

RESOURCE TEAM ASSESSMENT REPORT

For

LOCKWOOD, MONTANA

SEPTEMBER 23 – 24, 2013

In Partnership with: Lockwood Steering Committee, Big Sky EDA, Beartooth RC&D, Montana Dept. of Commerce, Montana Economic Developers Association, Snowy Mountain Development Corp., Bridgewater Consulting, Montana Dept. of Transportation, USDA/Rural Development, and CTA Architects Engineers.

INTRODUCTION

It was a privilege for the Lockwood Resource Team to spend time in your community. Thank you for your hospitality, your time, and for sharing with the team the vision you have for Lockwood.

Before digging in to the report itself, I would like to thank Montana Department of Commerce (MDOC) for its support of the Montana Economic Developers Association (MEDA). It is a partnership between MDOC and MEDA that makes Resource Team projects available across the state.

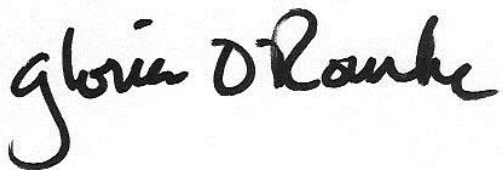
Special thanks are due to the Lockwood Steering Committee. The Lockwood Steering Committee served as the champion behind this project and will continue to be involved with the process through activities detailed in this report. Special thanks are also due Dianne Lehm, Big Sky EDA, for serving as the tireless liaison between Lockwood's leadership and the Lockwood Resource Team. In addition, the Lockwood Resource Team Assessment could not have happened without the support of Beartooth RC&D which serves as the Certified Regional Development Corporation for the area.

The Lockwood Resource Team Assessment had many sponsors that contributed to the success to date including Exxon Mobile Refinery, Holiday Inn Express of Lockwood, First Interstate Bank Lockwood Branch, Lockwood School District, Lockwood Water and Sewer District, Lockwood Fire District, Lockwood Harvest Church, Total Transportation Trolley, Billings Times, Lockwood Irrigation District, Adult Resource Alliance, Lockwood IGA, and Marla & Patty's Café.

Finally, I applaud each and every team member that dedicated hours of work in order to participate on the team: Kathie Bailey, Snowy Mountain Development Corp.; Dale Detrick, Bridgewater Consulting; Stan Jonutis, MT Dept. of Transportation; Eleanor Kindness, USDA/Rural Development; and Shannon Peterson, CTA Architects Engineers.

Each team member's contact information is provided in the following report. Please feel free to call on any of us for additional information or support. It would be our pleasure.

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



Gloria O'Rourke
MEDA Team Coordinator

PROCESS FOR DEVELOPMENT OF THIS REPORT

According to Montana Department of Commerce program requirements, Resource Team Assessments are to be approved through the community's Certified Regional Development Corporation (CRDC). The CRDC for Lockwood is Beartooth RC&D, with Chris Mehus serving as Executive Director. The Lockwood Steering Committee initiated the request for a Resource Team to visit Lockwood. Dianne Lehm, Big Sky EDA, served as liaison and coordinator for the team's visit. Montana Economic Developers Association (MEDA) provided staff support for the coordination of a resource team to assist Lockwood in evaluating its assets and challenges and in developing suggestions for improving the environment, social and economic future of the area.

Under the direction of Dianne Lehm and the Lockwood Steering Committee, an agenda was developed, logistics arranged, as well as budgeting and publicity for the assessment. Resource team members were selected to visit, interview citizens, businesses and community leaders to develop options for projects for Lockwood. The team members were carefully selected based on their fields of expertise that local officials indicated would be needed to respond to the problem or project areas identified.

The Lockwood Steering Committee sent out a mailing with the result of over 60 postcards returned with comments. In addition, emailed responses were received. Throughout the Resource Team on September 23 – 24, over 100 people attended listening sessions and made comments. All notes from all listening sessions as well as those submitted via mail, email or handwritten are included in this report. The team was available for listening to the following groups: Lockwood Steering Committee, General Public Session, Non-profits, Churches and Civic Groups, Businesses, Manufacturers, Retail, Corporations, Community Services, First Responders, Fire, Law, Health, County Services, Senior Citizens, Lockwood Student Council and Educators.

Each participant was asked to respond to three questions designed to begin communication and discussion and to serve as a basis for developing recommendations in this report. The three questions were:

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

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

A preliminary oral report and a summary of group recommendations were presented to the people of Lockwood the evening of September 24th.

Following the oral report, this formal written report was prepared and is presented to the people of Lockwood. The report is available on the MEDA website at <http://www.medamembers.org/LockwoodReport.pdf> A Town Hall Meeting is planned for Thursday, October 24th. The purpose of the meeting will be to briefly review the report, identify projects, set priorities and create working groups for action.

**LOCKWOOD RESOURCE TEAM
LOCKWOOD, MONTANA**

September 23 – 24, 2013



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**Lockwood Community Assessment Schedule
September 23 – 24, 2013**

Monday, Sept. 23rd

	<u>Group</u>	<u>Location</u>
1:30 pm - 4:00 pm	Team Tour of Lockwood "the Trolley"	Holiday Inn Express (Lockwood)
4:00 pm - 4:30 pm	Break	
4:30 pm - 6:30 pm	Steering Committee and Team Dinner meeting	Lockwood School
7:00 pm - 8:00 pm	General Public <i>Listening Session</i>	Lockwood Middle School Commons

Tuesday September 24th

8:00 am - 9:00 am	Non-Profits, Churches and Civic Organizations <i>Listening Session</i>	Lockwood Harvest Church Café
9:15 am - 10:15 am	Businesses, Manufacturers, Retail, Corporations <i>Listening Session</i>	Lockwood Harvest Church Café
10:30 am - 11:30 am	Community Services, i.e., First Responders, Fire, Law, Health, other County services, <i>Listening Session</i>	Lockwood Harvest Church Café
11:45 am - 1:00 pm	Lunch with Seniors / <i>Listening Session @</i> the Lockwood Meal Site	
1:15 pm - 2:15 pm	Work Session for Team to begin preparations for Town Meeting	
2:30 pm - 4:00 pm	Lockwood Student Council and Educators <i>Listening Session</i>	Lockwood Middle School Commons
4:00 pm - 5:30 pm	Team Prepares for Town Meeting	
5:30 pm - 6:30 pm	Working Dinner for Team (provided by BSEDA)	
7:00 pm - 8:00 pm	Town Meeting Hear the Team Summary	Lockwood Middle School Commons

Thanks to our Contributors:

Exxon Mobil Refinery Holiday Inn Express (Lockwood) First Interstate Bank Lockwood Branch
 Lockwood School District Lockwood Water and Sewer District Lockwood Harvest Church
 Total Transportation (Trolley) Big Sky Economic Development Authority Billings Times
 Lockwood Irrigation District Adult Resource Alliance Lockwood IGA Maria & Patty's Café
 Lockwood Fire District and Others

LOCKWOOD RESOURCE TEAM ASSESSMENT – MAIN ISSUES

The following list is a summary of main topics and issues that result from the Lockwood Resource Team listening to the communities address strengths, challenges and their vision for the community of Lockwood. This list serves as the outline for this Resource Team Assessment Report. The team plans to return to facilitate a town meeting to prioritize projects and form working groups on Thursday, October 24th.

<p>MAIN TOPIC: INFRASTRUCTURE ISSUES:</p> <ul style="list-style-type: none"> • Roads • Sewer • Water • Piccolo Lane • By-Pass <p>MAIN TOPIC: INFRASTRUCTURE FOR SAFETY ISSUES:</p> <ul style="list-style-type: none"> • Street lights • Sidewalks • Bike paths/Walking trails • Safety Education for walking at night/attire • Piccolo Lane <p>MAIN TOPIC: SCHOOLS AND EDUCATION ISSUES:</p> <ul style="list-style-type: none"> • Graduation rates • Lockwood High School –possibly under School District 2? • Students loose Lockwood identity when transition to high school. • Transportation costs for students – both local and to Billings. <p>MAIN TOPIC: BUSINESS DEVELOPMENT ISSUES:</p> <ul style="list-style-type: none"> • Transportation Cluster <ul style="list-style-type: none"> ○ Rail, trucking and intermodal ○ By-pass ○ Industrial Park • Small Business Development <ul style="list-style-type: none"> ○ Lockwood Chamber of Commerce ○ Family restaurants ○ Shopping Center ○ Recreation and Entertainment 	<p>MAIN TOPIC: WORKING TOGETHER ISSUES:</p> <ul style="list-style-type: none"> • Communication between districts • Communication from districts to the public • Cultivate relationship with Yellowstone County • Address any overlap of services. • Re-generation of service organizations <p>MAIN TOPIC: ENVIRONMENTAL ISSUES:</p> <ul style="list-style-type: none"> • Superfund • Nitrates • Traffic Noise • Air quality <p>MAIN TOPIC: IMAGE ISSUES:</p> <ul style="list-style-type: none"> • Park improvement and larger park • Clean up of yards, streets, junk vehicles • Lockwood outside perception • More signage <p>MAIN TOPIC: THIS AND THAT ISSUES:</p> <ul style="list-style-type: none"> • Public transportation • Health center/clinic • Festivals and events • Community garden <p>MAIN TOPIC: UNIFIED LEADERSHIP WITH AUTHORITY ISSUES:</p> <ul style="list-style-type: none"> • Incorporate? – control destiny • Investigate other options to obtain authority • Identify the boundaries of this authority • Bring existing plans together once authority and boundaries are established
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LOCKWOOD RESOURCE TEAM REPORTS

REPORT BY: KATHIE BAILEY

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I want the community to know that the resources to make improvements within their community are within the community itself. The existing “plans” are great documents and should be used. **The Lockwood Community Plan developed in 2006 is very thorough and has a wealth of information, priorities, and resources. The document should be utilized!**

<http://www.co.yellowstone.mt.gov/planning/LockwoodComPlan/index.asp>

The people are the ones that will make the difference. Together they can accomplish great things; but they must work together. Alone they will continue to struggle. It is only when we start pulling together as a team of horses pulling a freight wagon that you will realize the power that you have. You’ve started on that process by getting out the harness and equipment needed to pull the wagon; but you all need to put the “yoke” on and be ready to pull together. Sometimes that means that you can’t go the direction that you want and you have “to give to” the other horses of the team; but together you will get to where you are going. I saw the “work horses” when I had an opportunity to visit your community; trust in them and let them lead the “team” towards your ultimate goals.

MAIN TOPIC: INFRASTRUCTURE/ SAFETY

Issue: Piccolo Lane

Repeatedly, the people of Lockwood identified Piccolo Lane as a safety hazard for travelers and especially children walking to school. We were told that Piccolo Lane was privately owned.

Recommendations:

- Immediately change Piccolo Lane to a one-way street from north to south. This would reduce the potential for vehicular accidents, increase walking space on the lane, and could reduce congestion where Piccolo Lane joins the other major through streets. Cost would be minimal and require signage; but otherwise could function as it currently exists. The ACE grant program from the Montana State Fund might be a logical source of funding for signage for the project.
- Long-term the community should work with the County Commissioners to secure ownership or easement of Piccolo Lane and develop a strategy to improve the conditions. With this being one of the few north/south through routes in the community; it will continue to increase in traffic.

Recommended Resources:

- Yellowstone County Commissioners
- The Montana State Fund has a small Ace grant with emphasis on safety projects which might be a logical source of funding for one-way signage. Grants range from \$500 to \$2,000. You can

- Yellowstone County Commissioners <http://www.co.yellowstone.mt.gov/commissioners/>
- The Montana State Fund has a small Ace grant with emphasis on safety projects which might be a logical source of funding for one-way signage. Grants range from \$500 to \$2,000. You can access the information by going to www.montanastatefund.com and under the “About MSF” tab you can access the application materials by clicking on “ACE”.

MAIN TOPIC: BUSINESS DEVELOPMENT

Issue: Transportation Cluster

We heard about the wonderful transportation infrastructure in Lockwood and the future plans for a by-pass and industrial park which would further enhance Lockwood’s reputation as a transportation hub. These projects will increase traffic in the area; but also provide jobs and an increased tax base.

Recommendations:

- Promote Lockwood as a Transportation Cluster in the state. Emphasize the diverse transportation infrastructure that is available including the rail, trucking and intermodal capabilities and businesses. Shelby has been very effective with this strategy and Lockwood has so much more to offer.
- The Governor’s Office of Economic Development is identifying business clusters in Montana and Lockwood definitely needs to be recognized as a transportation cluster.
- The Central Montana Manufacturer’s Alliance could be a model to use with the businesses and industries in the transportation sector. The manufacturer’s meet monthly and share what they are doing, problem solve, and speak in a united voice. This same approach could be used by the transportation businesses in Lockwood.

Recommended Resources:

- www.dot.gov/tiger The US Department of Transportation offered \$474 million for 52 projects this past year. Shelby intermodal facility and Belgrade airport overpass are the two most recent Montana projects funded by this program. Grants of \$2 to \$15 million are awarded. Some funds are reserved for Rural Communities like the Billings area.
- Contact Larry Bonderud, Mayor of Shelby. larry@shelbymt.com Visit <http://pnmselby.com/> for Shelby’s TIGER Grant Application.
- Contact Andy Shirtliff, Governor’s Office of Economic Development, to learn of the Governor’s business cluster plans. 406.444.5472 or ashirtliff@mt.gov

MAIN TOPIC WORKING TOGETHER

Issue: Communication between districts

We heard how the water/sewer/fire/irrigation districts tried to communicate with each other; but often that may not be as good as it should be. These departments have much to gain by working

together and if Lockwood was incorporated they would most likely be co-located, collaborating together with common administrative and governing authorities. Community members commented on the inability to communicate with multiple districts about one common issue effectively.

Recommendations:

- Doing nothing is always the easiest; but doing nothing doesn't improve the conditions or address concerns expressed by residents of Lockwood. Certainly, the districts are important to the community and staff, board and those involved with the district are respected and supported by community members. Still there is always an opportunity to improve on what currently is the situation.
- Co-location of administrative staff would increase communication, collaboration and offer opportunities to share costs i.e. phone system costs, internet connectivity, utility costs, construction costs, etc. While an autocratic system of governance for each district is desired to maintain autonomy; it is not the most efficient and cost effective. Collaborative efforts such as co-location take commitment, cooperation and a desire to make things better in the community.
- If co-location is not an option then perhaps district boards could meet together on a semi-annual basis. Meeting together provides an opportunity to develop a unified voice within the community; which is also an ongoing problem identified by participants of the Lockwood listening sessions.

Recommended Resources:

Resources are within the community and the existing boards. A collaborative working relationship is all that is needed to accomplish this.

MAIN TOPIC: WORKING TOGETHER

Issue: Communication from districts to the public

Participants of the listening sessions indicated that there was not good communication from the districts to the public. They felt that the public did not often know what was happening or suddenly found themselves subject to some actions by the district without adequate notice.

Recommendations: Communication is something that can always be improved. Information is rapidly changing and our expectations also change as a result of the fast paced world we are now living in.

- Some entities are using a Facebook page as a way to quickly communicate with audiences. It is a great start that Lockwood already has a Facebook page. Especially younger audiences are using this method of communication.
- Webpages are a major marketing tool for nearly every business; use your webpage faithfully. The public expects to be able to gain any information needed through the internet.

- Other businesses and entities are using QR codes to quickly access webpages, Facebook pages, YouTube videos and electronic information sites. A QR code can be easily obtained for free. QR is short for Quick Response (they can be read quickly by a cell phone). They are used to take a piece of information from a transitory media and put it in to your cell phone.

Recommended Resources:

These websites allows you to create your QR Code for free. You just need to type in your name, website and an email address to send the QR code to and they'll make the QR code which can be used to download on smart phones for users to access the website quickly.

<http://virtualbusinesscards.mobi/?r=prgrp>

http://www.waspbarcode.com/barcode_maker/QRCodeMaker.aspx

MAIN TOPIC: WORKING TOGETHER

Issue: Cultivate relationships with Yellowstone County

Without a city/town authority, Yellowstone County Commissioners serve as the local governing agency for Lockwood. The County Commissioners serve approximately 145,000 residents and the 10,000 residents in the Lockwood area are just a small portion of the county's responsibility. The residents of Lockwood indicated a feeling of being forgotten, passed over or an area not prioritized by the County Commissioners.

Recommendations:

The County Commissioners are there to serve all of the people of the county and are faced with pleasing a very large and diverse population. The area with the greatest need and continue to raise that concern before the commissioners will be highest on the list.

- Issues should be prioritized and a group of citizens selected to meet with the county commissioners and appropriate staff (i.e. road supervisor) to discuss the issues and develop a plan to address the highest priorities. Items to be discussed should be non-controversial within the Lockwood community and have strong public support.
- Meetings with the county commissioners should be held on an ongoing regular basis such as request a quarterly meeting.
- Because time with the commissioners is precious; prepare a very strict agenda and be prepared to present things in a concise manner, eliminating redundancy. If possible prepare a handout capturing key points. Written document serves as an outline for the meeting, a place for commissioners to capture key thoughts and an ongoing reminder of the meeting and agreed outcomes from the meeting.
- Focus on outcomes and deliverables. Assigning follow-up activities and a timeline for individuals helps to accomplish those goals.
- Remember that the commissioners have lots of demands placed upon them and that they are looking for "partners" that will help them accomplish the goals and will also make them look good, too. If you are aware of a resource that can help achieve the outcome,

bring the suggestion to the discussion. Be willing to roll up your sleeves and think “outside the box” of ways to accomplish the goal in the most affordable way possible.

- Offer to write letters of support and get letters of support from community individuals and businesses for support of the project.
- Remember to thank the commissioners for everything that is accomplished and if possible, thank them publicly. The commissioners are looking for public recognition as their job depends on being re-elected.

Recommended Resources:

- Work closely with Big Sky Economic Development Authority. Continue to work with Dianne Lehm, Phone: 406.256.6871 x 119 or email Dianne@bigskyeda.org
- State and Federal Agencies should be considered for sources of funding for projects. Dianne Lehm, Big Sky EDA will know of these resources as well as Chris Mehus, Beartooth RC&D. cmehus@beartooth.org or call 406.962.3914.
- Gracious space and Courageous Collaboration is a method used to have difficult conversations. <http://ethicalleadership.org/programs/gracious-space>, <http://www.barnesandnoble.com/w/gracious-space-second-edition-patricia-hughes/1026049514?ean=9780975544044>, <http://www.amazon.com/Courageous-Collaboration-Gracious-Space-ebook/dp/B006PUJOC8>

MAIN TOPIC: IMAGE

Issue: Lockwood outside perception

Participants at several of the listening sessions commented about the feeling that Lockwood had a negative perception outside of the immediate community. It was especially disheartening when the youth commented about how they felt when they went to high school outside of Lockwood and that they weren't regarded highly. Residents felt that others disregarded them because of the perception of the social status.

Recommendations:

- Lockwood's census data shows that the Lockwood CDP has a population of 8,477 and a 2011 Median Household Income (MHI) of \$47,059 compared to the State of Montana's MHI of \$43,872. This information should be shared everywhere. Lockwood is not a low income community. In fact, with this MHI it may make it more difficult to secure grants specific to low income residents.
- Celebrate your successes. Too often we forget all that has been accomplished. You've had great accomplishments within the past ten years and they should be celebrated and announced broadly.

Recommended Resources:

- Media can be your best friend. You're fortunate to have television and news stations in your community. Use them to help spread the word on what a great place Lockwood is to live and work.

MAIN TOPIC: THIS AND THAT

Issue: Festivals and Events/ Community Garden

Youth noted that there wasn't a sense of community because Lockwood doesn't have a festival or event. They also stated it would be nice to have a community garden with produce locally grown and fresh.

Recommendations:

- Every community can have a festival or event. Even Harlowton has the "Wind Festival" and Utica has the "What the Hay Contest". You just need to have a group of dedicated volunteers and someone willing to step forward and coordinate the event. It's great if you can incorporate your business community in the event. One of the main goals of a festival and event is to encourage others from outside of the community to visit your community and spend money in your community. Another function of a festival and event is to provide a celebration for those that live in your community to get together share successes, build a sense of community and the camaraderie that exists.
- What's unique about Lockwood? What does someone in the community do especially well – that's how the Utica's "What the Hay" contest got started. It was a little rivalry, pranksters, and something someone was already doing.
- Have you considered using the county park for a community garden? The churches, MSU Extension Service/4-H, a retired individual or a school science class could help establish the garden and how the community garden would operate. There are community gardens in Livingston, Lewistown and other communities. Each is operated somewhat different.
- If you used the county park for a community or school garden; perhaps your festival could grow on that. How about raising produce in the garden and have a festival based on something grown such as a pumpkin or sunflower festival.

Recommended Resources:

<http://www.montanagardener.com/community-gardens.htm>

<https://www.bozeman.net/Departments-%281%29/Park--Rec-Cemetery/Parks/Community-Gardens.aspx>

<https://www.facebook.com/HelenaCommunityGardens>

<https://www.facebook.com/whitefish.community.gardens>

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

<http://standrewbillings.org/pages/garden.htm>

There are many sources of funding to help with developing a community or school garden. Check with your local lawn and garden stores such as Lowe's and Home Depot as well as the following grants on the website.

<http://gardenabcs.com/Grants.html>
<http://americainbloom.org/resources/Grant-Opportunities.aspx>
http://www.ehow.com/info_8068615_garden-education-grants.html

MAIN TOPIC: THIS AND THAT

Issue: Health Center/Clinic

It was mentioned that there are health care needs within the community of Lockwood and no resources or transportation assistance to address this.

Recommendations:

RiverStone Health is located in Billings and serves as a federally funded Community Health Center (CHC) along with the Yellowstone County Health Department, Big Sky Hospice and Montana Family Medicine Residency programs. As a CHC, they have a responsibility and mission of helping people access affordable healthcare. Currently, they have four health clinics with the mission of providing primary health care including mental, dental, and physical health.

- Send a letter to the board of directors and executive director of RiverStone Health expressing the need within the community and request to visit further with them about this issue.
- Schedule a community meeting with interested social service agencies, concerned residents, and RiverStone Health.
- Request services. Even if services could be provided once a week in a location that the community donates such as a church; families with limited resources would have an opportunity to access these services. Request that the services be provided on a trial basis. Then based on the attendance; the clinic and community would learn if this was a real or perceived need.
- If they are unable to provide services on a limited basis; request a community needs assessment be conducted to determine if the need is present.
- Work with RiverStone Health to assess the need and develop a satellite service within the community. Lockwood is a separate census data and information should be able to found based on that census data rather than zip code.
- Work with the Montana Primary Care Association in Helena to gather information needed to substantiate the need in that area.

Recommended Resources:

- Montana Primary Care Association at <http://www.mtpca.org/>
- Health Resources and Services Administration for information on health centers at <http://www.hrsa.gov/index.html>
- MT Dept. of Commerce/CEIC – Census and Economic Information Center staff at

ceic@mt.gov or (406) 841-2740 could assist with non-zipcode data needs.

MAIN TOPIC: UNIFIED LEADERSHIP WITH AUTHORITY

Issue: Incorporate? – control destiny; Investigate other options to obtain authority; Identify the boundaries of this authority; Bring existing plans together once authority and boundaries are established

The decision needs to be made whether to incorporate or not. Give the public an opportunity to make the decision. Each year that goes by it becomes increasingly difficult to incorporate and you become more trapped in your existing situation without the ability to control your own destiny. **If the vote fails, then you have your answer. If the vote passes, then you have your answer.**

You’ve been studying this issue for a very long time. You’ve had very knowledgeable people come into your community and talk to you about it, such as Mayor of Colstrip, John Williams; and Ken Weaver from the Local Government Center. There really isn’t much more that I can add, other than make a decision and live with it.

If you’re choosing not to put it before the voters because you don’t know what the outcome might be; then you might want to contact MSU – B or one of the other universities to conduct a poll. They often poll for political campaigns and could easily help you out with this poll.

Again, you’ve got a lot of information on this subject. What information do you still need? Seek out someone to help you gain that information. If you don’t know who might be able to help you; contact me and I’ll be glad to give you a reference of where to start looking. Ask, and someone will be there to help you! You have many friends and through this resource team you’ve gained five more friends.

Resource: Kathie Bailey, Ph: 406.535.2591 Email: smdcdist6@hotmail.com

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MAIN TOPIC: INFRASTRUCTURE

Issues: Roads, sewer, water, Piccolo Lane, By-Pass

Lockwood clearly has issues in this arena. There are old housing units with worn out septic systems and new housing developments with new septic systems and ground water that has high nitrates due to previous agriculture use as well as the existing septic systems.

Recommendations:

There are road issues that could be resolved if a central governing body were responsible and had the authority to make things happen. The water supply is in the hands of two Districts who try to cooperate but lack the ultimate authority to set things right. There is a looming water rights issue that the governing structure of Districts will be difficult to resolve. The water rights issue requires a central governing authority. Please see page Conclusions on pages 16 - 17.

MAIN TOPIC: INFRASTRUCTURE FOR SAFETY

Issues: Street lights, sidewalks, bike paths, walking trails, safety education, Piccolo Lane

The Lockwood Community was shaken by the deaths of the youngsters walking along a road in Lockwood. There is no doubt that these are real issues that need attention.

Recommendations:

A central government would be able to address these issues. Please see Conclusions on pages 16-17.

MAIN TOPIC: SCHOOLS AND EDUCATION

Issues: Graduation rates, Lockwood High School, students lose identify, transportation costs

Recommendations:

The education system is giving Lockwood children a good education. There is more to educating than learning and the system apparently has problems when the students move into high school. The dropout rate is excessive and steps should be taken to reduce it. Children from low income households will be impacted more than others because they won't be able to travel between Billings and Lockwood as easily as others. There is clearly an identity issue. It may be possible in the future for SD2 to build a high school in Lockwood because as the school population increases more facilities will be needed as evidenced by the current middle/elementary school bond issue that will be on a ballot this fall.

Resources:

Graduation Matters is a statewide effort to increase graduation across Montana.
<http://graduationmatters.mt.gov/>

MAIN TOPIC: BUSINESS DEVELOPMENT

Issues: Transportation Cluster including rail, trucking, intermodal, by-pass, and industrial park.

Recommendations:

- Since Lockwood is connected to trucking in so many ways, maybe Lockwood could use that as a centerpiece for establishing its identity. (Yellowstone County Trucking Hub). Please see Kathie Bailey's report regarding business clusters.
- Small Business Development - This is a topic that I think the Steering Committee could get their arms around very quickly. Small business, in my view, is the key to economic growth in Montana and Lockwood. The Steering Committee should adopt the BEAR program and begin implementation as soon as possible. The BEAR program (BEAR = Business Expansion And Retention) works like this: A community group like the Steering Committee invites local business consultants and experts to a weekly or monthly meeting. Local companies are interviewed using a standard format that is available from Gloria O'Rourke (gloria@medamembers.org). The interview and the information collected during that interview are put before the group meeting of business experts. They offer insights and solutions for the company and those insights and solutions are passed on to the company by the interviewer. Any additional follow up can be provided by the individual experts if the company wishes to pursue the BEAR Team's recommendations.

This is local help for local business. It has proven to be very effective in helping small business grow and overcome many small business problems. There are a number of BEAR Teams operating in Montana and they can be contacted for guidance or additional information.

Recommended Resources:

- Contact Chad Moore at Big Sky Economic Development or go to <http://businessresources.mt.gov/BEAR/default.mcp>
- A Lockwood Chamber of Commerce could develop from the BEAR program. It would be an easy transition.

MAIN TOPIC: WORKING TOGETHER

Issues: Communication between districts, communication from districts to the public, cultivate relationship with Yellowstone County, address any overlap of services, re-generation of service organizations

Observation:

It is clear that the operation of Districts in Lockwood have become a method for the County to deal with issues in Lockwood and still maintain control of the funding. The Districts should be

applauded for trying to work together. They have taken the initiative to collaborate to the benefit of Lockwood.

MAIN TOPIC: IMAGE

Issues: Park improvement, clean-up of yards, streets, junk vehicles,

Recommendation:

This topic is important to the residents of Lockwood. Making themselves into a township with a central authority can address the image of Lockwood and provide the appropriate Parks and cleanup.

MAIN TOPIC: THIS AND THAT

Issues: Festivals and events

Recommendations:

The idea of a Lockwood Festival of some kind seems to me a great way for the Lockwood Community to gather and celebrate its uniqueness and pride. In addition, it may be the way for the Steering Committee to begin the conversation about incorporation and demonstrate the benefits of Lockwood becoming its own entity.

MAIN TOPIC: UNIFIED LEADERSHIP WITH AUTHORITY

Issues: Incorporation, leadership authority

Recommendations:

This topic is, in my mind, the most important of all of the topics that we put forth. **All of the other topics can be solved and solutions implemented if Lockwood had a governing authority.** There are a lot of implications to Lockwood becoming an incorporated entity. The most important implication is that Lockwood would become an identifiable entity with control over its problems and possibilities. Time and again the Team heard people say that Lockwood is a tight community, happy with its location and its environment but not in control of its destiny. The Steering Committee should begin the process of making Lockwood an entity as soon as possible.

Review of the list of strengths of Lockwood reveals a number of residents that want no regulation or governing body for Lockwood. This portion of the population should be addressed with educational meetings that outline the benefits and costs of incorporating. A number of the problems that Lockwood has are due to the fact that there is no one in charge. This was heard a number of times as well. I believe that education is the way to overcome the opposition to incorporation.

IN CONCLUSION

I believe the Steering Committee should take the following actions;

1. Pursue the goal of incorporation as a Lockwood entity
2. Start a BEAR Team now. This can be done now and will provide support for the business in Lockwood as well as generating vocal support for incorporation and, possibly, financial support for the initiative.

3. Organize and implement a Lockwood Festival (Fair, Town Party, call it what you want) that will serve to educate and promote the idea of incorporation. This kind of event will provide lots of side benefits while contributing to the Lockwood image and independence.
4. Steps 2 & 3 are intended as support for Step 1 as well as providing education to the community about why incorporation is the path needed to solve many of the issues we have been made aware.



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MAIN TOPIC: UNIFIED LEADERSHIP WITH AUTHORITY

Issue: Incorporate? – Control Destiny

Again and again the mention of the residents of Lockwood stated they wanted to maintain their own identity and control their own resources. There were no shortages of plans for community infrastructure and general improvements; but many complaints that their community was not receiving the full benefit of taxes and fees they were paying, and that they have little direct control over services provided.

There were many success stories; such as the excellent K – through – 8th grade school facilities and staff, the water & sewer district and emergency services. These services and facilities were established and are operated by Lockwood residents. However, the community desired much more in the way of central infrastructure: a high school, expanded sewer & water, better streets, sidewalks, street lighting, a commercial center, an industrial park, bike paths, public transportation, larger recreational parks and a host of other items.

The community is willing and able to plan; but two items repeatedly manifested themselves: 1) a lack of a central guiding authority to plan and prioritize new improvement projects for the community as a whole, and 2) the ability to fund those projects.

Working down to the root of many issues voiced by the community, it is apparent the community needs a dedicated central authority that can coordinate & plan projects. The service districts are a success story, but work largely independent of each other, and do not cover the entire community. Without a central authority, the community has great difficulty making and carrying out plans central to benefit the entire community; and funding those plans.

Much difficulty resulted from the early founding of the community. For many small communities (and some large cities) a major problem of guiding land use stemmed from the lack of a surveyed master community plat accomplished early in a community's development. Those communities that were fortunate to have a master plat early on, usually as the result of military, railroad, mining or other central interests that founded the community, had a framework on which future growth was organized. The benefits of a master plat include: providing for adequately sized streets, service infrastructure and areas zoned for residents, education, commercial activities and recreation. A well-known example is the master planning of Washington, D.C.

Recommendations:

Establish a central authority with the power to plan, prioritize, fund, and accomplish civil projects of all types. The most common method mentioned is that of incorporation, a community form of government that is the most common within the State. Other forms of authority may be available. Incorporation would establish central leadership, and that leadership would have the power to plan and fund improvement projects.

Recommended Resources:

Other communities that have recently incorporated (Colstrip, for example) can be consulted on the process.

MAIN TOPIC: VISIONS AND PROJECTS

Issue: Infrastructure

Lockwood does not benefit from a master plat. As a result, there are few central arterial streets, the remaining streets are too narrow; and water, sewer & power lines are difficult to place. Industrial & commercial development is random and pockets of residential areas do not have efficient interconnecting roadways. The community also has no definable boundaries- what is considered to be identified as Lockwood and what is not?

Recommendations:

- The initial step should be the defining of boundaries. For whatever central authority that is adopted; the first and most important task is to survey the existing community and develop a master plat. From this plat; plans for future infrastructure (such as establishing needed easements for streets and utilities, sidewalks and lighting) can be developed.
- Zoning for residential, industrial, commercial, and recreational areas comes next. The community benefits from being in close contact with excellent transportation: two interstate highways, a farm-to-market road (old US 87 S), a future river crossing to US 87 N, and a major rail line. Major commercial interests call the community home in the way

of a refinery, trucking, construction, service facilities and light manufacturing. Practical zoning can keep the industrial and commercial culture separate from residential and define future growth. Practical zoning can also segregate transportation needs, so that commercial traffic is kept apart from residential.

- The making of plans. **The community has no shortage of plans, but do have a disability to prioritize plans and funding.** Plans will need to be prioritized and accomplished for the greatest need. Many plans need to be accomplished chronologically, such as the installation of water & sewer, then major street construction; in order to service residential & commercial development.
- The final step is a continuing effort; the funding and accomplishment of plans made. It will not be a painless process. **The fears of many residents will be correct in that it will change the identity of Lockwood. However; the changes to Lockwood can only be for the better with the strength of its residents working more closely together as a self-governing community in charge of its own destiny.**

Recommended Resources:

Yellowstone City/County Planning, Montana Department of Transportation and private engineering and planning consultants.

MAIN TOPIC: THIS AND THAT

Issue: Festivals and events

For many small communities there is an annual event, or series of events, that make the community a destination. The comments on lack of community activities originated with the children. The process of preparing for the event also serves as a unifying force for the residents, or 'social glue'. The events also present communities with a positive image for visitors. Examples of successful events include: Miles City's Bucking Horse Sale, Lewistown's Cherry Festival, Butte's Folk Music Festival, Red Lodge's Winter Carnival, and even Bear Creek's pig races.

Recommendations:

- There is no shortage of ideas in the community. What is lacking is a venue. Lockwood, aside from its school campus, has no venues where numbers of people can gather. A venue can be as simple as a large park with basic sanitary services and parking. The ultimate venue would be a theater/convention center on the order of the Mansfield Civic Center in Great Falls. On a practical scale, Glendive benefits from an excellent high school auditorium built to modern professional standards. The neighboring City of Billings, while having many venues, has predominately aging facilities built to 1930's standards, such as the Fox Theatre, Alberta Bair Theater and the Shrine Auditorium. A comfortable, modern and accessible theater venue would have potential as an alternative destination to these older facilities.
- The community could start with a basic open-air festival. The theme of the festival could originate with a contest for best theme. The energy of the children should also be

harnessed; they are bright, energetic and full of community pride. The school and its facilities is a tremendous unifying force for the community. The school newsletter contains as much information as a small newspaper; and those residents that have no children attending miss out on much local information; such as health screenings and exercise classes.

Recommended Resources:

The Chambers of Commerce for Miles City, Red Lodge, Lewistown, Glendive, and other communities that have annual events.

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MAIN TOPIC: INFRASTRUCTURE FOR SAFETY

Issues: Sidewalks and Bike Paths/Walking Trails

Many of the groups we heard from during our community meetings in Lockwood brought up the problem of pedestrian and bicycle safety. The main challenge with this issue is that there are few sidewalks, bicycle paths, or walking trails in Lockwood. People are forced to walk on the streets, many of which are very narrow and do not have any shoulders, creating unsafe conditions for pedestrians and bicyclists.

Recommendation:

The Lockwood community should continue to pursue opportunities to add sidewalks, bicycle paths, and walking trails to make their community safer for pedestrians, including students trying to get to school. Since the streets and roads in Lockwood are controlled by multiple agencies, options could be investigated by collaborating with the Montana Department of Transportation, Yellowstone County, and private property owners.

Recommended Resources:

For additional information on Community Walkability, contact:

Cathy Costakis, Project Coordinator

Montana State University

Health and Human Development

Office of Rural Health

costakis@montana.edu

(406) 994-5734

For additional information on bicycling and pedestrian travel, contact:

David Kack, Mobility and Public Transportation Program Manager

Western Transportation Institute
PO Box 174250
Bozeman, Montana 59717-4250
dkack@coe.montana.edu
(406) 994-7526
<http://www.westerntransportationinstitute.org/research/transportation>

MAIN TOPIC: IMAGE

Issue: Park Improvement and Larger Park

The students we spoke with noted how there is not anywhere to safely go or any recreational activities to do in Lockwood. Most times they rely on rides from their parents into Billings for clubs, activities, and recreation. While many people move to Lockwood for the quality of the schools, the students felt that they were very isolated. The Lions Lair is being taken apart since it is in disrepair and no longer safe. The one public park in Lockwood, previously maintained by the Lions Club, is not currently maintained by any entity.

Recommendation:

The community of Lockwood should reach out to businesses, service organizations, and Yellowstone County to improve the maintenance of the current public park. ExxonMobil currently maintains the baseball fields in Lockwood and they appear to be in good condition. The Lockwood Steering Committee and those we talked to were not aware of any service organizations like the Exchange Club or Lions Club in Lockwood.

At the time of my research, I could not find a Parks Commission, Board, or Department within the Yellowstone County Government structure. I would recommend that the community of Lockwood study the Gallatin County Board of Park Commissioners. Gallatin County adopted a Park Strategic Plan in 2006 and is currently developing a Regional County Park under the 2007 Park Master Plan. While Gallatin County has limited county monies for development and maintenance of parks, they are engaging community groups to maintain components of the park until a fund is established for county park maintenance.

Recommended Resources:

Gallatin County
Conservation and Parks Department, Board of Park Commissioners
Mike Harris, Staff Coordinator
311 West Main Street, Room 304
Bozeman, MT 59715
Phone: (406) 582-3178
http://www.gallatin.mt.gov/public_documents/gallatincomt_parkcomm/ParkComm

MAIN TOPIC: IMAGE

Issue: More Signage

Lockwood is not identified well as a place. Since it is not incorporated, the Montana Department of Transportation does not provide any “Entering Lockwood” signs. One of the few ways you

know you are in Lockwood is by taking the “Lockwood” exit off of Interstate 90. When you cross the Yellowstone River from Billings, there is not any clear signal to know you are in Lockwood.

Recommendation:

The community of Lockwood should pursue avenues to add signage to signal that you have entered Lockwood and help create an identity and sense of place. These signs will likely have to be private and on private property out of the public right-of-way. The Lockwood Steering Committee could contact businesses near the main vehicular entries to Lockwood to see if they would be interested in sponsoring a sign on their property. Other local businesses or community groups could also sponsor the signs, adding locations for their logos around the edge of the signs. For example, the Billings West High School sign at their football field along 24th Street West brings attention to the school and their activities, but has sponsor businesses’ logos and names around the edges.

Recommended Resources:

There are several capable sign companies in Billings that are familiar with sign codes, regulations, and costs, including:

Epcon Sign Group
1131 Monad Rd
Billings, MT 59101
Ph: (406) 248-7401
Fax: (406) 248-1815
<http://www.epconsigngroup.com/index.php>

Sign Products Inc.
1425 Monad Rd.
Billings, MT 59101
Ph: (406) 252-6348
Fax: (406) 252-6654
<http://www.signproductsinc.com/index.php>

MAIN TOPIC: THIS AND THAT
Issue: Public Transportation

Recommendation:

Lockwood is currently not served by any modes of public transportation. Since Lockwood is across the Yellowstone River and a long, unsafe walk from Billings, travel to doctor’s appointments, hospitals, public services, parks, and other recreation activities is limited to personal transportation or private taxis.

Montana State University’s Western Transportation Institute would be a good resource to help investigate this problem. According to the Western Transportation Institute’s website:

The Mobility and Public Transportation program research area works at providing a comprehensive approach to solving issues facing rural transportation (transit), federal lands (national parks, forests, etc.) and tribal agencies through research, outreach and education/training. It does this through facilitating transportation coordination among transportation providers, including human service, tourist industries and other organizations, and increasing mobility for individuals of all ages and abilities by using innovative solutions that include bicycle, pedestrian and all other modes of transportation.

The Mobility and Public Transportation program concentrates on improving mobility and public transportation in rural areas.

Resources:

For additional information on rural public transportation, contact:
David Kack, Mobility and Public Transportation Program Manager
Western Transportation Institute
PO Box 174250
Bozeman, Montana 59717-4250
dkack@coe.montana.edu
(406) 994-7526

<http://www.westerntransportationinstitute.org/research/transportation>

MAIN TOPIC: THIS AND THAT

Issue: Community Garden

Community gardens not only make a substantial impact in solving hunger and give people the tools to create local food sources for their families, but they also enhance the sense of community and pride in a place.

Recommendation:

This was one of the creative ideas the students at Lockwood Middle School brought to our attention. A community garden could be pursued by neighborhoods, community groups, or even the Lockwood Schools.

The Housing Authority of Billings currently has a Community Gardens project to create and develop gardens in every public-housing neighborhood in Billings. The Housing Authority is building this program from the ground and seeds up with the help of AmeriCorp VISTA members and a Community Development Block Grant.

St. Andrew Presbyterian Church in Billings also started a community garden in 2003. The garden has expanded each year due to increased demand, planting over 94 individual plots in 2012. A nominal fee helps cover common expenses, including sprinkler irrigation. A Common Ground Garden was added in 2007, providing produce for local service agencies. The members of the garden donate at least ten percent of their produce to activities or individuals in need.

Many schools across Montana also have community garden programs, including Canyon Creek School, a K-8 school outside of Billings. Canyon Creek worked with the Yellowstone Valley Citizens Council, which has a school gardens campaign. Students designed, built, plant, and harvest the garden each year at Canyon Creek. Mary Stein and Juli Louttit, Program Assistant for MT Team Nutrition Program, created a comprehensive list of school community garden programs throughout Montana in 2010. A link to the report is provided below.

Recommended Resources:

Housing Authority of Billings Community Gardens Project:

<http://www.billingsha.org/CommunityGardens/tabid/4898/Default.aspx>

http://billingsgazette.com/news/local/americorps-duo-digs-into-community-gardening-project/article_9554e335-5844-53e7-9afe-af7fddd00500.html

St. Andrew Community Garden:

<https://www.facebook.com/pages/St-Andrew-Community-Garden-Billings-MT/125789614115811>

<http://standrewbillings.org/pages/garden.htm>

Montana School Garden Projects:

http://www.farmtoschool.org/files/publications_276.pdf

Yellowstone Valley Citizens Council School Gardens Campaign:

<https://www.northernplains.org/our-local-groups/yellowstone-valley-citizens-council/>

Canyon Creek School Community Garden

<http://www.canyoncreekschool.org/index.php/widgetkit/news-more/33-school-garden-news-from-mrs-tolton>

Jennifer Tolton, jtolton@canyoncreekschool.org

REPORT BY: ELEANOR KINDNESS**Area Specialist****Rural Development****U.S. Dept. of Agriculture****1629 Avenue D, Building A6****Billings, MT 59102****Ph: 406.657.6297 x125****Email: Eleanor.Kindness@mt.usda.gov****http://www.rurdev.usda.gov/MT_Home.html****MAIN TOPIC: INFRASTRUCTURE****Issue: Lack of Resource to Implement Plans for Infrastructure Improvement**

Throughout the listening sessions, the Lockwood community members repeatedly commented about the need for infrastructure improvements primarily for the roads, sewer, and water. The main problem with the roads is that some are under the jurisdiction of the County and some are privately owned roads. For water and sewer, the water and sewer system are fully functional but are aging and will eventually fail. The District has to phase water and sewer projects to make them affordable and more likely to be passed through property assessments. In addition, a majority of the community members talked about improving Piccolo Lane, an unmarked road that is used by Lockwood students as a walking path to and from school. The Community members also commented about a by-pass, from the Lockwood area to the Heights area. Because Lockwood is unincorporated and operates under five major Districts, it is difficult for the community to assess resources to effectively manage and maintain its infrastructure needs.

Recommendations:

Lockwood Community has numerous plans on how to address its infrastructure problems mentioned above, but it appears the community is lacking resources to implement the plans. Lockwood may want to address whether it can best access resources as an incorporated community or as community that operates under five major districts. If the community continues operating as an unincorporated community, it can look into the following programs for its water and sewer infrastructure needs. Rural Development does not appear to have a program for road improvements.

Recommended Resources:

- The USDA Rural Development Water and Environmental Programs provides loans, grants and loan guarantees for drinking water, sanitary sewer, solid waste and storm drainage facilities in rural areas and cities of town of 10,000 populations or less. Public bodies, non-profit organizations and Indian tribes may qualify for assistance.
- Contact the Billings USDA Rural Development office at (406) 657-6297 ex: 124 Gloria Hawkins or email at gloria.hawkins@mt.usda.gov.

MAIN TOPIC: INFRASTRUCTURE FOR SAFETY**Issue: Lack of a local entity responsible for Safety**

Throughout the listening sessions, the Lockwood community members highlighted the need for streetlights, sidewalks, bike paths, and walking trails. In addition, the community members commented about the need for safety education for walking at night. Also, a majority of the community members talked about improving Piccolo Lane, an unmarked road that is used by Lockwood students as a walking path to and from school. As it stands, Yellowstone County is the entity responsible for providing and/or securing funding for the infrastructure for safety needs mentioned above. Lockwood however, is one of many communities that Yellowstone County is responsible so it may be difficult for Lockwood to depend on Yellowstone County to address its infrastructure for safety needs.

Recommendations:

Lockwood has numerous plans which address the infrastructure needs, but as stated before, it lacks the resources to implement its plans. Lockwood may want to look at forming another special district to address its infrastructure for safety issues or also look at how incorporating may assist with accessing more resources.

Recommended Resources:

Yellowstone County may be eligible to apply for the Community Transportation for Enhancement Program (CTEP) under the Montana Department of Transportation on behalf of Lockwood. <http://www.co.yellowstone.mt.gov/commissioners/>

MAIN TOPIC: SCHOOLS AND EDUCATION

Issue: High Drop-out rates for secondary education

The Lockwood community repeatedly highlighted its great school system and the students high test scores, it addressed how it students have high drop-out rates. The community pointed to the lack of a local high school and lack of transportation funds as the primary reasons for the high drop-out rates for secondary education.

Recommendations:

The community should look into what it would take to build a high school.

Recommended Resources:

Begin asking OPI how to expand your current district and begin the process. <http://opi.mt.gov/>

MAIN TOPIC: BUSINESS DEVELOPMENT

Issue: Capitalizing on Transportation Cluster, and Small Business Development

The infrastructure issues mentioned above along with not having a centralized government may have a negative impact on the Lockwood Community's ability to focus on and capitalize on one of its opportunities, which is to become a transportation cluster.

Recommendations:

The Lockwood Community should look into capitalizing on its opportunity to be a transportation cluster and also focus on improving its small business development climate.

Recommended Resources:

- The Rural Business Enterprise Grants (RBEGr) program is a broad based program that reaches to the core of rural development in a number of ways. Examples of eligible fund use include: acquisition or development of land, easements, or rights of way; construction, conversion, renovation of buildings, machinery, equipment, capitalization of revolving loan funds including funds that will make loans for start ups and working capital; training and technical assistance; distance adult learning for job training and advancement; rural transportation improvement; and project planning. Any project funded under the RBEGr program should benefit small and emerging private businesses in rural areas. Rural public entities (towns, communities, rural private non-profit corporations are eligible to apply for funding. Contact Eleanor Kindness, Ph: 406.657.6297 x125 Email: Eleanor.Kindness@mt.usda.gov

- The Rural Business Opportunity Grants (RBOGr) program is to promote sustainable economic development in rural communities with exceptional needs. Public bodies, nonprofit corporations, institutions of higher education and rural cooperatives are eligible to apply for Grant funds that can be used for community economic development, technology-based economic development, feasibility studies and business plans, long term business strategic planning and leadership/entrepreneur training. Contact Eleanor Kindness, Ph: 406.657.6297 x125 Email: Eleanor.Kindness@mt.usda.gov

- Big Sky EDA – for small business development. Dianne Lehm Ph: 406 256-6871, ext. 119 Email: dianne@bigskyeda.org

- Beartooth RC&D, Chris Mehus, Ph: 406.932.3914 email: cmehus@beartooth.org

MAIN TOPIC: THIS AND THAT**Issue: Lack of a healthcare center/clinic**

Recommendations: Lockwood may be eligible for Rural Developments Community Facilities program depending on whether it chooses to become incorporated into a Township or forms a special district that is determined eligible for USDA Rural Developments Office of General Council. As it stands, RD cannot determine if Lockwood would be eligible its community facilities program to develop a healthcare/clinic as an unincorporated community.

Recommended Resources:

- USDA Rural Development Community Facilities Loans and Grants are designed to develop essential community facilities in rural areas and towns of up to 20,000 populations for health care clinics, police and fire stations, schools and child care centers. Loans and grants may be used to construct, enlarge, or improve community facilities for health care, public safety, and public services. This can include costs to acquire land needed for a facility and/or purchase equipment required for its operation. Loans and guarantees are available to public entities such as municipalities, counties, as well as to nonprofit corporations and tribal governments.

- Recommended Resources: www.rurdev.usda.gov/mt; contact the Billings USDA Rural Development office at (406) 657-6297 ex: 124 Gloria Hawkins or email at gloria.hawkins@mt.usda.gov.

MAIN TOPIC: UNIFIED LEADERSHIP WITH AUTHORITY

Issue: No Centralized Government and Varying Boundaries for Each District

Recommendations: Lockwood needs to form a centralized government, whether that be through incorporating into a Township or streamlining its Districts so there are no duplication of services, competition for funding and decreased expenses for administration. Once a centralized government is established, boundaries should be formed so there is no confusion on what District serves which area.

Recommended Resources:

Revisit the study completed in 2006 and begin tackling objectives listed.

<http://www.co.yellowstone.mt.gov/planning/LockwoodComPlan/index.asp>

LOCKWOOD RESOURCE TEAM ASSESSMENT SEPTEMBER 23 – 24, 2013

STRENGTH AND ASSETS – STEERING COMMITTEE

- People who live here – accepting, comfortable, easy to live with, independent
 - People pull together
 - People actually visit at the grocery store
- My grandkids are here
- Laid back community
- Educational system is top notch
- Many opportunities here, no place to go but up (1 ditto)
- Several outstanding districts recognized statewide for excellence
- Ditto all of the above
- School system is outstanding –
 - School board won 23 times state's Golden Gavel Award
 - watched it grow from 500 to 1400
- IGA, Lumber yard,
- Great area

STRENGTHS AND ASSETS – COMMUNITY MEETING MONDAY NIGHT

- Lived here 8 years and love Lockwood.
- Great school system. (many dittos)
- People mind their own business.
- Proximity to Billings and yet live in a rural area.
- Businesses that support the community: Exxon, Pilot, Flying J
- Love to work and live here.
- Manageable traffic – it is rural traffic.
- Moderate tax base.
- First thing people see coming from the east or south is Lockwood. Very visible.
- Independent and willing to take on leadership. (1 ditto)
- Our children.
- Cooperation between our districts and the community.
- Availability of irrigation water
- Availability of commercial and industrial land.
- Children are blind to economic differences which is wonderful.
- Proximity to railroad
- Attractive business climate
- Proven teamwork of fire and water districts. (ditto)
- Wonderful ambulance service.

STRENGTHS AND ASSETS – NON-PROFITS, CHURCHES AND CIVIC ORGANIZATIONS

- Sense of community – people love to live here and want to see Lockwood thrive.(many dittos)
- Hard workers
- Everyone is trying their best.
- Recognized districts throughout the state, including fire, schools, etc.
- Impressed with the people of Lockwood's spirituality.

- Churches help in the community
- Clothes pantry, food pantry
- Use Harvest Church as Senior Center.
- Great scouting group
- Benevolent fund each month for transients, food ministry
- Parenting classes

STRENGTHS AND ASSETS – BUSINESSES, MANUFACTURERS, RETAIL, CORPORATIONS

- I like the people.
- School system is outstanding. (dittos)
- Strategic location. Great road structure – in spite of repairs needed, it is a great location.
- Fire department is a pleasure to work with.
- Growth is coming; must get out ahead of it.
- Lots of businesses with good relationships.
- We pull together.
- Exxon Mobile is a great asset, as well as IGA.
- Fairly good patrol by law enforcement.
- School resource officer.

STRENGTHS AND ASSETS – COMMUNITY SERVICES, FIRST RESPONDERS, FIRE, LAW, HEALTH OTHER COUNTY SERVICES

- Industrial and business community here (multiple dittos)
- Excellent schools – with businesses to support (multiple dittos)
- Great supportive community
- Districts that we have – do work together well, i.e., Fire, water, sewer, etc.

STRENGTHS AND ASSETS – SENIOR CITIZENS

- Roots in agriculture
- It is home.
- Changes – good for Lockwood.
- A lot of youth and young families.
- IGA Store
- Close to Billings

STRENGTHS AND ASSETS – STUDENTS

- No dress code
- Close community – not all spread out
- We have our own community – individual
- Not too big – not too small.
- Ditto all of the above
- Small – not over crowded
- Don't worry about a lot of crime and bad people
- Different opportunities to join clubs and sports.

STRENGTHS AND ASSETS – TEACHERS

- Great community involvement.
- Great sense of community – the community “owns” the school. (three dittos)
- I decided to live here to be a part of the community.
- Diverse neighborhoods – have horses mixed in with our urban area
- People decide to live here for the school
- It is a melting pot of cultures and races.
- Location is prime for economic development
- Can shop locally for many products and items
- Businesses very supportive of our students and children.
- Exxon is a great neighbor and sends students to special events.
- The heart of the people – great givers to the school.

STRENGTHS AND ASSETS - POSTCARD RESPONSES

- Stay Lockwood, Vote Lockwood, Love Lockwood
- The school/school system/teachers (27 dittos)
- The people (8 dittos)
- Sewer system and water districts (4 dittos)
- Small town feel/semi rural/good place to live (18 dittos)
- Community pride/sense of community (7 dittos)
- Nice homes, large lots (1 ditto)
- Diversity of population (1 ditto)
- Quiet neighborhoods (3 dittos)
- Freedom from less government control and intervention (2 dittos)
- The area has potential (1 ditto)
- Nearby gas stations
- Low taxes – thus a strength is no high school and non-incorporation
- Students able to go to Billings for high school
- Proximity to interstate and Billings (3 dittos)
- Room to build/open spaces (1 ditto)
- Fire Department and District (4 dittos)
- EMT Crew, Ambulance and Response (1 ditto)
- Scenery – surrounded by countryside
- Boys and Girls Club
- Senior Citizen’s Club
- All of the churches
- IGA
- SBS
- Excellent businesses
- Our parks
- Wildlife such as deer, turkeys, and even a mountain lion (1 ditto)
- Relatively low traffic
- Feel safe
- Medical Center
- Growing population/significant community
- Have a lot to offer
- Unregulated – compared to Billings

LOCKWOOD RESOURCE TEAM ASSESSMENT SEPTEMBER 23 – 24, 2013

PROBLEMS AND CHALLENGES – STEERING COMMITTEE

- Was a town developed without organized planning
 - Zoning guidelines would help
 - Can have a junk yard right next to a housing project.
- Road improvement
- Sidewalks/paths to ride/walk safely to schools (2 dittos)
- Boards doing the organizing need to get together and coordinate better/ perhaps combine some groups (1 ditto)
- Bike trails (1)
- Sewer problems (in Phase 2 now)
- Water problems
- Improvements cost money – can't do too many at the same time or too much for the community
 - Would like a high school but can't afford everything at once
- Growth – we were rural, then semi-rural and now a mix. Water customers are no residents when we were dealing with ag usage. How do we transition? (2 dittos)
- Your street number used to be your gas meter number.
- Bus kids to Billings to high school – run a lot of empty buses that cost money.
- Plans have been formally made but then cannot be implemented because we lack authority and resources to do what we want to do. (Incorporation would allow this.)
- The taxes collected by the community of Lockwood do not get spent in Lockwood by the county. (2 dittos)

PROBLEMS AND CHALLENGES – COMMUNITY MEETING MONDAY NIGHT

- The high school bus does not go the road to Emerald Hills.
- Lack of sidewalks (many dittos)
- Lack of bike paths (many dittos)
- Lack of road infrastructure
- Run down property (but don't want zoning)
- Cars go into ditch; unsafe for children to walk
- Piccolo Lane
- We have grown to be the size of Miles City, but we aren't used to operating as a town. How do we catch up with ourselves?
- Solvent site is not being cleaned up by EPA. Yellowstone County is taxing as if valued property. The site has been here since the early 80s.
- Need a community wide high school for those that want to attend here; let others go to Billings.
- Figure out how to fund transportation plan. A lot of effort went into it and we need to figure out how.
- School Dist. 2 is overcrowded;
- Noise from traffic on the industries and highway – not the prettiest. We need to be more careful as to what businesses we let in.
- Understanding the growth – Lockwood was rural and agricultural – still have some of that but now have a business factor as well. (ditto)
- Lack transportation in Billings.

- Lack of communication – for example when putting in sewer system, or water turned on or off, fire district. (3 dittos)
- Need safe environment on Piccolo, Highway 87 and Old Hardin Road. Make that a priority – then others will fall into place.
- We need a community health center but the zip code issue does not demonstrate a population need.
- Trouble with county support – treated as ugly step child.
- Lack of community structure/leadership. We have informal groups but we need Mayor, Council, etc. (lots of dittos)
- Why don't developers have to put in water and sewer? And why do I have to pay for the water and sewer that I don't get?
- Lack of identity
- Do people want sewer and can they afford it?

PROBLEMS AND CHALLENGES – NON-PROFITS, CHURCHES AND CIVIC ORGANIZATIONS

- Need to prioritize what we can accomplish.
- Roads, Sidewalks, Streetlights (lots of dittos)
- Light the parks
- Not enough income to make the adjustments Lockwood needs.
- No organized volunteer group such as Lions.
- Generation gap – younger families don't have the time, energy or initiative to volunteer in the community. Lion's people retired, and no one has stepped up.
- When school is not in session, kids are looking for something to do.
- Have great school district, but once transition out of junior high to senior high, lose their community identity.
- Don't think we can afford a high school.
- Poverty and transients

PROBLEMS AND CHALLENGES – BUSINESSES, MANUFACTURERS, RETAIL, CORPORATIONS

- Feel there is a disconnect between our businesses and our people.
- Traffic is terrible. Johnson Lane is extremely busy.
- When discussing sewer and water, businesses have issue because we do not have a central government.
- We are too beholdng to Billings – especially when it comes to water and sewer. (2 dittos)
- Safety issue for the children getting to school. Must be addressed.
- Interchange at Johnson Lane – ban trucks from Old Hardin Rd – go too fast and hurt the road.
- I love Peterbuilt being out here but I hate it. ☺

PROBLEMS AND CHALLENGES – COMMUNITY SERVICES, FIRST RESPONDERS, FIRE, LAW, HEALTH OTHER COUNTY SERVICES

- Lockwood needs infrastructure. ditto
- Needs to expand current water and sewer northward. ditto
- Piccolo lane is a major road and it needs to be widened and fixed. Ditto

- Lack of one voice in Lockwood – steering committee tries, but need unified leadership to move forward with plans.

PROBLEMS AND CHALLENGES – SENIOR CITIZENS

- Johnson Lane interchange – adjust long light
- Sidewalks – three deaths from unsafe walking paths
- Healthcare – school nurse is it.

PROBLEMS AND CHALLENGES – STUDENTS

- Not enough space in classrooms
- Bullying is a problem, just like most schools
- Small – so don't have choice of grocery stores
- You know everyone so can't make new friends
- No local police to respond quickly
- If you blink when driving by you would miss it.
- More sidewalks for when walking to school (dittos)
- Emerald Hills people don't have water.
- Billings people don't think about us. But we are a part of Billings.
- What if the bridge came down between Lockwood and Billings, what would we do?
- We don't have our own festivals and parades.
- Don't have our own post office – use the IGA.
- I want to see what it is like to live outside of Montana, then maybe come back to Lockwood.
- No opportunities for jobs for when I graduate from college.
- Regarding high drop out rate – we kind of fall apart when we go to high school.
- We lose our Lockwood pride when go to high school; split between high schools.
- Get bored in bigger classes – fall through the cracks.
- It is overwhelming to go to high school.

PROBLEMS AND CHALLENGES – TEACHERS

- Pathways (ditto) – teachers have almost been hit by cars as well as students.
- Streetlights needed
- Need family restaurants without bar or casino. Do have the Chinese restaurant.
- Do not have a community park where kids can play basketball or soccer.
- Busing program – if within three miles we are not to provide transportation, but as the area is so unsafe, it is needed. Can now only have one address to return the kids home.
- Diversity – supporting students from different economic standards can be challenging.
- High dropout rate when kids go on to high school.
- The infrastructure needs Lockwood has would cause taxes to go up; need more information on the costs.
- Consider we pay similar tax rates as towns that are incorporated – and have less infrastructure.

PROBLEMS AND CHALLENGES - POSTCARD RESPONSES

- High food prices/open another grocery store (2 dittos)
- High hardware prices
- Elderly population

- Not much for kids to do
- Refinery not paying its taxes
- Lack of sewer (2 dittos)
- Lack of water /too expensive (1 ditto)
- Affordable water hookup
- Affordable sewer hookup
- Lack of roads/bad roads (10 dittos)
- Not enough businesses such as grocery, department stores, and restaurants. (2 dittos)
- Lack of a community government
- Poor or no street lighting (9 dittos)
- No sidewalks (13 dittos)
- No bike paths/walking paths (9 dittos)
- Old rundown properties, junk cars, trailers,/Lack of zoning (8 dittos)
- Need bus for transportation (6 dittos)
- People wanting to place more control on people. More government leads to less freedom and idiots in elected positions. (1 ditto)
- Traffic/traffic safety – auto and pedestrian (10 dittos)
- Steering Committee has too many big ideas and they all cost too much (1 ditto)
- Lockwood has voted down a sewer system but the project is going ahead.
- Where is all our property tax dollars going and why do they add more taxes and we receive no improvements. (1 ditto)
- Lack of funds to do projects/low tax base (2 dittos)
- Theft/increased crime (1 ditto)
- Lack of parks and dog park/improve parks
- Rapid growth/unregulated growth (5 dittos)
- Housing
- What no one else wants comes to Lockwood: car crushing plant, chemical plant
- A group in Lockwood that will never approve any tax increases so that we can have improvements.
- Need high school (3 dittos)
- Resistance to change by large part of people/apathy
- People need to support Lockwood first before Billings
- No emergency health facility/clinic
- No community center
- Very rich neighborhoods and very poor neighborhoods
- Need emergency lane along Old Hardin Road
- No more low income housing as it will drive property values down.
- Too many casinos.
- Friction in school – separation of community and school
- No one can afford tax increases.
- Need visible evidence of our tax increases, i.e., sidewalks on major roads.
- Traffic goes too fast – too many speeders
- Too many septic systems.

LOCKWOOD RESOURCE TEAM ASSESSMENT SEPTEMBER 23 – 24, 2013

VISION AND PROJECTS – STEERING COMMITTEE

- A formal plan so that we know where we are going and how to get there. (3 dittos)
 - People of Lockwood address Lockwood affairs – education, streets, sidewalks - all planned and determined by Lockwood people.
 - A plan that I can tell the public what is happening and where we are in the process. This would allow the people to see where their money is going and what is being accomplished.
- Connect with Billings Met Transit system or find some transportation alternative(2 dittos)
- System of trails and parks
- Two years – see speed limits changed, street lights, sidewalks improved (2 dittos)
- Five years – sewer system caught up (1 ditto)
- Ten years – high school in place (3 dittos)
- An industrial park for Lockwood
- A connection from Lockwood to Billings Heights
- Incorporate – would give us the authority and access to resources that we need.

VISION AND PROJECTS – COMMUNITY MEETING MONDAY NIGHT

- Need a high school (applause and ditto)
- Need a bike path (applause and ditto)
- Keep the taxes fair.
- Transportation into Billings medical corridor (applause and ditto)
- Planning and Zoning established – so that growth make sense. (ditto)
- Easement purchased to widen Piccolo and cover the irrigation district so our children are safe. (applause and ditto)
- Complete sewer
- Build over-pass to Heights
- Street lights (applause and ditto)
- We need governance so that everything can flow as it should.
- Get aggressive about our goals. In two years we could have streetlights and sidewalks. In have years we could be incorporated. In ten years we could have a high school. Nothing is free. (Big applause)
- Get to the point that we are attractive to business, more people live and work here – we get all working together.
- Central place to get information – if incorporated could go to one place to get information.
- More community involvement in letting Rep. McNiven know what Lockwood needs. He can then help to get it done.
- More People Involved -- first in their neighborhoods then in the Lockwood Community
- Need a community high school for all of our kids with their option/choice to attend Senior, West, Skyview or Career
- Need an interlocal agreement with appropriate government(s) and a self-governed but cooperative municipality (charter?) Please refer to Article XI of the Montana Constitution
- Need to look at non-property tax funding sources (especially user fees and state and federal tax credits)
- Need to update and implement our transportation plan especially walkable, safe roadways, trails, lanes, sidewalks, etc with full participation and cooperation by the federal, state and local government entities.

- Our zip code should either be 59094 (the only intersection of Interstates 90 and 94 in Montana) or 59101 (and downtown/original Billings could use their PO codes 59103 and 59107)

VISION AND PROJECTS – NON-PROFITS, CHURCHES AND CIVIC ORGANIZATIONS

- We need our own high school.
- Lighting – so dangerous for those walking the roads at night.
- Need a shoulder for the main streets for bikes/walking.
- Continue to help Lockwood people help themselves.
- How do we control growth without structure?

VISIONS AND PROJECTS – BUSINESSES, MANUFACTURERS, RETAIL, CORPORATIONS

- A by-pass coming to Lockwood would be a game changer and boost business and jobs.
- Lockwood has been ignored long enough – let's have our own government. The Steering Committee has no teeth, although they have work hard.
- Need a commissioner who cares about Lockwood; we are ignored.
- Great potential commercial development.
- Incorporate.
- Safe passage for our school children.
- Devise a detailed development plan and follow it.
- Lockwood needs to get control of its destiny. Incorporate!
- Build a stronger partnership between businesses and industry and the educational system. What do we need to teach to prepare workers for jobs?
- Radar/patrol schools for speeders.
- Full time school resource officer – sheriff's budget needs expanded.

VISION AND PROJECTS – COMMUNITY SERVICES, FIRST RESPONDERS, FIRE, LAW, HEALTH OTHER COUNTY SERVICES

- Streets safe
- By-pass built
- Fire District continues to
- A serious professional plan in place.
- Water rights addressed – need more to allow growth
- Recruit volunteer core fire dept. At least three are on duty 24/7.
- Widen Piccolo Lane.
- Infrastructure is needed NOW for businesses to build in the next year.

VISION AND PROJECTS – SENIOR CITIZENS

- Better air quality standards
- Since 1967 we have been considering a bypass to the heights
- Train kids to dress for safety when walking at night
- Streetlights on main roads
- Small health care center

- Prioritize infrastructure and get it done
- Governing body – someone in charge.
- Community center
- More county commissioner representation

VISION AND PROJECTS – STUDENTS

- Have a community garden
- If we had our own high school we would be the best.
- A park so we can play somewhere besides the play ground
- A swimming pool
- A shopping center
- To grow more and have more businesses
 - Grow so that people know we are here.
- More things for kids to do so we don't get into trouble
- Movie theater, bowling alley would be nice
- More clubs to keep us active and have fun.
- A bus to take us into Billings if we need a ride. (lots of dittos)
- Keep Lockwood so that I can come back and raise my family here someday.
- Increase involvement with other kids – too alone here in Lockwood.

VISION AND PROJECTS – TEACHERS

- Using media to change the perception of Lockwood
- Continue to address high drop out rate when Lockwood students transition to Billings.
 - Difficult to participate in extra activities when live so far away; just going to school and not getting involved increases drop out rate.
 - Local high school would keep connectivity.
 - Sports are an incentive to keep grades up; often cannot participate when live in Lockwood and attend high school in Billings.
 - Murals in the school with “Class of ___” to emphasize importance of graduation.
- Encourage Yellowstone County Commissioners to get to know Lockwood.
- Safe way for our kids to walk to school and to walk in their neighborhood. (3 dittos)
- Attract more businesses; commercial properties assist with tax base.
- Teen center for 7th graders – high school; a place to connect.
- A high school (either expansion of SD2 or another way) is going to be a reality some day.

VISION AND PROJECTS - POSTCARD RESPONSES

- Would love a taco place (3 dittos) more food places besides fast food (3 dittos)
- New businesses/more businesses (6 dittos)
 - An athletic center
 - Increase retail
 - Entertainment
- Drug store needed (3 dittos)
- Some type of clinic/emergency clinic (1 ditto)
- Bike trails/walking trails (10 dittos)
- Roads repaired, paved and improved (2 dittos)
 - Old Hardin Road repaired after water and sewer project went in

- Street lighting (6 dittos)
- Incorporate (8 dittos)
 - Incorporate within 10 years
- Annex into Billings
- Bus for transportation (5 dittos)
 - Transportation for seniors, handicapped
- Activities for kids
- Careful planned growth (2 dittos)
- Clean up Lockwood (6 dittos)
 - Zoning/building codes to improve looks
 - Zoning in all of Lockwood including Emerald Hills
 - Enforce weed control
- More police
- Housing
 - Moderate Income subdivision
 - Low Income Housing
 - More affordable housing – land is too expensive
- More parks/improved parks (1 ditto)
 - Dog park
- More routes in and out of Lockwood
 - A road across the river to the Heights 1
 - An overpass to the Heights
- Organized planning for schools
 - Watch parent/teacher ratio
 - Continue investment in schools
- Traffic control/speed bumps in strategic areas (2 dittos)
- Build a high school (15 dittos)
- Keep improving infrastructure (1 ditto)
 - Sewer finished (6 dittos)
 - Affordable water hookups
 - Water in Emerald Hills
- Sidewalks in with curbs (15 dittos)
 - Especially on Old Hardin Rd. (1 ditto)
- Build a community center (5 dittos)
 - Turn the school in to a community center at night.
- Improve school playground