The information in this matrix has been taken from the Polson Resource Team Assessment Report. The information is the same but formatted into the topical grid below for ease in discussion and implementation of projects. When information has been abbreviated, the report page number is given for reference.

## TRANSPORTATION

<table>
<thead>
<tr>
<th>ISSUE OR PROJECT</th>
<th>RECOMMENDATIONS</th>
<th>RESOURCES</th>
<th>TIMING</th>
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<tbody>
<tr>
<td>Transportation</td>
<td></td>
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<tr>
<td>• Two main issues for Polson</td>
<td>There appeared to be two main projects the community of Polson wants to address under the Transportation topic:</td>
<td></td>
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<tr>
<td>o Internal Trans</td>
<td>▪ Highway 93 – Its path for the future</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Highway 93</td>
<td>▪ Providing transportation within the community and the surrounding areas for individual transportation needs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Internal Trans</td>
<td>Recommendation:</td>
<td>General Transportation Contact information:</td>
<td></td>
</tr>
</tbody>
</table>
|                  | I spoke with two individuals regarding Polson’s internal transit need. The first, on a national level was Tod Schoenrock of Community Transportation Association. His group’s purpose is to bring together community members to identify mobility challenges and design transit solutions. For more complete information, please visit their website at http://www.ctaa.org | Tod Schoenrock  
Community Transportation Association of America  
1341 G St NW, 10th Floor,  
Washington DC 20005  
Phone Tod: 202.624.1736  
Email: schoenrock@ctaa.org  
Fax: 202.737.9197  
Web: http://www.ctaa.org |        |

For a copy of this report visit the website at http://www.mtrdp.org/polsonmatrix.pdf
he would be glad to talk to a community representative at 202.624.1736 or via email (the best way to contact him) at schoenrock@ctaa.org. CTAA has over 20 technical advisors available to help Polson address its internal transit problems.

The Montana representative that serves on the Community Transportation Association board is David Jacobs of the MT Department of Transportation. David told me that several people in Polson are already acquainted with Trans-Aid, a program that serves those who need assistance in transportation, such as the disabled and/or elderly. From what I understand, the program recently received funding that will go into effect July 1, 2003. David said that Polson would definitely be able to apply for Operator/Transit Assistance for the General Public under Section 53.11 and Section 53.10. Both of these are federal programs.

Finally, Polson needs to have continued involvement in the Montana Transit Association. The purpose of this group is to address, inform and educate on Montana transportation issues.

- Highway 93

The pending development of Highway 93 through Polson could have a lasting impact on Polson’s...
Transportation and Planning

• Transportation and Planning

future. I contacted **Loran Frazier**, Administrator of the Missoula Transportation District to see where Polson is at in the process. Loran said that five governments will need to get together to begin the discussion of the plans for Highway 93. **These five are:** Confederated Salish-Kootenai Tribes, State of Montana Department of Transportation, Federal Highway representatives, City of Polson and Lake County.

Loran said that MT Department of Transportation is in the process of soliciting a consultant to facilitate the discussion. He hopes that the talks can begin in March of 2003.

Transportation issues continually change as the needs of the general public changes. One must first understand the problems and challenges before coming up with options to choose between. Because of this, it is common for projects to take 7 – 10 years. The Key is for the public and businesses to get involved in early stages and keep involved (show up to meetings and hearings) throughout the project.

I highly recommend interested individuals, businesses, organizations and local government form a steering committee to put together a - white

Missoula Transportation District
Administrator
Phone: 406.523.5800

You can contact the Montana Department of Transportation at [www.mdt.state.mt.us](http://www.mdt.state.mt.us) or call the District office in Missoula at 406-523-5802.
paper – that identifies priorities [just like a Capital Improvement Plan would] and that through meetings or hearings is something that the community can get behind.

Example: Lewistown has been notified that BNSF Railroad is starting the abandonment process for service because of low use. However, Lewistown residents feel that losing the railroad will be a fatal blow to the community.

**Short Term Solution:**
The steering committee should contact the Montana Department of Transportation about Highway, Rail and Air travel plans for the future. At the same time you should ask for resource information such as:

- Resource information handbook
- Transportation Stakeholder survey
- 2001 and future annual reports
- Statewide Transportation Improvement Program [STIP] booklet
- Performance Programming Process brochure
- Building a Good Road takes Time / an overview of Road Design & Construction in Montana

Using this and other local information, the steering committee
should take a proactive approach to developing all forms of transportation in and near Polson and Lake County. Take the initiative and hold public meeting to gather input for whatever strategies you decide to pursue.

It was expressed many times at the listening sessions that the streets in the City are not conducive to easy transport from one side of town to the other. Street systems and plans should be part of the City’s growth policy as described under Planning. A regular schedule for street repair and improvements should appear within the CIP also described under Planning. An engineer could be procured to assist with plans and schedules for repair and road construction with funding provided by a planning grant for initial engineering.

For information on construction financing, you can contact:

Contact: Gus Byrom
CDBG Program Manager, Public Facilities and Housing Community Development Block Grant Program
Montana Department of Commerce
301 South Park Avenue
Helena, MT 59620
Phone: 406-247-2775
Email: gbryom@state.mt.us

Karyl Tobel
Program Manager
Commerce Loan Fund
Montana Department of Commerce
301 South Park Avenue
Helena, MT 59620
Phone: 406-247-2733
Email: karylt@state.mt.us

Eric Hanson
Rural Development Officer – Lake County
2 Main Street, Suite 202
Kalispell, MT 59901
Phone: 406-257-2259
Email:
Several citizens expressed the need for assisted transportation for the elderly and disabled. The City may consider starting a Dial a Ride service for those citizens that need assisted and affordable transportation. The City of Helena has a Dial A Ride service that has been very successful, I’ve included the number for Helena’s Dial a Ride below. The City could hire a professional consultant that could draw up a business plan using a planning grant (see Planning above). For additional guidance please contact the following for information:

Contact: Geri Burton
Bond Program Officer
Board of Investments
Montana Department of Commerce
PO Box 200126
2401 Colonial Drive, 3rd Floor
Helena, MT  59620-0126
Phone:  444-1365
Email:  gburton@state.mt.us

Dial A Ride
630 Main Street
Helena, MT  59601
Phone:  447-1580
POLSON RESOURCE TEAM ASSESSMENT
DISCUSSION AND IMPLEMENTATION CHART

The information in this matrix has been taken from the Polson Resource Team Assessment Report. The information is the same but formatted into the topical grid below for ease in discussion and implementation of projects. When information has been abbreviated, the report page number is given for reference.

INFRASTRUCTURE

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<tr>
<th>ISSUE OR PROJECT</th>
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<th>TIMING</th>
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</thead>
</table>
| Infrastructure   | Capital Improvement Plan’s are necessary & Key for Governing entities to be competitive in acquiring loans & grants for major projects using State and Federal programs. The plans need to be constantly reviewed and updated, show exceptional community/resident participation and have longevity. Equally important is any kind of plan needed to satisfy specifics of all State and Federal programs that are competitively ranked. In all cases the need may be great but unless you can document the process and results they are just words on paper. | Samples publications available from the Montana Department of Commerce:  
• Montana’s Annexation & Planning Statutes --- 13th addition, Sept 1999  
• Montana’s Subdivision & Surveying Laws & Regulations --- 18th addition, Mar 2000  
• Montana Capital Improvement Plans  
• CDBG Guidelines:  
  2002-2003 – Public Facilities Projects  
  2002-2003 – Housing Projects  
  2002-2003 – Economic Development Projects | |
• Salish Point

I was glad to see that the effort continues to promote this Major Focal Point of your community. However, I would not have known

• Building it Right – A public facilities construction administration manual --- Nov 2000

• County Bridge & Road Capital Improvement Planning and Financing manual --- Jan 2001

• Montana Consolidated Plan / Annual Action Plan --- April 2002 – March 2003

• Montana HOME investment Partnership Program (HOME) application guidelines

• Energy conservation & Housing Rehabilitation under the HOME program

• Income Opportunities in Special forest Products

**Short Term Solution:** Have someone go online at [www.commerce.state.mt.us](http://www.commerce.state.mt.us) to request materials that then would be placed in the Public library, Tribal, City and County offices. Better yet, have someone attend one of the two workshops that Commerce sponsors each year to update skills of interested individuals or communities
what the area was called without someone bringing it to my attention. (Considering that I am a Tourist). On closer review, I found little if any signage along the Highway that would draw my attention or get me to stop and take a look.

What a story this could be if the correct Signage and Facilities were available. A local THEME could be incorporated and numerous modes of travel could all lead to this location.

Medium Term Solution:
In my minds Eye – I see: A Community Center housing an information desk, classrooms, conference rooms, historic center, resource office’s, a town square, observation deck, ample parking and limited boat docks for tours and water taxi’s. Because of its size, this community center would need to be a joint effort by the confederated Salish & Kootenai Tribes, the City of Polson, Polson Chamber of Commerce, Salish Kootenai College and Polson Community Development Organizations.

Common areas such as classrooms and conference rooms would be available to everyone on a first come basis. This could be a Focal Point for Tourist to meet the: Downtown Businesses, Resort & Marina Businesses on Flathead Lake and most importantly learn about the History and Direction of the Salish
<table>
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<tr>
<th>More on Salish Point</th>
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</table>

Kootenai Nations by trained resource people and tour guides.

I would also suggest that office space be provided to the: Salish Kootenai College / TBIC outreach, Chamber of Commerce, Polson Community Development and Day office space for visiting resource people from the Salish Kootenai Nation, State & Federal agencies.

A “THEME” could easily be incorporated into the design & function of the building. From this Focal Point the story of Flathead Lake and the People who live here can be told. Community Education classes jointly sponsored by Salish Kootenai College the Chamber and the School System would insure that local residents have equal opportunity to enjoy the facility and maybe someday become the resource person or guide that tells to world about your vast wonders.

Key to this plan will be the joint effort and getting options on blocks 1, 2 and 3 of Polson’s original township for future development. If you feel that this concept has some merit, then I would further suggest forming a Sister City relationship with a similar community that has already gone through the process and which you would like to use as a model.
Over and again, Polson citizens expressed the desire to protect public lake access and develop Salish Point. Several citizens explained that there are existing plans for the development of Salish Point and additional ideas for development that could be capitalized upon for local businesses. A professional consultant could assist the community with final development plans financed in part with a planning grant (see Planning above). Funding for job creation or retention, including infrastructure improvements information, contact the following:

| Contact: | Karyl Tobel  
| Program Manager | Commerce Loan Fund  
| Montana Department of Commerce  
| 301 South Park Avenue  
| Helena, MT 59620  
| Phone: 841-2733  
| Email: karylt@state.mt.us |
| Ann Desch  
| State Director for SBDC  
| Small Business Development Center  
| Montana Department of Commerce  
| 301 South Park Avenue  
| Helena, MT 59620  
| Phone: 841-2746  
| Email: adesch@state.mt.us |
| Eric Hanson  
| Rural Development Officer – Lake County  
| 2 Main Street, Suite 202  
| Kalispell, MT 59901  
| Phone: 257-2259  
| Email: erjhanson@centurytel.net |

I believe the Salish Point development issue could be used as a tool to improve Tribal and non-Tribal relations in the community. Trust and relationships can be built around the successful completion of a project. I would strongly encourage the use of tribal relations expert Larry Keown to be hired as a facilitator to guide the process. The expense would pay for

Contact: Larry Keown, LDK Associates  
P.O. Box 7095  
Sheridan, WY 82801  
Ph/Fx: 307.673.4838  
Email: lkeown@ldkassociates.com
<table>
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<tr>
<th>Streets, Sidewalks and Signage</th>
<th>As for the streets, sidewalks and signage issues – a few suggestions. Investigate the Main Street Program to assist in the development and beautification of Polson’s downtown. The Main Street program is designed to improve all aspects of the downtown or central business district, producing both tangible and intangible benefits. Improving economic management, strengthening public participation, and making downtown a fun place to visit are as critical to a Main Street's future as recruiting new businesses, rehabilitating buildings, and expanding parking. More information is available at <a href="http://www.mainstreet.org">http://www.mainstreet.org</a>. Butte and Helena both have active Main Street programs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adopt-A-Sidewalk</td>
<td>As for sidewalks and streets – for maintenance and beautification purpose, initiate an Adopt-A-Sidewalk/Street campaign to remove weeds, trash and in winter - snow. The program can be patterned after Neighborhood Watch where one person per block or block area is the coordinator. To encourage interest and participation, a contest can be held every month with a photo of the project and the volunteer placed in the local newspaper. Businesses</td>
</tr>
</tbody>
</table>

Contact:
George Everett, Executive Director
Main Street Butte
201 W. Granite
Butte, MT 59701
Ph: 406.782.8443
| • Taskforce for Walking Areas | could also get involved with a Business of the Month beautification award. A little effort and pride will cause a ripple effect and increase pride community-wide. |
| Polson is in need of sidewalks. The need for walking areas came up over and over during the Listening Sessions. As so many people stated this as a need, it should not be hard to call for volunteers to serve on a taskforce. The purpose of the taskforce should be to: |
| • map where current sidewalks are located. |
| • Map out where sidewalks need to be in high pedestrian traffic areas (schools, public facilities, shopping areas) |
| • Map out where the group feels other sidewalks ought to be placed |
| • Identify cracked or broken sidewalks and establish which have the highest pedestrian traffic to prioritize repair |
| • Utilize program resources mentioned by other team members in this report. |

| • Signage, Cultural Aspects and the Arts | There is a great opportunity for relationship building as Polson addresses its need for signage. This is an opportunity to incorporate Native American culture and the Arts in a joint project to accomplish multiple goals: signage for the community, promoting Native |
American culture and a tool for promoting the arts. Three groups would be coordinated and working together for a common purpose.

The Montana Arts Council recognizes the connection between the arts, culture and community. Please visit their website and explore the resources that are named. A report titled “Strengthening Communities Through Culture” would be of particular interest to the community of Polson. This report discusses crucial ways in which America’s communities can be identified with, and supported and enhanced by, their art and culture. Visit http://www.art.state.mt.us

Contact:
MONTANA ARTS COUNCIL
PO Box 202201
Helena MT 59620-2201
Phone 406.444.6430
Fax 406.444.6548
E Mail mac@state.mt.us
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## COMMUNITY

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<th>TIMING</th>
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<tbody>
<tr>
<td>Community</td>
<td>• Leadership in Business and Organizations</td>
<td>MLDA can be contacted at:</td>
<td></td>
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<td></td>
<td>Leadership means many different things depending on age and program. Hence, defining &amp; teaching Leadership will be your first challenge.</td>
<td>MLDA % Henry Nagamori, President Box 146 Loma, Mt 59460 406-622-5356</td>
<td></td>
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<td></td>
<td>Where to Start: Well, I’m sorry we did not have a chance to talk with any teens as I would have liked to have asked about “FFA, FHA, 4-H and Student Government” If your community of Polson has all of these --- “GREAT” if not --- I would suggest checking out getting them started as each have programs on teaching Leadership.</td>
<td>MLDA % Gloria Gregg, Executive Secretary 250 Reid Hall, MSU-Bozeman Bozeman, Mt 59717</td>
<td></td>
</tr>
<tr>
<td></td>
<td>In the 1970’s – MSU-Bozeman Extension managed a Leadership program called “KEEP” Kellogg Extension Education Project. Over 2,000 people statewide participated in this training including several from Polson. When this program ended, a</td>
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**Leadership Education**

- Leadership Education: Polson should seriously consider an open community Leadership Curriculum for any individual interested in learning about community leadership. Many communities have successfully offered these sessions over a period of months. The curriculum often

<table>
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<tr>
<th>Leadership Education</th>
<th>Reference Assistance: Acquire multiple copies of “Leadership Without Easy Answers” by Ronald A. Heifetz and make it available to elected, volunteer, and appointed officials in the community.</th>
</tr>
</thead>
</table>

Those participants in KEEP from the Polson area were: Polly Walker, Cindy Willis, Glennadine Ferrell, Mariyn Gardipe, Corrine Cramer, Phyllis Hocker, Bernadine Lake, Mark Kraft, Rose Magnuson, Phyllis W. Mortgeau, Darrell Papin, Hazel & Bill Pederson, Josephine & Mathew Steele, Gary Sloan, Christine & Odin Strom and Maureen Theiler.

Individual communities have also set up Leadership training through their Chambers to address local issues. Contact the Chambers in Missoula, Great Falls and Billings to learn more about their programs.

*Short term Solutions:*

Set up a steering committee that puts together a community leadership-training program for your community that would be open to anyone within driving distance.
- Receive Board Leadership and Skills training

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<tr>
<th>Leadership Without Easy Answers</th>
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<tr>
<td>Ronald A. Heifetz, 1994</td>
</tr>
<tr>
<td>The Belknap Press of Harvard University</td>
</tr>
<tr>
<td>ISBN 0-674-51858-6</td>
</tr>
<tr>
<td>Web Address:</td>
</tr>
<tr>
<td><a href="http://www.hup.harvard.edu/catalog/HEILEA.html">http://www.hup.harvard.edu/catalog/HEILEA.html</a></td>
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Another resource is the Heartland Institute. The Heartland Institute was founded in 1995 by Patricia and Craig Neal with the belief that by linking personal growth with organizational transformation, individuals can achieve their greatest dreams and organizations can serve the greater good. The Heartland Institute works to “discover the untapped resources of spirit and creative energies in individuals, businesses, and organizational life. By bringing greater purpose and meaning to work, we ultimately achieve the highest levels of productivity in our organizations.”

Several colleagues have attended the Heartland Institute trainings and have found them to be well worth the time and expense.

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<th>Contact:</th>
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<tr>
<td>Heartland Institute</td>
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<tr>
<td>4243 Grimes Ave S</td>
</tr>
<tr>
<td>Edina, MN 55416</td>
</tr>
<tr>
<td>Phone: 952-925-5995</td>
</tr>
<tr>
<td>Fax: 952-920-7168</td>
</tr>
<tr>
<td>Email: <a href="mailto:patricia@heartlandinstitute.com">patricia@heartlandinstitute.com</a></td>
</tr>
<tr>
<td>Web:</td>
</tr>
<tr>
<td><a href="http://www.heartlandinstitute.com">http://www.heartlandinstitute.com</a></td>
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</table>

Knowledge about makeup and duties of a board are mostly learned on the job.
job or from attending annual meetings. Over time this knowledge gets watered down. Many organizations have tried retreats and self-study to improve the situation. These organizations have even sent members to workshops outside of the area in order to improve the inner workings of the organization. I would suggest bringing this kind of training to the Community so that a larger group of local talent could gain knowledge.

The Montana Cooperative Development Center in Havre has purchased and makes available a Wisconsin University program called *The LEADing Board*. This training is broken into five modules (see pages 19 & 20 for full details):

Module [I] “The Cooperative: A Special Kind of Business”

At your next Board meeting --- ask if anyone can answer any of these items for their organization.


Module [3] “The Big Picture” is about providing Leadership to the organization


Center
% Ty Duncan, Director
Box 7751
Havre, Mt 59501
406-265-3771
mcdc@msun.edu
<table>
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<tr>
<th>Poverty vs Wealth</th>
<th>Module [5] “Getting control Over the Present”</th>
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<td></td>
<td><em>Short Term Solution:</em></td>
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<td></td>
<td>If any of these topics caught your attention, then you need to contact the Cooperative Development Center in Havre and set up a training.</td>
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- **Actually getting things done**
  - A very useful contact to explore project planning and completion is Carl Nyman of Anaconda Project Facilitators. The main purpose of Carl’s group is to actually get projects done, not simply talk about them.

- **Poverty vs Wealth**
  - Are there any difference between Poverty and Wealth other than Income? Most people don’t think so, but a new book by Dr. Ruby Payne call “The Framework for Understanding Poverty” is changing minds.
  - So much so that - schools, family services and law enforcement - agencies all across America are rethinking how they deal with people. Basically a different set of Rule applies and are followed depending upon if you were raised in Poverty.

Carl Nyman, Executive Director
Anaconda Project Facilitators
301 E. Park
Anaconda, MT  59711
Ph: 406.563.9612
Email: apf@in-tch.com

Before you can solve the Problem of “Poverty”, you need to read Ruby’s Book. The Polson school system has copies that they are studying and can help you acquire a copy or you could go to [www.ahaprocess.com](http://www.ahaprocess.com) and purchase your own copy.

Still want more? Then you need to be aware of a project in Northcentral Montana being funded by the Northwest Area Foundation Ventures program out of Minneapolis, MN that will result in a Strategic Plan to overcome Poverty. The Strategic Plan is scheduled to be completed in September of 2003 and will outline
<table>
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<th>Removing Poverty</th>
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<tr>
<td>Middle Class or in Wealth.</td>
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<td>There are no easy answers to the long term challenge of reducing and eliminating poverty. According to Dr. Phil Bartle, a resource expert for the Seattle Community Network, a community needs three factors to contribute to the removal of poverty: (1) an understanding of concepts and principles (i.e., to remove poverty is to remove dependency) (2) some skills in training, facilitating and organizing, and (3) personal characteristics, including integrity, motivation and creativity. Additional factors include lack of markets, lack of leadership, lack of supporting institutions, corruption and poor infrastructure. The point is made that if Polson strives to become wealthy in its resources, infrastructure and educational opportunities, the community should see diminished poverty among its population.</td>
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<tr>
<th>Youth – Programs</th>
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<td>Even though we heard at the listening sessions that the community would like to get the kids off the streets, that parents are busy working more then programs and funding needs into the futures. You can follow the process by checking out <a href="http://www.montanacv.org">www.montanacv.org</a>.</td>
</tr>
<tr>
<td>More input and articles for community empowerment from Dr. Phil Bartle are available on the Seattle Community Network at: <a href="http://www.scn.org/ip/cds/cmp/site.htm">http://www.scn.org/ip/cds/cmp/site.htm</a>.</td>
</tr>
</tbody>
</table>
one job causing kids to complain that there is nothing to do --- We did not talk to any teens to verify the complaints. However, this is typical of the majority of communities throughout the Northwestern States.

I would argue that there is plenty to do but a lack of funds or support groups. Hence, kids peer groups become their support group. When I was a teen, we hung out or dragged main whenever we were not involved in anything else. Once we found jobs this ended.

For those teens not interested in sports or other extracurricular activities --- maybe a challenge will work. Several things come to mind.

[1] The Extension Service in Cascade County instigated the “YEAH” program in late 1990’ s. (YEAH stands for “Youth Entrepreneurial Annual Happening”) this program encouraged Junior & Senior High School students to start and operate businesses after school and sell products or services to other students, parents and the general public. All the projects have been group efforts. [Peer support]

Then in February of each year --- all the projects came together in Great Falls for 2 days at the Civic Center for a Youth Business Conference and competition between these businesses.

For more **YEAH** information, contact:
Cascade County Extension Service
% Wendy Wedum, Extension Agent / Community Development
1807 3rd Street NW
Great Falls, Mt 59404
406-454-6980
Each student business submits a business plan the first day for review by 3 judges. The second day --- each business has an opportunity to give a marketing presentation on the business that is also judged. Combined scores are used to pick the winner or the prizes. The competition is keen and top winners receive CASH and prizes.

[2] In the late 1980’s / early 1990’s --- Sidney High School business teachers tried an entrepreneurial experiment. Together with Sharon Rau at the Chamber of Commerce, they helped individual students set up after school businesses that operated on the school campus from 3:30pm to 5pm five days a week. The student was responsible to set up business as if it was being set up in a business district. They researched need, put plans together, acquired funding, purchased supplies, purchased / leased furniture & fixtures and leased space to operate out of. The students then ran the business on a set schedule and were responsible for all expenses and kept all profits.

Two caveats (as I remember):

1. The School and Local businesses put up cash and managed a Revolving Loan Fund [RLF] for students to borrow from.
   (a) When student graduated, they had several options.

For more information, contact:
Sidney Area Chamber of Commerce & Agriculture
% Sharon Rau, General Manager
909 – South Central
Sidney, Mt 59270
Youth Center had several options
1. Sell business to another student returning the next year.
2. Have a going out of business sale.
3. Take business with them and open a location downtown.

Through this process, students learn about what it takes to run a business and also built self-esteem.

[3] Many times kids in stressed situations at home become caretakers and are looking for opportunities. One such option might be paid internships for various organizations, agencies or businesses.

[4] I understand that a relationship has already been started between the Montana Contractors Association, Schools and (RC&D’s) Resource Conservation & Development Associations on exposing teens to various Construction careers. Reports indicate that teen’s like operating the equipment and working with their hands. All construction industries in Montana are pacing a shortage of workers in the next 10 years as average age varies between 54 and 60 depending on the industry.

[5] Oh, YES! Youth Center’s! The premier organization is Boys & Girls Club of America [www.bgca.org]. However, each community needs to

406-482-1916

Larry Robertson – the Coordinator of the Northcentral Montana RC&D has been instrumental in forming the alliances. Contact Larry at:

Northcentral RC&D
% Larry Robertson, coordinator
1125 Oilfield Ave
Shelby, Mt 59474
406-434-9161

Robyn would be happy to visit with a group of you if you would call and set up a conference call. Contact Robyn at:

Havre Help Committee
% Robyn Morris, Director
500 1st Ave
Havre, Mt 59501
406-265-6206
However, each community needs to key in on needs within their community versus providing every program.

One example is the Help committee in Havre, which has a long-standing history of getting kids to be smoke, drug and alcohol free. Within the last year, the Havre School district closed one of its Junior High Schools. Help approached them about turning it into a Youth Center. The school system bought into the idea. Robyn Morris, the Help Director and Champion of Kids, and her staff begin researching options. They got the community involved financially as well as volunteering time and resources. Within months they were open and had @ 200 teens signed up.

Visit the website at [http://www.nyec.org/Jettcon2001/designtoolsguide.htm](http://www.nyec.org/Jettcon2001/designtoolsguide.htm) and receive information on:

- Examples of Youth Centers/Programs
- Examples of Programs Using Technology Tools for Planning
- Tools for Assessment and Improvement
- Resources on Youth Development
- Resources on Afterschool/Out-of-School Programming
- Tools for Planning
- Tools for Assessment & Improvement
- Resources on Youth Development
- Resources on Afterschool/Out-of-School Programming

Youth Center Recommendation – it seems that in every resource team visit, sooner or later, the subject of a youth center is raised. It appears to be a difficult task because the facility must be appealing to teens, affordable, somewhat supervised and attract a healthy mix of the entire youth population – ranging from school athletes, intellectuals, privileged as well as the underprivileged student. In my search for answers, I came across a wonderful website sponsored by the National Youth Employment Coalition. NYEC is a non-partisan national organization dedicated to

- Youth Cr Resources on web
### Polson’s Youth Ideas

- Promoting policies and initiatives that help youth succeed in becoming lifelong learners, productive workers and self-sufficient citizens. The program has a special section called “Youth Zone” and gives practical advice and examples of youth center projects: “Whether you have a youth center, are planning to start one or want ideas on how to enhance your employment program to effectively engage youth, check out the resources on this page for examples of programs already out there, resources for planning and information on how to serve youth.”

Many adult community members expressed concerns about youth – gangs, drugs, activities, youth center, etc. These adult community members provided many potential solutions. Unfortunately, this assessment did not provide the opportunity to listen to the youth sector of the community. Other community assessments, where a listening session was held at schools or community halls with adults absent, revealed a totally different picture of youth needs. The youth of the community appear to have different perceptions of their needs vs. adult perceptions. The talent of the youth community in Polson community must be tapped in order properly address issues and solutions.

#### Youth Ideas:

It would be incumbent to incorporate the youth of the Polson community in community issues other than schools. Opportunities abound, such as,

- Creating a Youth Council (providing advice on youth issues to government)
- Youth Representatives on the City Council
- Youth Representatives on the Strategic Planning Steering Committee
- Youth Representatives on the Recreation Board
- Forming a Youth Juvenile Justice Council
- Provide for a safe “listening forum” for youth in the community facilitated by an outside objective individual

#### Youth Leadership Program:

Initiate a Youth Leadership Program to allow youth to learn leadership principles and begin addressing youth issues in the Polson community. Youth leaders would play an active role in working with community groups and elected officials. I have learned from other
<table>
<thead>
<tr>
<th>Youth/Wellness Community Cr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The City of Polson has valuable resources that will enhance it’s future – its youth and senior/retired citizens. Numerous people expressed at the listening sessions their concerns for Polson’s youth including drug/alcohol abuse, domestic violence, and lack of structured activities for kids. Many people voiced the need for a community center or youth center, skateboard park, pool, and other activities for the community in general and its youth. Many Montana communities have built community centers that have been multi-purpose buildings to house community services such as assessments that when adults address youth issues they usually get it wrong. Polson should trust their youth to address “youth issues” and mentor them in providing leadership, particularly in areas of after school activities. A Youth Leadership Program would build a pipeline of future leaders that will serve the community well in the long-term.</td>
</tr>
<tr>
<td>For information on the construction or renovation of a facility, contact:</td>
</tr>
</tbody>
</table>
| Contact: Gus Byrom  
CDBG Program Manager, Public Facilities and Housing Community Development Block Grant Program  
Montana Department of Commerce  
301 South Park Avenue  
Helena, MT 59620  
Phone: 841-2777  
Email: byrom@state.mt.us |
| Karyl Tobel  
Program Manager  
Commerce Loan Fund  
Montana Department of Commerce  
301 South Park Avenue  
Helena, MT 59620  
Phone: 841-2733  
Email: karylt@state.mt.us |
| Contact: Phil Masters, Pastor  
Assembly of God |
• Tap into Ministerial Assoc.

Tap into Ministerial Assoc.

Youth Activities Recommendation – ask that the Ministerial Association join together and as a group offer activities on a weekly basis to the youth of Polson. A different church could be responsible for the non-denominational activity each week. This is currently working well in Anaconda. An empty (no longer in use) downtown restaurant building is used as the regular meeting place.

• Volunteers

Volunteers

Polson appears to be undertaking numerous projects and initiatives. More of these will be shared.

house community services such as Head Start and health services, in addition to community rooms. It was mentioned that the City needed a “wellness center” which could be part of a community center. It was also mentioned that social services were difficult to access and that people did not know how to access them. A community center could also house social services.

The City could opt to procure an architect to draw initial designs for a new building, or the renovation of an existing building in the City with a planning grant (see Planning.)

Church 300 E. 4th Anaconda, MT 59711 Ph: 406.563.3534

Contact:
Phil Masters, Pastor
Assembly of God Church
300 E. 4th
Anaconda, MT 59711
Ph: 406.563.3534
Many of these are yet to be completed and some even appear to be stalled or making little forward progress. Causes can include loss of interest and energy, inadequate resources (funding) to complete the project, lack of commitment, or simply taking on too much for the available resources. In addition, there is an abundance of people resources and talent that could be tapped to move projects and issues forward. This talent represents “Community Capacity” or the resources and skills necessary to address issues and implement programs and projects. Some questions the community of Polson should consider are where they are and how much they can take on before initiating new projects or initiatives.

Would an evaluation of projects and initiatives be helpful?

What resources (funding, staffing, expertise, etc.) are needed in the community to ensure success of new projects and initiatives?

What limitations or constraints are preventing projects and initiatives from being completed – Time? People? Skills? Funding? Commitment?

Are successes being celebrated as projects and initiatives are completed?
Consider the following suggestions to ensure projects and initiatives are being completed.

Conduct an inventory of,
- What projects are currently in progress and what is their state of completion?
- What resources are limiting completion of projects or initiatives?
- What is needed to bring completion to those projects started?
- How do these projects and initiatives fit into Alpine’s priorities?

1. Consider supplementing the resources in the community to ensure projects and initiatives are completed – attracting more resources (funding), adding a community planner or project coordinator, town planner, etc.

2. Build community capacity through education sessions on planning, organizing volunteers, community leadership, conflict resolution, etc.

3. Take time to celebrate your successes through community events

- Volunteer Database – easy!

Utilize the Volunteer Survey sheets that were filled out during each session. Talk with the business

Contact the high school Business Teacher for a willing student typist.
teacher at the high school or perhaps a currently known community volunteer – to create a database from the Volunteer Survey sheets. Once you have identified and contacted those willing to serve, anything is possible.

- How to find volunteers

Here are ideas as to where to find more volunteers in Polson:

1. Corporate volunteer programs - provide opportunities for employees to become involved in service to the community. Some corporations even allow their employees to work with nonprofit organizations during the workday. You might even discover a new funding source when obtaining corporate or business volunteers.

2. Scope out other organizations - churches, synagogues, and other religious institutions with volunteer programs offer a wealth of volunteer prospects who are motivated by religious and altruistic beliefs to serve their community. Service committees and youth groups within these organizations can be a great source of volunteers for special events or other group activities.

3. Try internship programs - at colleges and high schools. Some internship programs require a stipend for the students while many others
provide interns free of charge in exchange for a meaningful volunteer project. For example, interns can develop a marketing plan, perform prospect research, organize a special event, or manage a telemarketing campaign.

4. Career counseling centers - can help you identify individuals who are changing careers and considering entering the nonprofit sector as volunteers. These individuals may need to build their nonprofit resume by volunteering with nonprofit organizations in the community.

5. Civic clubs, fraternal organizations, sororities and fraternities - can be great resources for large numbers of volunteers needed for group projects. For example, a local Rotary Club may assist you with security along the route of a 10K Run or distribute refreshments at a school carnival.

6. Newspapers, radio, television - are excellent vehicles to promote your volunteer needs. Press and media can be enlisted as sponsors of your events and encourage people throughout the community to become involved with and attend your events. Some offer free or as-available space to help you advertise.

7. Governmental offices at local, state, and federal levels may also be a source of volunteers to assist your organization. Many governmental
organizations allow employees to leave work for up to one half day a week to serve as volunteers in the community.

8. **Court systems** offer a ready source of individuals who have committed minor offenses and who have to provide community service in lieu of jail. These volunteers can be of great assistance in performing tasks such as setting up or cleaning up a special event. Our own office benefited greatly from the skills of a high school student who was sentenced to community service. The student was sentenced for hacking into and harming our local high school computer network. MT RDP realized his computer skills would be of value to us in servicing our network. It turned out to be a win-win situation for everyone involved.

9. **Volunteer recruitment fairs** can be conducted along with other nonprofit organizations to reach a wide audience of volunteer prospects.

10. **Other nonprofit organizations** can be a tremendous resource in identifying and recruiting volunteers for your organization. If the volunteer needs are made clear to our associates in other nonprofit organizations they can steer volunteers your way who may not fit within their current volunteer needs.

- How to keep volunteers
How do you keep and encourage the volunteers you currently have in Polson?

1. Ask first if they'd like to be publicly acknowledged, then include them in an event.
2. Send a letter to their supervisor at work...tell the manager how much you appreciate their hard work and special qualities.
3. Write an article in your newsletter.
4. Have a board or staff member call them to advise them of how much they are appreciated.
5. Send a visitor with a flower.
6. Have a board member or other special person invite them to an executive lunch in a special place.
7. Invite them to a special event or dinner...and honor them there.
8. Write an article about their work in your neighborhood or city newspaper.
9. Call them to talk and get their ideas.
10. Give them more responsibility - but watch for burnout!
The information in this matrix has been taken from the Polson Resource Team Assessment Report. The information is the same but formatted into the topical grid below for ease in discussion and implementation of projects. When information has been abbreviated, the report page number is given for reference.

**BUSINESS**

<table>
<thead>
<tr>
<th>ISSUE OR PROJECT</th>
<th>RECOMMENDATIONS</th>
<th>RESOURCES</th>
<th>TIMING</th>
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<tbody>
<tr>
<td>Business &amp; Community Theme</td>
<td><strong>Image – Image – Image!</strong>&lt;br&gt;Reading the history of Polson, I learned that before the early 1920’s – most of the commerce around the Lake revolved around the PORT of POLSON. Looking the community over I would not have guessed the use of a PORT theme as anything other then a marketing tool as only signs of a PORT are recreational boating at the marinas.&lt;br&gt;&lt;br&gt;<strong>Short term solution:</strong>&lt;br&gt;I would recommend that a conversation be started within the year with a marketing firm about doing a regional traveler survey. This survey could be combined with other surveys needed for Growth plans and Needs assessments. Keep in mind that your community of POLSON is the product you are trying to sell to the rest of the world.&lt;br&gt;&lt;br&gt;DEVELOP AND TELL YOUR STORY OR</td>
<td><strong>Montana Marketing &amp; Advertising Consultants</strong>&lt;br&gt;Ever wonder why some community organizations thrive while others struggle? I believe the reason in part is because those organizations realize when negative trends began; financially, with membership or with ways of doing business. In most cases, turning things around be traced back to getting help from outside consultants. And before financial / fundraising consultants can work their “MAJIC” the goals, market research and strategic planning must be done.&lt;br&gt;&lt;br&gt;This void is filled in Montana by a variety of Montana Marketing firms. Each is multi talented and dependent on size --- specialize in one of the following areas: Market Research, Strategic Planning, Advertising, Promotion, financial Analysis &amp; Projections or Marketing Workshops.&lt;br&gt;&lt;br&gt;Listed here are those firms that I (Randy Hanson) have worked with over the last 10 years.&lt;br&gt;&lt;br&gt;Ad Scripts, Inc., Advertising &amp; Public Relations&lt;br&gt;% Kathryn D. Hubbell, APR&lt;br&gt;Box 8168, 700 Simons Dr</td>
<td></td>
</tr>
</tbody>
</table>
YOUR COMMUNITY IS JUST ANOTHER PLAIN DOOR!

Definitions:
Port =
(1) a harbor
(2) a city or town with a harbor where ships can load and unload cargo
(3) Port of Entry

Marina =
(1) a small harbor or boat basin providing dockage, supplies and services for small pleasure craft

Resort =
(1) a place to which people go too - for rest or recreation/vacation
(2) a frequent, customary or general going, gathering together or visiting

Tourist =
(1) a person who makes a tour for pleasure

Missoula, Mt 59807
406-729-4595
dscript@montana.com or www.dscript.com

Advantage One Marketing LLC
% Michael Utter, President
210 Cinque Dr.
Bozeman, Mt 59718
406-587-8729
michael@advantageone.com

Applied Communications
% Kathleen McMahon, President
2732 Evergreen
Great Falls, Mt 59406
406-452-0780
kmcmahon@initco.net or www.appcom.net

Marketing Works
% Leesa Nopper, President
3175 Fieldstone
Bozeman, Mt 59715
406-539-3409
lnopper@attglobal.net

Munson Consulting
% Vicki Munson, President
8505 East Shore Route
Polson, Mt 59860
406-887-2126
vmunson@cyberport.net

Ripple Marketing LLC
% Kitch Walker, President
Box 10221, 2245 West Koch, Suite C
Bozeman, Mt 59719
406-563-8168
kitch@ripplemarketing.com or www.ripplemarketing.com

Wendt Kochman
% Carl Kochman, President
615 2nd Ave. N.
Great Falls, Mt 59401
406-454-8500
ckachman@wendtkochman.com or www.wendtkochman.com
Information is POWER. If others know more about your industry and its trends than you do – you need to learn more. Not only should you participate with the Chamber and other resource providers on building a business section in the local library(s) – you should build one for your own business.

Short term solution:

Contact resource partners about building the business sections of local libraries.

I would recommend to you an excellent resource book that would assist you in most of the topics mentioned above. The booklet is titled Northwest Montana Economic Development Directory. The book was compiled by Eric Hanson and Virginia Sloan (Flathead Job Service Workforce Center) with the intent of helping clients and businesses understand different economic development agencies and the services they provide. View the book at [http://www.mtrdp.org/certifiedcommunities/nwregion.htm](http://www.mtrdp.org/certifiedcommunities/nwregion.htm).

I would encourage local retailers that go to market - to occasionally take a guest that is interested in starting a business along to show them the ropes and mentor them about the basics.

Books that resource partners [Chamber, SBDC, SCORE, Colleges and RDO’s] have access to include:

- Small Business sourcebook --- lists industries, start-up information, publications and National / State association.
- Crisp Publishing --- Self-study books. 200 topics in 11 subject areas.
- Encyclopedia of Associations --- List State and National Associations.
- Thomas Registry --- Lists all United States Manufacturers. Great source for parts for older equipment.
- Essential Managers Series --- Over 30 How-To management books – each about 70 pages – packed full of charts, key points and tips.

Contact: Billings Market Association
% Verba Valentine
Box 80145
Billings, MT 59108-0145
Ph: 406.652.6132

Randy Hanson
Box 311
Go to Market

rules and regulation of the Market that usually is different then rules and regulations for a Trade Show.

Most “Markets” have members or other contacts to help with this process. The Billings Market Association in Billings – in its 60th year – known as the largest General Market in the US since the early 1990’s is a good place to start. In 1996, a Billings Market Board member and I teamed up to put together a video series called “On the Road to Going to Market” which included a workbook with definitions, worksheets and examples of paperwork needed. This material was used in conjunction with organizing trips to the market. Over 200 businesses and manufacturers have participated and 60% are still doing business with the Billings Market.

Short Term Solution:

Find someone with - Going to Market - experience and help them mentor current business owners and new entrepreneurs about; buying at market, store layout, merchandising, keystoneing and market niches.

I would encourage business and professional individuals in Polson and Lake County to check out becoming members of SCORE [ Service Corps of Retired Executives – an SBA national program ] Montana has eight chapters and 200 members. The two closest chapters being Kalispell and Missoula.

### SCORE

**Havre, MT** 59501
Ph: 406.262.9579

**Kalispell SCORE Chapter**
% Ron Hurd
Box 207
Kila, MT 59920
Ph: 406.549.3594

**Missoula SCORE Chapter**
% Frank D’Angelo
804 Norman’s Lane
Missoula, MT 59803
If enough interest were shown, then I would suggest starting a satellite office through the Chamber.

SCORE councilors provide “free” mentoring on business issues to start-up or existing businesses using knowledge gained through personal experience. These councilors work very close with SBDC’s and Chambers on providing training on; How to really Start a Business, Financing Your Small Business, How to Chose the best Bank for Your Business and How to Incorporate Your Business.

*Short Term Solution:*

Anyone with experience in Business should contact a local chapter about becoming a member and / or starting a satellite chapter.

A similar organization starting to gain a foothold in America is called the “Sirolli Institute”. This too is a grass roots program that puts together a local coalition / board but hires a facilitator who visits with businesses and helps them find business & financial resource people that can help put a plan together.

The biggest difference between SCORE and Sirolli is that SCORE councilors are volunteers who are contacted by businesses through the Chamber and Sirolli has a paid facilitator who is introduced to businesses by a board member before counseling begins.

Currently Montana has one active Sirolli
<table>
<thead>
<tr>
<th><strong>Tax Incentives</strong> in Montana fall under four headings: Corporation License Tax, Natural Resource Tax, Property Tax and Gasoline &amp; Vehicle Fuels Tax. The only local option’s fall under Property Tax. These options include:</th>
</tr>
</thead>
</table>
| • New or expanding industries  
• Reduced rate for remodeling of building or structures  
• Exception for Business Incubators  
• Industrial Parks  
• Suspension, cancellation of Delinquent Taxes |

**Short Term Solution:**

Gather and add Tax Incentive information to business sections of local libraries. The Tribal Council, City and County should also put fact sheet together on what incentives they are willing to give and under what conditions. This should be shared with each other as well as with every Economic Institute in Northcentral Montana covering Teton, Toole, Pondera and Glacier Counties. The Golden Triangle Enterprise Facilitation Program “GTEFP” has taken two years to organize and is still struggling with raising $300,000 for a three-year budget. For information on GTEFP, Contact:

GTEFP  
% Steve Horowitz – Facilitator  
Valier, Mt 59486  
406-469-2311

For a complete breakdown, contact:

Montana Department of Revenue  
Customer Service Center  
Mitchell Building  
Helena, Mt 59620  
406-444-6900  
[www.state.mt.us/revenue](http://www.state.mt.us/revenue)
| Workforce Development | Development group that is interested. Montana’s Workforce Development System has evolved over the last 10 years to be more cognizant of Resource Partners, each with limited staff and budget. With the signing of the Workforce Investment Act of 1999 --- States were encouraged to streamline services. Montana’s system split the State into 13 Regions and groups formed Community Management Teams (CMT’s) that worked on a Business Plan that describes partners and programs that will be provided in individual regions. Each region can then apply to State Program for a $25,000 grant to run any special programs developed not covered by existing programs or budgets. In spring of 2002, the Statewide Program became JOB \ LINC and interested individuals can contact any Job service or HRDC to get sign up. Short Term Solution: Get involved with JOB \ LINC and attend meetings. This program was set up to help business solve labor and customer problems. Every community can boast about the talented individuals living there. The problem that many of these individuals face is marketing their Arts & Crafts. Many do not know of resources available --- not even |
| Business and Art | JOB \ LINC can be contacted in Polson at: Polson Job Service Workforce Center 417 – B Main 406-883-7880 [www.mtjoblinc.com](http://www.mtjoblinc.com) |
local resources.

These local resources - Art Centers, Museums and Marketing Professionals - need to continue to evaluate training opportunities that would help further develop the industry in the area. I would suggest a layered / joint venture by all interested parties.

(1) Organize existing artist / enthusiasts
(2) Cross promote --- display art or crafts at Museum, Museum posters at Art Gallery.
(3) Set up series of workshops. Repeat yearly.
(4) Internships / apprenticeships.
(5) Work with Regional groups to foster traveling shows / displays.
(6) Work with Montana Arts council on grant program for transferring of skills.
(7) Work with Marketing firm / Sales Rep to promote your items.

Most of the talented individuals I know, just want to produce their Art of Craft.

They do not want to develop the skill to sell it.

Short Term Solution:

Invite Steve Simonson - the Community Development Specialist from Sander County – to be a speaker on Tourism Corridors to local Artists, Crafters, Outfitters, B&B and other Tourism providers. Steve participated - along with 65 others - in Fort Benton to begin developing a series of Northcentral Montana Tourism Trails that encourages

Steve can be contacted at: Sanders County Community Dev. Corp. 
% Steve Simonson, Community Dev. Spec. 
Box 1326 
Thompson Falls, Mt 59873 
406-827-6935 
Simonson@ronan.net

For more information on sponsoring a Cultural Heritage Corridor workshop in your area, contact: Travel Montana
<table>
<thead>
<tr>
<th>Tourist Attraction</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Squares</td>
<td>Tourists to stop at out-of-the-way places where artisans are working their crafts, stores that are showcasing regional items and recreational businesses that give the visitors a unique experience. See News Release on Cultural Heritage Corridor workshops on pages 15 – 17.</td>
</tr>
<tr>
<td></td>
<td>Communities all across America are rediscovering “Town Squares” where major events can be focused. In many cases the Square becomes a focal point of Pride for a Downtown Revitalization. A local THEME is usually incorporated into Town Squares.</td>
</tr>
<tr>
<td></td>
<td>Over the last two years – members of Havre’s Chamber of Commerce have approached a local Wells Fargo Bank about developing a green area on a parking lot they owned adjacent to Highway (2) in the downtown area. With the help of the Wells Fargo Bank and many fundraising sponsored events – this group of individuals transformed half of the (7) lots into a park while improving the parking on the other half. In essence – no parking was lost. This $300,000 project took (2) years of fundraising and volunteerism.</td>
</tr>
</tbody>
</table>

Medium Term Solution:

- Victor Bjornberg
  - 301 S. Park
  - Helena, Mt 59620
  - 406-841-2795

- Montana Arts Council
  - Arlynn Fishbaugh
  - 316 North Park Ave, rm 252
  - Helena, Mt 59620
  - 406-444-6430

For more information, contact:

- Havre Chamber of Commerce
  - Debbie Vandeberg, General Manager
  - Box 308
  - Havre, Mt 59501
  - 406-265-4383
I would suggest incorporating a Town Square in the downtown area. This could be associated with a Shoreline Walkway or New Community Center on Salish Point.

Almost all rural downtown’s of the United States are having economic difficulty. What can I do to change the cycle you ask?

First ask yourself if you are still doing business as you were 5 or 10 years ago? If the answer is YES, then you need help in breaking the cycle. I would suggest several things:

1. Work with the Chamber of Commerce to bring in speakers on Marketing and Merchandising who can coach you about minor thing that make a big difference.
2. Attend workshops when you go to Market.
3. Research and Read about your industry and changes being made.
4. Join industry association and find a mentor.

Medium Term Solution:
A sample of a Speaker / Workshop.
If the problem is not enough sales to cover expenses, then the solution must be to increase Sales. Right? But How!

If you were to bring “JUNGLE BOB SMITH” of Jungle Marketing to Polson – you would learn about:

- Developing your Unique Selling Proposition [USP]
- Your Magic Story
- Host Beneficiary Marketing
- Back End Marketing
- Active Referral systems
- Customer Service as a Marketing function
- Writing Advertising
- The three ways to Grow Your Business.

Three ways! What are they?

# of clients X # of purchases per year X Average Sale = Gross

Consider increasing the numbers in one or more of the categories and see how that effects Gross Revenue.

Jungle BOB can be contacted at:

Jungle Marketing, Inc
% Robert C. Smith, President
916 N. Weber St
• Jobs – NW Job Gap Study

In 2001, the Northwest Area Foundation partially funded a study on Jobs in the states of Montana, Idaho, Oregon and Washington. This study was called: Northwest Job Gap Study - Searching for Work that Pays, 2001

Questions researched were:

• What is a living wage?
• Are we creating enough jobs that pay a living wage?
• Which industries provide living wage job opportunities?
• Which occupations provide living wage job opportunities?
• How are different demographic groups faring in getting and keeping living wage jobs?
• Is there an education gap in addition to the job gap?
• What are some policy options for closing the gap?

This study talks about conditions in the 1990’s and projects the needs forward to 2006.

Colorado Springs, Co 80903 719-633-2913

The partners in putting this study together are listed in the report, which can be obtained by contacting:

Northwest Federation of Community Organization 1905 South Jackson Street Seattle, WA 98144  206-568-5400 nwfco@seanet.com www.seanet.com

Northwest Policy Center University of Washington Evans School of Public Affairs Box 353060 Seattle, WA 98195-3060 206-543-7900 npcbox@u.washington.edu www.depts.washington.edu/npc

Short Term Solution:

Sense low wages was brought up numerous times in listening sessions, I would suggest that copies of report be acquired and an existing committee / group study and incorporate suggestions into the community “CEDS” documents.

The Department of Commerce is committed to increasing wages for workers. The best way to do this is to raise everyone living standards by expanding current businesses which can only be done if a market can be found for their product or service. The same can be said for a community
• Getting Serious about Economic Development

Getting Started

Billings Market:
An association of Wholesale Sales Reps. Meets in Billings four (4) times a year. This is the largest General Market in the U.S; Many retailers from an eight-state area attend this market. The Billings Market is only open to retail Businesses, Manufacturers and Guests of the Market. For information call Verba Valentine at 406-652-6132.

Brownfields:
Brownfields are: abandoned, idled or under-used industrial and commercial sites where expansion or redevelopment is complicated by real or perceived environmental contamination.

Certified Cities:
A Montana Department of Commerce / Montana Rural Development Partners joint venture where communities that are certified are provided Business leads that come through the State of Montana.

Reactivate Polson’s application to become a Montana Certified Community. With that said, it must be noted that the Special Legislative Session held this past August cut funding for Fiscal Year 2003 for the program. Hopefully, the program will survive budget cuts in the upcoming legislative session.

For Brownfield information check out:
www.epa.gov/brownfields
www.hud.gov

Please contact Gloria O’Rourke for additional information on Certified Communities or review the website at http://www.mtrdp.org/certifiedcommunities.

Andy Poole in the Montana Department of Commerce manages this program. Andy can be reached at 406-841-2707.
The mission behind Certified Communities is to establish and maintain an active network of local development organizations trained and prepared to respond to economic development opportunities or concerns. The requirements to become a Certified Community would prepare Polson to meet this mission. The program is under the Montana Department of Commerce and administered through the MEDA/MT RDP office at 406.563.5259.

The **Recruitment officer** in the Governors Office of Economic Development is Quinn Ness. Quinn can be contacted at 305-444-7065.

**Financing options:**

**Grants:**
USDA-Rural Development, Banks, foundations, Corporations, HUD-CDBG, MDOC/CTAP, Trusts, Montana Community Foundation, Montana Arts Council, US West & SBIR.

**MEDA:**
Montana Economic Development Association (MEDA) is an Association of Economic professionals from across Montana who cosponsor economic training to anyone interested in Economic Development. This organization has members from all the major Development Agencies in Montana.

For more information on MEDA contact: Gene Vuckovich/Gloria O’Rourke at 406-563-5259.

**Economic Development Resources:**

- **SBDC** (Small Business Development Centers) 406-841-2759
- **TBIC** (Tribal Business Information Centers) Tribal College
organizations across Montana as well as Individuals from Chambers, Colleges / Universities, Corporations, State & Federal Government and Businesses.

**Training Opportunities:**

NxLevel – Business Plan writing. This is a twelve sessions training course.

Marketplace in North Dakota held the first Thursday in January. Resource directory given to each participant. Contact Marilyn Kipp at 701-633-0510.


Getting down to Business Workshops sponsored by MSU-Extension.

Made in Montana Trade Show in Great Falls in March.

Northwest Economic Development Games held in State of Washington. MEDA is a sponsor and information is available through Gloria O’Rourke at 406-563-5259.

**Resource Books, Etc:**

Montana Agricultural Buyers Directory
Montana Business Directory
Made in Montana online Directory
Starting a Co-op
Upstart publishing books
Crisp publishing books
Encyclopedia of Associations
Small Business Sourcebook
Thomas Registry
INC publishing
Entrepreneur Magazine / Start up Guides

For more information contact the following:

**SCORE** (Service Corps of Retired Executives) 406-441-1080

**MBDC** (Micro-Business Development Centers) 406-841-2751

**RDO** (Regional Development Officer) 406-841-2730

Chambers Libraries Tribal Colleges Universities Development Corporations Rocky Mountain Trade Corridor Job Service AFL-CIO --- Project Challenge / Work Again project EDA EPA HUD RC&D HRDC
Numerous comments from Polson citizens expressed the need for sidewalks, signage, a bike and pedestrian path, and downtown beautification. A plan for the upgrade of streetlights, addition of sidewalks, landscaping, bike racks, walking paths, and property easements, etc. can be financed with a planning grant (see Planning above). The City could opt to procure a professional consultant who could assist with the planning grant application that could finance an engineer or consultant to draw up preliminary plans. The City of Lewistown did an extensive CTEP project that included new period streetlights, sidewalks and downtown beautification.

There some grassroots efforts that the City could do on its own, should it opt to do that, using local talent to assist with these improvements. The Town of Geraldine, who has an Action Committee, did many town-wide improvements using local talent. The high school shop class created new street signs that they helped install around town; volunteers built new sidewalks downtown, one block at a time; and a local artist assisted with a “Welcome to Geraldine” sign by painting the school’s mascot, a tiger, on the sign. The Action Committee also renovated the town park with new play equipment and sign, restored the local train depot as a spot that can now be rented out for weddings, and meetings. Proceeds came from an annual New Year’s Eve dance, donations, and other fund raising efforts.

Contact: Mike Davis
CTEP Coordinator
Community Transportation Enhancement Program (CTEP)
Montana Department of Transportation
PO Box 201001
2701 Prospect Avenue
Helena, MT 59620-1001
Phone: 444-4383
Email: mtdavis@state.mt.us

Karyl Tobel
Program Manager
Commerce Loan Fund
Montana Department of Commerce
301 South Park Avenue
Helena, MT 59620
Phone: 841-2733
Email: karylt@state.mt.us

Eric Hanson
Rural Development Officer – Lake County
2 Main Street, Suite 202
Kalispell, MT 59901
Phone: 257-2259
Email: ejhanson@centurytel.net

Monica Rice
Mayor of the Town of Geraldine
President of the Geraldine Action Committee
PO Box 211
Geraldine, MT 59446
Phone: 737-4361
Email: gertown@ttc-cmc.net
The information in this matrix has been taken from the Polson Resource Team Assessment Report. The information is the same but formatted into the topical grid below for ease in discussion and implementation of projects. When information has been abbreviated, the report page number is given for reference.

### COMMUNICATIONS

<table>
<thead>
<tr>
<th>ISSUE OR PROJECT</th>
<th>RECOMMENDATIONS</th>
<th>RESOURCES</th>
<th>TIMING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
<td></td>
<td>Contact Eric Hanson your Regional Development Officer (RDO) to look at a copy of the Media relations information put out by the Department of Commerce. Eric can be reached at: MDOC / RDO % Eric Hanson 2 Main St, Suite 202 Kalispell, Mt 59901 406-257-2259  <em><a href="mailto:trjhanson@centurytel.net">trjhanson@centurytel.net</a></em></td>
<td></td>
</tr>
<tr>
<td>Working with the Media</td>
<td>Most communities feel that they have a problem with the Media about getting coverage. The reality is that local media doesn’t stay in business long unless they meet the needs of the public. However, the Media is not a mind reader --- if you want something covered, you have to put forth some effort to notify and inform them about what you are doing. Don’t expect everything you do to be perceived as a news release. <em>Short Term Solution:</em> Put together a MEDIA RELATIONS workbook for your area. This needs to be a team approach with representation from; Tribal Government, City &amp; County Government, Chamber of Commerce, Media, Economic Development and the general public.</td>
<td></td>
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</table>
### Communicating with each other

This workbook would be the combination of policies from each group plus additions from other sources that are appropriate. Vivian Manuel (the PR person in the Department of Commerce) has put together a workbook for Commerce’s staff that covers:

1. Overview
2. Contacting the Media
3. Calls from the Media
4. Types of Media
5. News conferences
6. Interviews
7. Ten commandments for Good Press
8. Press Law
9. Articles and samples.

It is not unusual for more than one Economic Development group to exist within a community or region. The mission and goals of each may only cross occasionally. No one should expect one person or agency to be able to do it all. However, each should be aware and work with the others.

Do you recognize any on this list?
- Chambers of Commerce
- Citizens / Coalitions for Progress
- Business Improvement Districts (BID)
- Port Authority
- Local Development Corporation (both profit and non-profit)

**Short Term Solution:**
Get all the groups together and develop a fact sheet about themselves that each can pass out to interested individuals and businesses interested in expanding into the community.
The Key to a successful community is where all existing groups talk to and work together. Some are one-item groups [joint effort to start a particular business by raising equity capital]. Others are general in nature. However, all fall into one of three kinds of Development.

1. Community Development
   Infrastructure, social issues, quality of life.
2. Industrial Development
   Retaining / Recruiting larger companies with many employees.
3. General Economic Development
   The group that helps as resource provider and puts together CED’s, Needs Assessments, Surveys in order to apply for grants. This group also specializes in managing (RLF;s) Revolving Loan funds.

The Question each group is asked
every day is: “What have you done for me today?”

Many individuals expressed frustration with getting information decimated throughout the Polson community regarding numerous issues – government meeting agendas, government meeting minutes, activities, education, etc. In addition, community members expressed a need for an opportunity to provide debate on issues, such as a point – counter point formats. The radio station was commended for their community service. The local print media was criticized for lack of coverage of events, activities, calendars, etc.

Public Relations Manager – Many communities have a Public Relations Manager in their organization (city/county government and/or chamber) that is responsible for working with the local media outlets to ensure information and issues are publicized throughout the community. Polson could consider a joint paid position to work with media outlets and provide other creative solutions to distributing information in the community. Local governments, chamber of commerce, economic development organizations, grants, etc, could jointly fund the position. It should be a joint position housed in the community and
<table>
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<tr>
<th>Intra-Government Communications</th>
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</table>

accessible to the public, media, government, and others.

Programs: The existing local media could provide a broader public service to the Polson community by adding some additional formats that are popular in other communities. They might include:

- Initiate an employee of the month, volunteer of the month, project of the month, Peach of the Day, etc. program
- Provide a Point – Counter Point program for both radio and newspaper
- Provide Educational programming/columns – particularly on tribal cultural, education, government, etc. issues
- Develop a community Web Site that is updated regularly with issues, calendars, events, government meeting agendas and minutes, etc.
- Initiate a “Radio Talk Show” on community issues that allows community leaders and others to discuss issues and citizens to phone in questions

This issue cropped up repeatedly under the context that government, economic development, and other entities do not coordinate very well on joint projects or projects that contain joint authorities. Examples include the law enforcement, water (state, federal, tribe, city, county,
conservation district, etc. agencies), transportation (state, county, tribe), land management (federal, county, conservation district), etc. Many projects appear to be stalled or issues not addressed due to differing priorities and availability of resources (skills, funding, time). The only effective means to address intergovernmental coordination is communication. Agencies must meet and dialogue regularly about common issues, particularly as they relate to broad land management planning issues. A successful example is The Big Horn Mountain Country Coalition in northern Wyoming. This coalition is a consortium of local and federal agencies in and around the Big Horn Mountains that effectively faces, addresses and coordinates common issues and projects.

Recommendations:

**Multi-Agency Coalition:** A similar effort as the Big Horn Mountain Country Coalition could be initiated in the Polson area. Agencies that should be considered in forming a local coalition might include: BLM, Forest Service, Fish and Wildlife Service, Montana Fish Wildlife and Parks, Montana Department of Transportation, City of Polson, Valley County, S-K Tribe, Conservation District, Economic Development organizations, Chambers of Commerce, etc. The following people (at the right) were instrumental in initiating,

Don McCracken, Executive Director, Big Horn Mountain Country Coalition, Cowley, Wyoming 307-548-6153


Larry Keown, LDK Associates, Sheridan, Wyoming 307-673-4838
organizing, and implementing the Big Horn Mountain Country Coalition and could provide assistance and/or advice on forming such group in the Polson area.

**Council of Governments:** Many communities have established a “Council of Governments” to effectively cooperate and coordinate activities and issues. The councils consist of government leaders in the community and surrounding area, such as, mayors, county commission chair, tribal leader, state organization leaders, county sheriff, police chief, fire chief, emergency services coordinator, etc. The Council must operate as a coordinating body – not a problem solving body. Their role is to provide each other updates on issues and coordination of activities. Working committees (both standing and project oriented) are established to address issues in detail and report back to the Council of Governments. The objective is to avoid the leaders of the Council becoming bogged down with trying to address and resolve issues.

**City/County Manager:** This concept was suggested by a number of community members at the Listening Sessions, however for a specific governing body, e.g. the city. Many communities jointly fund and retain a City/County Manager position to coordinate activities.
<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
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<tbody>
<tr>
<td>Use email and a listserve</td>
<td>Glean the email addresses from the many Volunteer Survey sheets (filled out during the Resource Team Assessment) and create a listserve with these addresses as well as other community leader’s email. There are free programs available for this purpose that are very user friendly. I recommend Yahoo. Visit <a href="http://groups.yahoo.com">http://groups.yahoo.com</a> for easy directions to begin a group. Use this listserve to share information and updates in Polson. This would also be a great way to promote the Polson website.</td>
</tr>
<tr>
<td>No frills newsletter</td>
<td>Newsletter – create a brief newsletter (nothing fancy) that is simply a fact sheet of events, programs, projects and activities going on in Polson. Submit it to the area newspaper on a weekly or monthly basis.</td>
</tr>
<tr>
<td>Want to read it in the paper?</td>
<td>Local news coverage – if you</td>
</tr>
</tbody>
</table>

between various governments. This suggestion is intended to relieve the funding burden on any specific government and form a joint position. Polson and Valley County might consider such a position to coordinate operations, planning, interagency coordination (state, tribe, federal), etc.
## Write it yourself....

feel that your area newspaper is not covering your local news there is a simple solution. Time consuming, but simple. Write an article yourself and ask the newspaper to insert it in their next paper. While time consuming, it does guarantee that the information will be correct, timely and available. And think of the payback – with more publicity you might get more $$$ for a project and more volunteers.

## Tribal and Community Working Relationship

An important observation of the Listening Session lists (please see pages 59 to 62) is that there are very few Strengths/Assets identified but many Problems/Challenges. Erroneous perceptions must be erased and replaced with cultural understanding and appreciation, trust, and the ability to effectively work together. The long list of Projects and what each desires indicates that both the Polson community and CSK Tribe have **similar wants and needs**.

Polson and CSK Tribe must build on the assets and strengths of the two communities – cooperation, joint projects, positive history of Polson and tribes, diversity, welcome feeling, schools, and churches. **Work toward a seamless community** that addresses common issues and solutions that benefit both

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

LDK Associates offers a workshop titled **“Developing Effective Working Relations With Indian Tribes and Organizations.”** This workshop (1-3 days) provides historical perspectives (why trust has been eroded), understanding and appreciating Indian culture (by tribal representatives), tribal government protocol, cultural issues (time, social relations, gift giving, prayers, communication, meetings, values, conflict, etc.), how to build trust and develop effective working relationships, and legal issues (sovereignty, treaties, etc.) and opportunities for participants to meet and visit with tribal representatives about issues of local interest. Workshops are conducted in cooperation with local tribal governments.

Contact: Larry Keown, LDK
communities. Begin with a non-complex process issue, e.g., Joint Community Issue Coordinating Committee composed of tribal and community representatives. Begin by working on the process of coordination, in lieu of, substantive issues. Trust is an absolute foundation to build upon. Gradually begin addressing issues of common interest, such as cultural understanding. The key is to achieve successes that demonstrate cultural differences can be overcome and used as strengths to address common issues.

**Tribal Relations Assessment:**
Conduct a more detailed follow-up Tribal/Community Relation Assessment to determine issues, perceptions, and needs of each entity. In most cases, the perceptions of what each entity wants/desires have been distorted over time. Erase perceptions and seek common ground on issues. Develop a relationship strategic plan on what each needs to do to improve working relations. Examples might include:

- Educational Workshops on Understanding and Appreciating Tribal/Community Culture
- How to Work Effectively With Tribes
- How to Work Effectively with Communities
- Develop a Joint
Tribal/Community Steering Group (to coordinate issues/projects)

- Facilitated Joint Meetings to Begin Working on Issues
- Regularly Scheduled Joint Meetings to Coordinate/Cooperate
- Monitoring and Evaluation of Progress

LDK Associates conducts Tribal Relations Assessments and strategic planning services. Assessments are conducted using an interview process to determine issues and perceptions. A strategic plan is developed to provide the community direction in developing the desired working relationship with a particular tribe.

Human Resource Potential Associates (HRPA), Helena, provides evaluations of tribal issues and works with tribes on how to understand and work with state and local governments. HRPA is an Indian owned business.

Community Workshop: Consider an abbreviated workshop, described above, that would address cultural understanding and appreciation for the entire community. This would be a workshop that would initiate dialogue on common visions, goals, and strategies.

Contact: Larry Keown, LDK Associates, P.O. Box 7095, Sheridan, WY 82801; 307-673-4838; www.ldkassociates.com


Contact: Larry Keown, LDK Associates, P.O. Box 7095, Sheridan, WY 82801; 307-673-4838; www.ldkassociates.com.

Many corporate and public foundations support cultural understanding and enhancing communication. The following list...
and tasks that are of mutual benefit.

**Teach Cultural Understanding:**
Work with the University of Montana, Montana State University, or SK Tribal College to develop an in-service curriculum for teachers in the local school districts about understanding and appreciating Indian culture.

Cultural Awareness Day: Polson and the CSK Tribe might consider hosting a cultural awareness day to enhance cultural understanding between the tribes and community. This could include an exchange of cultural activities and exhibits, job fair, workshops, educational opportunities, etc.

generally supports these kinds of efforts.

<table>
<thead>
<tr>
<th>Montana Power Company</th>
<th><a href="http://www.mtpower.com/community/cm_foundatio_n_appguide.htm">http://www.mtpower.com/community/cm_foundatio_n_appguide.htm</a></th>
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<tr>
<td>1st Interstate Bank Founda_</td>
<td><a href="http://text.firstinterstatebank.com/founda_tion/guidelines.html">http://text.firstinterstatebank.com/founda_tion/guidelines.html</a></td>
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<td>Qwest</td>
<td><a href="http://www.uswest.com/about/company/sponsorships/foundatio_n/">http://www.uswest.com/about/company/sponsorships/foundatio_n/</a></td>
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<td>American Express Philan_</td>
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<td>Kiewit Companies Founda_</td>
<td>(No internet site found)</td>
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<tr>
<td>Mike Faust</td>
<td>1000 Kiewit Plaza</td>
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<tr>
<td>AT&amp;T Foundation</td>
<td><a href="http://www.att.com/foundatio_n">http://www.att.com/foundatio_n</a></td>
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<tr>
<td>The ConAgra Founda_</td>
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</tr>
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C/o ConAgra Corporate Relations
One ConAgra Drive
Omaha, NE 68102-5001
(402) 978-4160

Fannie Mae Foundation
http://www.fanniemaefoundation.org

Norwest Foundation
Norwest Ctr.
Sixth and Marquette
Minneapolis, MN 55479-1055
(612) 667-7860

Note: Groups not located in the Twin Cities should approach the Norwest Bank in their community. Application form not required. Initial approach is by letter. One copy of proposal needed. No deadlines given. Board meeting time varies, usually every two months. Final notification is given within two weeks after meeting.

Public Welfare Foundation
http://www.publicwelfare.org/grants/cedp.asp

Target Stores Giving Program

33 South 6th Street
P.O. Box 1392
Minneapolis, MN 55440

Note: Target has over 800 stores
nationwide, and through each store it supports its respective local community. Target's giving is store driven because they believe each individual Target knows its community best. Nonprofit organizations should consider their local store's Team Leader as their contact.

The UPS Foundation (No Internet site found)
55 Glenlake Parkway, NE
Atlanta, GA 30328
(404) 828-6374

Dennis and Phyllis Washington Foundation
http://www.washcorp.com/Foundation/default.htm

Wells Fargo
http://www.wellsfargo.com/about/charitable/mo_guidelines.jhtml

Wal-Mart
http://www.walmartfoundation.org/wmstore/goodworks/scripts/index.jsp

National Forests
Most National Forests have a Rural Development Grant program that allows matching funding for states and local governments and organizations for various activities. Contact the local National Forest headquarters for more information and availability of funds.
The information in this matrix has been taken from the Polson Resource Team Assessment Report. The information is the same but formatted into the topical grid below for ease in discussion and implementation of projects. When information has been abbreviated, the report page number is given for reference.

## RECREATION

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<tbody>
<tr>
<td>Recreation</td>
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<tr>
<td>• Skateboard Park</td>
<td>Youth and Seniors of Helena formed a partnership to plan and fund a skateboard park in the City. It was a year-long process of determining the best location for a skateboard park that would provide a safe environment for children, and would not interfere with public access to City parks and infrastructure. The youth and seniors together raised money to fund the construction of it. Skateboard Park information: – As with youth centers and swimming pools, skateboard parks are in high demand. Libby, Colstrip and Helena are three communities that I know of that have skateboard/BMX parks. I also found a terrific website that serves as a resource for everyone involved in the process of getting a public skatepark built, and generally promoting skateboarding. Visit</td>
<td>For funding information, contact: Contact: Turner Foundation Website: <a href="http://www.turnerfoundation.org/about/index.asp">http://www.turnerfoundation.org/about/index.asp</a></td>
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<tr>
<td>• Don’t miss</td>
<td><a href="http://www.skatepark.org">http://www.skatepark.org</a></td>
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- **Walk/Bike Path** – also see Infrastructure section in this matrix

  **Walk/Bike Path information:** A project like this can be partially funded through the Montana Department of Transportation’s Community Transportation Enhancement Program (CTEP). Through this program, Polson as well as the Flathead Reservation receive annual allocations that can be used to finance walking/bike trails. Public input and planning would be of high importance to such a project. As this project was in popular demand in almost every Listening Session, it should not be hard to form a committee to tackle this worthwhile project. I believe the process would begin like this: a committee is formed to identify sections/location of the trail, explore types of material to be used and provide a cost estimate. The next step would be to present the information to the City and County and request CTEP funds for the project.

- **Swimming Pool – Aquatic Center**

  It was amazing to hear that an individual in Polson has been trying for over 20 years to make this dream (of a swimming pool) a reality – that

---

Rick Harbin  
Colstrip Parks and Recreation  
Ph: 748.3326

Contact:  
Thomas Martin  
CTEP Bureau Chief  
Montana Department of Transportation  
P.O. Box 2010011  
Helena, MT 59620-1001  
Phone: (406) 444-0809  
Email: tmartin@state.mt.us

Be sure to use the Northwest Montana Economic Development Directory for resource information:  
[http://www.mtdp.org/certifiedcommunities/nwregion.htm](http://www.mtdp.org/certifiedcommunities/nwregion.htm)
brings a whole new definition to the word “tenacious”. If the people of Polson unite, plan and pursue – this dream will indeed become a reality. Do not overlook this opportunity to work jointly with tribal resources. For example, the Mississippi Band of Choctaw Indians just opened a new senior activities center that included a community swimming pool to promote wellness among their tribal people.
### EDUCATION

<table>
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<th>RESOURCES</th>
<th>TIMING</th>
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<tbody>
<tr>
<td>Education</td>
<td>With extensive concern over teen substance abuse, violence in the home, vandalism, and loitering, the City may opt to start a Youth Justice Council. There are existing councils in Billings, Helena, and Cascade County. Although existing councils are in larger areas than Polson, the City has the resources already to start a council. Youth Justice Councils are comprised of concerned parents, teachers, and community members that, with training, council first-time juvenile offenders and their families. With the support of the local court system and juvenile probation officer, children and their families must agree to waive their right to council to participate in a Youth Justice Council. Youths and their families meet with trained council members after a referral from the court system. Council members then make recommendations to the youth, i.e. community service, writing letters of apology, essays, or professional counseling. The recommendations are relayed to the court and the youth is given the final say.</td>
<td>For more information on Alliance for Youth, and Community Youth Justice Council, contact: Contact: Gayle Keith Executive Director Alliance for Youth PO Box 2982 Great Falls, MT 59403 Phone: 268-6780 Email: <a href="mailto:gayleKeith@gfps.k12.mt.us">gayleKeith@gfps.k12.mt.us</a> Website: <a href="http://www.youthcourt.net/United_States/montana.htm">http://www.youthcourt.net/United_States/montana.htm</a></td>
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</table>
Troubled Youth

Youths and their families must comply with the Council’s recommendations, or the case goes to Youth Court for more serious consideration. There is then a follow-up visit with the youths and their families.

This program has been very successful and many youths and their families have benefited from having participated in the councils. All council members volunteer their time and the space to meet with families is donated. This program could be done within the City of Polson, or throughout Lake County. With the right leadership, this program could extend to tribal and non-tribal children throughout Lake County with participation from members of all communities.

Troubled Youth Recommendation – a website resource titled YouthChange...Your Problem-Kid Problem-Solver is an excellent family and community resource to begin to meet the needs of troubled youth in Polson. It was mentioned several times in listening sessions that parental skills are lacking in many families in Polson. (See Education topic below.) This website gives easy to understand and practical advice and support on dealing with troubled youth. The site was designed for and by youth professionals. The site serves professionals and para-professionals such as teachers, foster care workers, counselors, teaching assistants, mental health staff, Job Corps workers, GED teachers, day and residential treatment counselors, and independent living program counselors. The site is packed with hundreds of solutions for all types of “kid problems,” and provides workshops and books for more.

You'll find lots of free aid throughout the site, including The free Problem-Kid Problem-Solver internet magazine, Live Expert Help, and hundreds of intervention strategies. Visit: http://www.youthchg.com
<table>
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<tr>
<th><strong>Parent Education</strong></th>
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| Parent Education recommendation: Through your local PTA or similar community based organization, request an Active Parenting program to begin in your community. Several years ago I was employed by the Anaconda PCA/Family Enrichment Council and was trained to teach Active Parenting workshops. I can’t say enough about the program, resources and quality of materials. The goal behind Active Parenting Publishers in 1983 was to apply state-of-the-art educational technology to the field of parenting education. Three years of research and development led Active Parenting founder Michael Popkin to conclude that video-based training was the most cost-effective innovation available, and was the first to produce video-based parent education programs. Today this parental education delivery system continues to be ideal.

Part of the success of the program is that it is parents teaching parents. For example, I was first a student and completed the entire Active Parenting course. Then, based on my enthusiasm for the working principles of the program, I was trained to become a teacher myself. Again, I can’t emphasize enough the value of this program. Also, please refer to the section above under Troubled Youth recommendations and visit this excellent resource for parents:

Please learn of the details by visiting the website at [http://www.activeparenting.com](http://www.activeparenting.com). I have the materials (although my copies are about seven years old) and would be happy to talk with anyone in more detail about the program. 

Gloria O’Rourke

Contact:
Active Parenting Publishers
810 Franklin Court, Suite B
Marietta, GA 30067
800.825.0060
[http://www.activeparenting.com](http://www.activeparenting.com)

Gloria O’Rourke, Deputy Director
MT RDP
118 E. Seventh St.; Suite 2A
Anaconda, MT 59711
Ph: 406.563.5259  Fax: 406.563.5476
Email: gloria@mtrdp.org

Web: [http://www.mtrdp.org](http://www.mtrdp.org)
**Cultural Education**

**Cultural Education Recommendation:** I can think of two activities that are of value in my own community of Anaconda. One activity takes place in our Middle School and is the project for a 7th grade History class. The students are required to investigate their family’s heritage, dress as their ancestors dressed, and present a report on their family to their classmates. A similar project on the elementary level ends with a parent/student potluck dinner. Food from the student’s ancestral background is prepared, recipes are shared and the food is enjoyed by all.

**Domestic Violence**

**Domestic Violence Issue:**
I find myself once again drawing on personal experience. For several years I had the job of facilitating a battered women’s support group, responding to and organizing a 24 hour crisis line for victims of domestic violence, carried a beeper and placed victims in our local Safe Space. On the other side of the problem, my husband taught court-ordered classes to the domestic violence perpetrators “SAM” – Stress and Anger Management. Obviously, I have strong feelings about this horrible problem and can’t stress the importance of addressing it in Polson.

To identify what programs the Polson area currently has to abolish domestic violence, I spoke with Julie Wenner of SAFE Harbor, Inc. She explained that SAFE Harbor is an organization that provides many services to victims and family members involved in...
<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Polson needs court-ordered stress and anger management classes</td>
<td>Polson needs a ZERO Tolerance policy for perpetrating domestic violence.</td>
</tr>
<tr>
<td>School/Community education project</td>
<td>To provide education and training to victims and family members involved in domestic violence. To name a few: SAFE Harbor shelter, Crisisline (pager system) 24 hours per day, outreach with information and referral, personal advocacy, out-of-shelter aid as needed, children’s services, Court Watch, and the list continued. Also a part of SAFE Harbor are Domestic Violence Emergency Services (DOVES) – and the Tribal Crime Victim Advocate.</td>
</tr>
<tr>
<td>Domestic Violence recommendations</td>
<td>It appears that SAFE Harbor has many worthwhile services already in place. The problem is lack of funding – for staff and expenses for current programs. Please look over fundraising suggestions mentioned in this report. <strong>Regarding Polson beginning court-ordered stress and anger management (SAM) classes for perpetrators of domestic violence, contact Donna Thomson, Executive Director of the Anaconda PCA/Family Resource Center.</strong> Donna worked with our local court system to have perps sentenced to attend these classes. The sentence also included a fine that covered the cost for the class materials and facilitator fees. The classes are held once per week. If a perpetrator does not complete the entire course, the person is brought back before the judge for further sentencing and consequences.</td>
</tr>
<tr>
<td></td>
<td>Next, I would recommend a “zero tolerance” policy to be set in place. Julie Wenner knows of several in existence that could serve as a model.</td>
</tr>
<tr>
<td></td>
<td>Finally, education, education, education. Building the school and hosting the club with Julie Wenner, SAFE Harbor P.O. Box 855 Pablo, MT 59855 406.675.0800</td>
</tr>
</tbody>
</table>

Contact: Donna Thompson, Executive Director Anaconda PCA/Family Resource Center 229 E. Commercial Anaconda, MT 59711 Ph: 406.563.7972

Contact: Julie Wenner, SAFE Harbor P.O. Box 855 Pablo, MT 59855 406.675.0800
Focus on Substance Abuse

Perhaps the schools could get involved with a science-fair type of event, with the focus on domestic violence issues. It is important for individuals to realize that they are responsible for reporting abuse.

I would again refer you to the excellent Youth Change website at [http://www.youthchg.com](http://www.youthchg.com). It is “Your Problem-Kid Problem-Solver.” In addition, to support and encourage more work to be done in the Polson area on prevention, I offer the following information taken from a government website:

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

Finally, the National Governors Association has compiled “best practices” information on dealing with the issue of substance abuse.

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

Visit: [http://www.nga.org/center/divisions/1188/C_ISSUE_BRIEF?D=4470.html](http://www.nga.org/center/divisions/1188/C_ISSUE_BRIEF?D=4470.html)
Strategies other states are using to combat this problem include:

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

**Arts/History/Museums recommendations:**

It seems that the average person in the average community does not often frequent – or even visit – its own art galleries or museums. It also seems that once the average person is lured in to view their local art galleries and/or museums, the enthusiasm and support for the facility is sparked. It just takes getting those feet to walk through the door! The more your own community members know of and are aware of your arts/history and museums, the more they will spread the word.
word and pass this information along to visitors (not to mention offering their own support).

It may take a bit of creative thinking and an extra push on the publicity to carry off an event that would get people through the door. One idea is to have a progressive party – where a group is given refreshments at one gallery (and spend a half hour becoming familiar with its contents) then take off to the museum where they are served snacks (and spend another half hour exploring) and finally end the tour with hot beverages at the final destination. A door prize and/or raffle could be held at each location – which could serve to be a small fund raiser for each of the participating organizations. Be sure to include the tribal population in this activity.
The information in this matrix has been taken from the Polson Resource Team Assessment Report. The information is the same but formatted into the topical grid below for ease in discussion and implementation of projects. When information has been abbreviated, the report page number is given for reference.

### GOVERNMENT

<table>
<thead>
<tr>
<th>ISSUE OR PROJECT</th>
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</table>
| Government       | **Land Use Issues**  
Faced with a storm of conflicting interests and competition for available land, people throughout Montana are increasingly interested in fair, effective, and efficient ways to resolve land-use disputes. This handbook describes such an approach, known as *Consensus Building*, and offers step-by-step guidelines for applying it to land-use issues.  
A number of communities in Montana and throughout North America have used consensus-building processes to develop effective land-use policy and plans, and to resolve specific land-use disputes. The case studies in this book provide important lessons in how consensus building works, when it is appropriate, and what its                                                                                     | For more information, please contact the Montana Consensus Council.  
The Montana Consensus Council  
State Capitol  
Helena, Mt 59620-0801  
406-444-2075  
*Short Term Solution:*  
Someone from a joint government task force should contact Montana Consensus Council and ask for several copies of the booklet so that anyone interested can have their own copy. Local governments and private non-profit organizations are increasingly using the “Consensus Building” process.                                                                 |
|Public Hearing Process| limitations are.  
This handbook was written to help people respond to land-use issues. But the concepts, strategies, and principles apply equally well to other types of issues, such as watershed management and negotiated rulemaking.  
When communities submit applications to either State or Federal agencies one of the requirements that needs improvement is the Public Hearing Process. Not following a recognized format can and does cause projects to be ranked lower. Here is a recognized format: Public Hearing Procedures  
1) Chairman announces opening of hearing, explains purpose of hearing, announces that the hearing will be taped / recorded and that each respondent should clearly state his or her name.  
2) Secretary reads notice of hearing as published in local newspaper.  
3) Chairman orders notice placed in record.  
4) Reading of technical reports or comments pertaining to the subject or purpose of the hearing.  
5) Reading of any letters received|
The State of Montana and cities across the state have entered into a number of formal and informal international relationships. Sister city / state relations are primarily diplomatic and “people to people”. The general consensus is that such relations promote a greater international understanding on the local level and that most business relations, whether they be domestic or international, are achieved through personal contacts.

The State of Montana’s official relations signed by the governor include:

- Kumamoto Prefecture, Japan – (1982)
- Taiwan Province, Republic of China on Taiwan – (1985)

**Short Term Solution:**

With so many well-traveled residents living in Polson, I would suggest that the Mayor convene an open forum and take suggestions for setting up a Sister City program. Those communities outside of Montana should be similar to Polson in population, proximity to water and recreation, maybe a Port City. For more information on setting up a “Sister City” program, contact:

Montana Department of Commerce Trade & International Relations
% Mark Bisom
301 S. Park, Box 200501
Helena, Mt 59620
406-841-2748
[www.commerce.state.mt.us](http://www.commerce.state.mt.us)

The State of Montana’s relations formed outside of state government include:

Patagonia region (Argentina/Chile) – Formed through Partners of the America’s

Republic of Kyrgyzstan – Formed under NATO/Department of Defense initiative

Montana city relations include:

Turrialba, Costa Rica - Bozeman
Sharya, Russia - Great Falls
Neckargemung, Germany - Missoula
Date City, Japan - Missoula
Palmerston North, New Zealand - Missoula
Naganohara, Japan - Livingston
Panjin, China - Billings
Altensteig, Germany - Butte
Takamori, Japan - Kalispell
Maple Creek, SK - Fort Benton & Havre
Hanna, AB - Conrad
Turner, AB - Cut Bank
Kemerouo & Krhsnyarsk, Siberia - Billings

Each “Sister City” enjoys many things in common. Demographics, population base, agriculture, trade items or heritage. Because of this, each faces many of the same
### Strategic Planning

Numerous categories cut across the need for strategic planning for the Polson community. Short and long-term decisions and direction cannot be achieved when one knows not where they are heading. Many comments from the listening sessions indicated a need for short and long-term planning and coordination and to achieve consensus for the community’s future. Issues that must be addressed in a strategic planning process include:

- **Future Vision** – Destination vs. drive through community, theme, identity
- **Transportation** – Highway 93
- **Infrastructure** – Salish Point, growth, streets, sewer, sidewalks, water
- **Business** – Beautification, jobs, survival, tourism
- **Desired facilities** – Swimming pool, museums, public access to lake, walk – bike ways, recreation center, detention facility
- **Community Problems** – Drugs, crime, gangs, tax base, troubled youth
- **Tribal** – Coordination, culture, education, jurisdiction, economic

There are a number of processes available to initiate this process. Numerous publications, consultants, and government agencies provide services for community strategic planning.

Reference Assistance: A great starting place is to acquire copies of the “A Guide to Strategic Planning for Rural Communities” for all facets of the community to read. This reference explains How to Get Started, Phase I – Strategic Planning, Phase II – Implementation, Phase III – Evaluation, Strategic Planning Elements, Where to Get Help, etc.

**“A Guide to Strategic Planning for Rural Communities”**

The National League of Cities (NLC) website has information on issues facing communities across the U.S. They have a library of that states:
The process would begin with identifying Polson’s future – what you want to be in 20 years. Developing a vision puts everyone – government, business, economic development, and community – on the same page. The second step is to define short and long-term goals and objectives on how to achieve your vision. Finally, an action plan is developed to provide a road map for the immediate future on specific needs, e.g. resources, funding, timeframes, etc.

Steering Committee: The Polson community should create a Strategic Planning Steering Committee to initiate the process. The Committee should be made up of community participants representing a cross section of members – government, economic development, youth, health care, law enforcement, transportation, S-K Tribe, ad hoc, etc.

Sister Community: Many communities have successfully accomplished strategic planning in Montana (Fort Benton, Havre, Harlem, Cut Bank, Conrad and Liberty County to name a few.) Polson should visit and meet with these other community leaders with similar geographic, demographic, and social issues to avoid re-inventing the wheel. The community must avoid becoming bogged down in the strategic planning process. Much can

“NLC provides a wide range of programs and services to strengthen the ability of city officials to serve their communities. Many of the programs, such as the Municipal Reference Service (MRS), are supported by NLC dues revenue and are made available to city officials at no cost. Other programs, such as intensive leadership training seminars offered through the Leadership Training Institute, are offered on a fee basis.”

The NLC web address is: http://www.nlc.org/

Strategic Planning Consultants: There are many consultants available to assist the community in the strategic planning process. They can assist the community by asking questions, facilitating meetings, documenting results, etc. However, they may require significant funding. If the community chooses to go in this direction, I would contact the Montana League of Cities, National League of Cities, and/or other communities for recommendations of credible consultants.
<table>
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<tr>
<th>Planning Needs for Polson</th>
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<tr>
<td>The City developed a Master Plan in 1993, and since 1993, a Capital Improvement Plan (CIP). These planning documents need to be updated on a regular basis to be current and usable. I would recommend that the master plan be updated to conform to the requirements for local government “growth policies” set out by Senate Bill 97 passed by the 1999 Legislature (76-1-601, MCA). A growth policy and CIP should be reviewed and updated on an annual basis. With the growth issues expressed by Polson citizens, i.e. water and sewer issues, annexation, and tribal/non-tribal jurisdiction concerns, these documents should be updated. The following people can provide guidance on applying for planning grant assistance that would assist the City in hiring a professional consultant with those revisions. The City of Cut Bank is one of many Montana communities that has applied for and received a CDBG planning grant to update its growth policy and CIP.</td>
</tr>
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Contact:  
Karyl Tobel  
Program Manager  
Commerce Loan Fund  
Montana Department of Commerce  
301 South Park Avenue  
Helena, MT 59620  
Phone: 841-2733  
Email: karylt@state.mt.us  

Gus Byrom  
CDBG Program Manager, Public Facilities and Housing  
Community Development Block Grant Program  
Montana Department of Commerce  
301 South Park Avenue  
Helena, MT 59620  
Phone: 841-2777  
Email: gbyrom@state.mt.us
<table>
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<tr>
<th>Jurisdictional Issues</th>
<th>My only thought here is that the sectors involved in any jurisdictional issue need to recognize when an issue has come to a crossroad – or worse, a stand still. When progress is no longer made, when talks are no longer scheduled, it is time to bring in a third or fourth party for assistance. As progress is delayed, the problem worsens. My recommendation is to invite someone like Gene Vuckovich, Executive Director for Montana Rural Development Partners, to facilitate a session that would get all of the groups talking and taking action once again. Gene served as Anaconda/Deer Lodge County Manager for seven years and knows well the ins-and-outs of city/county government. Gene also has training in dealing with dispute issues and attended Larry Keown’s Tribal Relations Workshops. I spoke with Gene and he said that he would be glad to be of assistance at any time.</th>
</tr>
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<tr>
<td>Jail Facility</td>
<td><strong>Jail/Detention Facility recommendations:</strong> Once again, I am speaking from personal experience (no, not as an inmate.) My husband served for two years on a Jail Task Force for Anaconda/Deer Lodge County. The jail conditions in Anaconda were dangerous to both staff and prisoners, plus several suicides within the facility caused the jail to close. A task force was appointed by the local government. This task force spent many hours on</td>
</tr>
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Contact:
Gene Vuckovich, Executive Director Montana Rural Development Partners, Inc.
118 E. Seventh St.; Suite 2A
Anaconda, MT 59711
Ph: 406.563.5259  Fx: 406.563.5476
Email: genev@mtrdp.org
Web: [http://www.mtrdp.org](http://www.mtrdp.org)

For more information as to the process the taskforce used:

Contact:
Mike O’Rourke
Box 635
Anaconda, MT 59711
Ph: 406.563.9178  Fx: 406.563.5476
Email: morourke52@aol.com
the following:
- Educating themselves on current jail codes and standards
- Costs of contracting vs community operated
- Costs of refurbishing local jail vs building new
- Discovering the model for “what works” in Montana
- Educating the community on what was learned
- Educating voters to choose what the task force recommended

Currently, a new jail is being built adjacent to our Anaconda/Deer Lodge County courthouse. This process came about due to the hard work by the task force believing in their cause and educating the public as to their choices.
POLSON RESOURCE TEAM ASSESSMENT
DISCUSSION AND IMPLEMENTATION CHART

The information in this matrix has been taken from the Polson Resource Team Assessment Report. The information is the same but formatted into the topical grid below for ease in discussion and implementation of projects. When information has been abbreviated, the report page number is given for reference.

**FUNDING**

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<tbody>
<tr>
<td><strong>Funding</strong></td>
<td></td>
<td><strong>Tax Increment Finance District</strong>&lt;br&gt;The Tax Increment Finance District [TIFD] idea gained a toehold in Montana in the 1980’s under the guidance of Larry Gallagher who now works for HUD.&lt;br&gt;TIFD’s are used in conjunction with an Urban renewal project where improvement results in increased taxes being generated. For example, when the Grand Union Hotel in Fort Benton was purchased and remodeled – the City of Fort Benton set up a two by eight block renewal district. The $1.3 million remodeling project created over $12,000 of additional taxes per year. These additional taxes do not go to the general funds of the City, County or School District for a period of ten years --- instead they went into a managed fund for the District and are being used as $3,000 - 0% - 3 year loans through the City for other businesses &amp; property</td>
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<tr>
<td><strong>Funding</strong></td>
<td></td>
<td>Montana law on TIFD’s is found in the code books under (1) Local Government, Section 7-12-1101 titled; “Business Improvement Districts” (2) Section 7-12-2101 titled: “Rural Improvement Districts”.&lt;br&gt;&lt;br&gt;&lt;em&gt;Short Term Solution:&lt;/em&gt;&lt;br&gt;The City of Polson should gather information on TIFD’s and proceed with process whenever a major development is planned such as near the railroad property in the center of Polson.</td>
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<tr>
<td><strong>Funding</strong></td>
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For more information on Fort Benton TIFD, contact:<br>City of Fort Benton<br>% Rick D. Morris, Mayor<br>1204 Front Street, Box 8<br>Fort Benton, Mt 59442
owners in renewal district to repair sidewalks, storefronts and some infrastructure. The managed fund becomes revolving as loans are paid back.

At the end of the ten years, Fort Benton renewal district will be dissolved and all taxes will revert back to the various general funds. However, any funds in the TIFD District will revolve for future projects.

New EDA Districts being formed are advised to put together information on three separate issues; Designation, Planning funding and Funding of RLF’s.

[1] Newly Planned Districts need to submit the designation materials to:

US DOC / EDA
% John Rogers
Box 578, 301 S. Park
Helena, Mt 59626
406-449-5380

John then reviews materials --- including CED’s --- and forwards them to Denver for additional review.

If you are interested in a workshop on TIFD’s, contact:

HUD
% Larry Gallagher, Operations Specialist
7th West Sixth Ave
Helena, Mt 59601
406-447-1480
lawrence_gallagher@hud.gov

Missoula Area EDC
% Dick King, President / CEO
1121 East Broadway, Suite 100
Missoula, Mt 59802
406-728-3337
dking@maedc.org
There is a movement on by various groups to encourage Congress to provide money in EDA’s budget that would allow EDA to fund new Districts. That is another issue entirely and one that EDA has little or no control over. Currently there is no money to fund new Districts – nor is there new money proposed in the FY 2001 budget. New funding will require efforts to increase EDA planning funds for FY 2002.

EDA has a limited amount of RLF funds each year --- EDA generally adds one new grantee per year in Montana on average --- no guarantee of that, though.

RLF grantees need to demonstrate administrative capacity; many grantees have staff in place to administer RLF’s as they become very complicated for volunteers to administer.

To the best of my knowledge – there is no current Regional or Statewide list of Grant “Writers / Consultants” even though many are looking for work. This will soon change as talks have begun between RC&D’s, Montana Cooperative Development Center at MSU-N, MEDA members, Montana Community Foundation Regional groups and Regional Development Officers at the Montana

Short Term Solution:

Locally you could use a version of this draft to Map the Grant Consultants in your area. The information then can be shared with all interested parties, combined with compiled information from other areas of Montana and be linked to various web pages.

You could complete this task in six months.
Affording a Grant Writer and Grant Writing Classes

Department of Commerce.
A Draft fact Sheet has been developed and is being shared for comments. See page 37 for complete details.

Having written several grants myself, I can appreciate how much time an individual commits to the process. I would suggest reviewing the Volunteer Survey sheets collected during this Resource Team session and contact anyone who may have an interest in grant writing or a passion for a particular project that will require a grant. Organize a grant writing workshop and actually begin to write the grant during the workshop. I attended an excellent class by Janet Cornish of Community Development Services of Montana. As grant writing is a time-consuming and often a thankless task, I would suggest “perks” be given to the writer. For example, if funds are not available to pay the writer, offer in-kind donations (such as gift certificates at several local businesses, savings on purchases at a local business, etc.) could serve as an incentive. Should the grant be awarded, the grantwriter could be paid from those funds and/or offered “perks” once again for their efforts. For example, if a grant was received for a swimming pool, the grant writer would receive a free membership.

Contact:
Janet A. Cornish
Community Development Services of Montana
954 West Caledonia
Butte, MT 59701
Ph/Fx: 406.723.7993
Email: janallyce@aol.com

For in-depth information, review the book online titled “Finding the Funds”
<table>
<thead>
<tr>
<th>Ten tips for Fundraising</th>
<th><strong>Fundraising recommendations:</strong> Here are ten tips to improve your fundraising efforts.</th>
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<tr>
<td></td>
<td>10. Do not think of fundraising as asking for money or a loan. You are asking as an advocate for those in need.</td>
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<td></td>
<td>9. Do not discount anyone. While you may not have talked to that high school friend for awhile, it's never too late to resume a friendship by telling them about your involvement with your project.</td>
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<td></td>
<td>8. Use those who are close to you as a &quot;mini-committee&quot; to reach your goal. Ask them to share their Rolodex, email list, send out letters, help plan a party or find raffle prizes.</td>
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<tr>
<td></td>
<td>7. You do not need to know all of your potential donors; it's okay to accept donations from people you do not know. Just remember to thank them. By carrying your fundraising letters everywhere you go, you could receive donations in bars, on the bus, in someone’s office, at the...</td>
</tr>
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</table>

5. The best way to fundraise is to use a combination of techniques, including a raffle, a fundraising letter, a party, corporate involvement, etc.

4. Start early! There's a lot to be said for those people who get all of their fundraising done so that they can concentrate on their project.

3. Involve everyone you know. Most people find that their daily contacts supply plenty of potential donors. You'd be surprised at how many people you know - even casual acquaintances - who will support your efforts.

2. Allow people to experience the joy of helping others vicariously through you. Make sure everyone realizes that their contribution will last much longer than the 30 seconds it takes to write a check. Mention your efforts whenever possible - you never know when someone has $20 burning a hole in their pocket.

6. Ask your boss.

grocery store.
| And the No. 1 fundraising tip…. Ask, ask, ask! |   |   |