



BOULDER STUDY CIRCLES

MAKING BOULDER'S FUTURE BRIGHT

In March and April of 2016, the community of Boulder, Montana, conducted a community-wide study circle process to talk about how to make Boulder's future bright in the face of the closure of its largest employer, Montana Developmental Center. The attached report summarizes the process and highlights the outcomes.

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ACRONYMS

JLDC	Jefferson Local Development Corporation
IR	Helena Independent Record newspaper
BART-COM	Boulder's non-motorized trails group
BTAC	Boulder Transition Advisory Committee
MDC	Montana Developmental Center
BLM	Bureau of Land Management, a Federal agency
DNRC	Department of Natural Resources, a State agency
SCORE	Senior Core of Retired Volunteers (Federal volunteer organization for retired business people)
VA	Veteran's Administration, a Federal agency
BPD	Boulder Police Department
BVFD	Boulder Volunteer Fire Department

EXECUTIVE SUMMARY

The community of Boulder, Montana, is at a crossroads. For over 120 years, it has been home to the State's facility for people with intellectual disabilities which is now known as Montana Developmental Center (MDC). The town has a strong culture of caring as a result of its heritage. In 2015, the Montana State legislature passed Senate Bill 411 to close MDC which left Boulder leaders and residents with the task of rebuilding its economic base as well as its identity.

This community-wide study circle process gave the people of Boulder a chance to fully examine what might happen to their town and the chance to talk with others about what they would like to see happen in the future. The discussions showed what people like about Boulder which is a sense of small town, caring, love of outdoors and community. It seems clear that Boulder residents want that sense of their community to continue. They want the MDC facility to continue to be used and many of the ideas they had for its reuse would continue Boulder's heritage of caring for others.

Throughout the discussions, it was evident that the people of Boulder were not able to make accurate decisions about their future because of a lack of information available about the impact of the closure of MDC. Many questions and uncertainties swirled around which made making decisions difficult. A full impact statement on the closure of MDC would be very helpful to leaders and citizens in making decisions about their future.

Looking toward the future, study circle participants agreed Boulder needs to increase the marketing and promotion of the town and its amenities. Boulder has abundant outdoor recreational opportunities as well as many assets that could be taken advantage of by small businesses, service providers and other types of commerce. Increasing the awareness of what Boulder has to offer was thought to go a long way for bolstering the economy. Enhancing trails in and around Boulder was a popular idea, though the divide between motorized and non-motorized seemed to be wide. Developing high speed internet was a popular idea, however, few people had clear ideas of how that would specifically benefit Boulder. The rest area had some strong supporters and some who were not in favor of the idea.

Overall, Boulder citizens seem cautiously optimistic about the future, provided they get some assistance to navigate the change that faces them. Assistance needed is both financial but technical. This is a dramatic shift for Boulder and they want and need help from others who have done this before.

BACKGROUND

The community of Boulder is facing a huge change to its economy and identity with the decision of the Montana State Legislature to close the Montana Developmental Center (MDC). Boulder has been home to the State's facility for people with intellectual disabilities for over 120 years. The community has a strong ethic of caring for the clients at MDC and has come to rely on the facility as the community's largest employer. In 2015, the State Legislature passed a bill to close MDC and move the clients to group homes throughout the state by June 2017.

Local Leaders Come Together to Develop a Solution

Following the legislature's decision, Boulder community leaders discussed many options to address the impact that the closure of MDC would have on the community. In an effort to get everyone at the table to begin working toward understanding the impacts and making a plan for the future, the Montana State University Extension Office proposed a regular public meeting process similar to the CTAC group that supports mine-community relations in Whitehall, Montana. CTAC, which stands for Community Transition Advisory Committee, is a committee with designated seats for mine managers and key community leaders such as the school superintendent, the Chamber, the president of the bank and the town council. The group, which is managed by Extension Agents, meets monthly to talk about mine operations and issues facing the Whitehall community. Extension approached the Jefferson County Commission, the Boulder City Council, the Boulder Area Chamber of Commerce and other key leaders in the community about forming a similar group to discuss the imminent closure of MDC. The groups agreed and the first meeting of the Boulder Transition Advisory Committee, or BTAC, was held in September 2015. This group, in the absence of a community impact statement, conducted a SWOT (strengths weaknesses, opportunities and threats) analysis and asset review at one of their early meetings to begin to look at potential opportunities.

Early on in the discussions of BTAC, the Extension Office suggested that the community consider initiating another Study Circle process which was used successfully by Boulder during the 2006-2007 Horizon's program through Montana State University Extension. Study Circles would enable a large number of people from the community to discuss the closure of MDC and come to some agreement on what they would like to do to address the loss of Boulder's largest employer.

Study circles are small-group, democratic discussions facilitated by trained, neutral volunteers. The facilitator's help participants consider all sides of the issue, listen and share views and look for new solutions. BTAC supported the study circle process with the hope that results from the discussions would give local and state leaders an indication of the direction the community wants to go once MDC is closed. The Jefferson County Commission committed to funding a community-wide study circle initiative in Boulder and the Local Government Center (LGC) at Montana State University was contacted to facilitate the process.

Technical assistance from Everyday Democracy, a nonprofit organization that promotes and assists communities with study circles across the country, helped LGC and Extension initiate the study circle process. Everyday Democracy consultant, Barbara Yasuli, worked with LGC to

develop the discussion guide and traveled to Boulder to provide an orientation meeting for the steering committee and a training for the study circle facilitators on March 18 and 19, 2016. See Appendix A and B for meeting agendas for these two sessions.

Promoting Study Circles and Recruiting Participants

BTAC sought and appointed a five-member steering committee that took the lead with organizing and promoting the idea of a community-wide study circle process. Steering committee members talked about study circles at the BTAC meetings, wrote articles in the paper about the idea, posted notices around town and had its members recruit participants personally. Based on previous experience with study circles, Extension agents served on the steering committee to offer guidance to the committee.

Kick-off Event

A kick-off event was held on March 1st as a way for community members to learn more about study circles and to encourage people to join a group. Dan Clark from the Local Government Center (LGC) facilitated the event which was held in the Jefferson High School library.

Approximately 50 people attended to hear about study circles and to experience an abbreviated “mock” session. Attendees were encouraged to talk to their friends and neighbors about study circles in order to increase the number of participants in the study circle process.

Discussion Guide

In the study circle process, the discussion guide lays out the order of discussion questions for each of the sessions to insure the discussion will be open, transparent and orderly. Facilitators and participants are given the same guide in advance of the sessions. Facilitators are familiar with the flow of discussion and are trained to ensure that everyone has a chance to share their opinion.

To create the discussion guide for Boulder, LGC adapted two existing discussion guides based on input from the Extension Agents and the minutes from the BTAC meetings. Everyday Democracy’s, Barbara Yasuli, provided guidance and feedback on creating a guide that would help Boulder residents and leaders have good discussions about their unique situation.

Neutral, Trained Facilitation

Facilitators received a full day of instruction on facilitating small group discussions which included some time to practice facilitating a small group. Emphasis was placed on the importance of being neutral and ensuring that everyone has the ability to participate in the conversation.

A member of the steering committee was in charge of recruiting and coordinating the facilitators. This steering committee member attended the facilitator training and helped pair facilitators and assigned them participants on the first night of study circles.

FOUR STUDY CIRCLE SESSIONS PLUS AN ACTION FORUM

In a study circle, each session builds on the one before it. The discussion guide was designed to help participants look at how MDC closing will change Boulder and what they can do to help the community recover. The guide and the facilitators were focused on helping group members find common ground for next steps in rebuilding the community of Boulder.

Session One

Session one was aimed at helping participants understand the study circle process, getting to know one another and to understand each person's connection to Boulder. Discussion questions focused on a vision for the future and thoughts about the quality of life in Boulder to establish some common ground among participants. There were between seven and nine participants in each group and facilitators described the enthusiasm of their groups as excellent or good.

Following introductions, groups spent about half of their group time in a visioning exercise talking about their hopes for the future of Boulder. Responses reflect a very hopeful attitude about the future. Residents want good jobs with good wages from manufacturing, mining, ranching or tourism but prefer to retain the small town character of Boulder. They would like to make Boulder a destination location with more small businesses, a strong arts influence and excellent internet capabilities. Keeping something functioning at the MDC campus is important. They do not want sprawl or big business. A full list of comments from study circles regarding a vision for the future can be found in the Appendix C.

To help us understand what contributes to quality of life in Boulder, participants were asked what Boulder looks like when it is at its best and what makes it a great place to live. Things people said about Boulder included high levels of trust, caring for others, healthy, good location, abundant recreational opportunities, safe, accessible, diverse, friendly, inclusive, peaceful, friendly and quiet. See Appendix D for a full list of comments. An interesting side note is the individual group vision statements developed by the groups were very similar to the 2006 Horizon's vision statement that was adopted for the community which can be found in Appendix E.

Session Two

Session two was a time for participants to focus on how Boulder will change once MDC closes. Participants were presented with a few commonly discussed ways people say the community will change and had the opportunity to brainstorm other changes that might come about.

This week, facilitators all rated the enthusiasm of their group members as excellent. There were fewer attendees this week with one group listing more than 12 participants and others listing, eight or fewer.

At the beginning of the session, participants discussed an MDC fact sheet that was provided during week one (see Appendix F). Reactions to the fact sheet were mixed. Comments regarding the fact sheet stated there simply isn't enough information available about the situation (MDC closure) for citizens to make decisions about their future.

A lack of information regarding the impact the MDC closure will have on the Boulder community made it difficult for participants to evaluate the six different “views” that were presented in the discussion guide. People have many views about what will happen when MDC closes but with so little factual information, they had difficulty feeling certain about what changes may come. In general, people agreed there would be fewer jobs, less money around town, lower revenues for businesses and some people will leave town. There were some that felt strongly that Boulder will be ok. True to Boulder’s caring nature, there was concern about the future for MDC clients and the quality of care that they will receive. See Appendix G for a full list of comments regarding how participants think Boulder will change after MDC closes.

Session Three

During session three, the discussion focused on things that might be done to make Boulder even stronger and brighter. Participants discussed some ideas presented in the discussion guide that have been suggested by local leaders. They also had the opportunity to brainstorm ideas of their own.

Of the four approaches presented in the discussion guide, developing the trail system, was selected as a promising approach by nearly every group. About half thought high speed internet in Boulder was a promising approach. Three groups listed the rest area and two groups wanted to repurpose MDC facilities. Two groups were opposed to the rest area idea and one group did not like the idea of motorized trails. Groups mentioned a lack of knowledge of facts as a limiting factor for understanding the possibility of specific ideas.

Participants came up with pages of action ideas that they thought would help Boulder have a bright future. The ideas, which are listed verbatim in Appendix H, were wide ranging and included ideas in line with Boulder’s heritage of caring, small town character and love of the outdoors. Many small business options were suggested, as were a number of human service facilities such as a veteran’s home, mental health facilities or a place for people with brain injuries. Many recreational options were suggested such as a recreational vehicle park, all kinds of trails, golf course and amusement centers. Other action ideas involved working with the state such as inviting the governor to MDC, working more closely with legislators and the city government and getting more resources from the state government.

During this session, study circle participants were asked about their ideas for reutilizing the MDC campus. Suggestions for the space included ideas that would continue Boulder’s legacy of caring for others. Specific suggestions were as follows:

- Veteran’s retirement home
- Educational facility or private college
- A center for artists
- Retain MDC as it is now
- Mental health center
- Vocational training center
- Senior center
- A place for perpetrators of lesser crimes

- An outdoor science school
- A research campus

Regardless of what happens to the campus, Boulder residents want to have a say in the decision.

Session Four

Session four is when participants were able to prioritize their top action ideas and discuss how they would present their ideas to the community at large at the Action Forum. Enthusiasm by participants was rated as excellent, but attendance dropped to six or fewer for each group.

To start the session, participants were asked to list out the assets that Boulder has available to it to deal with the closing of MDC. The lists generated by each group were very long and can be found in the Appendix I.

Once assets were listed, the groups worked on connecting the assets they developed with the action ideas identified from the previous session. Groups discussed their action ideas and decided on the top ideas that would be the easiest to get done, the most important and the most impactful. Each group presented their ideas differently and all of the top ideas from each group are listed below:

Group 4, presented at the action forum by Cory Kirsch.

1. Redevelop MDC grounds for facilities and staff, utilizing attributes of grounds & experience of present staff.
 - a. Youth Challenge
 - b. AmeriCorps
 - c. Job Corps
 - d. Children (Youth) to Adult transitional support
 - e. Women's Step Down Program from DOC
 - f. Educational facility/STEM program
 - g. Retirement facility
 - h. Research facility
 - i. Community Center for Young People
 - j. Recycling Program (Regional)
2. Boulder Information
 - a. Boulder entrance signs
 - b. Redo billboard signs
 - c. Murals
 - d. Highway markers
 - e. Website-advertise Boulder
 - f. Commerce
 - g. Update information brochure
3. Provide the following:
 - a. Marketing for current medical facility & promoting more local use
 - b. Home health services

- c. Home hospice
- 4. Expanded Fairgrounds

Group 1, presented by Crystal B.

- 1. Actively promote Boulder as the great place it is right now while encouraging growth opportunities such as:
 - a. Attracting families and working people
 - b. Courting the retirement community
 - c. Highlighting and expanding our wellness opportunities
 - d. Medical clinic
 - e. Boulder Hot Springs
 - f. Health Mines
 - g. Bear Grass Suites
 - h. Mental Health
 - i. Capitalizing on tourism opportunities
 - j. Fairgrounds
 - k. Trail system
- 2. Promote economic development in Boulder consistent with the vision statement including:
 - a. Enhancing citizen engagement and action in city government including the enforcement of existing laws (e.g. zoning) that will result in beautification of the city – making it a more attractive business and residential location
 - b. Bringing high speed (fiber optic) internet to Boulder
 - c. Having a staffed Community Development Organization in coordination with Chamber of Commerce and JLDC to recruit businesses, promote business opportunities and coordinate activities
 - d. Encouraging the conduct of a Boulder-area economic impact analysis by appropriate state officials pursuant to state law and encouraging citizen involvement and/or by pursuing a locally conducted economic assessment/Master Plan development
 - e. Securing state impact funding to support economic incentives and development
- 3. Establish a Boulder Visitors Center to encourage awareness of local activities while enhancing community networking including:
 - a. Supporting an I-15 rest area close to Boulder and utilizing it as an opportunity to provide information about Boulder and its environs
- 4. Repurpose use the MDC facilities to support education for specialized populations that may also utilize the agricultural assets of the Boulder area. (NOTE: This “additional” recommendation is made for State consideration, but without knowing the allowed utilization or ownership of the MDC properties, this cannot be explored further.)

Group 3, presented by Rusty Giulio

1. Creating an entity to Market Boulder and the surrounding area (may require staff);
 - a. Build on Boulder's assets
 - b. New businesses
 - c. Residential development
 - d. Recreational opportunities
2. Repurpose MDC in a manner that is acceptable to the Boulder community

Group 5, presented by Bruce Giulio

1. Increase housing including affordable, rentals and high end. Use MDC for some of this
2. Trail system development
3. Development of value-added agriculture business as well as other businesses

Group 2, presented by Larry Bagwell

1. Promote Boulder
2. High speed internet
3. Improve trails

Tuesday morning group, presented by Deb Gabse

1. The people of Boulder expect the State of Montana to follow through with the requirements of SB411 and provide financial resources in cooperation with Boulder city council to facilitate the community and business infrastructure. (Streets, high speed internet, start-up loans etc. that will move Boulder forward.)
2. The people of Boulder want to see the MDC campus repurposed in a manner that continues to support individuals with disability while fitting the vision Boulder has for its future.
3. Our study circle wishes there to be a “city development” group to identify obstacles and opportunities to attract new ideas and businesses in conjunction with the work of the Boulder Chamber of Commerce, JLDC and other groups.

Some groups discussed the support that would be needed to accomplish the action ideas. The kinds of support needed include funding as well as time and effort from local residents, and expertise on how to accomplish some of these challenging tasks. A list of the support needed to accomplish action items can be found in the Appendix J.

SUMMARY OF ACTION FORUM

After the fourth session, approximately 100 participants and community members met at the Action Forum which was facilitated by Dan Clark of the Local Government Center. Two state representatives and one senator attended the event and spoke briefly praising the process. The Action Forum and the whole study circle process received ample press coverage in the Boulder Monitor, the Helena IR and the Great Falls Tribune.

The main event of the Action Forum was presentations by each study circle of their top action ideas. The action ideas for each group are listed in the previous section under Session Four.

Once all presentations were made, Dan facilitated a discussion with the large group to consolidate similar action ideas. In the end, the action ideas were consolidated into 11 main categories which were written on flip chart paper and posted around the room. Each attendee received three sticky dots and were instructed to place their sticky dots on the action idea that they think should be top priority for Boulder. Table A lists the 11 consolidated action ideas with the number of sticky dot votes received by each.

Table A - *Top Action Ideas*

Dots	Action item
50	Promote and Market Boulder
46	Improve and develop trails system and outdoor recreation (24 votes for trails were specific to non-motorized, six were for motorized and 16 for both)
40	Attract businesses to Boulder/promote economic development
35	Repurpose MDC facilities
29	Visitor center/rest area
19	Expand Fairground for additional activities
15	Increase affordable and other housing
14	Promote Boulder's medical facility
11	Value-added agriculture
6	Seek funding for infrastructure in Boulder from state
4	High speed internet

Once the voting was complete, the group discussed next steps. The group acknowledged that some of the action items are best handled by the existing BTAC given its ties to local, county and state government. Items the group agreed citizens could address included marketing Boulder, attracting business, trails and outdoor recreation and MDC Repurposing. Four easels were set up around the room with one of the topics on each easel. Attendees were invited to meet at the easel with the topic they were interested in working on further. Groups met, exchanged contact information, selected a chair and set their first meeting time, date and place. As of the printing of this document, all four groups have met at least once and are beginning to take action on their topics.

Appendix A: Steering Committee Meeting Agenda

March 18, 2016, 7:00-9:00 pm

Time	Activity	Materials
<u>7:00</u> 15	Welcome & Introductions <ul style="list-style-type: none"> • Name, • Occupation/position • Reason for involvement • Past experience w/Study Circles 	Nametags Agendas PP slides Laptop LCD projector Screen
<u>7:15</u> 15	Study Circles Overview <ul style="list-style-type: none"> • Top Down / Bottom Up diagram • “Football” diagram • Core principles 	Easel & chart paper Markers Masking Tape
<u>7:30</u> 10	Roles <ul style="list-style-type: none"> • Steering Committee • Community Coach 	
<u>7:40</u> 15	What is a Study Circle? <ul style="list-style-type: none"> • Study Circle Progression • Role of the Facilitator 	
<u>7:55</u> 30	Sample Dialogue? <ul style="list-style-type: none"> • Group Agreements 	
<u>8:25</u> 10	Study Circle Success Stories	
<u>8:35</u> 10	Next Steps: Action Forum Overview	
<u>8:45</u> 15	Questions	

Appendix B: Facilitator Training Agenda

March 19, 2016, 8:30 am – 4:30 pm

Time	Activity	Materials
<u>8:30</u> 15	Sign-in, morning refreshments	Nametags EvDem sign-in sheet Markers/pens Masking tape HOs: PP slides Agenda Facilitator Packets Discussion guides Facilitator Notes
<u>8:45</u> 15	Welcome & Introductions: Who's in the Room? Self-introductions <ul style="list-style-type: none"> • Name • Where you live • Connection to Boulder • Previous facilitating experience 	
<u>9:00</u> 15	Overview <ul style="list-style-type: none"> • Agenda • Training goals (PP) • Group Agreements (PP) • What is a Dialogue Circle? (PP) • Football Diagram (PP) 	Laptop LCD Projector Screen Thumbdrive (PP)
<u>9:15</u> 15	Role of Facilitator <ul style="list-style-type: none"> • Facilitator Job Description (PP) • Neutrality (PP) • Co-facilitation (PP) 	Rubberbands Co-facilitation guidelines Facilitation Styles survey
<u>9:30</u> 15	Dialogue Circle Breakdown <ul style="list-style-type: none"> • Session-by-Session Overview (PP) • Typical Dialogue Session (PP) 	
<u>9:45</u> 30	Set Up Fishbowl Demonstration <ul style="list-style-type: none"> • Ask for 5 volunteers • Role of the Participant (PP) • Sample Group Agreements (PP) Fishbowl Discussion Questions (PP) <ul style="list-style-type: none"> • Where did you grow up? • Where do you live now? • How is where you grew up different (or the same) as where you live now? • What is your biggest concern about the future of Boulder? 	
<u>10:15</u>	BREAK	

10		
<u>10:25</u> 15	Fishbowl Debrief (PP) <ul style="list-style-type: none"> • How does this dialogue process compare with other processes? • What did you notice the facilitator doing? 	
<u>10:40</u> 15	Facilitation Skills <ul style="list-style-type: none"> • What did the facilitator do? (PP) • Good facilitators... (PP) • Facilitation Tips (from Sample Dialogue FT PP) • Key Facilitation Skills (PP) 	
<u>10:55</u> 15	Practicing Facilitation Skills (PP) <p>Question: Why do you think it's important that a variety of stakeholders have input into the future of Boulder?</p> <p>A: Speaks for 2 minutes, while B silently listens B: Reflects, clarifies, summarizes Switch Debrief:</p> <ul style="list-style-type: none"> • How did it go? • What, if anything, was challenging? 	Chimes
<u>11:10</u> 15	Other Facilitation Skills <ul style="list-style-type: none"> • Brainstorming (PP) • Prioritizing (PP) • Recording (PP) 	
<u>11:25</u> 15 20	Prepare for Practice Circles <ul style="list-style-type: none"> • Overview of Discussion Guide & Facilitator Notes • Get into teams of 4 • Jigsaw on sessions (PP) 	
<u>12:00</u> 30	LUNCH	
<u>12:30</u> 40	Return to teams & give overview of each session (PP)	
<u>1:10</u> 30	Rotation #1 (PP) <ul style="list-style-type: none"> • Facilitator #1 facilitates Session #1 for 20 min. • Facilitator #1 self-evaluates • Others offer feedback 	
<u>1:40</u> 30	Rotation #2 (PP) <ul style="list-style-type: none"> • Facilitator #2 facilitates Session #2 for 20 min. • Facilitator #2 self-evaluates • Others offer feedback 	
<u>2:10</u> 10	BREAK	
<u>2:20</u> 30	Rotation #3 (PP) <ul style="list-style-type: none"> • Facilitator #3 facilitates Session #3 for 20 min. 	

	<ul style="list-style-type: none"> • Facilitator #3 self-evaluates • Others offer feedback 	
<u>2:50</u> 30	<p>Rotation #4 (PP)</p> <ul style="list-style-type: none"> • Facilitator #4 facilitates Session #4 for 20 min. • Facilitator #4 self-evaluates • Others offer feedback 	
<u>3:20</u> 20	<p>Debrief Practice Circles (PP)</p> <ul style="list-style-type: none"> • How did it feel to be the facilitator? • What was difficult? • What concerns do you have about facilitating? 	
<u>3:40</u> 30	<p>Facilitation Challenges (PP)</p> <ul style="list-style-type: none"> • Pose situation • Discuss possible responses 	Chart paper Markers
<u>4:10</u> 20	<p>Closing</p> <ul style="list-style-type: none"> • Next Steps (PP) • Questions (PP) • Spaghetti Sauce Story • Evaluations 	EvDem Evaluations

Appendix C: Study Circle Comments Regarding Vision

What follows are verbatim comments from all study circles regarding a vision for the future as recorded by facilitators on the flipchart paper.

A destination location
Artistic/creative strengths - culinary institute
Become a destination that creates opportunities while maintaining our current quality of life and utilizing our strong attributes.
Carrying forward our attributes
Continued support for medical care and mental health
Economic stability
Expansion of present businesses
Good jobs/wages
Healthy/safety
High speed internet
Hospitality/accessibility -- location
HUB - diversity of opportunity
Increase affordable housing (renters)
Invest
Jobs
Keep the jobs/employees in community
Maintain a functionality of MDC building
Manufacturing
Mining
More local support for Boulder schools and businesses
Not sprawl/big business
Outdoor recreation
Outdoor school
Planned growth (organized)
Repurpose MDC grounds for a VA retirement facility
Positive image for our community
Ranching tourism (working ranch)
Small business
Small specialty shops
Stay away from state/federal
Staying open minded
Trail system plus businesses supporting trails
Value added agriculture (local & organic)

Appendix D: Study Circle Comments Regarding Boulder at its Best

The following comments were shared by study circle participants during session one when talking about quality of life in Boulder and what Boulder is like when it is “at its best”.

Accessible	Jobs
Boulder Hot Springs	Location
Caring legacy	Looking out for each other
Caring people - educators and business people	Maintain safety
Clean air - environment	Mines/mineral
Community	Nature
Community involvement volunteerism	Neighborly
County seat	Open community/caring people
Diversity	Opportunities for activity
Enjoyable	Organized
Family	Peaceful
Forward thinking	Radon mines
Friendly	Ranching/farming
Good people	Relaxing supportive
Good water	Resources - recreational and natural
Health mines	Safe
Healthier	Scenic
Healthy	Self-sustaining with essential businesses
Houses	Special
Hunting/fishing	Sustainable controlled growth
Inclusive	Trust
Individuality	Vibrant
	Welcoming

Appendix E: Vision Statements

What follows are vision statements created by study circles as well as the vision statement created by the community during the 2006-2007 study circles process.

2006-2007 Horizon's Vision Statement for Boulder, Montana:

Boulder is a strong community committed to planned growth that enhances new economic diversity while preserving our natural beauty, clean environment and small town friendly atmosphere. Boulder is a family friendly town with an emphasis and focus towards promoting safe and healthy living and creative new learning opportunities.

Boulder has a diverse economy that builds on its natural resources and heritage while safeguarding our traditional agricultural culture. We continue to support and encourage local business and artisans while promoting value-added products.

Statements crafted by 2016 Study Circle groups.

Not every group drafted an actual statement. Some just brainstormed words that would be in a vision statement and these can be found in Appendix C.

Boulder is a safe and easily accessible location with a wide variety of natural resources for economic and recreational purposes. Boulder's unique package of assets promotes a healthy and vibrant community.

Boulder is a healthy, accessible and safe location with great natural resources. Boulder is a safe and easily accessible location with a wide variety of natural resources for economic and recreational purposes. Boulder's unique package of assets promotes a healthy and vibrant community.

Appendix F: Montana Developmental Center (MDC) Fact Sheet, March 22, 2016

Information was gathered from the Department of Public Health and Human Services (DPHHS) website, news releases and the MDC Transition Advisory Committee.

MDC Currently consists of 2 regulated entities

- ICF-IID—open campus with capacity of 44 beds
- ICF-DD (ASU)—secure unit with capacity of 12 beds
- Current census is 53 residents; currently have 12 in ASU
- Generally, stays around this number; rarely fall below 50

2013 Legislative Session - SB 254 nearly passed to close MDC. Closure was avoided, but a 10% decrease in the facilities budget was implemented that closed a residential unit, reduced staffing to minimum safety requirements, reduced training/travel to a minimum, decreased vocational programs and directly impacted the quality of life for clients

Employees

- 39% of MDC 250 employees have worked more than 10 years at MDC
- 16% have worked less than 1 year for an average of 5 months
- Struggling to fill vacancies
- Force reduction employee packages are not finalized

2015 legislative Session passed Senate Bill 411 to close MDC and Governor Steve Bullock signed the bill into law in May and move the 52 current residents into community-based settings by June 30, 2017. The Department of Public Health and Human Services recently contracted with AWARE, Inc. to move 21 residents into community based services in the next seven months.

Montana Developmental Center Transition Planning Advisory Council, created by statute, convened in June to develop a transition plan for residents and will also look at facility repurposing. A Boulder community representative is not a part of this group; however, Jefferson County Commissioner Bob Mullen is a member. A memorandum between the City of Boulder and the DPHHS was signed that MDC water/wastewater will continue to be paid at the same rate for five years beyond the MDC closing date. The group passed a motion to recommend that the Assessment and Stabilization Unit be kept open in Boulder with 12 patients. This will require legislative action to implement.

Boulder Transition Advisory Committee (BTAC) was formed locally to provide a forum for community input, look to the future and provide input to the state committee.

Jefferson County Commission has requested a Boulder community impact statement from the Montana Department of Labor and Industry that would help identify community closure impacts to assist with future planning. The impacts would include loss of MDC to the community, school enrollments, existing business impacts, city services and other categories.

Appendix G: Study Circle Comments Regarding How Boulder will Change

What follows are verbatim comments from all study circles regarding their brainstorm session on how Boulder will change as a result of MDC closing as recorded by facilitators on the flipchart paper.

24/7 People
Aging folks/retirement
Attitude - bitter for a while
Bedroom community for those who do not leave after their MDC job ends
Boulder becomes a bedroom community
Boulder has revolving door
Boulder wants to partner with the state for services
Boulder will adapt
Boulder will be ok
Business may close (hardware, groceries)
Business revenue drops
Can't rely on the State
Change will be positive
Community apart of future and re-purposing of MDC
Diverse Town
Increase in growth (population) and increase in recreational use
Increased traffic due to new highway south of Boulder
Less Money - People hurting
Lose members of community
Marketing
Must be accepting of new things
No decisions made in crisis mode
Paring community and state needs
People have skills and will apply them
People working and shopping out of town
Repurposing law enforcement -- MDC
Sanctuary
Support from people

Appendix H: Study Circle Comments Regarding Action Ideas

What follows are verbatim comments from all study circles regarding their brainstorm session on action ideas as recorded by facilitators on the flipchart paper.

- | | |
|--|---|
| 9-hole golf course | Develop city park for travelers with a sign on the internet |
| Adult Education | Development of non-motor trail |
| Alzheimer facility | Development website/Facebook for Boulder |
| Amusement park | Dinner only restaurant |
| Animal shelter | Dollar store |
| Art studio space | Drug & alcohol rehab |
| Art walk | "Ducks in a row" for legislature |
| Artists refuge | Farm in the Dell |
| Autism program | Fun center -- games, mini golf |
| Auto parts store | Gated retirement |
| Beautification of town | Glass tumbler |
| Bike Shop | Governor needs to visit Boulder and MDC |
| Boulder Hot Springs expansion | Guides/outfitters |
| Brain injury facility | Impact funding |
| Bring something comparable to MDC | JLDC |
| Camp for terminally ill children | Keep MDC open |
| Canadian Flag | Kids clothing store |
| Candy store | Letters to IR Editor |
| Capitalize on why people move to Boulder | Light Manufacturing |
| Change people's mindset of Boulder | Local radio information reporting |
| City Council be more involved | Local shop |
| Clean up junky yards | Local trail around town or to hot springs for walking and bikes |
| Community Block Party | Map of trail system |
| Community Center | Marketing the health mines |
| Community clean-up day | MDC turned into internet hotel |
| Community group to attract & keep small business | MDC turned into studio space |
| Cost of fast internet | Mental health facility |
| County/State office to be housed at MDC | Microbrewery |
| Culinary school | Movie theater |
| Deli/catering | New businesses |
| Develop affordable housing | NOT STATE OWNED FACILITY |
| Develop an RV park | Paintball/archery |
| Develop art in the community | Private College |
| | Promote Boulder |

Action Ideas Continued...

Quilt shop

Recruit a business that supports recreation
Redevelop garden and dairy areas from state school

Re-purposing MDC

Research regional enterprises

Retirement community/assisted living

RV Park

RV Repair

Second hot springs resort

Second mechanic/welder

Second thrift store

Stationary/book store

Take the "goods" of MDC and expand on ideas, treatment

Support for laid off staff

Tap into commercial/residential development that is booming in north county

Trail development non-motorized

Use resources of the dept. of commerce to focus and support our marketing efforts

Value added ag products - packaging & retail

Welcome to Boulder Wagon

Work better with legislators

Appendix I: Study Circle Comments Regarding Community Assets

What follows are verbatim comments from all study circles regarding their brainstorm session on community assets as recorded by facilitators on the flipchart paper.

4-H	Clean air, water
4H Club	Clinic/dental office with Clinic Board
Active community: engaged	Community gardens
After School Program	Contractors
Alta Care	County seat
Barber, Beauty salons	Cub Scouts
BART - trails, shelter, etc....	Day care centers
Baseball Fields	Dental office
Basic amenities (grocer, bank, Restaurants, medical, schools, churches, Gas, library, pool, rodeo grounds, Medical clinic.	Elkhorn Foundation
Basin - Sister community	Elkhorn Pharmacy
Bear Grass Suites	Elkhorn working group
Big Brothers/Big Sisters	Emergency health services
Bike shelter	Empty buildings
Booster Club	Enthusiasm
Boulder Hot Springs	Exercise facility
Boulder Monitor	Fair and Rodeo
Boulder River	Fair with Fair Board
Boulder Valley Bank	Farm to School
Boulder Valley Ranches	Farmers market
Bowling alley	Fitness Center
BPD	Food pantry
BTAC	Forward looking
BVFD	Friends of the library
Car Show	FWP/NFS
Car wash	Garbage disposal
Carousel	Genealogy group
Chamber of Commerce	Geographically situated well
Christmas Potluck	Ghost Towns
Churches	Gift Shop
City Council	Good people, caring and compassionate Community
City Parks	Good traffic flow
	Graduation Matters
	Growing community naturally - forest Garden
	Hardware Hank

Community Assets Continued...

Head Start	Personal attachment
Health Mines	Physical therapy
Heritage center	Post Office
Housing	Public Land
Hunting and fishing	Quilt Guild
Infrastructure: Water, roads, sewer,	RAC
Public safety	Ranching
Internet	Realtors
Interstate and highway	Recycling
JLDC	Rodeo/Rodeo Club
Kiwanis	Rural living
Laundromats	Safety
Library Outdoors	School system
Local Phone Book	Senior Citizens
Local radio station	Sewage treatment plant
Locksmith	Sign shop
Massage therapy	Skate park
Mine motel	Small Businesses
Mortuary and Cemetery	Spay and neuter clinic
Mountains	State Grounds + facilities (MDC, Aspen, Meth treatment, state girls Detention and treatment, riverside)
Music Fest	Storage units
Open space	Swimming Pool
Outdoor classroom	Tennis Courts
Outdoor opportunities -- hiking skiing, Bicycling, birding, camping, horseback, ATV, snowmobiling.	Town Pump
O-Z Motel	Tranquility and beauty
Peaceful past	Vet park
	Volunteer Fire Departments
	Volunteerism
	Wild country butcher shop

Appendix J: Study Circle Comments Regarding Support Needed for Action Ideas

What follows are verbatim comments from all study circles regarding support needed to implement action ideas as recorded by facilitators on the flipchart paper.

\$
Affordable housing
BARTCOM (Carolyn Lewis)
BTAC
Chamber support
City/local government support
Community development
Community group
Community help
Continued commitment of community members time
Dept. of Commerce
Economic impact statement
Forest service/BLM/DNRC
Funding
Funding for internet
Funding for position
Governor/State of MT
Legislature
Marketing
Marking (social media)
People power
SCORE Advisors
Seniors in Business
Someone who's done this before to guide us
Southwest MT
Successful business people (Shirley Beck)
Tourism business development
Value added agriculture
Vista/AmeriCorps

