General Characteristics of the Byway

The historic South Platte River Trail Byway is in the far northeastern corner of Colorado in Sedgwick County. The Trail circles the South Platte River between Ovid and Julesburg, following County Road 28 and U.S. Highway 385. It closely follows trails of the western migration and the development of the West—from the historic Oregon and Mormon Trails to the more recent Lincoln Highway (a section of the first transcontinental highway in America). For generations, thousands of people passed through the area on their way west.

County Road 28 is a two-lane, gravel surfaced, 28 feet wide road that extends seven miles south of Julesburg to south of Ovid. U.S. Highway 138 is two-lane, asphalt-surfaced, connects the communities of Ovid and Julesburg and is also seven miles long. Both roads are rural in character, generally flat and straight. This road is well maintained and easily passable by motorized vehicles.

Scenic and Historic Characteristics

The South Platte River is the single most visible feature of the Byway’s landscape. Cottonwoods, a variety of plant life, and wildlife are abundant, providing numerous recreational opportunities. The Byway contains a diversity of wildlife habitats—river bottom, marsh, ponds, and lakes. Animal species include game and non-game varieties.

There are numerous historic sites along the Trail, such as Colorado’s only Pony Express station. Other sites include the Upper California Crossing, Fort Sedgwick, first and second Julesburg, an Indian battle field, the Italian Caves, Devil’s Dive, among others. Locations of more recent sites include a WWII prisoner of War camp, Julesburg three and four, and the Fort Sedgwick Depot Museum. Refer to the map for greater detail.

Signage such as historic markers, interpretative signs, and state byway signs are located on the Byway. Two historic markers commemorate the Pony Express and the site of Old Julesburg. [any others?] The Byway possesses numerous opportunities for interpretative signage.

Produced for the Colorado Byways Commission by John Sem and Sylvia Labrucherie, Western Entrepreneurial Network, Colorado Center for Community Development at the University of Colorado at Denver.
A Colorado Welcome Center is being constructed at the intersection of Interstate 76 and U.S. Highway 385, the Julesburg interchange. This priority project presents an opportunity for the citizens of Julesburg to highlight the area to travelers entering the state. The Welcome Center will serve as the Byway’s trailhead and interpretive center. It will also provide rest rooms and picnic areas.

Administration

The Byway is a project of the Sedgwick County Economic Development Corporation (EDC), a non-profit development corporation comprised of elected officials and community and business leaders in the county. The principal entities working on the project are the Sedgwick County EDC and the Fort Sedgwick Historical Society.

The State Division of Wildlife manages numerous parcels in the area, including Sedgwick Barr Scenic Wildlife Area (SWA), Red Lion SWA, and Jumbo Reservoir. Highway 138 is maintained by the Colorado Department of Transportation (CDOT). County Road 28 is maintained by Sedgwick County. Most of the land along the Byway is privately held.

The South Platte River Trail Byway receives much regional support. Cooperative efforts with local town and county governments, schools, and businesses will increase the economic success of the Byway. Further, Julesburg’s location at the northeastern entrance to Colorado encourages the promotion of all of Colorado’s byways, as well as showcases and preserves a great deal of Western history. Proximity to Nebraska with its historic role along the Oregon Trail and the recreational opportunities at Lake McConaughy increase the area’s attraction.

Identifying Opportunities and Resources Along the Byway

Once considered “the Great American Desert,” the Plains are receiving new appreciation as environmental education improves. Though the bison are largely gone, the Great Plains continue to support diverse ecosystems side-by-side with modern agriculture. Tremendous educational opportunities exist here.

Local events and activities are important aspects of the region’s appeal. The Julesburg Roping Club is active from May through September; the Demolition Derby and the Julesburg Grand Prix are held in August; trapshooting championships are in September. Each of these events offers unique opportunities to increase economic activity.

Julesburg is home to two recreation areas: Lions Park which supports biking, camping, picnicking, hiking trails, and wildlife observation; and Railroad Park for picnicking. The Sedgwick County Country Club has a professionally designed gold course.

Wildlife observers can encounter numerous endangered species, including pelicans, bald eagles, peregrine falcons, owls, black-footed ferrets, red tail hawks, otters, blue herons, whooping cranes, and swift fox.
Bird watchers will find numerous species throughout the region.

Architecture in downtown Julesburg is distinctively western and is a clear reminder of prosperous early times.

**Evaluation of Existing Conditions**

Historic byways often lack immediate visual reference to the past. What was once a fort is now field. An old battlefield now grows hay. The historic significance is hard for the visitor to grasp, thus interpretation is particularly needed. Interpretative locations could be combined with other vehicular amenities, such as rest/picnic areas, or be designed as a combination of historic, cultural, and scenic features. Interpretation that is multi-sensory—sounds of meadowlarks, smells of wildflowers, the feel of wind, etc.—can all contribute to a rich and memorable experience.

The more opportunities the visitor has to grasp a sense of the past, the better. Sadly, modern America often lacks distinct, regional diversity. Northeastern Colorado has a special opportunity to celebrate the West; old trails; scenic, rural beauty; unique ecosystems of the high plains; the Independence of the West; agriculture, rodeos, trains, tractors, and antique automobiles.

The Byway runs along two rural roads; the openness of the country side is beautiful and refreshing. At present, neither road appears to have problems with trash or pose safety or accident hazards. Unless planned for, increased traffic could conceivably change this. Due to the rural nature of the Byway, lighting is minimal.

The unpaved nature of County Road 28 will likely discourage heavy vehicular use. Further, the increased dust from road traffic could be problematic for some local residents. Pull-outs are needed at interpretative locations to allow visitors to get out of the way of normal traffic. Much of the land along the Byway is privately owned, however. Obtaining land for pull-outs may prove difficult and expensive.

**Byway Management Goals and Objectives**

Visioning is the first step to defining goals. The vision articulated for the South Platte River Trail Byway is:

*To interpret the historic significance of western movement through Colorado.*

Residents in northeastern Colorado enjoy a quiet, rural environment. Goals are needed to promote and interpret the Byway’s historic role in western migration. Goals implied by this vision include:

- Interpreting Byway resources.
- Developing Byway infrastructure.
- Promoting and marketing the Byway.
-Enhancing and protecting the Byway.
- Providing economic opportunities for local residents.
- Protecting and enjoying the diversity of area wildlife.
- Informing visitors of important local economic activities that contribute to the community and regional economy.
- Managing, protecting, and guiding
visitor usage to protect area resources.

- Educating local business owners and employees about the Byway and its economic contribution to the area.

Tourism and Economic Development

Economic development is a primary goal of the South Platte River Byway. Typically, scenic and historic byway designation increases the number of visitors by about 30 percent. Achieving economic gain and interpreting history can be accomplished simultaneously. Communities along or near the Byway—Julesburg, Ovid, and Sedgwick can all contribute in this effort by creating reasons for travelers to get out of their vehicles. The Byway needs to set itself apart from other western rural areas—perhaps through recreating (to whatever practical extent) specific aspects of its history and culture.

Ways to accomplish this could be:

- Restaurants promoting the western migratory theme through interior and exterior design.

  It's fun to walk into a local restaurant whose design theme has capitalized on western themes. An interior could become all sorts of things pertaining to local history—a stage coach or Pony Express stop, a military depot, an elegant hotel lobby—the possibilities are nearly endless.

- Restaurants promoting the western migratory theme through specially-named or created entrees.

  This strategy is more common, but still rare. Serve hungry and thirsty visitors “plain pancakes” or “sugar beet beer.” It's all in a name . . .

- Retailers through the sales and marketing of Colorado-made articles.

  Whether greeting the visitor entering the state or acknowledging those leaving, locally or regionally made articles can be delightful reminders of a good road trip.

  "Made in Oregon" is a retail outlet in Oregon that carries quite a diversity of goods—foods, such as smoked salmon, jams, and jellies; clothing highlighting indigenous cultures, the Oregon Trail, or regional landscapes; jewelry, books, domestic wares, etc. A similar concept, the “ABC—Always Buy Colorado” program, could be brought to the Byway.

- Retailers through the sales and marketing of products that relate to area history and culture.

  Find or create ways for the visitor to get a better sense of history. Some communities, for example, promote the western theme by selling western clothing, home accessories, even games, toys, artwork, and maps. Why not sell replicas of mid-1800 military attire, wagon parts, or antique car models? Capture the imagination of adults and children alike and get the whole area to participate.

- Service providers through the sales and marketing of services that celebrate local history and culture.

  Create experiential opportunities for visitors. Staff Welcome Center personnel in appropriate period costumes. Have a cattle round-up
downtown. Run Conestoga wagons down some dirt roads!
• Public spaces that entertain and educate.

Take every opportunity to get the traveler out of the car. Create inviting places to sit. The most successful public spaces offer a variety of activities: resting, watching, listening to natural sounds, like water and wildlife, hiking, eating, and so forth.

Take advantage of the geography. Locate public spaces in areas that allow the visitor to appreciate the vista of the plains, places where sunsets can be enjoyed, or where native vegetation thrives. Interpret the native fauna and flora.

Objectives

Additional objectives include:
• Developing a comprehensive Byway Management Plan.
• Creating business and job opportunities for local area residents.
• Articulating a management structure so local communities can protect the resources and still provide services for the visiting public.
• Developing a marketing program consistent with community goals and management plans.
• Encouraging citizen participation at all levels.
• Defining management programs for conservation, sustainable use, and promotion of the Byway.
• Identifying funding sources and other needed resources (e.g., personnel, expertise, services).
• Identifying linkages with other byways, modes of transportation, and attractions.
• Determining how the intrinsic qualities and visual character of the roadway are to be preserved.

Strategy, Tools, and Techniques

Goals and objectives are meaningless if they’re not implemented. Clearly defined objectives should lead almost naturally to action plans and strategies. Well defined implementation strategies range in effectiveness and restrictiveness. Following are examples of strategic methodologies:

Given defined objective (as an example): to ensure visual and recreational access to the river along the scenic byway.

Strategies:

Voluntary Strategies. Provide public information through fliers from community organizations, newspaper articles and/or workshops to explain the importance of visual and recreational access, how it can be provided, the process for the donation of scenic and access easements, etc. As a result, landowners may voluntarily provide access to the river.

Incentive-Based Strategies. The state legislature can pass a tax credit for the donation of easements or property that preserve visual and recreational access to the river. The tax credit provides financial incentive to donate an easement.

Standards and Guidelines Strategies. A local conservation organization and county parks department team up to publish guidelines on how to preserve scenic access to the river from the scenic byway. This informa-

The finest workers in stone are not copper or steel tools, but the gentle touches of air and water working at their leisure with a liberal allowance of time.

Henry David Thoreau
tion should increase ability and interest in correctly providing visual access to the river.

Regulatory Strategies. The passes an ordinance that requires all future development of properties along the scenic byway to provide scenic and recreational access to the river. This regulation will require access be provided.

Keep in mind the pros and cons of regulatory vs. voluntary techniques. Voluntary techniques generally require less infrastructure than regulations to be enacted. Results and compliance vary, also. Voluntary programs may be implemented with a wide range of results depending on the understanding and enthusiasm of the participants. Not every one will choose to participate in a voluntary program. Regulatory approaches guarantee compliance and have enforcement procedures to back them up. Consider the fragility of the resource to be protected or the program to be enacted. If there is time available to determine how effective a voluntary approach can be without degrading the resource, try it. If the resources are endangered or immediate improvements necessary, regulations may be necessary.

Colorado Scenic and Historic Byway: South Platte River Trail

CASE STUDY:
BYWAYS ON THE PRAIRIE

Case Study Issue

South Platte River Trail Byway exists in a prairie landscape. To many traveling along major highway routes, this area is often thought boring and monotonous. Although this area plays a significant role in the history of Western migration, little remains of the old structure. Any major historic site requires substantial development and interpretation in order to attract people. In addition, this area has a small population base and is located some distance from major population centers. These characteristics make development of a byway challenging.

Description of the Byway

The historic South Platte River Trail Byway is in the far northeastern corner of Colorado in Sedgwick County. The Trail circles the South Platte River between Ovid and Julesburg, following County Road 28 and U.S. Highway 385. It closely follows trails of the western migration and the development of the West—from the historic Oregon and Mormon Trails to the more recent Lincoln Highway (a section of the first trans-continental highway in America). For generations, thousands of people passed through the area on their way west. The South Platte River is the most prominent feature of the Byway's landscape. Cottonwoods, plant, and animal life are abundant. The area supports numerous recreational opportunities. The Byway contains a diversity of ecosystems—river bottom, marsh, ponds, and lakes. Animal species include game and non-game varieties.

Signage such as historic markers, interpretive signs, and state byway signs are located along the Byway. Two historic markers commemorate the Pony Express and sites of several previous Julesburgs. The Byway possesses numerous opportunities for interpretive signage.

A Colorado Welcome Center is being constructed at the intersection of Interstate 76 and U.S. Highway 385, the Julesburg interchange. This priority project presents an opportunity for the citizens of Julesburg to highlight the area to travelers entering the state. The Welcome Center will serve as the Byway's trailhead and interpretive center. It will also provide rest rooms and picnic areas.

Byway Issue

Once inaccurately and unfortunately described by Stephen Long, early explorer of the American West, as "the Great American Desert," the Great Plains are home to agricultural communities, abundant wildlife, expansive vistas, major transportation routes, and rich, colorful histories. Though the bison are largely gone, the Great Plains

Produced for the Colorado Byways Commission by John Sem and Sylvia Labrucherie, Western Entrepreneurial Network, Colorado Center for Community Development at the University of Colorado at Denver, and Shalkey Walker Associates.
continue to support diverse ecosystems side-by-side with modern agriculture.

The characterization of desert in a state which is home to dramatic mountain ranges has sadly biased recreational and non-recreational visitors. Altering this bias is a challenge. Rather than prominent cliffs or distinctive mountain peaks, the South Platte River valley presents, on the one hand, a wide open sky and clear view to the horizon, and on the other, the necessity to discover the detail of the foreground. Here one happily finds abundant flora and fauna alike.

The South Platte River Trail Byway is has two important assets: the South Platte River and a rich historical link to the great western migration of the 19th century. The South Platte River threads together numerous State Wildlife Areas and recreation areas, while numerous historic sites exist along the Byway, such as Colorado’s only Pony Express station. Other sites include the Upper California Crossing, Fort Sedgwick, first and second Julesburg, an Indian battle field, the Italian Caves, and Devil’s Dive, among others. Locations of more recent sites include a WWII prisoner of War camp, Julesburg three and four, and the Fort Sedgwick Depot Museum.

Local events and activities are important aspects of the region’s appeal. The Julesburg Roping Club is active from May through September; the Demolition Derby and the Julesbueg Grand Prix are held in August; trapshooting championships are in September. Each of these events offer unique opportunities to increase economic activity. Focus on positive Byway assets is paramount.

Northeastern Colorado is not a tourist destination. Rather, it is an area through which people pass as they travel Interstate 76 to or from Nebraska. If this condition is not changed then the South Platte River Trail will likely remain an accidental discovery of the “passing through” traveler.

Historic byways often lack immediate visual reference to the past. What was once a fort is now field. An old battlefield now grows hay. The historic significance is hard for the visitor to grasp, thus interpretation is particularly needed. Interpretative locations could be combined with other vehicular amenities, such as rest/picnic areas, or be designed as a combination of historic, cultural, and scenic features. Interpretation that is multi-sensory—sounds of meadowlarks, smells of wildflowers, the feel of wind, etc.—can all contribute to a rich and memorable experience.
The more opportunities the visitor has to grasp a sense of the past, the better. Sadly, modern America often lacks distinct, regional diversity. Northeastern Colorado has a special opportunity to celebrate the West: old trails; scenic, rural beauty; unique ecosystems of the high plains; the stereotypical independence of the farmer/rancher; agriculture, rodeos, trains, tractors, and antique automobiles. Proclaiming this heritage, strategically marketing it, and offering the visitor appropriate products and services may be the way to successfully support the Byway's objective of economic development, while supporting its vision of interpreting its historic significance.

Economic development is a primary goal of the South Platte River Byway. Reportedly, scenic and historic byway designation increases the number of visitors by about 30 percent. Achieving economic gain and interpreting history can be accomplished simultaneously. Communities along or near the Byway—Julesburg, Ovid, and Sedgwick can all contribute in this effort by creating reasons for travelers to get out of their vehicles. The Byway needs to set itself apart from other western rural areas—perhaps through recreating (to whatever practical extent) specific aspects of its history and culture. Create a reason for people not only to stop at the Byway, but to consider it a destination in and of itself.

To date, efforts have been:
- Assisting in the design of the CDOT rest stop. Rest stop design includes features that relate to the geography and history of the area. A display will be developed on the inside that interprets the community and encourages people to drive the Byway.
- There are plans underway to outfit visitor center staff in period costumes.
- An information meeting was held for community leaders and a community survey was completed to in order to inform and involve the public of Byway planning efforts.
- Interpretive materials are under development to provide a self-guided driving tour of the area.

South Platte River Trail Scenic and Historic Byway

- State and local agencies are developing facilities to provide access to the substantial wildlife populations along the South Platte River.
- Additional ways to accomplish local economic development along the Byway could be:
  - The promotion of the western migratory theme through interior and exterior design by local retailers and service providers.

For example, a local restaurant whose design has capitalized on western themes. An interior could become all sorts of things pertaining to local history—a stage coach or Pony Express stop, a military depot, an elegant hotel lobby, etc.

- Restaurants promoting the western
migratory theme through specially-named or created entrees.

Serve hungry and thirsty visitors "plains pancakes" or "sugar beet beer." It's all in a name...

- Retailers through the sales and marketing of Colorado-made articles.
  Whether greeting the visitor entering the state or acknowledging those leaving, locally or regionally made articles can be delightful reminders of a good road trip. For instance, the "ABC—Always Buy Colorado" program, could be brought to the Byway by retailing Colorado products: foods, beverages, clothing, jewery, etc.

- Retailers through the sales and marketing of products that relate to area history and culture.
  Find or create ways for the visitor to get a better sense of history. Some communities, for example, promote the western theme by selling western clothing, home accessories, even games, toys, artwork, and maps. Why not sell replicas of mid-1800 military attire, wagon parts, or antique car models? Capture the imagination of adults and children alike and get the whole area to participate.

- Service providers through the sales and marketing of services that celebrate local history and culture.

- Create experiential opportunities for visitors.

- Public spaces that entertain and educate.
  Take every opportunity to get the traveler out of the car. Create inviting places to sit. The most successful public spaces offer a variety of activities: resting, watching; listening to natural sounds, like water and wildlife; hiking, eating, etc.

- Take advantage of the geography. Locate public spaces in areas that allow the visitor to appreciate the vista of the plains, places where sunsets can be enjoyed, or where native vegetation thrives. Interpret the native fauna and flora.

Lessons to be Learned

Byway designation presents the opportunity to support local community goals and objectives. In order to accomplish this, lessons to keep in mind are:

- Define and interpret Byway resources—whether agriculture, wildlife viewing, or old trail exploration—then celebrate those resources with enthusiasm and pride.

- Promote and market the Byway in conjunction with local products and services.

- Enhance and protect Byway resources through education, cooperation, and participation.

- Provide economic opportunities for local residents and businesses and thus allow local "buy-in" of Byway promotion. Encourage products and services to coordinate with the Byway theme.

- Protect and enjoy the diversity of area wildlife; market that asset.

- Inform visitors of important local economic activities that contribute to the Byway's themes.

- Educate local business owners and employees about the Byway and its economic contribution to the area.
South Platte River Trail
Scenic and Historic Byway

Community Leader Survey Results

Introduction

In spring of 1995, the Sedgwick County Economic Development Corporation (SCEDC) conducted a survey of community leader attitudes about the South Platte River Trail scenic and historic byway program. Summarized in this report, the results of the survey will be used in SCEDC’s effort to develop a sustainable byway program for the Sedgwick County area.

Twenty-eight community leaders completed the confidential survey. Most of the twenty-two questions used a seven-point Likert scale to measure attitudes:

- 7 = very strongly agree
- 6 = strongly agree
- 5 = agree
- 4 = neutral
- 3 = disagree
- 2 = strongly disagree
- 1 = very strongly disagree

For these questions, an average or mean Likert score has been calculated (supplemented in some cases by percentages) to reflect the results of the survey respondents as a group. Those results are reported in Results Part I. The “fill-in” responses to the remaining questions are summarized in Results Part II.

Results Part I

This section addresses the results of the first nineteen survey questions which used a Likert scale to measure attitudes. The mean Likert scores are shown in parentheses. Broadly speaking, tourism and its expansion were supported but not without some detractors. There was clear agreement among the majority of respondents that:

- **Tourism is an important economic factor for this area**
  - “Agree” (5.6)
  - with 89% agreeing to some degree

- **Expanded marketing should occur to attract more visitors to the byway communities**
  - “Agree” (5.9)
  - with 96% agreeing to some degree
Following are the results of the survey questions dealing more particularly with the byway designation program, either its goals or actual effects.

Specifically, there was clear support for the following possible byway program goals:

- **Education and interpretation**
  - "Strongly Agree" (6.2)

- **Preservation of the byway’s historic and natural resources**
  - "Agree" (5.8)
  - "Strongly Agree" (6.1)

Several survey questions addressed process issues about how the program might be operated. There was strong support for planning but otherwise little support or consensus among the community members on the other process-oriented questions:

- **Planning** through adoption of a management plan before initiating projects
  - "Strongly Agree" (6.1)

- **Active citizen involvement** should be used in planning
  - "Agree" (5.1)

- **Local businesses** that profit from the byway designation should contribute to its funding
  - "Neutral" (4.4)

- **Public hearings** should be held on the management plan
  - "Neutral" (4.5)

Positive views about the local impact, or the actual effects, of byway designation are reflected in the response to four questions involving local support, business income and outdoor recreation quality, and funding for improvements. Little or no agreement emerged on a few issues which can be critical challenges as byway traffic grows: adequacy of infrastructure, increased local government management problems, and overuse of the natural resources.

The majority of the respondents believe that:

- **Byway designation helps provide funding for improvements along the route**
  - "Strongly Agree" (6.2)

- **Locals support the byway**
  - "Agree" (5.1)

- **Locals’ outdoor recreation quality has [not] been reduced by byway designation**
  - "Disagree" (3.2) with reduction statement

- **Local business income is generated**
  - "Agree" (5.2)
There was no clear agreement or disagreement among the respondents that:

- **Overuse** of the natural resources along the byway is the biggest problem facing the area  
  "Disagree"/nearly "Neutral" (3.9)

- **Local government management problems** increase with byway designation  
  "Neutral" (4.2)

- **Infrastructure** is not adequate to support additional visitation  
  "Neutral" (4.8)

**Results Part II**

This section summarizes the results of the last part of the survey which requested that respondents write in their answers. The community leaders were asked to describe the top three most important aspects ("values") of the byway, the respondent’s vision for the byway, and the top three goals for the byway—survey questions #20, 21 and 22 respectively. The number of times a particular answer was given is shown in paren (the frequency of responses).

The concepts of promoting historical resources (50), preserving historical resources (28), and tourism’s economic impact (26) were the “top three” responses under any of these survey questions (Table 1). An additional theme of physical developments emerged from a variety of specific, physical improvements (31) suggested by respondents.

In many cases, same or similar responses were given for more than one of these survey questions. The frequency of response is shown in the column labeled for each survey question which elicited the response, and then totalled for all questions (Table 1).

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*South Platte River Trail Byway • Community Survey Results*
Strategic advantages mentioned were:
- Easy accessibility (start and end anywhere on the loop)
- Quick and easy to see (not requiring a whole day)
- Location near Interstate-76 and the visitor welcome center (tie byway in with the center)
- Not crowded with too many tourists

Concerns expressed or issues which would apparently affect consensus were:
- Trespassing by visitors
- Drawing visitors away from town
- Visitors using up scarce water, without even paying for it
- Scenic v. not scenic area
- Pave the “river road” v. maintain the back-road experience

Though the respondents as a group were “Neutral” (4.4) about whether local businesses should have to contribute to byway funding, several respondents volunteered comments explaining why they should not: How would byway-profiting businesses be determined? Businesses already contribute, through sales tax. All the people will benefit from the economic impacts of the byway.

Community Thoughts on a Vision for the Byway

Several common, compatible concepts from various vision statements have been assimilated into one statement for purposes of this summary:

To promote, protect, keep clean, and regulate use of Sedgwick County’s historic sites and natural resources; to attract the public—especially history buffs—and provide informed access for them to enjoy these sites and resources and our communities.

Additional ideas from respondents included:
- Training of Welcome Center workers about the byway (route, history, mileage/time requirements, restaurants, etc.).
- Self-guided and optional guided “loop” tours, starting at a satellite museum out by the Welcome Center, ending at the Museum in town.
- Local or internal marketing which cultivates the local residents’ knowledge about—as well as pride and interest in—the area’s history.

Prepared for the Sedgwick County Economic Development Corporation by John Sem, Shauna Palmer and Patrick Goff of the Western Entrepreneurial Network, Colorado Center for Community Development, University of Colorado; phone 303/556-6010. April 1996.