service variety at an affordable price. There are marketing, purchasing, and service type cooperatives of an non-agricultural nature that can work.</td>
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<tr>
<td>• Identify local gaps</td>
<td>Elaina Zempel can provide a focal point for conducting a Comprehensive Economic Development Survey (CEDS) to identify what goods and service providers do not currently exist in Conrad.</td>
<td></td>
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<tr>
<td></td>
<td>Possible Business Services Gaps (Al Jones)</td>
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| • Bring 'Em Home | • Small engine repair & service (lawn mower servicing is the bread and butter work but also chain saws, etc.)  
• Small electric motor service & repair  
• Pump repair, service, & sales (I’d guess this is much of your machine shops’ work now but could be wrong.)  
• Ag chemical, seed, and fertilizer distribution  
• Photocopy service (surprising how many people need these and the number of professional firms in town suggest it’s viable.)  
• Bookkeeping services (just a guess, step below CPA firms)  
• Marketing & web services (need regional base)  
• Heifer-development feedlot  
• Finishing cattle feedlot & small slaughterhouse (area restaurant sales)  
• Aircraft repair, updating, service, fuel  
• Charter air service, crop sprayer, flight lessons (flight training seems like a natural with a long runway and little traffic.)  
• Sales representatives, contracted with local businesses |
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<tr>
<td>A program that uses the format of yearly class reunions as a recruiting pool of businesses has been tried in Sidney, MT. The idea is to contact ex-students who may own their own businesses and encourage them to return &quot;home&quot; with their business!</td>
<td></td>
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| • Infrastructure needs | An assessment of community infrastructure to enable successful expansion of a retail business center should be undertaken.  
Is water and sewer capacity adequate for present and future growth needs? |
| For assistance, call Mitch Copp, USDA-RD Rural Utilities Service Program Director at (406) 585-2520. |
Regional Service Center – Magnet Businesses

Building Conrad as a regional service center instead of a retail satellite of Great Falls
While Great Falls sheer size and hour’s distance can appear overwhelming, just as Billings or Missoula does, it’s more of a paper tiger than one would expect. Folks from smaller communities and farms are generally less than thrilled by confusing and unfamiliar streets with heavy traffic so these shopping trips are driven more by necessity, need for variety, anonymity, and the experience of eating out somewhere different/catching a movie. Conrad can offer much of this to surrounding communities probably for about an hour’s radius if it extends the way it advertises individual businesses/offers and focuses on more “magnet” businesses.

“Magnet” businesses Conrad already has include the implement dealers, the car dealers/service garages, Arnott’s furniture, lumberyard, the grain elevators, the machine shops, the hospital/outpatient services, accountants, lawyers, dentists, etc. Consumer and business services get overlooked but since they have to be done typically with the customer present, folks won’t/can’t drive too far for most of them. Direct mail campaigns by your businesses out over the 60-100 mile radius would be a way to build more customers (improving your local businesses’ health/growth/wages/buying power) is a very efficient and low-key way to let people know what you have. By partnering businesses seeking the same customers for different products, i.e. mailing to farmers offering implements, seed, pickups, recliners, tax preparation, will-writing, teeth cleaning, and pump repair could be done with a series of flyers for each business mailed in a single envelope 3-4x a year with the businesses splitting the cost of the postage, mailing list, stuffing, and envelope. If you want to pursue this, e-mail me and I’ll provide more help.

Al Jones
Regional Development Officer
DOC/Southcentral MT
2004 Miles Avenue
Billings, MT 59102
Ph: (406) 655-1696
Fx: (406) 655-0899
Email: aljonesrdo@attbi.com
Web: www.discoveringmontana.com
| **Zoned Distribution Flyers** | Another route to these customers can be using the zoned-distribution of the Great Falls Tribune for an inserted flyer. Newspaper-inserted flyers are unusually effective tools as so much more product information can be included (often these are available from manufacturers and just need a local imprint of the dealer’s address/phone). Each newspaper has zones of circulation so by looking at a circulation map with a Tribune ad rep, you can select say Pondera, Toole, Liberty, Teton, & Glacier counties’ Tribune subscribers. The longer you make the insert, especially past 8 pages long, the more effective it is so again partnering with other Conrad businesses is a smart step. Co-operative advertising programs from the manufacturers can generally be used on this too which can cut costs by 50%+. |
| **Joint Sales Events** | Related to the above, is coordinating joint sales events in Conrad and then promoting them together to reduce advertising costs and build customer traffic. An example would be all the implement dealers, car dealers, Arnott’s, and the lumberyard doing a Harvest Sale, showcasing new models, hot deals on used/trade-ins, special financing, free hot dogs/pop or coffee/pancakes, a live radio remote from perhaps KMON-AM, and most of the other retailers posting sale signs in their windows and putting some merchandise out on the sidewalk. Another could be a Tax-Season Sale combining the CPA’s, bars, restaurants, lumberyard/Arnott’s for using that tax refund check on home improvement or furniture, and maybe a swing-band dance at the high school (combat the winter blahs) or comedians at the restored Orpheum theater. Summer ones could tie in with water recreation at the reservoir or events at the ball field. Even golf tournaments can be nice draws given say 10 foursomes or 20 adds a lot of area customers into town that day (golf tournaments are a very cost-effective fundraiser for most charities and will introduce many people to your course.) |
| Grow the Customer Base | Growing the customer base for Conrad’s existing businesses is the best, fastest, cheapest, fairest, enduring way to add a lot of good jobs locally in many diverse ways (a more robust economy) and also builds the overall advantages of Conrad. If every business in Conrad added 1-2 employees a year, you’d have new jobs for 50-100 households each year. Over a 5-year period that growth would be a net 200-400 jobs. Examples would be Conrad’s wood shops and machine shops—with the right marketing, more clients, higher margin work, additional technology, each could grow to employ 10-40 people over the next 5 years while without it, they’ll grow far more slowly. Conrad’s truck body and food manufacturers are also poised for considerable growth, with help that small manufacturers often don’t get at critical times; this could be another 50-100 jobs given their base employment of over 50 now (it’s a lot easier to build than start-up.) |
| Use the Conrad Newspaper | Another tactic would be to include a year’s subscription to the Conrad newspaper for customers from outside Conrad when they bought significant amounts from the businesses. This would be a partnered deal with the paper to expand it’s subscriber base and the audience for local advertising, but more trickily, it would keep folks outside Conrad informed about what was available and happening here. By being aware of sales, events, entertainment at the theater/school/ball field, golf tournaments, how-to workshops at the lumberyard/ag chemical/seed/hospital/school, new places to eat or menu specials, church programs, auctions, garage and estate sales, etc. you’ll build their recognition of how many reasons there are to swing into Conrad this weekend. |
| Consider a Supper Club | Supper Club that’s a regional draw… A long-term goal would be to develop an existing local place or a new one into a regional restaurant. These come |
about pretty quirkily, based more on the food and word-of-mouth/restaurant reviews than a fancy building or big ad campaign. Driving 25-80 miles for a great meal and nice evening is a great pull for empty-nest and mature couples and Great Falls diners could be pulled this way as well as passing through Canadians/tourists and the region’s local residents.

A step towards this could be getting the cooks at the existing restaurants to start cruising the [www.FoodTV.com](http://www.FoodTV.com) and [www.topsecretrecipes.com](http://www.topsecretrecipes.com) websites to pick up new tricks of the trade from great restaurant chefs (Food TV’s alone has 30,000 restaurant grade recipes to search).

Another trick is the ingredients. *By basing their food increasingly on fresh ingredients from the area Hutterite colonies (their much tastier chicken is all that my wife and I buy anymore, as well as their Yukon Gold potatoes, etc.)* you’d offer distinctive, great-tasting meals worth a drive and unavailable elsewhere. A wine list also helps and wine reps from the distributors are thrilled at the opportunity to develop and update this at any restaurant.

Targeting meals at people in their 40’s-70’s is where the growth opportunity is and these are the same people who can be significant customers for other Conrad businesses like legal, accounting, insurance, banking, construction, furniture, new cars, etc.

The food we had in Conrad was consistently good, the places were clean, and the service friendly so I think it’s more a tweaking with menu offerings, less common ingredients (like Hutterite Yukon Gold mashed potatoes instead of Idaho Baker Russets), and getting the word out about lots of specials (entrée specials, theme nights, ethnic cuisine nights, holiday meals, etc.) which allows lower cost testing of dishes than adding them to the regular menu while also providing more novelty for local and regional diners.

Farmer’s Market as a regional draw:
- **Begin a Farmer’s Market**

An obvious and previously done effort in Conrad would be to revive your local farmer’s market but to promote it as a regional draw and do it where it builds wander-in traffic to your local stores/cafes that Saturday morning. In the Billings farmers’ market I’ve noticed that Hutterite colonies are like anchor stores in a shopping mall, they offer so much variety, quality, and volume that they alone make it worthwhile and allow lots of other folks to be very specialized and small scale. A third of Farmers’ Market include crafts so this can be more of a marketing opportunity than you’d expect.

Some folks are just raising flowers or spices in their back yards and making some extra bucks this way, others truck farm an acre and specialize in items like cantaloupes, pumpkins, sweet corn, watermelons, garlic, etc. It’s a great outlet for honey, baked goods, jams & preserves, pastries, cooked as you watch crepes, ethnic specialty foods, local musicians playing for tips (we get string bands, bagpipers, guitarists, violinists, barbershoppers, trumpeters, etc. ranging in ages from about 8 to 65—it’s a nice way for school band/orchestra kids to pick up a few bucks and adds a lot to the atmosphere).

There’s also a how-to book on farmer’s markets that I found online that’s very informative and these sources can point you towards.

*The key concepts for this are:*

1. Make it fun. It’s an experience and a socializing opportunity, not just rutabagas on a folding table.
2. Charge enough for display space that it pays someone enough to run it, the marketmaster, which could be a service club, church, Chamber, retiree, etc.
3. Place it so people naturally wander into local stores, dealerships, and cafes.
4. Have food and beverages ready for consumption right there (kettle popcorn works very well as does espresso) as people come or become hungry.
5. Enforce quality and locally produced standards so

The following two websites have considerable information on doing this:

http://www.farmersmarkets.net/
http://www.ams.usda.gov/farmersmarkets/
| Ideas for the empty Albertson/Buttrey Store | Logical thoughts to me (Al Jones):
1) Large **health food store** as this would complement the other retailers and be a regional draw.
2) A broad-lines **ag-focused store** like a Shipton’s, Tractor Supply Company, etc. that carries some hardware, tools, clothing, sporting goods, footwear, lawn mowers, etc.. as that would fill some gaps and further draw the surrounding populations.
3) A **carpeting/flooring/draperies** store as this would complement Arnott’s furniture and the kitchen cabinet shops/building contractors. The many homes for sale when we draw in buyers suggest a sizable latent market for new floorings, wallpaper, drapes, etc. as these are common new owner changes. I worked on the |
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<td>people don’t resell produce like cherries, apples, berries, etc..</td>
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<td>7. Don’t underestimate the opportunities to sell fresh-cut flowers, bedding plants, house plants, decorative plant material for centerpieces, etc. so this is a great tie-in for your florists, greenhouses, home flower patches, etc. who should exhibit directly at it rather than hope traffic finds them.</td>
</tr>
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<td>9. Make it unmissable by where it’s place for traffic patterns so someone can’t come to Conrad and overlook it. Get creative with highway signage and place it far enough out that a driver has several minutes to decide to pull over and take a look.</td>
</tr>
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<td>10. Rent tables, perhaps from the churches or school, and there’s another convenience and revenue source.</td>
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ownership transition of one of these in Big Timber, 75 miles from Billings and Bozeman, and was amazed at the local customer base he’d built there.

4) A “craftsmen’s-outlet” furniture showroom for the Hutterite colonies and the 2 local cabinet-makers. This would complement Arnott’s and increase overall furniture shopping here from the surrounding region including Great Falls while allowing much better profit margins for the furniture makers so they can add people and technology like CNC routers, CNC lathes, etc. that make them much more competitive. That would also drive kitchen cabinets demand, grow local upholstering and drapery-making businesses, antique restoration, and local artists sales (putting local artists’ works on the wall for sale is a nice way to make money off blank walls in a furniture store.) This could be a joint venture between Arnott’s (marketing, mgt., finance) and the furniture makers for the best division of labor.

5) A combination Video Library (3-4000 video titles for rent) and City Brew coffeehouse (same ownership based in Billings, Becky Reno runs it) would address the winter entertainment shortfalls and the coffeehouse is a nice alternative for teens, adults, and seniors (my wife and I take her mom there most Saturday mornings) would fill that space (and be another regional draw.)

6) Splitting the space between a Payless Shoes Store, a Hallmark cards and gifts franchise, a $1 Store, and a Bath & Bodyworks store would all complement existing retail and the area customer base well, essentially making it a mini-mall. www.chainstoreage.com is a good place to research the economics of retail stores (sizes, sales, growth) as well as identify specific store chains to contact. As everything cycles, I’d wonder if one could lure Sears into there which would address a lot of retail goods shortages in the area and end the Shelby “we’ve got underwear here” advantage.

7) The lumberyard could purchase a TruValue
**Hardware** franchise and set the building up as a hardware store with a lot of home improvement stuff like sinks, faucets, vanities, paint, doors, windows, countertops, etc. that don’t fit well at the lumberyard’s space. This could strengthen both sides of the business by adding more inventory, deeper lines, and making it more of a one-stop shop for the region.

8) A **crafts supplies/fabric store** might do well there as the older population suggests a lot of people who sew, knit, crochet, paint, embroider, quilt, etc. so perhaps a JoAnn Fabrics, Ben Franklin Arts & Crafts (I understand you used to have a general lines Ben Franklin there but they’re individual franchises now), or independent store. This again is a regional magnet, particularly for Fall and Winter trade when people are homebound more by the weather.

9) I’d wonder if Denver-based **Hastings** might be interested (books, music, videos, software) as that would be a regional magnet and could share the Great Falls’ store’s ad budget. That store is landlocked on 10th Ave. S. so the only way to increase their sales here would be another satellite location.

10) A modern **pet store** would work there, with live animals as well as food, supplies, and onsite grooming. Pet stuff has good to great profit margins and I’d again suspect that the older populations of this region means a lot of pet dogs and cats as well as a decent pet bird and aquarium market. That would also fit the regional magnet designation. As the only chains appear to be the pet superstores like Petco, Petsmart, etc., this would need to be an independent, locally-owned store.

11) An **auto parts store**, i.e. a NAPA, CarQuest, Checker, Champion, etc. in that space would stock enough selection to draw regionally and because of the knowledge required of countermen, those are good-paying jobs. This also facilitates local repair and body shop operations considerably with delivered parts.

12) Of course **it could always be** an antique store, pawnshop, florist, mattress store, sporting goods shop, Harley-Davidson dealer, rental shop (tools mostly).
Uses for abandoned Air Force Bunker

Productive uses for the abandoned Air Force missile control bunker.
Not having seen it myself, two thoughts came to mind:
1. It would be a great structure to convert into a Cold War museum, tying to the area’s first line of defense/attack in the event of nuclear war. Considerable surplus equipment could likely be secured from the military and defense contractors like Boeing/Hughes Missiles, General Dynamics, TRW, Lockheed-Martin, Raytheon, etc., probably best done as request letters by aides to Montana’s Senators. With some cash, a lot of Russian artifacts could be purchased as well. CTA Architects in Billings & Great Falls has done a lot of museum work and analysis including the Lewis & Clark Interpretive Center, Yellowstone Art Museum, etc. so they’d be good to talk to about an initial walk through and some conversion costs/estimates-Jim Wertmann at 406-248-4788 is the biggest museum buff among the partners and a good starting point.
2. The other thought, my personal preference for job creation, would be to thoroughly analyze and photograph (digitally) the building and grounds and then shop it with federal labs that might be needing a branch lab facility with those characteristics.

There are over 200 federal labs with Montana’s largest being the National Institute of Health’s Rocky Mountain Labs in Hamilton which employs around 400 people. Conrad’s affordable and plentiful housing would be a real attractor for lab folk in high housing cost areas like Maryland/Virginia, California, Northern Colorado, Massachusetts, Illinois, etc. I suspect the National Institute of Health facilities in Maryland or even Fort

http://www.federallabs.org
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<th>Use the Orpheum Theater for Economic Development</th>
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Detrick there (the Army’s biological and chemical warfare research site) could be very interested in this odd structure’s advantages in security, biological containment, remoteness, access to Malmstrom’s security forces/air services, etc..

This could bring 10-100 high-paying technical and scientific jobs which would consume much of the surplus housing, add kids to the school, and solid families for the local community/customer base. These jobs pay $30-100,000/yr, which is great money to raise a family in Conrad but in places where a basic house costs $350-450,000 that’s a tight stretch. This would allow spouses to choose to work rather than have to work to make huge mortgage payments, kids to go to the schools ranked #1 in the U.S. for 13 years olds’ science scores, and dumping a 3 hour roundtrip commute down into an hour (freeing up 10 hours a week!).

After identifying and contacting specific labs’ research directors with e-mails with attached digital photos/descriptions of the site, the Senators’ staffs would be of considerable help since each directly impacts their funding through their committee seats and always get their calls returned. Liz Ching at Baucus’s office in Billings and Betsy Allen at Burn’s office in Bozeman have a lot of technology interest and would be the logical points of contact.

When this is completed you’ll be able to draw regionally, especially for live shows. You may be able to get more live shows by tapping into the campus entertainment committees—generally connected with the Student Unions—at University of Great Falls, University of Montana, Carroll College, Montana Tech, and MSU/Northern as acts that contact them are looking for as many fill-in dates on a route as possible so you could be surprised at the variety of lecturers, comedians, musical acts, touring dance or plays, opera companies, one-person shows, military bands, etc. as there are hundreds of acts that make a full or partial living.
on the college circuit (I {Al Jones} was on that committee in college.)

Don’t forget the churches as there are a rising number of Christian-music performers who are primarily promoted and tour through churches- some of these acts have drawn thousands of people in Billings and it’s probably the fastest growing touring trend. Other sources would be the bookers at the 4 Seasons Arena and Civic Center in Great Falls who end up turning down a number of inquiries that might grab Conrad. That’ll spread your operating budget across more shows, allow season and multiple ticket packages, and build a habit of coming there from around the region.

Everyone focuses on the entertainment but a lot of the profit is in the concessions and related merchandise (apparel, recordings, posters, etc.) sales so be sure to set up the theater with natural facilities for those sales. It’s surprising how often that gets overlooked. You can also partner with local restaurants to do a dinner & a show package for an easy night on the town.

Other potential sources for shows: MSU’s Shakespeare in the Park, the theatre and performing arts/music programs at UM, the Montana Vigilante Theatre Players out of Virginia City, the Great Falls Symphony-perhaps quartets and quintets, high school band competitions, the Round Barn in Red Lodge books many appropriate acts. Jack Gladstone out of Browning, etc. Gladstone could likely identify some particularly effective Blackfoot storytellers and that could be a very popular show/tie-in to the Lewis & Clark bicentennial and beyond. (George Bird Grinnell’s “Blackfoot Lodge Tales” is a good reference on this.)

Movies can come from two sources. Distributors who handle current releases like this week’s top movies and Distributors like Swank who handle older films that are much cheaper (so you could do John Wayne festivals, comedy classics, big musicals, great films, children’s classics. the wide-screen movies like “Lawrence of Arabia”
| that lose so much on TV, horror movies, etc. ) That would allow weekend or weeknight shows in the summer that only needed 10-40 people showing up to break even and could be tied as fundraisers (the club, youth group, church committee throws a dinner beforehand, everyone goes to the movie afterwards, and it’s $25/head) which also helps guarantee a break-even/profitable audience. | http://www.swank.com/ |
|---|
| Organizing a town theatrical company to stage your own plays, probably in conjunction with the high school’s drama, art, and music faculty, really energizes a local theater and provides a great winter blahs remedy. Conrad’s older population suggests that there are likely a surprising number of people who have years of experience in playing musical instruments and can read sheet music so a town band or orchestra may not be as absurd as it first sounds. |
The information in this matrix has been taken from the Conrad Resource Team Assessment Report. The information is the same but formatted into the grid below for ease in discussion and implementation of projects.

<table>
<thead>
<tr>
<th>BUSINESS DIVERSIFICATION</th>
<th>RECOMMENDATIONS</th>
<th>RESOURCES</th>
<th>TIMING</th>
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<tbody>
<tr>
<td><strong>Value-Added Products</strong></td>
<td>Discover a process by which existing businesses provide new products and services. Commodity production is not creating the wealth for farmers that it did years ago. There are projects that producers would like to start that deal with value-added ventures. See contact info to the right. Cooperatives can be successfully formed for non-agricultural businesses, too.</td>
<td>Assistance is available through Will Kissinger, Montana Department of Agriculture, (406) 444-2402, Bill Barr, USDA-Rural Development, (406) 585-2545, Elaina Zempel, PCFP, (406) 271-7791, and Ty Duncan, Montana Cooperative Development Center in Havre, (406) 265-3771.</td>
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<tr>
<td><strong>Cooperatives</strong></td>
<td>See AGRICULTURE section in this matrix.</td>
<td>For help on forming food processing cooperative ventures (or other kinds of business structures) call Jan Tusick, Mission Mountain Market Cooperative Development Center, Ronan, (406) 676-0676.</td>
<td></td>
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<tr>
<td><strong>Starting a Business</strong></td>
<td>There are several avenues of assistance available to individuals or groups seeking to start their own business. An important concept to remember is that tax dollars are not going to be given free for someone to start a business. Technical assistance is often provided for &quot;free&quot;, and some grant funds, but mostly loan funds are available to businesses.</td>
<td>Randy Hansen, (406) 262-9579, Regional Development Officer, MT Department of Commerce</td>
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<td></td>
<td></td>
<td>John Guthmiller, USDA-Rural Development, Program Director, Rural Business Cooperative Services, (406) 585-2540 can advise about Business and Industry guaranteed loan program for qualified businesses. Rural Business Enterprise</td>
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</table>
Grant and Rural Business Opportunity Grant, and Value-Added Development Grant Programs.

Information on SBA programs can be obtained at your local banks or from the Small Business Development Center in Great Falls, (406) 453-8834.
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<table>
<thead>
<tr>
<th>HOUSING AND COMMUNITY FACILITIES</th>
<th>RECOMMENDATIONS</th>
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<tr>
<td>• Assistance for first-time buyers and renovation of homes; building</td>
<td>Inadequate housing needs to be fixed up or removed. Few people will want to invest in property and a house in a location, which will not support the growth of their investment. There are several programs available for assisting first time home-buyers, renovating homes, and even building homes. For specific information about programs and how they fit the needs of Conrad and Pondera County, call the resources listed at the right. (Also see pages 39 – 40.)</td>
<td>USDA-Rural Development, Rural Housing Service. The Program Director is Deborah Chorlton, (406) 585-2515</td>
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<tr>
<td>• Community Facilities</td>
<td>The Community Facilities Direct and Guaranteed Loan Program and the CF Grant Program eligible organizations receive help to construct, enlarge, and improve community facilities which provide essential services in real areas and town. This assistance can include support for hospitals, health clinics, nursing homes, fire and police facilities, community centers, roads and streets, libraries, schools, criminal justice centers, etc.</td>
<td>There is a USDA-RD Community Development Office in Great Falls, MT run by Cindy Stene, (406) 727-7580. Specific questions should be directed to Sue Gantz, CF Specialist, (406) 585-2555.</td>
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<td><strong>Self-Help Housing</strong></td>
<td>The Self-Help Housing Program provides technical assistance grants to non-profit organizations to help very low and low-income families finance and build their own homes. Classes for first time homebuyers and others are available to assist people with this process. Contact any of the organizations to the right to schedule them.</td>
<td>Information about HUD programs can be obtained from Larry Gallagher, (406) 449-5040.</td>
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CONRAD RESOURCE TEAM ASSESSMENT  
DISCUSSION AND IMPLEMENTATION CHART  

WORKFORCE DEVELOPMENT

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<td>Concern was frequently voiced over the lack of job opportunities for youth and that there is no surplus, trained work force should job opportunities arise.</td>
<td>Other resources, which could be incorporated into job development picture, reside in the Department of Labor and Industry. Bob Simoneau is the Director, State Workforce Investment Board (406) 444-2607, and Wendy Keating (406) 444-2648 is the Administrator of the Job Service Division. Program information assistance linking education and jobs is available through them. Job Training Partnership information can be obtained from the Office of Public Instruction at (406) 444-4437. Bill Linder at the Job Service Center located in Sidney (406) 482-1204 can provide insight into the Job Service Employers Council (JSEC) and how that links local businesses to the local schools.</td>
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<td></td>
<td>There are school-to-work programs utilized by other school districts that assist local businesses and students make the transition from student to employee while providing students with work place skills and a business with an employee. Carl Stevens, Office of Public Instruction in Helena (406) 444-3000 is a resource person. The high school in Rapelje runs an excellent school-to-work program and a program which provides college credit for certain high school courses.</td>
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### CONRAD RESOURCE TEAM ASSESSMENT
### DISCUSSION AND IMPLEMENTATION CHART

**AGRICULTURE**

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<tr>
<td>• Effects of Conservation Reserve Program (CRP) on Local Economy</td>
<td>The purpose of the United States Department of Agriculture’s (USDA) CRP program is to conserve natural resources by taking marginal cropland out of production. The program has been very successful in doing so, however, an unwanted negative consequence of taking large areas out of crop production is to dramatically decrease demand for local sources of agricultural inputs (e.g. seeds, fertilizer etc.), implements, and services. As can be expected, the decrease in local agricultural purchasing activity has hurt the economy of small cities such as Conrad that rely on agriculture as the base of their economy. It is also recommended that copies of letters be sent to the Ralph Peck, Director of the Montana Department of Agriculture and Randy Johnson, State Executive Director of the Montana USDA-Farm Services Agency, since they may be able to influence CRP policy through their USDA and other contacts.</td>
<td>Unfortunately, since the CRP program is a federal program, and all program criteria and policies are established at the federal level, there is little direct control of the program at the local or state level. Therefore, the most effective means of influencing the program is to contact the U.S. Secretary of Agriculture’s office and Montana’s congressional delegation. These can be contacted as follows: The Honorable Ann Veneman Secretary U.S. Department of Agriculture 1400 Independence Avenue, SW Washington, DC 20205 Phone: (202) 720-3631 The Honorable Conrad Burns United States Senate 187 Dirksen Senate Office Bldg Washington, DC 20510 Phone: (202) 224-2644 The Honorable Max Baucus United States Senate 511 Hart Senate Office Bldg. Washington, D.C. 20510 Phone: (202) 224-2651</td>
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Every listening session brought up the need for a reliable source of water for the city of Conrad, and also for agricultural irrigation, specifically the need to move the water intake further out into the deeper part of Lake Francis. The issue of water availability was a factor in several efforts to recruit new businesses to Conrad. The problem has been exacerbated by the ongoing drought in the area.

Although progress has already been made to obtain the necessary financial resources and permits to move the intake further out into the lake, the time may be right to renew and reinvigorate the project. This may be accomplished by moving forward with a focused meeting of all major players in the endeavor, both financial and regulatory. The Montana Department of Agriculture is willing to coordinate such meetings if Conrad so desires.

The Honorable Dennis Rehberg
US House of Representatives
516 Cannon House Office Bldg.
Washington, D.C. 20515
Phone: (202) 225-3211

Ralph Peck, Director
Montana Department of Agriculture
PO Box 200201
Helena, MT 59620-0201
Phone: (406) 444-3144

Randy Johnson
State Executive Director
MT USDA- Farm Services Agency
PO Box 670
Bozeman, MT 59771-0670
Phone: (406) 587-6872

Will Kissinger, Administrator
Montana Department of Agriculture
Ag Development Division
PO Box 200201
Helena, MT 59620-0201
Phone: (406) 444-2402

John Guthmiller, Bill Barr, or Mitchell Copp
USDA Rural Development
P.O. Box 850
Bozeman, MT 59771
Phone: 406.585.2580

Lawrence Gallagher Operations Specialist
HUD - Office of Field Policy & Mgmt
7th West Sixth Ave.
Helena, MT 59601
Ph: (406) 447-1480
### Value Added Business Assistance

Small businesses, often agri-businesses, are the core of Conrad’s business community. These businesses have difficulty developing value added products or finding financial resources to stabilize or expand their businesses. A concerted, focused effort should be made to assist Conrad’s businesses to develop value added products and assist them to find financial capital when desired.

A possible means of assisting Conrad’s small businesses is to **establish a “task force”** of individuals from state and federal agencies who have expertise in assisting small businesses. The task force could meet one-on-one with requesting businesses to provide information and assistance best suited to each business. The Montana Department of Agriculture is willing to coordinate such a business assistance task force if desired. Possible task force members, with the addition of Elaina Zempel, include those listed at the right.

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<tr>
<th>Name</th>
<th>Title</th>
<th>Address</th>
<th>Phone</th>
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<tr>
<td>Jim Edgcomb</td>
<td>Program Manager</td>
<td>Treasure State Endowment Program (TSEP) Montana Department of Commerce PO Box 200501 Helena, MT 59620-0501</td>
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CONRAD RESOURCE TEAM ASSESSMENT
DISCUSSION AND IMPLEMENTATION CHART

WINDFARMS

The information in this matrix has been taken from the Conrad Resource Team Assessment Report. The information is the same but formatted into the grid below for ease in discussion and implementation of projects.

<table>
<thead>
<tr>
<th>WINDFARMS</th>
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<th>TIMING</th>
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<td>•</td>
<td>These were brought up several times and the U.S. Dept. of Energy’s National Renewable Energy Labs and American Wind Energy Association’s websites are full of great information and contacts about this. A surprising resource is Yahoo’s Distributed Generation chatroom which is a lot of power engineers etc. discussing the realities, performance, economics, etc.. Rough rules of thumb which are changing considerably as wind energy expands around the country towards the European model where 30-40% of their power in some countries come from windfarms. A. Low interest rates make this more feasible than usual as the biggest cost is the equipment and erecting it, not ongoing operation. B. Around 4.5 cents per kilowatt-hour is a general rule for making windpower profitable. C. Big windfarms (for use by more than a building or two) cost about a half million per megawatt of power produced. D. Your rural electric cooperative could put these up with 0% money through USDA Rural Development’s rural utility service loans. E. A very promising use is small-scale windmills to power remote irrigation pumps. These windmills can cost $10-20,000. F. Storage of the power is an issue so a</td>
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standalone site like a ranch generally needs a significant array of big batteries and solar cells to balance the inputs for when the wind isn’t blowing.

G. To decide on a windfarm site, it’s prudent practice to stick an anemometer there for a full year to get enough wind data (speed, hours, daypart, direction) to determine feasibility. The National Center for Appropriate Technology in Butte knows a lot about this process.

H. The most logical site to my moment’s impression is across the road from your industrial park as power distribution lines already run there and the businesses nearby could be good power customers themselves.

I. Rough rule of thumb is a megawatt’s power production handles a 1000 homes as each home averages 750 kilowatts consumption. So Conrad’s total power needs would probably be under 4 MW (businesses use a lot more power than the typical home.)
CONRAD RESOURCE TEAM ASSESSMENT
DISCUSSION AND IMPLEMENTATION CHART

YOUTH & SUBSTANCE ABUSE

The information in this matrix has been taken from the Conrad Resource Team Assessment Report. The information is the same but formatted into the grid below for ease in discussion and implementation of projects.

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<td><strong>Topic In General</strong></td>
<td>A common belief in smaller communities is that if there was more for kids to do, they’d avoid drugs and alcohol. While the state’s Office of Public Instruction’s annual Youth Risk Survey shows there’s some truth in that with usage rates lower and ages later for city kids vs. small town kids in Montana, it’s still a problem that affects the majority of students throughout Montana according to the kids self-reporting. If it was the boredom of small town life that led to drugs, shouldn’t kids in the most exciting places on Earth, i.e. Manhattan, Hollywood, Orlando, etc. be virtually drug free then? Shouldn’t entertainers and pro athletes with frantic schedules, vast success, and over stimulation of their senses be drug free then as well? If it were true boredom, then the hallucinogenic drugs would be the most popular ones while instead we find mood-altering drugs are far more popular. Some users self-medicate to address biochemical imbalances in the brain like bi-polar disorders according to Dr. Donald Harr, chief psychiatrist at the Billings Mental Health Center. Others are operating in a low state of arousal, due to impaired prefrontal lobe or limbic system activity, and use drugs to reach a normal state of arousal (like Ritalin dampens down a high state of arousal into a normal or low Funding: There may be some opportunities by partnering with the other Golden Triangle counties (multi-county applications are rare and attractive) to pursue U.S. Dept. of Justice grants, most of which are funneled through the Montana Board of Crime Control in the MT Dept. of Justice. These would be applied for by a police or sheriff’s dept. so getting 3-4 sheriff’s offices to collaborate would be the first step. Multi-jurisdictional drug task forces are generally much more effective than strictly local efforts as criminals are quite mobile and otherwise use jurisdictional coverage against law enforcement. The move with meth labs in the state has been to isolated rural structures so the odors, wastes, and visitor traffic is less obvious so a multi-county approach could yield excellent results. It also makes undercover buying operations much easier both in staffing, swapping officers with other jurisdictions to get unknown faces, funding drug buys, and running long surveillances. The U.S. Dept. of Justice puts out quite a few detailed guides on this through their National Institute of Justice publications list each month and your chief and sheriff can get most of them for free, others for nominal charges.</td>
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state of arousal by over stimulating the over stimulated mind.)

For most kids it’s an attempt to blend in with more dangerous/exciting peers/adults, overcome their own awkwardness/nervousness, and to rebel. One of the primary attractions to cigarette smoking turns out to be the fact that it is so deadly—it appeals to the nihilistic, apathetic streak according to recent research in the tobacco prevention campaigns.

While after school activities programs have turned out to have at best a very mixed result in curbing youth drug use over the tests in the 1990’s (some actually facilitated it by bringing buyers and sellers together at the activities in a more convenient transaction environment!) more success has been coming from applying the concepts of virology to this. Thinking of the drug dealer like a virus that has to spread to survive but gradually changes and destroys those it infects makes using what we’ve learned about containing contagious diseases surprisingly useful. By separating the dealer from easy selling opportunities, making it much harder for them to enlist help in distribution, keeping them from establishing bases of operation or drug sales sites, and disrupting their access to existing customers works surprisingly well.

A dealer’s interest is not in the occasional sales for social use but in moving a customer up into a physically or psychologically addictive drug (more frequent purchases, less ability to shop prices, more customer loyalty/control, opportunities to move the customer into criminal activity that provides more profit than the drug sales like shoplifting, burglary, prostitution, vehicle theft, robbery, etc.). So the dealer acts far more as a criminal mentor, isolating the customer from positive influences in their lives (family, friends, church, school, work) and moves the customer into steadily more criminal activity (since the purchase and consumption already break laws). Thinking of drug dealers like the friendly bartender at the local tavern

| Crimestoppers reward fund | is already in place in Conrad but in my 10 years with it here, it’s consistently the most effective when it’s used to stimulate criminal associates, friends, family, rivals, and accomplices to call in. They provide far more information than a normal citizen who saw something and give Crimestoppers a 90%+ conviction rate. Surprisingly it’s still cheap as we only pay out a $1,000 for an unsolved murder (sometimes this solves 2-3 murders in a year that would otherwise go unsolved) while career criminal drug dealers, burglars, etc. we typically only pay $200-$300 and that’s been plenty of motivation. Crime pays actually very badly (it takes $6/hr. 40 hrs. a week to earn more than a career criminal does) so small amounts of money to make rent, bail, utility payments, etc. go a surprisingly long way.

Criminals scare and abuse those around them continually so the “code of silence” is pretty much a movie screenwriter conceit, criminals will typically “rat out” each other quite readily to gain any personal advantage. The biggest challenge with Crimestoppers is getting the word out continually in criminal networks that identifying another criminal is the quickest way to solve a personal cash flow problem. Displays with the number, i.e. matchbooks, in rough bars, jails, probation offices, pre-release centers, etc. can be the most productive. This is about the cheapest way to find and convict major criminals; it just takes a more criminal-informant focus than citizen watchfulness focus. For as few people as there are in Conrad, it doesn’t seem like the local drug market would support more than 2-3 significant/active dealers at best so this could have a profound cleaning up effect.

Great resources on real criminal behavior, which is
• Various Programs

Trading Cards is a Billings-based program your schools could easily replicate. Sports cards are created for each outstanding high school Senior/Junior who signs a written pledge not to use tobacco, alcohol, or drugs this year. The cards could be produced with a digital camera, an inkjet printer, and the high school’s laminating press so your primary costs would be inkjet color cartridges and laminating film. The cards are then handed out by elementary school teachers as rewards for good behavior. The participating seniors will periodically go have lunch with the little kids, autograph cards, talk about their activities, and encourage the kids to lead drug-free lives and still have fun. This is an effective way of showing young kids that their local role models don’t need to get wasted to have fun and also strengthens the older kids with the realization that they’ll let down specific kids if they use this stuff. Several hundred high school students participate in the Billings high schools now, about 7 years into the program, and the grade school kids remain quite enthused about it. Contact the Principal at Billings Skyview High School for more info as it was two teachers there who created it. My Exchange club has been one of the 4 funders of it since inception (they print thousands of cards) and it’s one of the few programs we’ve funded or seen that was cleverly thought through and very low cost to operate while hitting more than one grade level.

Homeowners’ Insurance risks notices: One thought I’d had listening to my County’s DUI coordinator was a way to address the problem of parents who let teens party at their home or land is to send a notice of these events from the police to the parents’ homeowners’ insurance agent. Keggers greatly increase the potential liability for DUI crashes, manslaughter/vehicular homicide, assault, rape both forcible and statutory, narcotics sales, vandalism, and burglary rather than are just good clean old-fashioned fun generally opposite what’s on television, movies, or crime novels:
Dr. Stanton Samenow’s “Inside the Criminal Mind”
Dr. Samuel Yochelson “The Criminal Personality”
Dr. John Douglas/FBI “Mindhunter”
Dr. James Q. Wilson “Thinking About Crime”
Dr. Wilson & Dr. Herrenstein “Crime & Human Nature”
Chief Reuben Greenberg “Taking Back Our Streets”
so this behavior should be of interest to the insurers and result in either dropped coverage or significantly raised insurance premiums. Just as we found the most reliable way to get a drunk to stop drinking was to point out they were out of money, perhaps raising insurance rates will motivate more responsible behavior than the many other negative consequences. Keggers/house parties are a tremendous locus for all sorts of criminal behavior and cutting it off can and does save lives and futures.

**Reuben Greenberg’s red tape squad**: This was pioneered by the amazingly effective police chief of Charleston, S.C., Reuben Greenberg, and described in detail in his book “Taking Back Your Streets” available through interlibrary loan from the Billings Parmly Library. Greenberg responded to houses with suspected drug trafficking or “party houses”, “crush pads”, etc. by showing up with the fire marshal, building inspector, county sanitarian, and if appropriate child protective services. They found virtually any of these houses would be in violation of so many basic building codes/regs. The inspectors could condemn it or close it down until substantial repairs were made, thus evicting or substantially discomfiting the drug seller. Most of these guys were quite familiar with using a lawyer to get them out of jail but completely lost when snarled in code enforcement issues. Greenberg has many other tactics for disrupting criminals proactively and achieved tremendous results (20-40% crime reductions) with the existing budget and manpower just through innovative tactics. The character on the CBS show “The District” is based on Jack Maple and William Brannon’s similar innovations in New York City policing-again achieving what conventional wisdom said was impossible.

**Disruption of efficient drug markets** is surprisingly effective, simply by making it inconvenient, risky, and too visible for transactions between sellers and buyers. This is a primary reason for strolling faculty/staff in parking lots and/or video cameras as school parking lots are a very efficient site for drug distribution. Random searches by a
drug dog in the parking lot makes it too risky for the dealers 
to bring quantities of drugs to school (generally remaining 
in their cars rather than switching to backpacks or lockers 
for dealer quantities) so this really slows down their ability 
to reach and deal with many customers in short periods. 
Teen keggers and house parties are where a lot of initial 
drug sales/sampling is conducted so leaving these be as 
“just kids having fun with beer” so zero tolerance for these 
will also make it much harder for drug sellers to recruit new 
customers and advance existing customers into more 
physically addictive drugs (where the reliable weekly 
income stream kicks in.) Most assaults up through fatal 
and sexual ones occur at house parties, the alcohol 
impairing judgment sufficiently for violent, stupid actions 
to occur pretty reliably so these events are much more than 
a substance abuse risk to the participants and community. 
This based on the experience of the school resource police 
oficers and community policing officers in Billings (and 
elsewhere) as well as other research.

Focus on nicotine and alcohol first. In Drug Czar Gen. 
Barry McCaffrey’s testimony to Congress a few years ago 
on the drug war, he cited new research that showed that 
kids smoking cigarettes was really the starting point down 
the slippery slope of substance abuse. It was typically the 
first substance and taught them to hide a habit, find money 
or steal, break the law, and choose friends/associates based 
on their substance use rather than their 
character/personality. This makes a self-reinforcing cycle, 
much of it through switching to a peer group more defined 
by substance use/abuse.

Billings has been finally enforcing with regular stings 
against store clerks who sell alcohol to underage buyers 
which has to be having a chilling effect since the fines fall 
on the clerk and the store can lose it’s license to sell 
alcohol.

SOAR program: For about 7 years this simple, almost 
costless program has been helping at Billings High Schools.
Students spend an informal class period listening to and asking questions of people who’ve recovered from life-wrecking addictions to various drugs, alcohol, gambling, etc. It’s power is that the speaker can describe just how miserable their existence was, greatly de-glamorizing the fast life, and because it’s their own life experience of just a few years ago, it’s much harder for the most cynical “street-smart” kid to reject its hard truths. The one in Billings originated out of a Gamblers Anonymous group, I think, and finding addict support groups in the area would be a source of speakers. Law enforcement and the hospital should know of local individuals’ who’s lives would be great cautionary tales and who might be willing to warn kids about their road. The Great Falls prerelease center would obviously have a hundred plus potential speakers and they could be brought up by the Chief, Sheriff, or perhaps Highway Patrol as they’re not allowed to travel that far unescorted. Paul Corey is the Director of the Great Falls PreRelease Center, which has both men and women, convicts. The Golden Triangle Mental Health Center would also be a source for former addicts who could speak well.