



*Snowy Mountain Development  
Comprehensive Economic Development Strategy*

*2023-2027*



*Rural Rising*

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**For the benefit of:**

**The Snowy Mountain Region and SMDC EDD Member Communities**

**Submitted to:**

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**Approved by:**

**Snowy Mountain Development Corporation Board of Directors on February 15, 2023**







# *Executive Summary*



*Rural Rising*

# EXECUTIVE SUMMARY

To maintain its designation as a Federal Economic Development District (EDD), the Economic Development Administration requires Snowy Mountain Development Corporation (SMDC) to update its **Comprehensive Economic Development Strategy (CEDS)** every five years to qualify for Public Works and Economic Adjustment Assistance program funding.

## *What is a 'CEDS'?*

A Comprehensive Economic Development Strategy (CEDS) is a strategy-driven, regionally owned, **economic development plan** to build our region's capacity and resiliency so that all members, all firms, all governments, and all communities in our all-rural six-county region prosper.

## *Why does it matter?*

There is no one-size-fits-all economic development strategy for rural regions. The CEDS is **your plan**. As you identified our region's strengths, weaknesses, opportunities, and threats; responded to surveys and emails; engaged our CEDS Strategy Committee and staff in meaningful debates; gave public testimony on issues of importance to you; submitted editorials and guest opinions to media outlets; and participated in our planning events and economic studies—**we listened to you**.

## *What does it say?*

The CEDS outlines SMDC's history, role, and accomplishments in fulfilling its mission to build economic and community capital in the Snowy Mountain Region. It provides an overview of what we have done, where we are now, and where we are going—together; provides a description of the region's current economic and demographic conditions, an examination of its strengths and weaknesses; and an analysis of its industry clusters. It lists the CEDS Strategy Committee's economic development **goals and objectives**, highlights **priority projects**, and a **plan of action** to implement them.

## *What's the approach?*

As its organizing framework, the CEDS Strategy Committee adopted McKinsey & Company's three foundational elements of thriving rural communities<sup>1/2</sup>: Sectors, Workforce, and Community and Connectivity. **Sectors**. Sectors refer to stable or growing tradable industries that bring wealth into communities, create employment opportunities, and carry strong multiplier effects that support the overall economy. Thriving rural communities play to their region's strengths, supporting sectors such as agriculture, manufacturing, energy, and tourism. **Workforce**. People are the lifeblood of any community. A healthy, skilled workforce is the most important factor in attracting and retaining employers in key sectors. Workers spread wealth and create additional jobs by buying goods and services within their communities. **Community and connectivity**. The most intangible element, community and connectivity includes services and amenities that support the workforce and are critical to quality of life (transportation infrastructure, access to broadband, healthcare, childcare, and arts and culture).

The CEDS Strategy Committee's overarching framework for goals and objectives are to: (1) Attract, adopt, and support **key sectors** to promote economic revitalization; (2) Prepare a healthy and **stable workforce** to ensure strong employment and high productivity; and (3) Provide people with the **resources** needed to be self-sufficient and well-connected.

The CEDS Strategy Committee's overarching framework for measures of growth are: (1) Increased share or concentration of **high-growth sectors**; (2) More jobs and **higher wages**; (3) More **stable earnings**, especially for those in agriculture; (4) Improved overall **county health** index; (5) Successful attraction and retention of **talent**; (6) Improved **quality of life**; and (7) Increased connectivity and **access to markets**.

## Our Mission

*Building community and economic capital in Central Montana.*

## Our Vision

*Vibrant, rural communities that are economically competitive, innovative, and sustainable.*

## Our Values

*Fiscal Stewardship  
Professional Integrity  
Accountability  
Transparency  
Responsiveness  
Servant Leadership*

## Our Major Functions

*Economic Development  
Community Development  
Redevelopment  
Fund Development  
Business Development  
Leadership Development*

## Our Primary Strategies

*Professional Leadership  
Neutral, Competent Technical Expertise  
Critical Resource Access  
Leverage and Linkage  
Public Private Partnership*

## Our Monitoring Indicators

*Local and Regional Planning  
Capacity Building  
Loan Fund Management  
Technical Assistance  
Training and Education  
Fund Development*

## **Snowy Mountain Development Corporation Economic Development District (SMDC EDD)**

For more than 20 years, **Snowy Mountain Development Corporation (SMDC)** has provided economic and community development services to the all-rural six-counties of Fergus, Petroleum, Musselshell, Golden Valley, Wheatland, and Judith Basin in Central Montana. Funded primarily by Federal and state grant dollars, SMDC is a tax-exempt 501(c)(3) non-profit organization designated as a Federal Economic Development District by the US Economic Development Administration, and a Certified Regional Development Corporation by the State of Montana Department of Commerce. An 18-member Board of Directors governs the organization. The Board employs a full-time Executive Director who employs five full-time staff. Board and staff pivot the organization's work around three service centers: (1) Center for Strategic Development; (2) Rural Business Development Center; and (3) Leadership, Education and Training (LET) Center.

**SMDC's Center for Strategic Development's** major functions are community development, economic development, fund development and redevelopment. Highlights of these activities are:

- ▲ **Community development activities** encompass technical assistance for local governments and non-profit organizations to help them build stronger, more resilient rural communities. This work typically includes establishing and managing Special Districts, developing, and implementing Urban Renewal Plans, Comprehensive Development Plans, Feasibility and Market Studies, Growth Policies and Capital Improvement Plans. Staff are adept and experienced at establishing, coordinating, and leveraging Public Private Partnerships, Coalitions, and Cooperatives; and engaging and mobilizing community groups and task forces toward the achievement of shared goals.
- ▲ **Economic development activities** encompass support for businesses and local governments to create and retain good paying jobs, encourage entrepreneurship, attract new business, expand, and diversify the local and regional tax base and improve the overall business climate. This work typically includes linking, leveraging, and accessing Federal and State resources and programs like Tax Credits, Tax Abatements, Tax Rebates and Deferrals, Infrastructure Investments, Fee Waivers, Labor Incentives and Training Grants, Low-and No-Interest Loans, and Utility Discounts and Rebates. It also includes the organization's advocacy to maintain and grow these programs.
- ▲ **Fund Development activities** encompass support for communities and developers to identify and layer multiple funding mechanisms to support key community, economic, and real estate development projects. This work typically includes linking, leveraging, and accessing Federal, State and Local Grant Programs, Foundation Grants, Tax Increment Finance Revenue, Housing Tax Credits, New Markets Tax Credits, EB-5 Equity, Gap Financing and Opportunity Zone Funds.
- ▲ **Redevelopment activities** encompass support for local governments and private property owners to clean up compromised real estate, put vacant and abandoned buildings and land back into productive use, and back onto the tax rolls. Cleanup improves the environment; increases property values and the tax base; and creates jobs where they are needed most. Staff link property owners to US EPA Brownfields Revolving Loan Funds, Phase I and Phase II US EPA Assessment Grant Funds, US EPA Targeted Brownfields Assessments (EPA TBA), and MT DEQ Targeted Brownfields Assessments (DEQ TBA). SMDC is nationally recognized for this work given continual success in completing high-caliber redevelopments with significant long-term economic impact to the region. To date, SMDC has secured more than \$8 million in US EPA funds to support redevelopment projects and has revolved more than \$1 million of its Brownfields Revolving Loan Funds. Currently, SMDC staff is preparing a \$3 million application that will potentially position the organization to provide technical assistance to new Brownfields RLF grantees nationwide.

An excellent example of the Center for Strategic Development's work is SMDC's partnership with OneHealth and HomeWord to redevelop the 30-year vacant Crowley building on Lewistown's Main Street. The Crowley Block building was constructed in 1913 and has been home to a wide variety of businesses, in addition to holding offices and apartments on its upper floors. One Health purchased the building in 2019 with plans to redevelop it into a new clinical home for the health center's Lewistown site. With triple the space of its former location, the health center uses the basement and first floor to expand its current primary care, obstetrics and behavioral health services, introduce dental services and a new on-site pharmacy, and centralize administrative offices to house all staff in a single building which eliminated the need to rent additional space. HomeWord will convert the building's second and third floors, which have been vacant since the 1940s, into affordable housing units. This \$11 million P3 established a new community health center and will build 16 new homes and create 47 new jobs earning \$2.1 million in wages annually. HomeWord's "Crowley Flats" is a priority project with a mid-2023 completion date forecasted.

As a nonprofit economic and community development organization supported by taxpayer dollars, SMDC works diligently to attract private development to areas where the market has failed to do so. SMDC accomplishes this through the application of economic development programs that offset the costs private developers are willing to pay for development. Offsetting these costs creates the business-friendly environment needed to recruit businesses to the State of Montana and Snowy Mountain Region.

Although many of SMDC's projects are long-term high-impact projects, one of the most notable is the Montana State University system's Innovation Campus. Over the last two years, SMDC invested nearly 200 hours of technical expertise, more than \$100,000 of its federal brownfields grant and loan dollars, and its State Department of Commerce dollars to cleanup 42 acres of compromised land (and demolish the meth-contaminated Nelson Dairy sited on it) now known as "Innovative Campus." The impact of SMDC's investment is significant: between 30 and 40 businesses are expected to site their operations at the campus. Hyundai will site its New Horizons Studio R&D Center at Innovation Campus, invest \$20 million and create 50 new jobs for Montanans. Aurora Technology plans to follow. INDUSTRY Bozeman will provide 87,000 square feet of office space to house new businesses. All of those businesses will buy goods and services they need to operate; and the employees they hire will use the wages they earn to buy the goods and services they need to live. That money will change hands many times over in Montana. As it moves, it will gain more value. That new value is the prosperity we all get to enjoy. That is the rising tide that lifts all boats. That is economic development. And, that is how rural Montana helps Montana's economy grow.

***A snapshot of the Center for Strategic Development's accomplishments over the last year include:***

- ▲ Opened OneHealth clinic on Lewistown Main Street (conference center named after SMDC's founding Executive Director Kathie Bailey)
- ▲ \$500,000 in USEPA Brownfields grant secured to support the redevelopment of the Harlowton Railyard (Wheatland County)
- ▲ \$50,000 in tax increment finance revenue secured to support HomeWord's construction of Crowley Flats
- ▲ \$21,600 Big Sky Trust Fund planning grant secured to complete a structural analysis of a vacant, historical building on Main Street
- ▲ Updated 3 Countywide Multi-Hazard Mitigation Plans (Fergus, Musselshell, Wheatland) and Updated Fergus County's Growth Policy
- ▲ Secured DOI NPS World War II Heritage City designation for Lewistown—one of only 19 communities designated nationwide

**SMDC's Rural Business Development Center's (RBDC)** major function is business development. The Rural Business Development Center houses a loan department, a satellite APEX Accelerator funded by the Department of Defense [formerly, Procurement Technical Assistance Center (PTAC)], and a Food & Agriculture Development Center (FADC) funded by the Montana Department of Agriculture.

SMDC puts money on the move.

**\$23,061,345.96**  
New Revenue through Government Contracts  
Secured for **70**  
Businesses

**1,823** Technical Assistance Sessions  
Provided to **481**  
Businesses

**232** Jobs Created or Retained

**33** Loans Serviced  
**\$1,783,668.34**  
Average Monthly Loan Fund Balance and  
**\$652,662** Capital Deployed

**\$97,159** Secured to Establish the Snowy Mountain Food & Agriculture Development Center

**\$4,400,000**  
Secured for Brownfields

**294** Community Projects Managed

**\$7.4** Million Federal Funds Managed

**Business development activities** encompass technical assistance for entrepreneurs and small business owners, access to loans and grants, navigation of regulatory requirements, business plan development, succession planning, and links businesses to large companies (prime contractors) engaging in procurement throughout the region.

In a recent *Montana Business Quarterly* article, Dr. Patrick Barkey noted that, “For the first time in this century, 100% of Montana’s land area was deemed to be severely dry or worse. Poorly performing pastureland necessitated the early sale of calves and the sell of cows, with adverse impacts on ranching revenues.” These impacts have been particularly acute in the Snowy Mountain Region. In response, SMDC leveraged its Montana Department of Commerce Certified Regional Development Corporation funding to secure Montana Department of Agriculture grant funds to establish the **Snowy Mountain Food & Agriculture Development Center (FADC)**.

In less than six months, the FADC assisted 18 agriculture producers with grant applications for Growth Through Agriculture funds and American Rescue Plan Act funds; established an editorial column in the *Lewistown News Argus* to keep area farmers and ranchers apprised of current events and funding opportunities; secured another \$58,000 in grant funds to focus on specialty crop growers; and secured \$200,000 in USDA Healthy Food Financing Initiative funds to conduct a feasibility study for food hubs in Lewistown and Harlowton.

***A snapshot of SMDC’s Rural Business Development Center’s accomplishments over the last year include:***

- ▲ 691 business technical assistance counseling sessions to 179 existing business and 80 new businesses.
- ▲ 307 government contracting counseling sessions to 128 businesses yielding 46 contracts totaling \$22,831,503.56, with 5 businesses creating 180 new jobs.
- ▲ 66 businesses attended 3 training and matchmaking events (Strategic Teaming Alliance Roundtables) related to the Northrop Grumman’s Sentinel Initiative (Ground Based Strategic Deterrent) to modernize the intercontinental ballistic missiles in Montana.
- ▲ 42 business training events attended by 570 participants.
- ▲ \$57,316 Montana Department of Agriculture SCBG secured to support SMDC’s FADC business development activities.
- ▲ \$652,662 in capital deployed.
- ▲ 172 referrals to SBA RRF Program; 233 referrals to Montana Cooperatives Development Center (MCDC); 235 businesses referrals to PTAC; 50 referrals to GovMatch; 99 referrals to Women Lead training; and 120 referrals to SBDC Website Bootcamp.
- ▲ 3 loans closed; 5 loans paid in full; 32 loans managed with principal balance \$1,762,179.16, total payments received \$429,986.64, and ending balance \$1,319,845.67 (for the period beginning 7/1/21 and ending 6/30/22).
- ▲ \$115,500 Workforce Training Grant secured to create 15 net new jobs at a newly-established meat processing facility in Moore, Fergus County.
- ▲ \$10,000 Wells Fargo grant secured to support SMDC’s Rural Business Development Center’s operations.

**SMDC's Leadership, Education and Training (LET) Center** is SMDC's three-pronged approach to building regional capacity by increasing the knowledge, skills and abilities of leaders, business owners, borrowers, homebuyers, and community members.

- **Leadership activities** target and support Central Montana's women leaders. For five years, SMDC has partnered with leaders in the region to host annual conferences that draw more than 100 women to the region to learn and share aspects of leadership. This year, SMDC will file its trademark to formalize "Women Lead Central Montana" under its umbrella.
- **Education activities** target first time homebuyers and young adults. As a HUD Certified Counseling Agency, SMDC provides educational seminars for first-time homebuyers to ready them for the responsibilities of homeownership. During COVID, SMDC launched foreclosure counseling in partnership with HUD and NeighborWorks (which we continue to offer today). Then, we added financial literacy counseling to respond to business owners' and bankers' requests to help our young adults entering the workforce and those struggling with creditworthiness to better understand how to develop and follow budgets and repair troubled credit. Additionally, the region's business owners are debt adverse. SMDC helps them understand how debt-free personal finances are desirable while business debt may be a useful tool for growth and expansion.
- **Training activities** target and support entrepreneurs and small business owners on the many aspects of small business ownership. Workshops, events, and multi series include Strategic Teaming Alliance Roundtables, government contracting, business planning, and marketing. SMDC offers custom train-the-trainer programs upon request and has provided hands-on training in grants management, audits and budgets, program development, strategic planning, and nonprofit organization development and management. SMDC collaborates with industry leaders to support workforce development programs. Currently, we have established a partnership with the University of Montana's Accelerate Montana Rapid Training Program to link SMDC's workforce to specialized training opportunities.

***A snapshot of SMDC's LET Center accomplishments over the last year include:***

- 3,248 online engagements with 214 businesses providing 88 virtual training opportunities.
- 85 women trained in leadership development.
- 16 people completed Homebuyer Education making them eligible for government-subsidized mortgages.
- 375 businesses trained at Strategic Teaming Alliance Roundtables.





# Summary Background



*Rural Rising*

# Snowy Mountain Region



21,617 people with

10,088 employed by



967 establishments located throughout an

all-rural 6 county-region spanning

12,370 square miles with

6,287,444 acres of farmland in operation and situated at the geographic

47.0625° N, 109.4282° W

heart of the State of Montana

## SUMMARY BACKGROUND

### *Snowy Mountain Region*

The Snowy Mountain Region spans 12,370 square miles, 14 incorporated communities, 5 Census Designated Places, and six counties in Central Montana. More than half of its 21,617 residents live in Fergus County with about 6,000 in the City of Lewistown—the geographic center of the State of Montana—with Snowy Mountain Development Corporation operating on its Main Street. The Hutterite colonies—Flat Willow Colony and Kilby Butte Colony—are located near Roundup (Musselshell County); Ayers Colony and Fords Creek Colony are near Grass Range (Fergus County); Deerfield Colony is near Denton (Fergus County); King Colony and Spring Creek Colony are near Lewistown (Fergus County); and the Surprise Creek Colony is located between Stanford and Geysers (Judith Basin County). The region is also home to several Amish settlements. Montana’s youngest settlement is sited between Lewistown and Moore in Fergus County. The region is all-rural and frontier positioned between urban centers—southeast of Great Falls, east of Helena, northeast of Bozeman and north of Billings—the State of Montana’s largest community. The region’s history is important to its residents which is evident by the many well-preserved historic structures. Small, quiet farming and mining towns, picturesque landscapes of rolling prairies and breathtaking mountain ranges define the region. A vibrant, manufacturing sector reaches global markets from Lewistown.

According to McKinsey & Companies' cluster model, the Snowy Mountain Region’s counties are primarily “Distressed Americana” with an “Americana” Golden Valley.<sup>3</sup> *Distressed Americana* counties face high levels of poverty, low labor force participation, and low educational attainment. Historically, these communities have been hubs for agriculture, extractive industries, and manufacturing. Their decline has mirrored the struggles in these sectors. *Americana* counties have slightly lower GDP and educational outcomes than urban areas. They are relatively close to major cities and often include several major employers. Golden Valley is a bedroom community for Billings—the most populated urban center in the State of Montana.

### *Demography*

*Shrinking, aging, homogenous population.* From 1970 to 2021, the Snowy Mountain Region’s population decreased by 5%. Since 2010, population has grown marginally (1.3%) to a total of 21,617 in 2021, with three counties’ populations declining (Petroleum, Wheatland, Fergus), as three counties’ populations grew (Musselshell, Judith Basin, Golden Valley). Petroleum County has had the smallest estimated absolute change in population (-164). Musselshell County has had the largest estimated relative change in population (10.9%), and Petroleum County had the smallest (-27.4%). From 2010 to 2021, natural change contributed to 57% of population change and migration contributed to 40%. Median age increased most in Petroleum County (41.6 to 50.0, a 20.2% increase) and decreased the most in Wheatland County (51.1 to 48.6, a 4.9% decrease). In 2021, the age category with the highest number of women was 45-64 (2,944), and the age category with the highest number of men was 45-64 (3,126). In the 2017-2021 period, the racial category with the highest percent of the population was white alone (93.1%). Golden Valley County had the highest percent of the population that self-identified as Hispanic or Latino of any race (8.9%) and Musselshell County had the highest percent of the population that self-identified as American Indian and Alaska Native (3.1%). The Snowy Mountain Region features several Hutterite colonies and Amish communities.<sup>4</sup>



*Average earnings per job are decreasing and lag behind state and national averages.* Average earnings per job is an indicator of the quality of local employment. A higher average earnings per job indicates that there are relatively more high-wage occupations. From 1970 to 2021, average earnings per job shrank from \$42,810 to \$39,499 (in real terms), an 8% decrease. The region's average has not yet reached the State's average earnings per job of \$53,620 (or the Nation's \$71,017). Average earnings per job have declined primarily due to the region's farming-dependent communities and the seasonality of agriculture earnings. But explanatory variables may also be a higher percentage of lower-wage industries than higher-wage industries in the region, the global and national changes to the coal industry, and the migration (and return of) semi-retired and retired workers to the region. Per capita income grew from \$26,556 to \$47,170 (in real terms), a 78% increase. (Per capita income for Montana is \$56,949, and Nation, \$64,143.) While per capita income is an important measure of economic well-being, it is misleading given the significant amount of non-labor income sources in the region (54% of total personal income in 2021). Per capita income is total personal income divided by population. Because total personal income includes non-labor income sources (dividends, interest, rent and transfer payments), it is possible for per capita income to be relatively high due to the presence of retirees and people with investment income. And because per capita income is calculated using total population and not the labor force (as in average earnings per job), it is possible for per capita income to be relatively low in communities with a disproportionate number of children or elderly. The Bureau of Economic Analysis estimates Petroleum County's per capita personal income at 49.1% (\$31,503) of the Nation's PCPI (\$64,143). The 2021 American Community Survey 5-Year Per Capita Money Income shows Wheatland County's PCMI at 62.2% (\$23,428) of the Nation's (\$37,638).

*Non-labor income makes up most of the total personal income.* From 1970 to 2021, labor earnings grew from \$428.4 million to \$476.0 million (in real terms), an 11% increase. Non-labor income grew from \$185.4 million to \$560.2 million (in real terms), a 202% increase. Labor earnings accounted for 11% of growth and non-labor income for 89%. Non-labor income represented 30% of total personal income. By 2021 non-labor income represented 54% of total personal income. For some communities, this is the result of an in-migration of retirees. For the Snowy Mountain Region, it is the aging population. The non-labor sources of income are important for struggling economies and communities with declining industries and labor markets. It is also a stable form of income for residents. However, importantly, the pressure of an aging nation is evident in the projection that the Federal government will spend two-thirds of its budget on those aged 65 and older in the next decade. This will likely lead to Medicare expansion and Social Security reform that will significantly impact rural economies.

*The region is economically distressed with persistent poverty prominent in its farming-dependent counties.* Snowy Mountain's poverty rate in 2021 among individuals (15.06%) was higher than the State's (12.49%) and Nation's (12.6%); and among families (9.45%, State, 7.5%, Nation, 8.9%). Poverty among female householders with children under 18 (37.58%); individuals under 18 (23.37%); and those aged 65 years and older (14.57%) were higher than the State and Nation. Wheatland County had the highest estimated percent of individuals living below poverty (22.4%), and Petroleum County had the lowest (7.7%). In that same period, Wheatland County had the highest estimated percent of families living below poverty (18.6%), and Petroleum County had the lowest (1.8%). Poverty among American Indians (32.5%) is more than double that of the White population (15%). In 2022, US EDA designated both Golden Valley and Wheatland as Persistent Poverty Counties. In FY 2021, Golden Valley, Wheatland, and Musselshell were designated Persistent Poverty Counties. In the 2017-2021 period. This is interesting to note given Musselshell County's mining-dependence in an era of global economic change in the coal mining industry.

*Education levels are sufficient to meet the needs of local employers.* Of the total population aged 25 and older in 2021 (16,098), 33.7% were high school graduates or equivalents, 25.8% had completed some college, 18.4% held bachelor's degrees, 10.6% held associate degrees, and 5.4% held graduate or professional degrees. In the 2017-2021 period, Wheatland County had the highest percent of people over age 25 with no high school degree (9.5%), and Petroleum County had the lowest (0.6%).

*Too-low unemployment requires too-high wages for rural employers.* Since 1990, the annual unemployment rate ranged from a low of 3.4% in 2019 to a high of 8.4% in 1986. The lowest monthly unemployment rate was during November of 2022. The highest monthly unemployment rate was during April of 2020. As of December 2022, Golden Valley's rate is 1.8%, Judith Basin 2.2%, Musselshell 2.4%, Petroleum 2.5%, Fergus 2.9% and Wheatland 3.4%. It is an impossibly tight labor market that requires small rural businesses to offer higher wages and benefits than they can afford to pay.

## Geography

The Snowy Mountain Region spans 12,370 square miles of plains and island mountain ranges punctuated by rural communities. Situated at the geographic center of the State of Montana, an extensive network of roads, bridges and winding two lane highways connect the region to urban centers and cultural amenities throughout the state. The region's northern border is bound by the Missouri River; eastern and southern borders by the Musselshell River; and the western border by Little Belt, Highwood, and Crazy Mountains. A sea of grass providing forage for livestock and wildlife surrounds the Little Belts, Big Snowy, Judith, Moccasins, and Bull Mountains. Natural disasters and severe weather, including floods, droughts, and fires, pose significant threats to the region's economy.

*Land ownership.* In 2021, Petroleum County had the largest percent of total land area in federal ownership (33.4%), and Golden Valley County had the smallest (4.2%). BLM lands were the largest component of federal land ownership (10.1%) in the region. Fergus County had the largest percent of federal lands in Type A (42.9%). [In FY 2017, Petroleum County had the largest percent of total general government revenue from federal land payments (6.1%), and Wheatland County had the smallest (1%).]

*Development and the Wildland-Urban Interface.* Between 2000 and 2010, the region experienced a 115.6% percent change in residential land area developed, with the largest percent change in Musselshell County (257%), followed by Petroleum (97.5%), Judith Basin (86%), Fergus (75.9%), Wheatland (75%) and Golden Valley (41.7%). In 2010, Musselshell County had the largest proportion of the wildland-urban interface that is developed (2.2%).

## Housing

Most of the region's housing is occupied (81%) with 19% vacant. In the 2017-2021 period, Petroleum County had the highest estimated percent of vacant housing (33.4%), and Fergus County had the lowest (13.1%). Nearly 10% of the housing stock is seasonal, recreational, or occasional. About 6% is vacant. The region's housing is aging with the majority (21.32%) built between 1940 and 1969, followed by 12.16% built between 1970 and 1979, 12.15% between 1990 and 1999 and 8.73% between 1980 and 1989. Only 6% of the housing stock was built within the last decade. In the 2017-2021 period, Judith Basin County had the highest percent of owner-occupied households where > 30% of household income was spent on mortgage costs (50.3%), and Fergus County had the lowest (25.8%). Fergus County had the highest percent of renter-occupied households where > 30% of household income was spent on gross rent (32.2%), and Petroleum County had the lowest (2.2%). Petroleum County had the highest estimated monthly mortgage costs for owner-occupied homes (\$1,270), and Golden Valley County had the lowest (\$971). Musselshell County had the highest estimated monthly gross rent for renter-occupied homes (\$766), and Judith Basin County had the lowest (\$459). Low-income, senior, and affordable workforce housing opportunities are limited—and in some communities—nonexistent. With population projections indicating that seniors will comprise up to 50% of some of the region's communities—and with the closures of 10 assisted living facilities in the State of Montana in 2022—the CEDS Strategy Committee identified senior housing developments as a regional opportunity. Currently, Northrup Grumman is planning to develop a workforce hub in Lewistown to support the Sentinel initiative. The region's stakeholders are working collaboratively with Northrop to encourage the development of permanent structures that may be retrofitted to meet the community's needs once the project is complete. *(At the time of submitting this CEDS, CNN reported that the Pentagon is tracking an alleged "Chinese spy balloon" believed to be surveilling Montana's ballistic missile silos.)*

## Healthcare

The Snowy Mountain Region is medically underserved with uninsured populations highest in Wheatland County (16%), Fergus (13%) and Golden Valley (11%). The rural and frontier nature of the area means long distances, isolated and small populations, and difficulty in recruiting medical professionals. Snowy Mountain Region's hospitals provide exceptional care while simultaneously tackling the difficulties of their remote geographic location, small size, limited workforce, and constrained financial resources. The low patient volumes make it formidable for these facilities to manage the high fixed costs associated with operating a hospital. CAHs are particularly vulnerable to policy and market changes, and to Medicare and Medicaid payment cuts. Long-range planning, financial forecasting and access to capital to invest in equipment or aged facilities are all challenging.

## Infrastructure

The Region's rural communities need paved roads, gravel roads, water and sewer lines, cell phone towers, school facilities, internet service, dependable electricity, and plumbing services that exceed local government budgets and tax bases.

*Drinking Water.* The quality of the Region's drinking water has been an ongoing challenge for several communities. SMDC's Board of Directors and CEDS Strategy Committee made special note to add the Musselshell Judith Rural Water System project to the CEDS. The Central Montana Regional Water Authority (CMRWA) is a multi-jurisdictional coalition of eight incorporated communities, several unincorporated communities, and many rural families in the Snowy Mountain Region. For the past 15 years, the CMRWA has worked on financing and planning construction of the Musselshell Judith Rural Water System (MJRWS) to provide an abundant supply of high-quality drinking water to communities throughout the region. The communities that belong to the CMRWA have identified having an adequate supply of high-quality drinking water as their top priority. In December 2020, Congress authorized the Clean Water for Rural Communities Act. With the Act's passage, the CMRWA pursues federal appropriations for the \$87-million project. Congress determined a 65% federal cost-share is necessary to keep user rates affordable. The proposed project will positively impact the economy and quality of life in a region with poor quality drinking water.

*Telecommunications and Broadband.* Access to quality, affordable broadband is a challenge. Mid-Rivers is the primary—and preferred—provider in the region but subscribers complain that the costs are far too high. Recently, the Montana Public Service Commission issued a deadline to CenturyLink to identify a solution for the failure to provide reliable service to its customers—up to weeks at a time for some. CenturyLink told regulators there aren't enough customers in its rural Montana service areas to justify improvements to decades-old infrastructure that it acquired from Qwest and is now antiquated. PSC analysts say the equipment dates to the 1980s. CenturyLink has asked commissioners to waive Montana's "out of service rule" for telecommunications utilities. The rule requires telecommunication utilities to repair 90% of service issues within 24 hours. Regulators first suggested imposing the rule a year ago, but haven't as CenturyLink argues against enforcement.

*Energy Distribution Systems.* The Montana Department of Environmental Quality regularly updates Montana's energy maps. The following maps are appended to the CEDS: electric generation; electric service areas; electric vehicles; Federal Power Marketing Areas; hydro power; solar power; wind power; electric transmission pathways; electric transmission system; natural gas system; natural gas utility area; coal resources; and petroleum. Montana's fleet of power generation is diverse in location, size, ownership, and fuel source. Hydroelectric dams represent approximately 47 percent of the state's power generation potential and are concentrated along the Missouri, Flathead, Clark Fork, and Kootenai rivers in the central and western half of the state. In the last seven years, four coal-fired power plants in Montana have closed—however the remaining coal power, dominated by Colstrip Units 3 and 4, still makes up 29 percent of the state's generating capacity. Coal-fired power plants are in the southeast portion of the state close to easily mined coal deposits. Natural gas generation is dispersed throughout the state near major gas pipelines. Solar, petroleum coke, landfill methane, and biomass round out the current mix of electricity generation in Montana. Montana's wind farms are all east of the Rocky Mountains where wind is most abundant and consistent and represent the fastest growing sector of power generation in the state. Snowy Mountain Region's participants in the SWOT surveys identified windfarms as a threat to the region. Other participants noted that wind energy offers many advantages, which explains why it's one of the fastest-growing energy sources in the world. To further expand wind energy's capabilities and community benefits, researchers are working to address technical and socio-economic challenges in support of a decarbonized electricity future.

*Airports.* Fergus County operates a small airport two miles southwest of Lewistown. While the airport is serviced by two aviation companies, airplanes are used for a variety of purposes in this expansive county including ambulance service, crop spraying, fire safety, tourism, and business. The Town of Denton and the Town of Winifred also have public airports. Both airports are available for public use and are unattended airports with one turf runway and no airport communication tower. The airport in Winifred has fuel available, as well as hangars and tie-downs for parking. Stanford, Harlowton, Ryegate, and Roundup have small airports that support light jet aircraft.

*Highways and railroads.* The region features State Highway 200 plus U.S. Highways 87 and 191, Highway 15 north/south Interstate 90 running east/west. Headquartered in Denton, the Central Montana Rail (CMR) provides a short line railroad mainly used to transport wheat within Fergus and Judith Basin Counties. The CMR also operates the seasonal dinner train,



Charlie Russel Chew Choo. Burlington Northern/ Santa Fe (BNSF) Railroad provides main lines in Moore. Moccasin discontinued its services in Lewistown however, many agricultural businesses drive the extra miles to connect to the main line in Moore or Moccasin to transport their goods. Signal Peak in Musselshell County has a 35-mile rail line that runs from the mine to the BNSF main line in Broadview. At maximum capacity, Signal Peak can load seven trains per day with between 120-150 cars. Highways, streets, water, sewer, bridges, communication systems, and buildings are deteriorating. Snowy Mountain Region's communities struggle to secure adequate funding to support infrastructure projects. Some have slowly made improvements to water, sewer and streets with American Rescue Plan Act funds. Nonetheless, an aging infrastructure poses significant challenges throughout the area.

### **Culture**

Tapestry segmentation<sup>5</sup> describes lifestyle and consumer behaviors common to residents in specific geographic areas. These profiles provide a good indication of shared cultural values and norms. The following segments are the most common among Snowy Mountain Region's residents.

*Prairie Living* is Tapestry Segmentation's most rural market with a predominance of self-employed farmers. These agricultural communities are dominated by married-couple families that own single family dwellings and many vehicles. Median household income is similar to the US, and labor force participation is slightly higher. Faith is important to this market. When they find time to relax, they favor outdoor activities. ([Petroleum County](#), [Fergus County](#), [Judith Basin County](#), [Wheatland County](#))

*Small Town Sincerity* includes young families and senior householders that are bound by community ties. The lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. Residents embark on pursuits including online computer games, renting movies, indoor gardening, and hunting and fishing. Residents keep their finances simple—paying bills in person and avoiding debt. ([Fergus County](#), [Musselshell County](#))

Well settled and close-knit, *Heartland Communities* are semirural and semiretired. These older householders are primarily homeowners, and many have paid off their mortgages. Their children have moved away, but they have no plans to leave their homes. Their hearts are with the country; they embrace the slower pace of life but actively participate in outdoor activities and community events. Traditional and patriotic, these residents support local businesses, always buy American, and favor domestic driving vacations over foreign plane trips. ([Fergus County](#), [Musselshell County](#))

The *Great Outdoors* communities are educated empty nesters living an active but modest lifestyle. Their focus is land. They are more likely to invest in real estate or a vacation home than stocks and bonds. They are active gardeners partial to homegrown and home-cooked meals. Retirement beckons many but most still work. ([Fergus County](#), [Musselshell County](#))

Although the Great Recession forced many owners of second homes to sell, *Rural Resort Dwellers* residents remain an active market, just a bit smaller. Retirement looms for many of these blue collar, older householders, but workers are postponing retirement or returning to work to maintain their lifestyles. Workers are traveling further to maintain employment. They are passionate about hobbies, fishing and hunting. ([Judith Basin County](#), [Musselshell County](#))

*Economic Bedrock* is a very rural market. Married-couple families reside in over half of the households, with a quarter of households that live in mobile homes. This socially conservative group earns a living working with their hands. In addition to mining, construction and agriculture are common industries for employment. They take pride in the appearance of their homes and their vehicles. Budget-minded residents enjoy home cooking, but nothing fancy. They value time spent with friends. ([Fergus County](#), [Musselshell County](#))

*Rooted Rural* neighborhoods enjoy time spent outdoors, hunting, fishing, or working in their gardens. Indoors, they enjoy watching television with a spouse and spend time with their pets. They buy American-made and generic products. These communities are heavily influenced by religious faith and family history. ([Golden Valley County](#))

## **Economic Performance**

*Diverse occupational and industry mix with job growth in real estate, health care and finance.* In 2021, the region's 10,088 civilian employees 16 years and older worked predominantly in management, professional or related occupations (34.1%), sales and office occupations (20.4%), service occupations (15.5%), production, transportation occupations (10.5%), farming, fishing and forestry (9.3%), and construction, extraction, maintenance and repair occupations (5.8%). The majority of employees worked in the ag, forestry, fishing, hunting and mining sector (22.3%), education, health care and social assistance (20.5%), retail trade (12%), transportation, warehousing and utilities (7.1%), arts, entertainment, recreation, accommodations and food (7%), construction (6.8%), and professional, management, administration and waste management (5.7%), followed by other services except public administration (5.2%), public administration (3.8%), finance, insurance and real estate (3.2%), manufacturing (3.1%), wholesale trade (2.7%) and information (0.7%). From 2001 to 2021, jobs in non-services related industries grew from 3,891 to 4,209, an 8% increase. Jobs in services related industries grew from 5,706 to 6,539, a 15% increase. Jobs in government shrank from 2,014 to 1,748, a 13% decrease. In 2021, the three industry sectors with the largest number of jobs were farm (2,094 jobs), health care and social assistance (1,179 jobs), and retail trade (1,116 jobs). The three industry sectors that added the most new jobs were real estate and rental and leasing (288 new jobs), health care and social assistance (197 new jobs), and finance and insurance (175 new jobs).

*Health care, mining, and wholesale trade industry earnings are growing.* From 2001 to 2021, earnings in non-services related industries grew from \$121.7 million to \$141.0 million, a 16% increase. Earnings in services related industries grew from \$154.4 million to \$249.2 million, a 61% increase. Earnings in government grew from \$92.3 million to \$98.9 million, a 7% increase. In 2021 the three industry sectors with the largest earnings were government (\$98.9 million), health care and social assistance (\$62.6 million), and retail trade (\$32.3 million). The three industry sectors that added the most earnings were health care and social assistance (\$28.4 million), mining (including fossil fuels) (\$20.5 million), and wholesale trade (\$14.1 million).

*The number of proprietors is increasing but their earnings are shrinking.* From 1970 to 2021, wage and salary employment grew from 6,354 to 7,791, a 23% increase. Proprietors grew from 4,126 to 5,049, a 22% increase. Labor earnings from wage and salary employment grew from \$213.4 million to \$340.0 million (in real terms), a 59% increase. Labor earnings from proprietors' employment shrank from \$208.5 million to \$76.5 million (in real terms), a 63% decrease. In 1970, proprietors represented 39% of total employment. By 2021, proprietors represented 39% of total employment. And, in 1970, proprietors represented 46% of total labor earnings. By 2021, proprietors represented 15% of total labor earnings. Compared to other states, Montana has the second highest rate of proprietary employment (second only to Wyoming), with people who work for themselves making up 27.2% of total employment. In the Snowy Mountain Region, the high rate of proprietary employment is attributed to its rural farm and ranch communities. Both Golden Valley and Judith Basin counties have proprietary employment rates at more than 50%.

*The region's resilience to recessions is tenuous.* A related indicator of economic performance is whether the local economy is negatively affected by periods of national recession. From December of 1976 to December of 2021, the Snowy Mountain Region's employment grew from 9,322 to 10,398 jobs, a 12% increase. In the recovery period (Dec '82-Jun '90) following the 1981-1982 recession, employment grew by 706 jobs, a 0.1% monthly increase. Diversifying the regional economy, attracting new residents, and retaining and growing manufacturing can make the region more resilient to economic downturns.

## Occupational and Industry Clusters

**Occupational clusters.** Among the region's 34 occupational clusters are Administration and Office Support, Artisans, Craftsman, Designers, including Performance, Arts, Entertainment and Broadcasting Specialists and Management, Attendants and General Services, Construction Trades, Engineering, Architecture and Related Disciplines, Facility, Plant and Large Equipment Operators and Technicians, Finance, Legal, and Real Estate, Financial, Legal and Inspection Services, Support, Food Preparation and Service, Health Care: Life and Medical Scientists, Health Care: Medical Practitioners and Scientists, Health Care: Nurses and Specialized Care Delivery, Health Care: Therapists, Technicians and Aides, Health Care: Therapy, Counseling and Rehabilitation, Information Management and Computing, Machinists and Skilled Operators and Tenders, Managerial, Sales, Marketing and Human Resources, Managers and First-line Supervisors, Mathematics, Statistics, Data Analysis and Accounting,

**Industry clusters.** Among the region's industry clusters are Government, Food Processing and Manufacturing, Local Entertainment and Media, Jewelry and Precious Metals, Recreational and Small Electric Goods, Crop Farming, Vulcanized and Fired Materials, Downstream Metal Products, Livestock Farming, Nonmetal Mining and Coal Mining. It also shows employment in the following industries: Leather and Related Products, Biopharmaceuticals, Jewelry and Precious Metals, Information Technology and Analytical Instruments, Automotive, Construction Products and Services, Forestry Education and Knowledge Creation, Electric Power Generation and Transmission, Plastics, Agricultural Inputs and Services, Upstream Metal Manufacturing, Video Production and Distribution, Insurance Services, Oil and Gas Production and Transportation, Marketing, Design, and Publishing, Local Industrial Products and Services, Wood Products, Financial Services, Households, Recreational and Small Electric Goods, and Printing Services.

**Commodity Sectors.** Opportunities for commodity extraction stimulate local employment. Timber industries, mining—including fossil fuel development (oil, natural gas, and coal)—and farming and ranching play important roles in the Snowy Mountain Region. In 2021, Musselshell County had the largest percent of total jobs in mining fossil fuels (15.65%), and Fergus County had the smallest (0%). Golden Valley County had the largest percent of total jobs in mining unrelated to fossil fuels (7.73%). Petroleum County had the largest percent of total jobs in agriculture (39.69%) and the largest percent of total jobs in the commodity sectors (49.4%). Agriculture was the largest component of commodity sector employment (16.3% of total jobs) in the region, and timber was the smallest component (0.4% of total jobs).

In 2021, Petroleum County had the largest percent of total jobs in industries that include travel and tourism (58.1%), and Musselshell County had the smallest (5.7%). Accommodations and food was the largest component of travel and tourism-related employment (9.3% of total jobs).

## Innovation Capacity

StatsAmerica's Innovation Intelligence index is a useful input-output model to measure the region's innovation capacity (provided in the table named "Innovation Intelligence by Region and County"). The region's innovation capacity is determined by its performance in human capital and knowledge creation (input), business dynamics (input), business profile (input), employment and productivity (output), and economic well-being (output). The Snowy Mountain Region's relative Innovation Capacity is low. (87.4; rank 388) and based on:

- ▲ Low Level of Human Capital and Knowledge Creation
- ▲ Low Level of Business Competitiveness
- ▲ Moderate Availability of Resources for Entrepreneurs and Businesses
- ▲ Low Level of Positive Outcomes from Existing Economic Activity
- ▲ Moderate Standard of Living

A brief description and takeaways of the Snowy Mountain Region's median ranked scores underlying the overall Innovation Capacity determination follows:

**Human Capital and Knowledge Creation Index 86.6 (rank: 356)** suggests the extent to which the Snowy Mountain Region's population and labor force have the collective cognitive capacity and know-how to engage in innovative activities.

#### **Key Takeaways**

- ▲ Patterns of establishment formation and composition indicate a low level of business competitiveness.
- ▲ The top measures for this index are:
  - Bachelor's Degree Attainment (rank 86)
  - Some College Attainment (rank 89)

**Business Dynamics Index 75.0 (rank: 383)** gauges the Snowy Mountain Region's competitiveness by investigating the entry and exit of individual firms—the creative destruction measures.

#### **Key Takeaways**

- ▲ Patterns of establishment formation and composition indicate a low level of business competitiveness.
- ▲ The top measures for this index are:
  - Average Small Establishments (per 10,000 Workers) (rank 8)
  - Jobs Attributed to Establishment Expansions to Establishment Contractions Ratio (rank 185)

**Business Profile Index 81.7 (rank: 265)** measures local business conditions and resources available to entrepreneurs and businesses.

#### **Key Takeaways**

- ▲ The relative availability of resources for entrepreneurs and businesses is moderate in this area.
- ▲ The top measures for this index are:
  - Average Annual Venture Capital Deals (scaled by GDP) (rank 7)
  - Proprietorship Rate (rank 58)

**Employment and Productivity Index 95.3 (rank: 362)** describes economic growth, regional desirability, or direct outcomes of innovative activity.

#### **Key Takeaways**

- ▲ Industry performance in Snowy Mountain Development Corporation indicate a low level of positive outcomes from existing economic activity.
- ▲ The top measures for this index are:
  - Patent Diversity (rank 62)
  - Job Growth to Population Growth Ratio (rank 90)

**Economic Well-Being Index 98.4 (rank: 282)** explores standard of living and other economic outcomes.

#### **Key Takeaways**

- ▲ As measured by residential internet connectivity and income, this area has a moderate standard of living.
- ▲ The top measures for this index are:
  - Average Unemployment Rate (rank 144)
  - Change in Annual Wage and Salary Earnings per Worker (rank 114)

## Innovation Intelligence by Region and County

| Innovation Intelligence Criteria                                  | Snowy Mountain Development REGION | Fergus County, MT | Petroleum County, MT | Musselshell County, MT | Golden Valley County, MT | Wheatland County, MT | Judith Basin County, MT |
|---|-----------------------------------|-------------------|----------------------|------------------------|--------------------------|----------------------|-------------------------|
| Innovation Intelligence   | 87.4                              | 111.4             | 98.3                 | 97.7                   | 94.7                     | 97.2                 | 103.4                   |
| Human Capital and Knowledge Creation                              | 86.6                              | 113.2             | 114.3                | 103.5                  | 119.2                    | 88.8                 | 123.3                   |
| Educational Attainment  | 107.2                             | 148.3             | 124.3                | 133.7                  | 138.1                    | 128.6                | 143.6                   |
| High School Attainment  | 67.9                              | 109.8             | 88.4                 | 173.5                  | 200                      | 151.1                | 97.2                    |
| Some College Attainment   | 149.3                             | 158.4             | 101.4                | 166.5                  | 116.9                    | 168.4                | 165.2                   |
| Associate's Degree Attainment                                     | 104.8                             | 165.2             | 118.9                | 111.2                  | 111.6                    | 88.6                 | 164.3                   |
| Bachelor's Degree Attainment                                      | 150.7                             | 187.3             | 197.5                | 110.7                  | 144.2                    | 125                  | 190.7                   |
| Graduate Degree Attainment  | 63.4                              | 120.6             | 115.5                | 106.8                  | 118                      | 109.8                | 100.7                   |
| Knowledge Creation and Technology Diffusion                       | 55.3                              | 77.1              | 50                   | 77.4                   | 50                       | 50                   | 75.6                    |
| Patent Technology Diffusion                                       | 60.6                              | 104.2             | N/A                  | 104.9                  | N/A                      | 50                   | 101.3                   |
| University-Based Knowledge Spillovers                             | 50                                | 50                | 50                   | 50                     | 50                       | 50                   | 50                      |
| STEM Education and Occupations                                    | 53                                | 85.5              | 85.7                 | 88.3                   | 89.6                     | 86.7                 | 88.3                    |
| Technology-Based Knowledge Occupation Clusters                    | 59.2                              | 102.7             | 88.1                 | 105.8                  | 109                      | 111.3                | 112                     |
| Average High-Tech Industry Employment Share                       | 50                                | 103.9             | 118.9                | 109.1                  | 109.7                    | 98.9                 | 102.9                   |
| Average Prime Working-Age Population Growth                       | 131.1                             | 141.8             | 197.1                | 114.5                  | 199.2                    | 90                   | 185.8                   |
| Business Dynamics   | 75                                | 100.2             | 78.4                 | 80.4                   | 71.9                     | 121.3                | 77.1                    |
| Establishment Formation   | 83.1                              | 107.8             | 90.1                 | 85.2                   | 80.1                     | 152.3                | 87                      |
| Establishment Births to All Establishments Ratio                  | N/A                               | 96.1              | 50                   | 50                     | 50                       | 197.4                | 50                      |
| Traded Sector Establishment Births to All Establishment Ratio     | 50                                | 50                | 50                   | 50                     | 50                       | 50                   | 50                      |
| Jobs Attributed to Establishment Births to Total Employment Ratio | 51.3                              | 100.7             | 50                   | 50                     | 50                       | 155.2                | 50                      |
| Change in Establishment Births to All Establishment Ratio         | 50                                | 92.8              | 50                   | 50                     | 50                       | 197.5                | 50                      |
| Average High-Tech, Early-in-Life-Cycle Establishment Ratio        | 64.8                              | 121.3             | 141.7                | 126.5                  | 143.4                    | 118.8                | 122.4                   |
| Establishment Dynamics  | 66.9                              | 92.6              | 66.7                 | 75.5                   | 63.8                     | 90.3                 | 67.2                    |
| Establishment Expansions to Contractions Ratio                    | 100.7                             | 127.7             | 100.3                | 126.7                  | 91.4                     | 111.1                | 101.6                   |

| Innovation Intelligence Criteria                                     | Snowy Mountain Development REGION | Fergus County, MT | Petroleum County, MT | Musselshell County, MT | Golden Valley County, MT | Wheatland County, MT | Judith Basin County, MT |
|--|-----------------------------------|-------------------|----------------------|------------------------|--------------------------|----------------------|-------------------------|
| Establishment Births to Deaths Ratio                                 | 50                                | 100.3             | 50                   | 50                     | 50                       | 109.9                | 50                      |
| Traded Sector Births and Expansions to Deaths and Contractions Ratio | 50                                | 50                | 50                   | 50                     | 50                       | 50                   | 50                      |
| Business Profile   | 81.7                              | 84                | 71.4                 | 68.5                   | 71.4                     | 65.5                 | 69.2                    |
| Venture Capital Dollar Measures                                      | 66.3                              | 67.7              | 50                   | 50                     | 50                       | 50                   | 50                      |
| Change in Average Venture Capital                                    | 50                                | 50                | 50                   | 50                     | 50                       | 50                   | 50                      |
| Venture Capital Count Measures                                       | 99.7                              | 98.3              | 50                   | 50                     | 50                       | 50                   | 50                      |
| Change in Average Venture Capital Deals                              | 50                                | 50                | 50                   | 50                     | 50                       | 50                   | 50                      |
| Foreign Direct Investment Attractiveness                             | 50                                | 50                | 50                   | 50                     | 50                       | 50                   | 50                      |
| FDI Employment Ratio, Foreign Source                                 | 50                                | 50                | 50                   | 50                     | 50                       | 50                   | 50                      |
| FDI Investment Ratio, Foreign Source                                 | 50                                | 50                | 50                   | 50                     | 50                       | 50                   | 50                      |
| FDI Employment Ratio, Domestic Source                                | 50                                | 50                | 50                   | 50                     | 50                       | 50                   | 50                      |
| FDI Investment Ratio, Domestic Source                                | 50                                | 50                | 50                   | 50                     | 50                       | 50                   | 50                      |
| Proprietorship   | 110.8                             | 120.1             | 135.8                | 124.2                  | 135.9                    | 112.2                | 126.8                   |
| Farm Operators with Internet Access                                  | 101.2                             | 95.5              | 99.7                 | 87.4                   | 75.3                     | 86                   | 98.1                    |
| Proprietorship Rate  | 170.5                             | 136.4             | 102.3                | 143.7                  | 177.7                    | 145.3                | 183.4                   |
| Change in Proprietorship Rate  | 62                                | 107.1             | 163.3                | 150.4                  | 92.6                     | 93.6                 | 116.9                   |
| Proprietor Income to Total Wages and Salaries Ratio                  | 109.6                             | 141.2             | 177.7                | 115.2                  | 198                      | 123.9                | 108.7                   |
| Employment and Productivity  | 95.3                              | 129.3             | 87.3                 | 113.6                  | 87.7                     | 91.7                 | 111.4                   |
| Industry Performance   | 57.7                              | 128.1             | 51.7                 | 94.7                   | 50.1                     | 76.4                 | 81                      |
| Latent Innovation  | 65.5                              | 113.9             | 53.4                 | 86.2                   | 50.3                     | 54                   | 67.9                    |
| Industry Diversity   | 50                                | 142.2             | 50                   | 103.2                  | 50                       | 98.8                 | 94                      |
| Industry Cluster Performance   | 60.3                              | 83.3              | N/A                  | 85.9                   | N/A                      | 86.8                 | 90.3                    |
| Industry Cluster Growth Factor                                       | 50                                | 116.5             | N/A                  | 116.5                  | N/A                      | 116.5                | 116.5                   |
| Industry Cluster Strength  | 70.7                              | 50.1              | N/A                  | 55.3                   | N/A                      | 57.1                 | 64.1                    |
| GDP  | 114.5                             | 142.4             | 105.8                | 136.4                  | 116.1                    | 119.8                | 117.6                   |
| Patents  | 113.8                             | 144.8             | 50                   | 142.4                  | 50                       | 50                   | 117.6                   |

| Innovation Intelligence Criteria                     | Snowy Mountain Development REGION | Fergus County, MT | Petroleum County, MT | Musselshell County, MT | Golden Valley County, MT | Wheatland County, MT | Judith Basin County, MT |
|--|-----------------------------------|-------------------|----------------------|------------------------|--------------------------|----------------------|-------------------------|
| Change in Average Patenting Rate                     | 50                                | 99.5              | 50                   | 99.5                   | 50                       | 50                   | 50                      |
| Patent Diversity                                     | 177.6                             | 190.2             | N/A                  | 185.3                  | N/A                      | 50                   | 185.3                   |
| Job Growth to Population Growth Ratio                | 160.4                             | 145.7             | 106.6                | 111.5                  | 113                      | 167.5                | 152.9                   |
| Change in Share of High-Tech Industry Employment     | 65.2                              | 131.3             | 122.5                | 110.8                  | 109.4                    | 50                   | 109.1                   |
| Economic Well-Being                                  | 98.4                              | 130.5             | 140.3                | 122.7                  | 123.4                    | 118.5                | 136.3                   |
| Residential Internet Connectivity                    | 133.8                             | 158.3             | 157.4                | 134.2                  | 119.7                    | 166.2                | 108.2                   |
| Broadband Infrastructure and Adoption                | 131.1                             | 156.1             | 111.6                | 124.5                  | 156                      | 177.1                | 112.1                   |
| Broadband Adoption Barriers                          | 131.2                             | 149.9             | 188.4                | 141.8                  | 102.7                    | 138.5                | 110                     |
| Compensation   | 112.8                             | 159.8             | 92                   | 105.9                  | 95.4                     | 102.6                | 153.2                   |
| Change in Annual Wage and Salary Earnings per Worker | 136.6                             | 181.9             | 88.7                 | 91.9                   | 88.1                     | 102.1                | 189.3                   |
| Per Capita Personal Income Growth                    | 56.6                              | 111.9             | 87.5                 | 186.5                  | 90.3                     | 95.1                 | 92                      |
| Average Poverty Rate                                 | 123.5                             | 145.7             | 175.7                | 124.6                  | 115.6                    | 117.9                | 150.8                   |
| Average Unemployment Rate                            | 136.7                             | 156.9             | 137.5                | 134                    | 134.2                    | 124.9                | 169.8                   |
| Government Transfers to Total Personal Income Ratio  | 94.5                              | 141.7             | 158.5                | 107.8                  | 131                      | 107.6                | 166                     |
| Average Net Migration                                | 50                                | 50                | 200                  | 50                     | 199.9                    | 119.5                | 143.4                   |

## Agriculture

The Snowy Mountain Region is Ag Country.

**In Fergus County,** farms and ranches generated \$73.7 million of value-added, or 17% of the county's total gross domestic product of \$432 million in 2017. According to IMPLAN, \$46.7 million was directly contributed by farmers and ranchers. An additional \$21 million was generated by businesses supporting agricultural production and \$6 million was generated by other related businesses. Each dollar of value-added in agriculture by a farmer or rancher contributes an additional \$0.58 of value-added in other sectors of the county's economy. Agricultural production employed 1,488 workers, or 26% of the county's labor force; 1,062 of the workers were directly employed in production agriculture; an additional 326 workers were employed in businesses supporting agricultural production, such as feed and fertilizer dealers, and another 100 workers were employed in other related businesses, such as grocery and drugs stores. For every 10 jobs on farms and ranches, 4 additional jobs are generated in the county.



**In Golden Valley County,** farms and ranches generated \$10.7 million of value-added, or 36% of the county's total gross domestic product of \$30 million in 2017. According to IMPLAN, \$7.6 million was directly contributed by farmers and ranchers. An additional \$2.8 million was generated by businesses supporting agricultural production and \$0.3 million was generated by other related businesses. Each dollar of value-added in agriculture by a farmer or rancher contributes an additional \$0.40 of value-added in other sectors of the county's economy. Agricultural production employed 194 workers, or 52% of the county's labor force; 142 of the workers were directly employed in production agriculture; an additional 48 workers were employed in businesses supporting agricultural production, such as feed and fertilizer dealers, and another 4 workers were employed in other related businesses, such as grocery and drugs stores. For every 10 jobs on farms and ranches, 4 additional jobs are generated in the county.

**In Judith Basin County,** farms and ranches generated \$55.2 million of value-added, or 41% of the county's total gross domestic product of \$134 million in 2017. According to IMPLAN, \$31.8 million was directly contributed by farmers and ranchers. An additional \$17 million was generated by businesses supporting agricultural production and \$6.4 million was generated by other related businesses. Each dollar of value-added in agriculture by a farmer or rancher contributes an additional \$0.73 of value-added in other sectors of the county's economy. Agricultural production employed 827 workers, or 90% of the county's labor force. According to IMPLAN, economic impact model, 485 of the workers were directly employed in production agriculture; an additional 234 workers were employed in businesses supporting agricultural production, such as feed and fertilizer dealers, and another 109 workers were employed in other related businesses, such as grocery and drugs stores. For every 10 jobs on farms and ranches, 7 additional jobs are generated in the county.

**In Musselshell County,** farms and ranches generated \$20.2 million of value-added, or 7% of the county's total gross domestic product of \$278 million in 2017. According to IMPLAN, \$13.8 million was directly contributed by farmers and ranchers. An additional \$6.4 million was generated by businesses supporting agricultural production and other related businesses. Each dollar of value-added in agriculture by a farmer or rancher contributes an additional \$0.47 of value-added in other sectors of the county's economy. Agricultural production employed 567 workers, or 25% of the county's labor force. According to IMPLAN, economic impact model, 419 of the workers were directly employed in production



agriculture. An additional 147 workers were employed in businesses supporting agricultural production, such as feed and fertilizer dealers, and another 1 worker was employed in other related businesses, such as grocery and drugs stores. For every 10 jobs on farms and ranches, 4 additional jobs are generated in the county.

**In Petroleum County**, farms and ranches generated \$10.5 million of value-added, or 56% of the county's total gross domestic product of \$19 million in 2017. According to IMPLAN, \$6.6 million was directly contributed by farmers and ranchers. An additional \$3.3 million was generated by businesses supporting agricultural production and \$0.7 million was generated by other related businesses. Each dollar of value-added in agriculture by a farmer or rancher contributes an additional \$0.61 of value-added in other sectors of the county's economy. Agricultural production employed 159 workers, or 54% of the county's labor force. According to

IMPLAN, economic impact model, 103 of the workers were directly employed in production agriculture. An additional 49 workers were employed in businesses supporting agricultural production, such as feed and fertilizer dealers, and another 7 workers were employed in other related businesses, such as grocery and drugs stores. For every 10 jobs on farms and ranches, 5 additional jobs are generated in the county.

**In Wheatland County**, farms and ranches generated \$25 million of value-added, or 34% of the county's total gross domestic product of \$73 million in 2017. According to IMPLAN, \$17.1 million was directly contributed by farmers and ranchers. An additional \$5.8 million was generated by businesses supporting agricultural production and \$2 million was generated by other related businesses. Each dollar of value-added in agriculture by a farmer or rancher contributes an additional \$0.46 of value-added in other sectors of the county's economy. Agricultural production employed 335 workers, or 43% of the county's labor force. According to IMPLAN, economic impact model, 215 of the workers were directly employed in production agriculture. An additional 86 workers were employed in businesses supporting agricultural production, such as feed and fertilizer dealers, and another 34 workers were employed in other related businesses, such as grocery and drugs stores. For every 10 jobs on farms and ranches, 6 additional jobs are generated in the county.

Despite the abundance of livestock, wheat, seeds, and vegetables, four of the region's six counties are designated "food deserts"; all are "food insecure"; and 35% of the entire area has Limited Supermarket Access. The distance from field to plate is vast. For older and infirmed populations, it is impossibly vast. Every county in the region has a higher rate of residents aged 65 years and older than that of the State and Nation; and the percent of adults reporting fair or poor health far exceeds that of the State and Nation. Yet, most residents must travel 50 miles or more to a grocery—all of which have limited food options at hyper-inflated prices. High-cost shipping, limited workforce, and economies-of-scale create barriers to market entry and threaten the few groceries that remain.

Between 69% and 78% percent of the region's residents are eligible for SNAP benefits. Between 23% and 65% of all students receive free or reduced-price lunches. And yet, this region's farms and ranches feed the world.



But these residents are rugged. Despite poverty, food insecurity, food deserts and limited supermarket access, two informal food hubs have emerged in the areas of Lewistown (Fergus County) and Harlowton (Wheatland County). Farmers markets, ranch rodeos, and social, civil, and political events and celebrations draw producers and consumers at regular intervals for market exchange. Continued economic activity and a shorter supply chain have created a shadow economy that supports local ag upstream and downstream. Informal conversations among producers and consumers suggest there is a market for a hub that aggregates products brought by farmers; markets it to various channels; provides quality control, grades and packages to buyer specifications; delivers products to buyers; and manages admin and accounting functions.

Three of the biggest challenges are access to capital, access to land, and access to technical assistance. Agri-entrepreneurs and producers need help buying and leasing land, purchasing farm equipment, and securing working capital to support farm and ranch operations. Working knowledge of all aspects of ag business ownership and the requirements necessary to secure capital is limited. To meet capital requirements, they need access to professional, confidential, technical business support and training in order to thrive. Keeping up with technological advancements and the ability to pay for that technology is a challenge. To overcome bottlenecks in the ag industry, farmers and ranchers

need access to the relief dollars targeted to the industry. In addition, they require community and economic development planning support with local partners who are cobbling together to help them. Technical assistance with meat processing regulations is needed, along with logistics planning to circumvent out-of-state pressures creating bottlenecks. Business planning for direct-to-market sales is needed, with marketing support strategies.

#### Fergus County Top Employers

Albertsons  
Allied Steel  
Central Montana Medical Center  
Central Montana Nursing Center  
Century Construction  
Hi-Heat Industries  
McDonalds  
MK Weeden Construction  
Spika Welding  
Yogo Inn of Montana

#### Judith Basin County Top Employers

Bos Terra LP  
D'S Supermarket  
Fagen Inc.  
Stevenson Angus Ranch  
Yoderian Construction

#### Wheatland County Top Employers

Elk River Systems  
Midtown Market  
Rays Sports & Western Wear  
Wheatland Memorial Healthcare  
Winnecook Ranches

#### Musselshell County Top Employers

Area 2 Agency on Aging  
Elite Dental Center  
McCleary Distributing  
Montana Frontier Services  
Picchioni's  
Rangitsch Grocery  
Roundup Food Farm  
Roundup Memorial Healthcare  
Signal Peak Energy  
TLC Personal Care Home

## Coal

The Snowy Mountain Region is Coal Country.

Coal Country is a 15-county-region that includes all six of Snowy Mountain's counties. The majority of Montana coal is produced in surface mines (85%); however, Musselshell County's underground **Signal Peak** mine uses the longwall mining technology. Most jobs within the Bituminous Coal Underground Mining Industry are concentrated in Musselshell County only. The top occupations employed by this industry include Operating Engineers and Other Construction Equipment Operators, First-Line Supervisors of Construction Trades and Extraction Workers, and Electricians. However, the coal industry is challenged by shifts in the domestic market and by environmental regulations issued by the EPA over the last 14 years. This led to the closure of Colstrip Units 1-2, which rendered a staggering blow to the economy due to the loss of severance and gross proceeds tax revenue. Significant workforce challenges ensued from industry downsizing. The region is experiencing a pronounced and pressing need for a replacement source of reliable and affordable power for Montana process industries. A study prepared by Tamerica Management with Competitive Solutions and the Trent Lott National Center in 2017 set forth nine transition strategies for coal organized around four goals.

**The first goal is to maintain shipments, employment, and tax revenues from coal production.** The initial strategy in this goal is to develop a statewide consensus on the future of coal and electric power in Montana, including a statewide strategy that provides electric power for process industry throughout the state. Process industries in Montana are vulnerable to higher prices and lower reliability of electric power if Colstrip units 3-4 close because Montana will become a net importer of power from California, Oregon and Washington State.

**The second goal is to provide incentives for Montana companies and inventors to commercialize technologies that lower carbon emissions while raising the thermal efficiency of coal-fired generators.** A dedicated fund that earmarks gross proceeds and severance taxes is the strategy for achieving this goal.



**The third goal is to diversify the economies of communities in Coal Country.** The goal also includes a strategy of expanding access to broadband internet service in Montana. Montana is ranked 50th of the states in terms of broadband internet access by citizens and businesses.

**The final goal is to reorganize the statewide training system in Montana.** Montana is 41st of the 50 states in state funding for post-secondary training in community colleges and vocational schools. The graying workforce in Montana and the growing educational requirements for entry-level jobs mandates that the state provide more permanent funds to train workers. Acute skill shortages are anticipated throughout the United States in the next decade and Montana is less prepared than most states to meet the challenge.



**The Nine Transition Strategies for Coal Country are:**

1. Montana develops a statewide strategy for coal and electric power
2. Montana increases coal exports via Pacific Coast ports
3. The Western Coal Coalition influences EPA to modify or eliminate the Clean Power Plan
4. Montana develops grant programs to commercialize technologies that reduce carbon emissions
5. Montana improves the business climate for mining and non-mining companies
6. Billings, Roundup, Colstrip, and Crow Nation, Hardin develop formal strategies for economic development
7. Montana invests in infrastructure that extends high speed internet broadband service to the majority of residents
8. Montana revamps its statewide training system
9. Montana retrains laid-off coal miners

In January 2022, Signal Peak Energy LLC, in Musselshell County was sentenced to pay a \$1 million criminal fine and serve three years of probation for willful violation of health and safety standards. PACER case reference. 21-79. In December 2022, conservation groups filed legal complaints to both state and federal agencies claiming the mine had damaged and destroyed Bull Mountains' water sources.

As the beleaguered industry transitions, wind power is a common topic of conversation. Some participants in the CEDS planning process identified wind energy as a threat to the region. For the most part, a few residents just don't like to the look of the turbines; others believe they may have detrimental environmental or health effects. Some are certain that without tax breaks, wind farms can't be profitable. Others believe it costs more to make, build, maintain the towers and construct substations than the windmills can generate in electricity. And, some folks just don't like to give access to their land to corporate business interests.

## Wind Energy

The Snowy Mountain Region is Windy Country.

The Snowy Mountain Region is home to two of Montana's Top 10 Windiest Cities, Harlowton (#2) and Judith Gap (#8) and five wind facilities or projects:

- ▲ Judith Gap Wind Energy, Wheatland County, 135 Megawatt Capacity, Operated by Invenergy Services LLC, and established in 2005.
- ▲ Musselshell Wind Project, Wheatland County, 20 Megawatt Capacity, Operated by Potentia Renewables Inc, and established in 2012.
- ▲ South Peak, Judith Basin County, 80 Megawatt Capacity, Operated by ALLETE Clean Energy, and established in 2020.
- ▲ Spion Kop Wind Farm, Judith Basin County, 40 Megawatt Capacity, Operated by NorthWestern Energy, and established in 2012.
- ▲ Two Dot Project, Wheatland County, 9.7 Megawatt Capacity, Operated by NorthWestern Energy, and established in 2005.

Montana ranks 24th in the U.S. for installed wind energy production capacity and, according to the National Renewable Energy Laboratory, they are ranked 5th for estimated potential onshore wind power. Montana has 16 utility-sized, operational wind energy facilities. Even so, they account for only 0.2% of Montana's total wind generation potential. According to a study by the National Renewable Energy Laboratory, based on data for the kinetic energy per square unit, Montana could develop a total of 679,000 wind energy Megawatts. Taking advantage of that potential, wind energy in Montana has grown rapidly in the last decade.

To promote the growth of the wind industry, Montana enacted a Renewable Portfolio Standard (RPS) in 2005. It requires all investor-owned utility companies to collect 15% of their energy from renewable sources. This ensured market share for renewables; however still, most of Montana's renewable resources remain untapped.

Low sale prices to utilities discourage developers from expanding to Montana.

Wind facility owners are currently receiving \$0.03 - \$0.04 per kWh for their electricity generation, whereas according to a landowner of the Musselshell site, the minimum rate for economic stability for the Musselshell settles around \$0.05 /kWh. Even with low sale prices, NorthWestern Energy (NWE) continues to increase their consumer rates to \$0.11 kWh for residential consumers. The consumer rates are based on NWE's company costs, and heavily on equity agreements. The agreements vary between facilities but average around 10%. This means that NWE rate calculations factor in a goal to make a profit that equals 10% of the valuation of their investments in Montana. Even if a developer decides to accept the low sale price to NWE, contracts of fifteen years make the development investment riskier. Developers prefer 20-to-25-year contracts to insure their ability to sell electricity over the lifetimes of the turbines.



Public officials' comments<sup>6</sup> on wind energy are illuminating, for example:

- ▲ "I think we need to consider efficiency, base load generation, and the true cost of renewables so that we can plan our future energy needs accordingly."
- ▲ "Diversify the utility portfolio and allow someone other than the monopoly to do the power generation."
- ▲ "The problem with the energy paradigm that guides our energy activities today is that it rests on an incomplete spreadsheet. There are far too many negative externalities in the current system."
- ▲ "We're going to have to export wind if we want an export market. That's the bottom line."
- ▲ "Nobody is going to build a facility and no bank is going to loan money for a big facility if after fifteen years you have no guarantees you can sell your electricity, because the only buyer is NorthWestern."
- ▲ "NorthWestern Energy executives seem to have gone mad with dollar signs in their eyes, trying to load up their customers with massively expensive fossil-fuel power plants. Remember: the more the utility spends, the more profit it makes."
- ▲ "The main barrier [to wind development], is the very strange relationship we have, that's pretty specific to this state, between the monopolies and the Public Service Commission and the rate payers."
- ▲ "You've got to get public policy right so you attract private dollars, so that private investors can make more money chasing green electrons than they can chasing black electrons."

Judith Gap Energy Center (135 MW) nestled between the Little Belt Mountains and the Snowy Mountains was the first wind farm in the state of Montana (2005). It was first conceived in 2000 but it took five years to get proper approvals, permits and to find a purchaser for the power produced. In 2005, Northwestern Energy signed a contract to purchase the 135 megawatts of power which is about 8 percent of the total power used by Northwestern Energy. In 2006, the 90 turbines came online with each unit capable of producing up to 1.5 MW of power—enough to power between 350 and 400 homes. The turbines stretch across 8,300 acres of state and private ranch land.

Invenergy Services LLC manages the site. Almost half of the tax revenues generated from the business supports Judith Gap and Harlowton schools. It has also supported Harlowton Kiwanis Club and the 'Save the Engine' Committee which restored an old Milwaukee Railroad Car. Land Lease payments grow the tax base and the landowner receives more income, at a steadier rate, because the crops grow or livestock graze in the same field as the turbines.

The Musselshell wind site launched operations in 2012 and is currently owned by Potentia Renewables. The gearless, magnetic turbines spin near the town of Shawmut in Wheatland County. Since the Musselshell site produces far less than Judith Gap, the largest impact of its presence is felt by landowner Roy O'Connor. He noted that the ranch income is the best part of leasing his land to Goldwind and now Potentia. Roy described a community meeting he attended during the proposal stage of the project in Shawmut with some County Commissioners and local ranchers. Since then, Roy has had ranchers ask what they can do to get turbines on their ranches. He encourages other ranch owners with viable wind speeds and access to transmission lines to "look for [a developer] who is in the area and contact them. Putting up a tower is the first thing to get necessary data on wind velocities, and it is possible they would be willing to finance it if there is a suitable site on the property". The *Billings Gazette* cites the Federal Renewable Electricity Production Tax Credit as a large motivator for the initial proposal and following development of the Musselshell site. Resoundingly, the finances must line up for everyone involved to turn an idea into electricity, and the Musselshell site did just that.

## Healthcare

The Snowy Mountain Region is “Frontier Medicine.”



Significant disparities in health outcomes exist between urban and rural America (CDC), with residents of rural communities more likely to die from ailments such as heart disease and cancer. Limited access to healthcare in rural regions is one of the drivers of this imbalance. However, healthcare providers in the Snowy Mountain Region address this challenge by making it easier for patients to access care—virtually or in person—and by training the next generation of rural healthcare workers.

The impact of health care services on Snowy Mountain Region’s economy is significant and growing. Small hospitals provide important employment, salary, and skills in addition to meeting the critical care needs of the communities. Small hospitals are the largest non-government employers in the Snowy Mountain’s Region’s smallest communities. Hospitals, and health care in general, are labor intensive services that have a large locally produced component. A comparatively large fraction of spending on hospitals is paid out as wages and thus remains in the economy.

Healthcare is expected to grow to more than 12% of GDP by 2030.<sup>7</sup> It is reasonable that federal and state policies support sustaining health care services in rural communities. The loss of a hospital or clinic can devastate a local economy and leave its residents without reasonable access to health care services, including emergency medical transport and emergency room care. Attracting or sustaining a vibrant business community requires local infrastructure. That infrastructure commonly includes up-to-date utilities, access to a skilled workforce, education, and health care services.

### *Economic Impact of Central Montana Medical Center (Fergus County)*

Central Montana Medical Center (CMMC) billed about 89% to county residents and provided \$482,000 in medical services to out-of-state patients. CMMC paid its 365 employees a total payroll of \$17.9 million, about 5.8% of total county earnings, provided an additional \$3.6 million in employee benefits, and added about 848 permanent, year-round jobs across the state. The Center contributes over \$66.6 million of annual, recurring income received by Montana households, of which \$60.5 million is disposable, after-tax income. CMMC added \$204.4 million economic output annually, and about 1,774 additional state residents.

### *Economic Impact of Roundup Memorial Healthcare (Musselshell County)*

Roundup Memorial Healthcare paid its 119 employees a total payroll of \$3.4 million, about 3.5% of total county earnings, provided an additional \$792,000 in employee benefits, and about 303 permanent, year-round jobs across the state. The Center contributed more than \$20.1 million of annual, recurring income received by Montana households, of which \$18.3 million is disposable, after-tax income. Roundup Memorial added \$65.6 million economic output annually, and about 569 additional state residents.

### *Economic Impact of Wheatland Memorial Healthcare (Wheatland County)*

Wheatland Memorial Healthcare’s total payroll was \$3.8 million, about 8.6% of county earnings. It contributed \$15 million of annual, recurring income received by Montana households, of which \$13.6 million is disposable, after-tax income. Wheatland Memorial added \$45.7 million economic output annually, and about 384 additional state residents.

## Manufacturing

Despite supply headwinds, labor shortages, and an uncertain economic environment, the manufacturing industry continues to surpass the expectations of previous years. However, the industry is constrained by inflation and economic uncertainty. Snowy Mountain's manufacturers grapple with talent challenges that limit the industry's growth momentum. Business owners report supply chain issues, including sourcing bottlenecks, global logistics backlogs, cost pressures, and cyberattacks as critical challenges.

Snowy Mountain's vibrant manufacturing center reaches global markets. Fergus County's cluster in Lewistown features companies that design, engineer, and manufacture

products for airports, oil companies, federal agencies, food distribution centers, sports arenas, hospitals, banks, schools, the military, and the aerospace industry, to name a few. Together, the group supports nearly 500 manufacturing jobs in the Lewistown area.

Century Companies Inc. has about 175 employees and does everything from paving streets to building subdivisions and airports throughout the rural West. It "hangs its hat" on manufacturing a raw material into a finished product, according to recently retired CEO Tim Robertson. The company produces much of its own material — around 50 tons to 400 tons of hot-mix asphalt per hour out of each of its eight plants. With its fleet of "rolling stock," which encompasses more than 400 pieces of large construction equipment, the company paves airport hangers, runways, access roadways, and highways.

Spika Design and Manufacturing specializes in designing and manufacturing industrial work platforms and ground support equipment for people working on military aircraft, tactical vehicles, and satellites. Tom Spika started his business as a two-person shop, grew it into a multi-million-dollar company employing about 50 people, and transitioned the company's ownership and leadership to his daughters, Katie and Bekhi. Spika exports his products globally to markets in Sweden, Australia, Japan, Saudi Arabia, and Israel.

Allied Steel manufactures structural steel for malls, schools, hospitals, sports arenas, power plants, and other buildings throughout the country. Allied Steel employs about 200 people. Most of the manufacturing is done in Lewistown — the employees located elsewhere help with skilled detailing and overflow projects.

HCR Inc. and Hi-Heat Industries Inc. also operate in Lewistown. HCR produces a re-circulatory air curtain door system that major food distribution centers such as Costco and Walmart use to keep products efficiently refrigerated. Hi-Heat engineers specialized heating elements to keep equipment such as ATMs warm in sub-zero weather. (Tom Spika got his start at HCR, where he worked for 10 years during the '90s.) These are just a few of the companies that are part of Fergus County's high-tech manufacturing center.

## The Greater Montana Economy

Montana is the forty-seventh-largest economy in the nation with gross domestic product of \$49.3 billion, which has increased an annualized 1.4% over the five years to 2022. Gross State Product is a measurement of the state's output (sum of value added from all industries in the state) commonly used to track the health of the economy. Between June 2021 and June 2022, Montana added 15,800 new jobs. The most significant gains in job growth have been in the private sector, for positions in the healthcare, accommodation, and food service industries. Job growth can be partially attributed to both population growth in the state, which has expanded the labor force, and a recovery in spending following the pandemic, which has led to growth in Montana's gross state product (GSP). Generally, growth in GSP is followed by hiring activity.

Over the five years to 2022, Montana has exhibited an annualized population growth of 1.2% to reach a total population of 1.1 million. Population growth in Montana was centered around Bozeman and Kalispell, where the rate of population growth outpaced the state's average of 1.6% between 2020 and 2021. While population growth in these cities promotes job growth and generates additional tax revenue for the state, it can strain the existing infrastructure, such as the public school system, and contribute to rising housing costs. (Source: US Industry State Economic Report, State of Montana, IBISWorld, August 2022)

*Housing Affordability High Negative Impact.* Montana ranks 32nd across the United States in housing affordability. The state has a persistent shortage of affordable rental homes available for extremely low-income households. The housing cost burden falls primarily on extremely low-income households in the state, or those spending 30.0% or more of income on rent. Population growth in the state has also contributed to rising housing costs. (Source: US Industry State Economic Report, State of Montana, IBISWorld, August 2022). Like the rest of the state, the Snowy Mountain Region is experiencing a significant housing crisis that is impeding economic development.

*Domestic Migration High Positive Impact.* In 2021, Montana displayed the highest net inflow of moves per capita, with 73% of total moves in the state inbound. This is largely the result of pandemic-related trends as remote working environments were a driving force for relocation. Out-of-state residents were likely attracted to the state for its lower cost-of-living, affordable housing and greater outdoor space. While population growth supports the state's economic growth, it also contributes to rising housing costs. (Source: US Industry State Economic Report, State of Montana, IBISWorld, August 2022). While the Snowy Mountain Region welcomes the influx of businesses and workers to the state, rural community members express concern for the loss of agricultural lands.

*Business Climate Tax Index Moderate Positive Impact.* Montana ranks 5th in the nation for overall tax burden. Montana does not have a sales tax at the state or local level, with below rankings for corporate and individual income taxes. The state generates most of its tax revenue through property taxes, which fund local public services, such as public education systems, roads, and other infrastructure. (Source: US Industry State Economic Report, State of Montana, IBISWorld, August 2022). The Snowy Mountain Region's relatively low tax and regulatory burden are attractive to new businesses.

*Fiscal Stability Moderate Negative Impact.* Montana's financial condition has suffered as the state has not sufficiently funded its pension and retiree healthcare programs. As of 2020, the state had not set aside any funding for retirement obligations. Its financial condition was exacerbated by the coronavirus pandemic despite additional federal funding via COVID-19 relief grants and other federal programs. (Source: US Industry State Economic Report, State of Montana, IBISWorld, August 2022). On the other hand, Snowy Mountain Region's rural governments benefited from the state's expansion of government workers funded by American Rescue Planning Act dollars to access technical assistance on infrastructure projects. However, members of economic development organizations, Montana Association of Counties, and the League of Cities and Towns encourage direct, local access to Federal dollars so that more dollars may reach local ground.

*Sector Reliance State Specific Low Positive Impact.* The top sectors in Montana by contribution to gross state product (GSP) are finance and insurance; wholesale trade; agriculture; transportation and warehousing; and mining. Over the past decade, growth in Montana's arts, entertainment and recreation sector has supported economic growth. In 2020, the Outdoor Recreation Satellite Account reported that Montana generated 4.3% of its state GDP from outdoor recreation, the highest share across states. Rebounding tourism activity post

pandemic to Montana's national parks aided the state's economic recovery. Overall, the highest share of Montana's employment is in the service-based sector, which employs over one-third of the state's workforce and has been a significant contributor to economic growth in the state. In total, Montana contributed 0.3% to the total US gross domestic product (GDP) in 2021. Two sectors in Montana have grown at rates that significantly outpace the national average. Both educational services and healthcare and social assistance in Montana are expected to exceed growth of 30%. A portion of this growth could be contributed to federal COVID funding. (Source: US Industry State Economic Report, State of Montana, IBISWorld, August 2022). Juxtaposed to the growth in healthcare is the closure of ten nursing homes throughout the state in 2022.

*New Job Growth State Specific Moderate Positive Impact.* Between June 2021 and June 2022, Montana added 15,800 new jobs. The new job growth has led the state's 2022 unemployment rate to decline to its lowest rate ever recorded. While the rate of population growth has mirrored job growth over the five years to 2022, if the labor force increases at a faster rate than job growth, it could cause the unemployment rate to stagnate or increase moving forward. (Source: US Industry State Economic Report, State of Montana, IBISWorld, August 2022). In the Snowy Mountain Region, the too-low unemployment rates have created significant pressures on small rural businesses to compete on wages they cannot afford to pay. State changes on various taxes offer some relief for businesses but strain local governments.





# SWOT Analysis



*Rural Rising*

# SWOT ANALYSIS

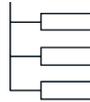
In evaluating the region's strengths, weaknesses, opportunities, and threats, the CEDS Strategy Committee viewed input gathered during the planning process through the lens of the foundational elements of thriving rural communities: sectors, workforce and community and connectivity.

**Sectors.** Sectors refer to stable or growing tradable industries that bring wealth into communities, create employment opportunities, and carry strong multiplier effects that support the overall economy. Thriving rural communities play to their region's strengths, supporting sectors such as agriculture, manufacturing, energy, tourism, and postsecondary education.

**Workforce.** People are the lifeblood of any community. A healthy, skilled workforce is the most important factor in attracting and retaining employers in key sectors. In addition, workers spread wealth and create additional jobs by buying goods and services within their communities.

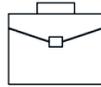
**Community and connectivity.** The most intangible element, community and connectivity, includes services and amenities critical to quality of life, such as transportation infrastructure and access to broadband, healthcare, childcare, and arts and culture. Because these assets support the workforce, they are essential to developing thriving sectors.

## Overarching framework for goals and objectives



### Sectors

Attract, develop, and support key sectors to promote economic revitalization



### Workforce

Prepare a healthy and stable workforce to ensure strong employment and high productivity



### Community and connectivity

Provide people with the resources needed to be self-sufficient and well connected

## Overarching framework for measures of growth

Increased share or concentration of high-growth sectors

More jobs and higher wages

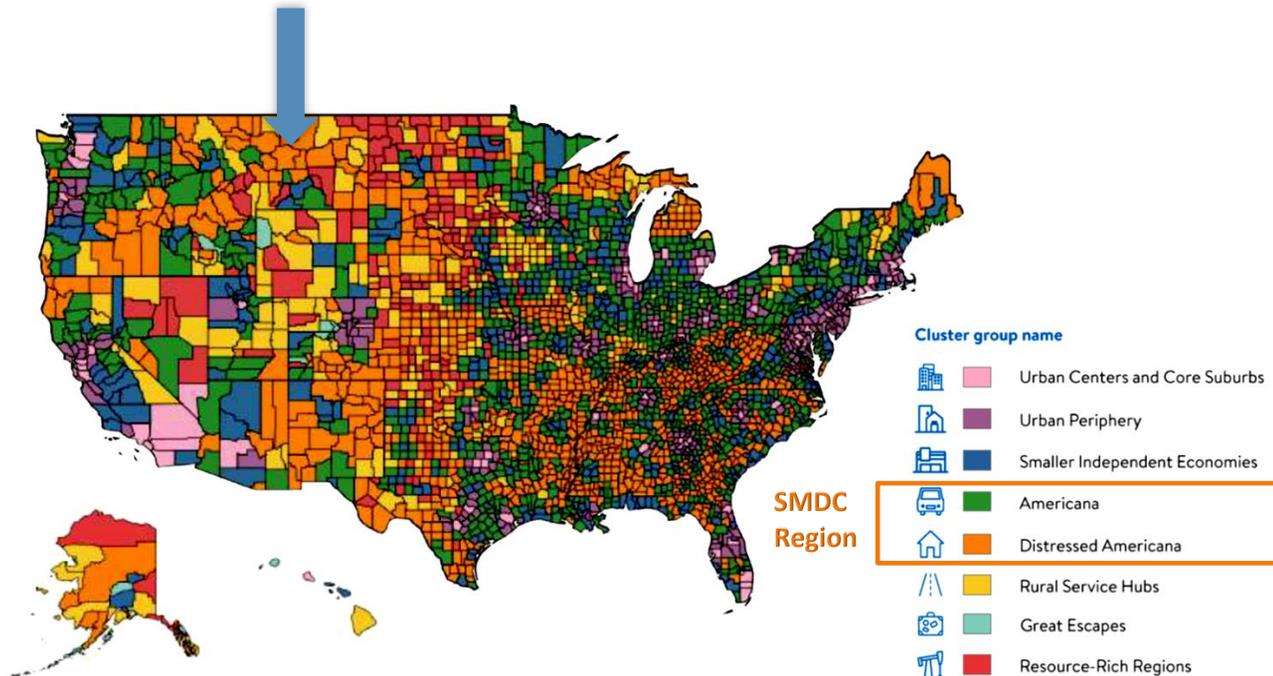
More stable earnings, especially for those in agriculture

Improved overall county health index

Successful attraction and retention of talent

Improved quality of life

Increased connectivity and access to markets



# SNOWY MOUNTAIN REGION FRAMEWORK FOR ANALYSIS

## Strengths

### Sectors

- Strong Agricultural Community
- Great Ag. Feed store – Geysers
- Wind energy – Invenergy, Musselshell, Spion
- Excellent fiber optics in smaller communities
- Lots of business – not on Main Street
- Next Generation ranchers
- Small businesses do well
- Outdoor recreation
- Care resources: hospital, foundation, pool, Boys & Girls Club
- Medical collaborative communities and hospital system
- Active senior center with food delivery
- National Discovery Center
- Snowy Mountain Development Corporation
- Lewistown Downtown Association
- Art Center
- Education
- Good schools
- Great EMS Services
- Foundation funding

### Workforce

- Customer Service
- Young people moving back (26-35)
- Hardworking
- Entrepreneurial spirit
- Diverse groups

### Community and Connectivity

- Sense of community, tight community, care about community, community support
- Resilient – harsh environment
- Philanthropic, passionate, “you can do it,” volunteerism
- Proximity to Billings, Great Falls and Stanford/hwy – Geysers
- Walkable, safe, open space
- Strong assets, resources, water resources, investment in current resources
- TIF and Main Street
- Relatively cheap land prices
- WWII Heritage City designation brings national recognition to the region

## Opportunities

### Sectors

- Missile upgrades – Sentinel
- Northrop hub
- In-home health care services and telehealth
- Elevator is for sale
- Strong agricultural community
- Niche opportunities attract new businesses
- Higher level of medical treatment
- Higher education
- Local hay
- Future Cancer Center
- Urgent Care
- Philanthropy
- Ecommerce can grow small business' customer base
- Possible expansion of renewable power sources
- After school programs

### Workforce

- Remote work possibilities
- Getting students into workforce
- Better pay, employment opportunities, tax base, housing for employees

### Community and Connectivity

- Main Street development
- Great property within town/city limits, Lots of vacant buildings on Main Street, Lot sizes varied for development
- Internet is solid
- Water from pipeline available
- Interstate, Airport
- Investing in quality of place, investment in current resources
- Urban planning, Smart growth
- More legislative voice
- Collaborative community, maintain culture, bring people together
- Major improvements to municipal water in Harlowton and Roundup
- Regional Water System beginning construction (\$120-\$130 million financing)
- New cellphone tower could bring new business
- Class C schools = opportunities for extracurricular activities and small class sizes

## Weaknesses

### Sectors

- No grocery store or restaurant
- No medical services in smaller communities and no medical director
- No childcare
- Justice system
- Lack of space to increase industry

### Workforce

- Extensive travel for employment
- No high paying jobs
- No kids working
- No available workforce

### Community and Connectivity

- Lack of Main Street businesses
- Lack of housing, lots of dilapidated houses, Housing – zoning
- Lack of childcare
- Long term property vacancies
- Isolation (Location), population decline, high poverty rate, harsh environment
- Lack of public lands
- Lack of funding and cash flow, lack of resources
- Education
- High expense
- Community doesn't plan forward
- Hard to bring people in, get them to work together, polarization of groups
- Resistance to change
- Limited communication with neighboring local governments
- Infrastructure, no sidewalks on Main Street
- Lack of meeting space, lack of space to increase town size
- Very poor municipal water quality and quantity
- No interstate, no commercial flights
- Cell service and limited broadband options create high expense
- Drugs and corridor
- Mental health

## Threats

### Sectors

- Wind turbines (perceived as bad)
- Sentinel
- VRBO/AirBNB – housing
- Limited dollars to support government
- Limited dollars to support economic development
- Pressure to reduce emissions will impact Signal Peak Coal Mine employment
- Ecommerce hurts local small businesses
- Outreach & education – can be better
- Hard for new ranchers to afford to get into the industry

### Workforce

- Military retirement
- Inflexible assistance programs – those getting benefits lose if they work more hours
- Not enough childcare providers
- Not enough housing to attract the right workers
- State grants for job creation have way too much red tape, state doesn't seem to care too much about rural communities, more interested in recruiting big business, what's wrong with investing in Montana businesses?
- State and federal agencies grant money to the economic development organizations in Billings and Great Falls instead of investing directly in SMDC to serve its own region – not much of the money granted to Billings and Great Falls makes it here

### Community and Connectivity

- School population declining risking loss of school
- Drying up and blowing up, drought, fire season no extra help
- Main Street is on a highway
- Town turning down good water, not enough water
- Higher mortality rate
- No growth, little opportunity, lack of finance to support community
- Influx – staying balanced, change of culture with people, sense of community lacking
- Potential loss of public land
- Drugs coming into community
- Mental health issues
- Misinformation

The Snowy Mountain Region's counties are primarily "Distressed Americana" with Golden Valley more "Americana". *Distressed Americana* counties face high levels of poverty, low labor force participation, and low educational attainment. Historically, these communities have been hubs for agriculture, extractive industries, and manufacturing. Their decline has mirrored the struggles in these sectors. *Americana* counties have slightly lower GDP and educational outcomes than urban areas. They are relatively close to major cities and often include several major employers. Golden Valley is a bedroom community for Billings—the most populated urban center in the State of Montana.





# *Strategic Direction & Action Plan*



*Rural Rising*

# STRATEGIC DIRECTION AND ACTION PLAN

## Overarching Framework for Goals and Objectives

1. Attract, adopt, and support key sectors to promote economic revitalization.
2. Prepare a healthy and stable workforce to ensure strong employment and high productivity.
3. Provide people with the resources needed to be self-sufficient and well-connected.

**Goal 1. SMDC's Center for Strategic Development will implement key recovery and resiliency strategies to promote and sustain long-term positive economic impact to the region.**

### Objective A. Diversify rural economies and communities.

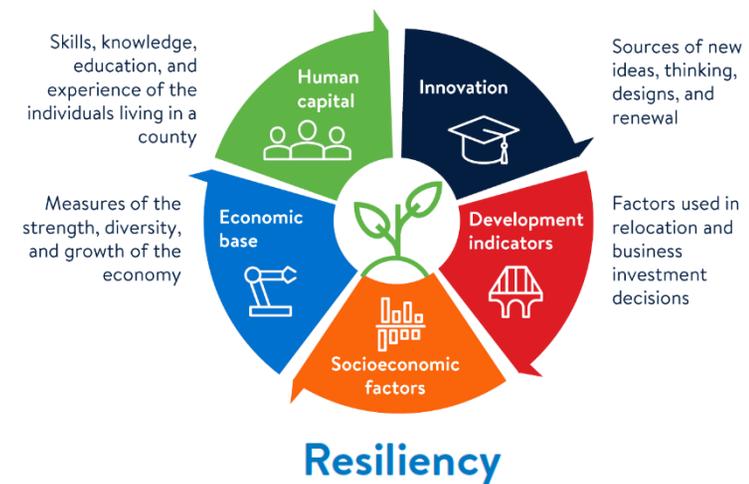
- Goal 1. Strategy 1. Provide technical assistance to communities to establish new and emerging industries such as agritourism, outdoor recreation, sustainable manufacturing, and regenerative agriculture production to create a more diverse and resilient economy.
- Goal 1. Strategy 2. Assist in planning efforts that strengthen each community's recovery and resiliency for long-term potential economic impact.
- Goal 1. Strategy 3. Continue to support Coal Country's transition strategies.

### Objective B. Remove barriers to development and secure physical assets.

- Goal 1. Strategy 3. Provide technical assistance and resources to public and private entities on redevelopment strategies, including planning, assessing, remediating, and funding revitalization, preservation, and restoration activities.
- Goal 1. Strategy 4. Create defensible space through public education, evaluation of residential properties, and reduction of materials that act as fuel for fires.

### Objective C. Develop community infrastructure to support rural communities, workforce, and families.

- Goal 1. Strategy 5. Assist communities in developing community amenities and assets that workers find desirable, including planning, assessment, project development, construction management, grant writing, and bidding processes.
- Goal 1. Strategy 6. Assist communities in identifying, accessing, developing, and managing new resources.
- Goal 1. Strategy 7. Assist communities in identifying and accessing resources to improve the quality of existing housing and develop workforce housing.
- Goal 1. Strategy 8. Assist communities in identifying and accessing resources to develop and improve access to high-quality childcare opportunities.



**What's in the Center for Strategic Development's pipeline:** Central Montana Cancer Center, Broadway Apartments (market rate housing), Wheatland Memorial Hospital, Fountain Terrace (40 units LMI housing), OneHealth/HomeWord (16 units LMI housing), Homes on the Range (50 units of LMI senior housing), Berg Lumber 26-acre mixed-use redevelopment, 180-acre Harlowton Railyard mixed-use redevelopment, Northrop Grumman workforce hub development and laydown yards to support Ground-Based Strategic Deterrent (Sentinel) rehabilitation of 150 missile silos and replacement of ICBMs (Minuteman III) with new Patriot Missiles currently in design/development.

*These activities align with US EDA investment priorities for equity (reaching low-income workforce and vulnerable seniors; Northrop contract with local woman-owned manufacturing business), workforce development (preparing for the 3,000-projected workers associated with Sentinel), and manufacturing (associated with local manufacturers' current contracts with Northrop Grumman's Sentinel), technology-based economic development (currently under Non-Disclosure Agreement), and environmentally-sustainable development (CMMC, Broadway, Wheatland Memorial, OneHealth, Berg Lumber and Harlowton Railyard are all Brownfield redevelopment projects that have remediated hazardous materials and contaminants of concern).*

**Goal 2. SMDC's Rural Business Development Center will support businesses and the manufacturing sectors in retention and expansion efforts by working to alleviate workforce and negative pressures.**

**Objective A. Deploy capital and resources to establish, grow and expand business operations.**

Goal 2. Strategy 1. Provide one-on-one technical assistance and capital to startup, struggling and expanding businesses and manufacturers.

Goal 2. Strategy 2. Provide one-on-one technical assistance to businesses and manufacturers that are (or want to do) business with the government as a client and assist them in expanding into this new market.

Goal 2. Strategy 3. Identify, access, and develop new resources that support business retention, workforce development, and address negative pressures on businesses such as the lack of affordable workforce housing and quality childcare.

Goal 2. Strategy 4. Educate businesses about market opportunities, government contracting, emerging niche markets, regulations, and specialized services such as workforce opportunities.

**Objective B. Increase access to resources and capital for women-owned, minority-owned, and veteran-owned small businesses.**

Goal 2. Strategy 5. Continue to target, serve, and link women-owned businesses to Montana's WBCs; veteran-owned businesses to Montana's VBOC, and Native American owned businesses to Native American Development Corporation for additional support.

**What's in the Rural Development Center's pipeline:** Creation of a TIF loan product and implementation with a grant/loan combo for a market rate housing complex ready to apply; SMDC is a newly-designated lender for SSBCI 2.0 (State Small Business Credit Initiative) with 3 loans approved—Montana is awaiting the second tranche of funding from US Treasury; loan for a pharmacy in a hyper-rural town will deploy soon; joint application with 4 other CRDCs to establish a statewide meat processing loan fund submitted and awaiting notice of funding; evaluating a microlending product to include in SMDC's portfolio; near completion of a CDFI Technical Assistance grant to prepare SMDC to become a CDFI lender; pre-development of an ad-hoc Regional Business Council to inform and guide SMDC Board and staff on local business needs.

*These activities align with US EDA investment priorities for equity (reaching high-risk borrowers who are unable to access conventional capital and disadvantaged, woman-owned, veteran-owned, minority-owned and marginalized small businesses) workforce development (providing access to working capital to businesses needing cash flow to increase wages and benefits to attract and retain qualified workforce) and manufacturing (providing access to loan capital on reasonable terms for small manufacturing businesses), and technology-based economic development (currently under Non-Disclosure Agreement).*

**Goal 3. SMDC's Leadership, Education and Training (LET) Center will develop the region's knowledge base by providing leadership and training events, workshops, summits, roundtables, and customized train-the-trainer modules.**

**Objective A. Increase human capital assets, knowledge creation, and competitive advantage.**

Goal 3. Strategy 1. Educate community leaders, community champions, and organization change agents on economic, community and business development issues to better prepare them to lead with confidence and skill.

Goal 3. Strategy 2. Educate and prepare individuals for homeownership.

Goal 3. Strategy 3. Educate young adults and families, entrepreneurs, and community members on financial literacy to make sound, financial decisions and invest in their futures.

Goal 3. Strategy 4. Trademark SMDC's "Women Lead Central Montana" and expand annual conferences to feature high-caliber keynote speakers.

Goal 3. Strategy 5. Continue partnership with Northrop Grumman on Strategic Teaming Alliance Roundtables (STAR) to prepare SMDC's businesses to compete for contracts associated with the Sentinel (formerly GBSD) initiative.

**What's in the LET Center's pipeline:** Strategic Teaming Alliance Roundtable (STAR) trainings in partnership with Montana's Statewide APEX Accelerator Program and Northrop Grumman; SMDC Leadership trip to Kimball, Nebraska for Lessons Learned on developing Northrop Grumman's workforce hub; and Trademarking SMDC's Women Lead Central Montana.

*These activities align with US EDA investment priorities for equity (reaching disadvantaged, woman-owned, veteran-owned, minority-owned and marginalized small businesses) workforce development (providing access to working capital to businesses needing cash flow to increase wages and benefits to attract and retain qualified workforce) and manufacturing (providing access to loan capital on reasonable terms for small manufacturing businesses), and technology-based economic development (currently under Non-Disclosure Agreement).*

**Goal 4. Build SMDC's organizational capacity to serve and support its all-rural six-county region through its three service centers (Center for Strategic Development, Rural Business Development Center and Leadership, Education and Training Center).**

**Objective A. Reestablish "Snowy Mountain Development" as the "go-to resource" to build community and economic capital in Central Montana.**

Goal 4. Strategy 1. Secure US EPA funding to expand SMDC's Brownfields program staff, activities, and reach.

Goal 4. Strategy 2. Secure USDA and MT Department of Ag funding to expand SMDC's Food & Agriculture Development Center reach into the ag-based persistent poverty counties Golden Valley, Wheatland and Musselshell.

Goal 4. Strategy 3. Secure funding to formally establish and pilot the first "Rural Business Development Center" as the frontier response to US SBA's SBDC Network in Montana to bridge critical gaps in services.

Goal 4. Strategy 4. Secure Department of Defense (DOD) Office of Small Business Programs (OSBP) funding to expand SMDC's APEX Accelerator (formerly PTAC) staff, activities, and reach.

Goal 4. Strategy 5. Establish an ad-hoc Regional Business Council to advise SMDC staff and Board on industry challenges and opportunities to provide timely response to changing economic and political conditions.

Goal 4. Strategy 6. Secure funding to capitalize USDA IRP loan funds, US EDA loan funds, US EPA loan funds, and SMDC loan funds to expand reach to higher risk, underserved and marginalized borrowers.

Goal 4. Strategy 7. Revise the formula for member communities' contributions to increase annual contributions to an amount comparable to industry standards.

Goal 4. Strategy 8. Establish "Member Lenders" and "Member Investors" programs and secure annual investments to support SMDC's service centers' operations and organizational events.

Goal 4. Strategy 9. Continually evaluate and implement technology to increase organization efficiencies, program effectiveness, and equity in service and reach.

***What's in SMDC's organizational pipeline:*** SMDC's FADC commissioned a feasibility study for a regional food hub. The study will map the food economy, size the nascent "hubs", assess suitable business and distributions models, identify sites, and prepare preliminary proformas by business model. The study will be complete by September 2023.

# ACTION PLAN

| Goal  | Objective   | Tasks and Projects  | Lead Agencies Including Groups, Stakeholders  | Funding Source (and Potential)   | Timeframe                      | Priority 1=High; 2=Medium, 3=Low | Jobs Created  | Deliverables by Goal   |
|---|---|---|---|--|--------------------------------|----------------------------------|---|--|
| <p><b>Goal 1. SMDC's Center for Strategic Development will implement key recovery and resiliency strategies to promote and sustain long-term positive economic impact to the region.</b></p> <p><b>Overarching framework for Goal 1 and Objectives A, B, C.</b></p> <ul style="list-style-type: none"> <li>▲ Attract, adopt, and support key sectors to promote economic revitalization.</li> <li>▲ Prepare a healthy and stable workforce to ensure strong employment and high productivity.</li> <li>▲ Provide people with the resources needed to be self-sufficient and well-connected</li> </ul> | <p><b>Objective A. Diversify rural economies and communities.</b></p>   | <p>Goal 1. Strategy 1. Provide technical assistance to communities to establish new and emerging industries such as agritourism, outdoor recreation, sustainable manufacturing, and regenerative agriculture production to create a more diverse and resilient economy.</p> | <p>SMDC, Industry Leaders and Professional Associations, County Commissions, Cities and Towns</p> | <p>SMDC Member Communities, Member Lenders, Member Investors, EDA, EPA, HUD, USDA, MT DOC, MT DOA, MT MBOI, MT DOT, Montana Board of Housing, National Park Service, Montana State Historic Preservation Office, Red Stone Equity Partners, Steele-Reese Foundation, City of Lewistown, Glacier Bank, Federal Home Loan Bank of Des Moines</p> | <p>Ongoing through 6/30/27</p> | <p>1</p>                         | <p>Expected but Number Unknown. Benchmark: 180 jobs created by 5 business clients in the last year.</p> <p>3,000 jobs are expected with Northrop Grumman's Sentinel Initiative</p> <p>47 new jobs are expected with HomeWord's Crowley Flats project (OneHealth 2<sup>nd</sup> floor)</p> | <ol style="list-style-type: none"> <li>1. Number of acres of land remediated and or redeveloped.</li> <li>2. Number of historical structures and square footage preserved and or restored.</li> <li>3. Number of LMI housing, senior housing and workforce housing units developed or renovated.</li> <li>4. Number and type of new products and services established (hospital beds, alternative healthcare, etc.)</li> </ol> |
|   |   | <p>Goal 1. Strategy 2. Assist in planning efforts that strengthen each community's recovery and resiliency for long-term potential economic impact.</p>   | <p>SMDC, County Commissions, Cities and Towns</p>   | <p>Various federal and state agencies, member communities, government officials</p>  | <p>Ongoing through 6/30/27</p> | <p>1</p>                         | <p>Expected but Number Unknown.</p>   | <p><b>Overarching framework for measurable growth for Goal 1 and Objectives A, B, and C:</b></p> <ul style="list-style-type: none"> <li>▲ Increased share or concentration of high-growth sectors.</li> <li>▲ More jobs and higher wages.</li> <li>▲ More stable earnings, especially for those in agriculture.</li> <li>▲ Improved overall county health index.</li> </ul>  |
|   | <p>Goal 1. Strategy 3. Continue to support Coal Country's transition strategies.</p>  | <p>Coal Country Coalition</p>   | <p>Coal Severance Tax, ARPA</p>   | <p>Ongoing through 6/30/27</p>   | <p>2</p>                       | <p>Unknown at this time.</p>     |   |  |
|   | <p>Goal 1. Strategy 3. Provide technical assistance and resources to public and private entities on redevelopment strategies, including planning, assessing, remediating, and funding revitalization, preservation, and restoration activities.</p> | <p><b>Objective B. Remove barriers to development and secure physical assets.</b></p> <p>SMDC, Brownfields Coalition, EPA, DEQ</p>  | <p>US EPA, MT DEQ, MT PETRO Board</p>   | <p>Ongoing through 6/30/27</p>   | <p>1</p>                       | <p>Unknown at this time.</p>     |   |  |
|   |   | <p>Goal 1. Strategy 4. Create defensible space through public education, evaluation of residential properties, and</p>  | <p>SMDC, Conservation Districts</p>   | <p>BLM</p>   | <p>Ongoing through 6/30/27</p> | <p>2</p>                         | <p>Unknown at this time.</p>  |  |

# ACTION PLAN

| Goal  | Objective  | Tasks and Projects   | Lead Agencies Including Groups, Stakeholders                                 | Funding Source (and Potential)   | Timeframe               | Priority<br>1=High;<br>2=Medium,<br>3=Low | Jobs Created                 | Deliverables by Goal  |
|---|--|--|--|--|-------------------------|---|------------------------------|---|
|   | <p><b>Objective C. Develop community infrastructure to support rural communities, workforce, and families.</b></p>                                   | reduction of materials that act as fuel for fires.   |  |  |                         |   |                              |   |
|   |  | Goal 1. Strategy 5. Assist communities in developing community amenities and assets that workers find desirable,   | SMDC, County Commissions, Cities and Towns                                   | Various federal and state agencies, member   | Ongoing through 6/30/27 | 1   | Expected but Number Unknown. | <ul style="list-style-type: none"> <li>▲ Successful attraction and retention of talent.</li> <li>▲ Improved quality of life.</li> <li>▲ Increased connectivity and access to markets.</li> </ul>  |
|   |  | including planning, assessment, project development, construction management, grant writing, and bidding processes.  |  | communities, government officials  |                         |   |                              |   |
|   |  | Goal 1. Strategy 6. Assist communities in identifying, accessing, developing, and managing new resources.  | SMDC, County Commissions, Cities and Towns                                   | Various federal and state agencies, member communities, government officials                   | Ongoing through 6/30/27 | 1   | Expected but Number Unknown. |   |
|   |  | Goal 1. Strategy 7. Assist communities in identifying and accessing resources to improve the quality of existing housing and develop workforce housing.  | SMDC, County Commissions, Cities and Towns                                   | Various federal and state agencies, member communities, government officials                   | Ongoing through 6/30/27 | 1   | Expected but Number Unknown. |   |
|   | Goal 1. Strategy 8. Assist communities in identifying and accessing resources to develop and improve access to high-quality childcare opportunities. | SMDC, County Commissions, Cities and Towns   | Various federal and state agencies, member communities, government officials | Ongoing through 6/30/27  | 1                       | Expected but Number Unknown.              |                              |   |
| <p><b>Goal 2. SMDC's Rural Business Development Center will support businesses and the manufacturing sectors in retention and expansion efforts by working to alleviate workforce and negative pressures.</b></p> <p><b>Overarching framework for Goal 2 and Objectives A and B</b></p> | <p><b>Objective A. Deploy capital and resources to establish, grow and expand business operations.</b></p>   | Goal 2. Strategy 1. Provide one-on-one technical assistance and capital to startup, struggling and expanding businesses and manufacturers.   | SMDC   | USDA IRP, US EDA, US EPA, BLM Fergus County, City of Lewistown, Golden Valley County, TIF/TEDD | Ongoing through 6/30/27 | 1   | Expected but Number Unknown. | <ol style="list-style-type: none"> <li>1. Number and duration of business technical assistance counseling hours provided.</li> <li>2. Number and amount of loan dollars deployed, managed, and serviced.</li> <li>3. Number of tax increment revenue dollars managed, granted and loaned.</li> <li>4. Number and amount of</li> </ol> |
|   |  | Goal 2. Strategy 2. Provide one-on-one technical assistance to businesses and manufacturers that are (or want to do) business with the government as a client and assist them in expanding into this new market. | SMDC   | USDA IRP, US EDA, US EPA, BLM Fergus County, City of Lewistown, Golden Valley County, TIF/TED  | Ongoing through 6/30/27 | 1   | Expected but Number Unknown. |   |

# ACTION PLAN

| Goal  | Objective  | Tasks and Projects  | Lead Agencies Including Groups, Stakeholders | Funding Source (and Potential)                    | Timeframe                                   | Priority 1=High; 2=Medium, 3=Low | Jobs Created                 | Deliverables by Goal  |  |
|---|--|---|--|---|---|----------------------------------|------------------------------|---|--|
| <ul style="list-style-type: none"> <li>▲ Attract, adopt, and support key sectors to promote economic revitalization.</li> <li>▲ Prepare a healthy and stable workforce to ensure strong employment and high productivity.</li> <li>▲ Provide people with the resources needed to be self-sufficient and well-connected</li> </ul> | <p><b>Objective B. Increase access to resources and capital for women-owned, minority-owned, and veteran-owned small businesses.</b></p> | Goal 2. Strategy 3. Identify, access, and develop new resources that support business   | SMDC   | USDA IRP, US EDA, US EPA, BLM Fergus County, City | Ongoing through 6/30/27                     | 1                                | Expected but Number Unknown. | government contracts secured.   |  |
|   |  | retention, workforce development, and address negative pressures on businesses such as the lack of affordable workforce housing and quality childcare.  |  |   | of Lewistown, Golden Valley County, TIF/TED |                                  |                              |   | 5. Number of new business starts.<br>6. Number of businesses purchased, sold and or expanded.<br>7. Number of jobs created and or retained.<br>8. Number of referrals to appropriate persons, programs, and resources (documenting trends to identify gaps). |
|   |  | Goal 2. Strategy 4. Educate businesses about market opportunities, government contracting, emerging niche markets, regulations, and specialized services such as workforce opportunities.   | SMDC   | USDA IRP, US EDA, US EPA, BLM Fergus County, City | Ongoing through 6/30/27                     | 1                                | Expected but Number Unknown. | 9. Amount of grant dollars secured to support the operations of SMDC's Rural Business Development Center.   |  |
|   |  | Goal 2. Strategy 5. Continue to target, serve, and link women-owned businesses to Montana's WBCs; veteran-owned businesses to Montana's VBOC, and Native American owned businesses to Native American Development Corporation for additional support. | SMDC, WBC, VBOC, NADC                        | USDA IRP, US EDA, US EPA, BLM Fergus County, City | Ongoing through 6/30/27                     | 1                                | Expected but Number Unknown. | <p><b>Overarching framework for measurable growth for Goal 2 and Objectives A and B.:</b></p> <ul style="list-style-type: none"> <li>▲ Increased share or concentration of high-growth sectors.</li> <li>▲ More jobs and higher wages.</li> <li>▲ More stable earnings, especially for those in agriculture.</li> </ul> |  |

# ACTION PLAN

| Goal  | Objective  | Tasks and Projects   | Lead Agencies Including Groups, Stakeholders                                      | Funding Source (and Potential)   | Timeframe               | Priority<br>1=High;<br>2=Medium,<br>3=Low | Jobs Created                 | Deliverables by Goal  |
|---|--|--|---|--|-------------------------|---|------------------------------|---|
|   |  |  |   |  |                         |   |                              | <ul style="list-style-type: none"> <li>▲ Improved overall county health index.</li> <li>▲ Successful attraction and retention of talent.</li> <li>▲ Improved quality of life.</li> <li>▲ Increased connectivity and access to markets.</li> </ul>   |
| <p><b>Goal 3. SMDC's Leadership, Education and Training (LET) Center will develop the region's knowledge base by providing leadership and training events, workshops, summits, roundtables, and customized train-the-trainer modules.</b></p> <p><b>Overarching framework for Goal 3 and Objective A.</b></p> <ul style="list-style-type: none"> <li>▲ Attract, adopt, and support key sectors to promote economic revitalization.</li> <li>▲ Prepare a healthy and stable workforce to ensure strong employment and high productivity.</li> <li>▲ Provide people with the resources</li> </ul> | <p><b>Objective A. Increase human capital assets, knowledge creation, and competitive advantage.</b></p> | <p>Goal 3. Strategy 1. Educate community leaders, community champions, and organization change agents on economic, community and business development issues to better prepare them to lead with confidence and skill.</p> | SMDC, County Commissions, Cities and Towns  | Various federal and state agencies, member communities, government officials | Ongoing through 6/30/27 | 2   | Expected but Number Unknown. | <ol style="list-style-type: none"> <li>1. Number of leadership training events and workshops provided and attended.</li> <li>2. Annual Women Lead Central Montana events held and attended.</li> <li>3. Number of Homebuyer Education sessions held and attended.</li> <li>4. Number of specialized financial literacy counseling sessions provided.</li> <li>5. Number of specialized business trainings for entrepreneurs and small business owners offered and attended.</li> <li>6. Number of specialized ag trainings and workshops for farmers, ranchers and</li> </ol> |
|   |  | <p>Goal 3. Strategy 2. Educate and prepare individuals for homeownership.</p>  | SMDC, Neighborworks, HUD  | HUD, Neighborworks   | Ongoing through 6/30/27 | 1   | Unknown at this time.        |   |
|   |  | <p>Goal 3. Strategy 3. Educate young adults and families, entrepreneurs, and community members on financial literacy to make sound, financial decisions and invest in their futures.</p>                                   | SMDC  | HUD, State Farm  | Ongoing through 6/30/27 | 3   | Unknown at this time.        |   |
|   |  | <p>Goal 3. Strategy 4. Trademark SMDC's "Women Lead Central Montana" and expand annual conferences to feature high-caliber keynote speakers.</p>   | SMDC  | Donors   | Ongoing through 6/30/27 | 3   | Unknown at this time.        |   |
|   |  | <p>Goal 3. Strategy 5. Continue partnership with Northrop Grumman on Strategic Teaming Alliance Roundtables (STAR) to prepare SMDC's businesses to compete for contracts associated</p>                                    | SMDC, Northrop Grumman, Fergus County, City of Lewistown, MT APEX Program Manager | DoD  | Ongoing through 6/30/27 | 1   | Expected but Number Unknown. |   |

# ACTION PLAN

| Goal   | Objective   | Tasks and Projects  | Lead Agencies Including Groups, Stakeholders | Funding Source (and Potential) | Timeframe                      | Priority<br>1=High;<br>2=Medium,<br>3=Low | Jobs Created                        | Deliverables by Goal  |
|--|---|---|--|--------------------------------|--------------------------------|---|-------------------------------------|---|
| <p>▲ needed to be self-sufficient and well-connected</p>   |   | <p>with the Sentinel (formerly GBSD) initiative.</p>  |  |                                |                                |   |                                     | <p>agriculture producers offered and attended.</p> <p><b>Overarching framework for measurable growth</b></p> <p><b>for Goal 3 and Objective A.</b></p> <ul style="list-style-type: none"> <li>▲ Increased share or concentration of high-growth sectors.</li> <li>▲ More jobs and higher wages.</li> <li>▲ More stable earnings, especially for those in agriculture.</li> <li>▲ Improved overall county health index.</li> <li>▲ Successful attraction and retention of talent.</li> <li>▲ Improved quality of life.</li> <li>▲ Increased connectivity and access to markets.</li> </ul> |
| <p><b>Goal 4. Build SMDC’s organizational capacity to serve and support its all-rural six-county region through its three service centers (Center for Strategic Development, Rural Business Development Center</b></p> | <p><b>Objective A. Reestablish “Snowy Mountain Development” as the “go-to resource” to build community and economic capital in Central Montana.</b></p> | <p>Goal 4. Strategy 1. Secure US EPA funding to expand SMDC’s Brownfields program staff, activities, and reach.</p> | <p>SMDC</p>                                  | <p>US EPA</p>                  | <p>Ongoing through 6/30/27</p> | <p>1</p>                                  | <p>Expected but Number Unknown.</p> | <p>1. Number of Federal, state, and local grant dollars secured to support operations and capitalize loan funds.<br/>2. Regional Business Council established, kick-off meeting launched,</p>   |

# ACTION PLAN

| Goal  | Objective | Tasks and Projects   | Lead Agencies Including Groups, Stakeholders | Funding Source (and Potential)   | Timeframe               | Priority 1=High; 2=Medium, 3=Low | Jobs Created                 | Deliverables by Goal  |
|---|-----------|--|--|--|-------------------------|----------------------------------|------------------------------|---|
| <p><b>and Leadership, Education and Training Center).</b></p> <p><b>Overarching framework for Goal 4 and Objective A:</b></p> <ul style="list-style-type: none"> <li>▲ Attract, adopt, and support key sectors to promote economic revitalization.</li> <li>▲ Prepare a healthy and stable workforce to ensure strong employment and high productivity.</li> <li>▲ Provide people with the resources needed to be self-sufficient and well-connected</li> </ul> |           | Goal 4. Strategy 2. Secure USDA and MT Department of Ag funding to expand SMDC's Food & Agriculture Development Center reach into the ag-based persistent poverty counties Golden Valley, Wheatland and Musselshell. | SMDC   | MT Department of Ag  | Ongoing through 6/30/27 | 1                                | Expected but Number Unknown. | and regular meetings held and attended.<br>3. Member communities' contributions' formula developed and adopted by SMDC Board of Directors.  |
|   |           | Goal 4. Strategy 3. Secure funding to formally establish and pilot the first "Rural Business Development Center" as the frontier response to US SBA's SBDC Network in Montana to bridge critical gaps in services.   | SMDC   | Various federal and state agencies, member communities, member investors, member lenders | Ongoing through 6/30/27 | 1                                | Expected but Number Unknown. | 4. "Member Lenders" and "Member Investors" cash and in-kind contributions and sponsorships secured.   |
|   |           | Goal 4. Strategy 4. Secure Department of Defense (DOD) Office of Small Business Programs (OSBP) funding to expand SMDC's APEX Accelerator (formerly PTAC) staff, activities, and reach.                              | SMDC   | DoD APEX   | Ongoing through 6/30/27 | 1                                | Unknown at this time.        | 5. New technologies (including subscriptions) implemented.  |
|   |           | Goal 4. Strategy 5. Establish an ad-hoc Regional Business Council to advise SMDC staff and Board on industry challenges and opportunities to provide timely response to changing economic and political conditions.  | SMDC   | Member communities   | Ongoing through 6/30/27 | 1                                | Unknown at this time.        | <b>Overarching framework for measurable growth for Goal 4 and Objective A:</b>  |
|   |           | Goal 4. Strategy 6. Secure funding to capitalize USDA IRP loan funds, US EDA loan funds, US EPA loan funds, and SMDC loan funds to expand reach to higher risk, underserved and marginalized borrowers.              | SMDC   | USDA IRP, US EDA, US EPA   | Ongoing through 6/30/27 | 2                                | Unknown at this time.        | <ul style="list-style-type: none"> <li>▲ Increased share or concentration of high-growth sectors.</li> <li>▲ More jobs and higher wages.</li> <li>▲ More stable earnings, especially for those in agriculture.</li> </ul> |
|   |           | Goal 4. Strategy 7. Revise the formula for member communities' contributions to increase annual contributions to an amount   | SMDC   | Member communities   | June 2023               | 2                                | None.                        | <ul style="list-style-type: none"> <li>▲ Improved overall county health index.</li> <li>▲ Successful attraction and retention of talent.</li> </ul>   |

## ACTION PLAN

| Goal | Objective | Tasks and Projects  | Lead Agencies Including Groups, Stakeholders | Funding Source (and Potential) | Timeframe               | Priority 1=High; 2=Medium, 3=Low | Jobs Created          | Deliverables by Goal   |
|------|-----------|---|--|--------------------------------|-------------------------|----------------------------------|-----------------------|--|
|      |           | comparable to industry standards.   |  |                                |                         |                                  |                       |  |
|      |           | Goal 4. Strategy 8. Establish “Member Lenders” and “Member Investors” programs and secure annual investments to support SMDC’s service centers’ operations and organizational events. | SMDC   | Member communities             | Ongoing through 6/30/27 | 2                                | Unknown at this time. | <ul style="list-style-type: none"> <li>▲ Improved quality of life.</li> <li>▲ Increased connectivity and access to markets.</li> </ul> |
|      |           | Goal 4. Strategy 9. Continually evaluate and implement technology to increase organization efficiencies, program effectiveness, and equity in service and reach.                      | SMDC   | Member communities             | Ongoing through 6/30/27 | 1                                | None.                 |  |
|      |           | Goal 4. Strategy 10. Leverage SMDC history, relationships and successes to establish a solid foundation for Snowy Mountain Development Authority.                                     | SMDC, SMDA                                   | Member communities             | Ongoing through 6/30/27 | 1                                | None.                 |  |





# *Evaluation Framework*



*Rural Rising*

# EVALUATION FRAMEWORK

Snowy Mountain Development Corporation updates strategic planning annually and holds CEDS Strategy Committee meetings in the months of February, April, June, August, October, and December. Staff frequently engage local governments, individuals, and businesses in opportunities to provide feedback on initiatives through surveys, focus groups, roundtables, and issue summits. SMDC uses this information to modify planning activities in each community. With the fluidity of economic and political environments, election cycles and budgetary cycles, priorities shift. In response, SMDC staff pivot and redirect organizational resources.

## ***Learning Organization***

SMDC is a learning organization skilled at creating, acquiring, and transferring knowledge, and at modifying its actions to reflect new knowledge and insights. The linchpin of organizational learning (and effective action) is a commitment to excellence through continuous evaluation and improvements. SMDC's evaluation of its own performance is vital for sound, strategic decision-making and demonstrates for its beneficiaries its return on investment. Such assessments help SMDC's leadership understand the costs and benefits of providing programs and services, whether expansions or replication are desirable and feasible, and if so, how best to allocate resources to support them.

## ***Summative and Formative Evaluations***

SMDC leadership evaluates the organization's performance at the end of each fiscal year to make any needed improvements or adjustments. Evaluations include the following actions:

1. Determine whether goals and activities are reaching the intended audience and the extent to which the activities are meeting their needs.
2. Determine the intended and unintended outcomes activities completed to date.
3. Determine whether activities were provided in the way they were intended to be provided.
4. Determine the strengths and weaknesses of the process of delivering activities.
5. Evaluate the costs and benefits (efficiency) of activities.
6. Evaluate the degree to which activities brought about the intended changes in the target population (effectiveness).
7. Evaluate the degree to which activities reached all members of the targeted populations equitably (equity).
8. Develop any needed improvements to activities and make adjustments to maximize efficiency, effectiveness, and equity.
9. Implement improved activities and document "Lessons Learned."

## ***Overarching Framework for Measurable Growth***

Traditionally, the aims of economic development as a discipline have been two-fold: economic growth and job creation. With the McKinsey model, the foundational elements of community and connectivity are added. In addition to qualitative measures, the CEDS Strategy Committee adopted the following quantitative measures as the overarching framework to guide the goals, objectives and strategies identified in this CEDS:

1. Increased share or concentration of high-growth sectors.
2. More jobs and higher wages.
3. More stable earnings, especially for those in agriculture.
4. Improved overall county health index.
5. Successful attraction and retention of talent.
6. Improved quality of life.
7. Increased connectivity and access to markets.

**Deliverables and Outcomes for SMDC's Center for Strategic Development Goals, Tasks and Activities.**

1. Number of acres of land remediated and or redeveloped.
2. Number of historical structures and square footage preserved and or restored.
3. Number of LMI housing, senior housing and workforce housing units developed or renovated.
4. Number and type of new products and services established (hospital beds, alternative healthcare, etc.)

**Deliverables and Outcomes for SMDC's Rural Business Development Center (RBDC) Goals, Tasks and Activities.**

1. Number and duration of business technical assistance counseling hours provided.
2. Number and amount of loan dollars deployed, managed, and serviced.
3. Number of tax increment revenue dollars managed, granted and loaned.
4. Number and amount of government contracts secured.
5. Number of new business starts.
6. Number of businesses purchased, sold and or expanded.
7. Number of jobs created and or retained.
8. Number of referrals to appropriate persons, programs, and resources (documenting trends to identify gaps).
9. Amount of grant dollars secured to support the operations of SMDC's Rural Business Development Center.

**Deliverables and Outcomes for SMDC's Leadership, Training and Education Center (LET) Goals, Tasks and Activities.**

1. Number of leadership training events and workshops provided and attended.
2. Annual Women Lead Central Montana events held and attended.
3. Number of Homebuyer Education sessions held and attended.
4. Number of specialized financial literacy counseling sessions provided.
5. Number of specialized business trainings for entrepreneurs and small business owners offered and attended.
6. Number of specialized ag trainings and workshops for farmers, ranchers and agriculture producers offered and attended.

**Deliverables and Outcomes for SMDC's Organizational Capacity Building Goals, Tasks and Activities**

1. Number of Federal, state, and local grant dollars secured to support operations and capitalize loan funds.
2. Regional Business Council established, kick-off meeting launched, and regular meetings held and attended.
3. Member communities' contributions' formula developed and adopted by SMDC Board of Directors.
4. "Member Lenders" and "Member Investors" cash and in-kind contributions and sponsorships secured.
5. New technologies (including subscriptions) implemented.



# *Priority Projects*



*Rural Rising*

# PRIORITY PROJECTS

## Healthcare

Central Montana Cancer Center is working closely with SMDC to develop the Center and build community capacity through the addition of specialized medical services in the region and increasing the regional financial capacity. Enhanced medical services capacity allows for stronger economic development in the region. Additionally, SMDC is in the process of updating their comprehensive economic development strategy. As they look to the healthcare sector of this region, they will explore incorporating enhanced medical capacity by building networks, collaborations, and partnerships in the region through making referrals, and connections. An update of their strategic goals may include addressing:

- Medical care is a basic community service needed to attract and retain other employers
- Improving specialty care availability in the local community will enhance the ability to keep up with the advances of medicine
- Advancement of specialty care will increase access to medical education programs often needed to maintain national board certifications
- Advancement of specialty care services in the community will attract supporting industries to the area
- Promote the recruitment and retention of healthcare providers

SMDC staff recently experienced the loss of their founding Executive Director from cancer. The organizations' commitment to establishing a comprehensive cancer care in the Snowy Mountain Region is personal and it lends the opportunity to support a widely-recognized and highly-regarded institution in the Snowy Mountain Region.

The Center is sited in Lewistown's Opportunity Zone, making it eligible for federal tax incentives. This program not only offers a new tax advantage for investors, it is also a powerful vehicle to funnel much-needed resources to the region's distressed communities.

A major economic boost to the region will be the fact that local residents will be able to receive cancer care in the local community, rather than leaving for their health care services. "Outmigration" occurs when patients are referred by their primary care provider (or self-refers) out of the rural community to a large urban center, due to lack of local specialist services, lack of appropriate hospital services or because the rural resident chooses to not use local services. The economic impact of outmigration can be devastating. The local physician and hospital lose vital patient care revenues. Outmigration results in decreased inpatient use of the local hospital and its services, contributing to poor financial conditions. Even if the primary care provider fulfills the patient's immediate needs, for every specialist consultation and every diagnostic work-up referred out of town, revenue is lost. The broader economic base of the community is undermined. Patients take grocery, clothing, pharmaceutical, and durable goods dollars with them to the urban centers. These dollars are vital to the survival of a rural community. We hope to address this factor by providing specialty services in or near the client's home community through the construction of the Helmsley Cancer Center. Expansion of cancer care in central Montana will retain patient revenues (including ancillary revenue such as labs, x-rays, etc.) rather than losing that revenue to a tertiary care center in Billings or Great Falls.



Central Montana Medical Center Cancer Center Rendering



Broadway Apartments



Crowley Flats Rendering



Harlowton Railyard Redevelopment will restore elements of "Japanese Town"

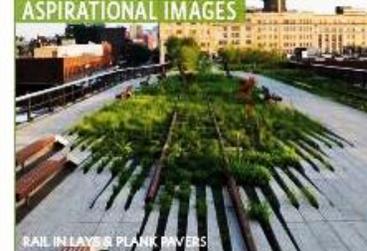
Central Montana Medical Center is a strong component of the economic employment and social fabric of the wide area it serves. CMMC is a leading employer in Fergus County, providing employment to over 400 full/part time staff and contracted individuals, and supports an annual payroll (including professional fees and contract labor) of over \$25 million. It is important to note that employees reside in fourteen area towns, some commuting up to 65 miles one way to work. CMMC provides a full range of services including 24-hour emergency care and ambulance services as well as primary care and intensive care and cardiac care. Other services include rehabilitation, obstetrics, home health and hospice care, in/outpatient surgery, state-of-the art radiology services, and a community fitness center. Many specialty care services are provided through outreach clinics from tertiary care centers in Billings (132 miles with a mountain pass) and Great Falls (103 miles). CMMC's Community needs assessment identified **local** access to cancer care services as an area to focus on in the coming months and years.

The Helmsley Cancer Center will add a much-needed level of specialty cancer care service to the residence of the nine-county service area with a population spread over approximately 40,000 square miles. The Center will provide comprehensive high-quality cancer care closer to home for the residents of this area, which will include medical and radiation oncology and infusion services in Lewistown Montana. Additionally, as stated earlier, it will provide the opportunity to participate in clinical trials and other treatment innovations, helping to address the medical disparity that currently exists in this rural region.

A comprehensive medical facility is vital to the economic development of a community. The Helmsley Cancer Center will provide a level of specialty care in the region that is currently non-existent. Not only will the addition of the Cancer Center provide a higher level of medical care, patients and their families have the additional benefits that include:

- **Reduced cost:** there are both financial and emotional costs inherent in cancer care patient transport either within the state or to other states for care. Cancer patients need family support, and in addition to the basic cost of patient transport, families must absorb travel, lodging, and per diem costs to accompany their family member to a distant healthcare facility. Added to those costs are lost time and wages if a caretaker or family member must leave his/her job, and the stress placed on the cancer patient who is taken away from home to unfamiliar surroundings while receiving life sustaining care.
- **Increased access:** all communities served by this project are classified as "frontier," which means they are at least an hour away from the nearest 75-bed hospital. Local access to cancer care and appointments will represent a significant increase the quality and quantity of healthcare available to patients who reside in the communities served by the Cancer Center.
- **Patient outcomes:** we anticipate that patient outcomes will meet appropriate standards of care. Achieving appropriate outcomes, similar to those attained in tertiary care communities, without travel, will represent a major quality-of-life improvement for patients and their families.
- **Increased provider knowledge:** this project will provide continuing education, Grand Rounds, and peer support for CMMC and the Helmsley Cancer Center providers. Increased provider knowledge will benefit current and future patients, and will improve the work environment and confidence of the frontier healthcare community.
- **Increased patient/family access to information:** providing access to information and education for patient families who are far removed from a Cancer Center will enable families to take greater control of their own health care and increase their confidence levels in managing their health and the health of their family members.

Additionally, this project will bolster economic development in the community by providing an opportunity for healthcare workforce development, which is a much-needed resource, as indicated by the fact that the whole region is medically underserved.



LOOKING OVER THE TURNTABLE GARDEN & ICONIC FEATURE TOWARD THE ROUNDHOUSE AND PLAZA



**SITE DESIGN** Celebrate the structure and its history.

Following the recladding of the exterior facades of the Roundhouse, an enhanced surrounding landscape would celebrate the uniqueness of the structure, its form and new materiality. With integration into the mission and program Depot Museum, the building itself becomes an historical exhibit. Visitors would follow a promenade through a series of tree rows and linear bands of prairie from the Museum to the Roundhouse site, with views toward the structure's north facade accented by large swaths of native grasses and wildflowers. A community garden encourages further use of the area with an agrarian aesthetic. On the Roundhouse's west side, a sculpture garden with art pieces and interpretive elements honoring the site of the Japanese Camp further ties the new landscape to its history.

**Create a community performance/event space.**

Upon renovation of the Roundhouse interior into a museum exhibit and/or gathering space, the opportunity arises to provide an outdoor amenity area to accommodate community events. Off the building's east side, a large plaza space would focus on the Foreman's Office building, proposed to be renovated into a stage and bandshell feature. An overhead structural canopy, which would incorporate decorative lighting for night activities, aesthetically "pulls" the Roundhouse form into the space. A formal tree grove and lawn just off the plaza provides shaded areas for seating or play. The former site of the turntable is transformed into a depressed rain garden, out from which a liner path would run and become a boardwalk pier over the restored wetlands, with a view terminated on the distant Sand Tower.

**Mixed Use Developments, Redevelopments and Retrofits**

**180-acre Harlowton Railyard redevelopment** ("Harlowton Railyard"), situated in the City of Harlowton, Montana, contains the Milwaukee Road Railway Depot and facilities that were built in 1908 to service the railroad that extended from Harlowton, Montana to Avery, Idaho. The railroad is said to have brought as many as 28,000 settlers to Central Montana. Due to financial difficulties, the owner of the railroad, Chicago, Milwaukee, St. Paul, and Pacific Railroad, abandoned the track in Montana in 1980, which had significant financial impact on the

City of Harlowton. Not only was the railroad the City's largest employer from 1908 to 1980, but the bankruptcy of the railroad left the City with the 180-acre railyard and Roundhouse parcel that required an extensive environmental cleanup effort.

Snowy Mountain Development Corporation, in partnership with the City of Harlowton, hired WWC to prepare a Concept Plan for Railyard's redevelopment. Numerous site visits, community surveys, and public meetings informed the community's vision to "Develop a plan that offers a functional, low-maintenance site that will provide economic benefit, will be an asset to the community, and will help make Harlowton a desirable place to live." The community identified the following development concepts:

- ▲ Future Development Area
- ▲ Roundhouse Area Plan
- ▲ Amphitheatre Area
- ▲ Restoration Area
- ▲ RV and Tent Camping Area
- ▲ Fishing Access Area
- ▲ West Trails Area
- ▲ North Day Use Area
- ▲ South Day Use Area
- ▲ East Trails Area

Snowy Mountain Development has been instrumental in securing and managing nearly \$2 million in Federal and State funding to redevelop the Railyard. Staff continue to work closely with US EPA, MT DEQ, and the City of Harlowton to implement the Concept Plan, which was completed in September 2021.

### Housing

[HomeWord Crowley Flats / OneHealth \(16 units LMI housing\)](#) is located at 309 West Main Street in Lewistown. It will construct 16 low-to-moderate workforce housing (4 – Studio, 10 – 1BR, 2 – 2BR) and is scheduled for completion in mid 2023. Crowley Flats' central location is convenient, with easy access to community amenities such as parks, grocery shopping, hardware store, retail shopping, a health clinic and schools. Residents may find they don't need cars to meet their needs. The location is perfect for seniors, veterans, singles, small families or anyone who craves the activity that downtown living provides. The project is sustainable redevelopment featuring: Adaptive reuse of a historic building, Exterior building envelope energy efficiency improvements, Energy Star appliances, Energy Star ceiling fans, and Energy efficient heating and cooling. Project partners include: HomeWord, Montana Housing, Montana Department of Commerce, National Park Service, Montana State Historic Preservation Office, Red Stone Equity Partners, Steele-Reese Foundation, City of Lewistown, Glacier Bank, Federal Home Loan Bank of Des Moines.

In addition to Crowley Flats, SMDC staff are also working on [Broadway Apartments \(market rate housing\)](#) is located at 206 6<sup>th</sup> Ave North in Lewistown; [Fountain Terrace \(40 units LMI housing\)](#) also in Lewistown; [Homes on the Range \(50 units of LMI senior housing\)](#) in Roundup and [Petroleum County Courthouse and Odd Fellows \(historic preservation and workforce housing\)](#) both in Winnet.

### Agriculture

[Regional Food Hub Study and Implementation](#) This is a planning project. SMDC will contract a consultant to conduct a comprehensive feasibility study for a regional food hub(s). The study will cover SMDC's six-county area and Meagher County (by request).

Why this study? In the 1950's, 70% of Montanans' food consumption was locally-sourced. Residents purchased meat from the local butcher, bread from the main street bakery, and sweet corn from the roadside. Fresh milk was delivered to doorsteps. Today, residents travel great distances for locally grown food that has been shipped out of state to be processed and shipped back into the state to be sold at markup at a handful of groceries. The informal hubs taking shape in Lewistown and Harlowton suggest demand for change. Is a regional food hub feasible? Our objective is to answer this question.

***The goals of the study are to:***

1. Identify current demographic and agricultural trends including COVID's impact on the food economy;
2. Measure and map Central Montana's food economy and food infrastructure (production, transportation, storage, processing, distribution, retail, value-added business, partners and collaborators);
3. Analyze the economic activity occurring in the nascent "hubs" (Lewistown, Harlowton);
4. Analyze producer and consumer market preferences, barriers and opportunities;
5. Identify case studies and local and regional food innovations that may work;
6. Estimate the amount of square footage needed to meet demand for retail, food processing, commercial kitchen, cold storage, and other hub functions;
7. Identify suitable locations (bricks and mortar, multisided web platform) for a regional hub and assess the associated economic, social, political and environmental conditions;
8. Assess potential business models (privately-held, nonprofit, cooperative, publicly-held, informal);
9. Assess potential market models (farm to business, farm to consumer, hybrid, multisided web platform);
10. Discuss alternatives for marketing, financing and operations and associated costs;
11. Prepare a five-year fund development plan to secure public and private funding to offset development and operational costs;
12. Estimate an amount of start-up capital needed to establish a regional hub;
13. Develop five-year proformas with discussion of assumptions on operating revenues and expenses;
14. Estimate the number of jobs to be created and retained;
15. Estimate the potential economic impact to the region at 5, 10 and 15 years of operations; and
16. Discuss the potential social impacts to the region.

***Activities to complete the study within one year include:***

1. Develop and publish an RFP for a feasibility study, establish evaluation committee, select consultant, execute contract and launch project;
2. Gather and analyze quantitative and qualitative data;
3. Conduct outreach to producers and consumers, partners and collaborators; facilitate community meetings, one-on-one interviews, and surveys;
4. Provide project management, grant reporting, and continued fund development;
5. Publish and disseminate final study;
6. Organize partners and collaborators for implementation; and
7. Implement.

The promise of regional food hub(s) is to provide the market to purchase locally grown and raised food products while simultaneously providing agricultural producers an expanded market. Diversifying marketing opportunities is a crucial component of ag operations' sustainability. Sustainability will create and retain quality jobs in production agriculture while generating additional revenue options that make it affordable for the next generation to return home to operate the family farm.

*The outcomes toward which we are planning are to:*

1. Facilitate food and ag producers' business connections into supply chains;
2. Localize food distribution systems;
3. Establish infrastructure linking small and midscale growers to larger mainstream markets (groceries, restaurants, institutional food service);
4. Bridge scale differences between small and midsize growers and volume and product standardization requirements of grocery stores and food service establishments (restaurants, institutions, hospitals);
5. Increase diversification for agri food enterprises;
6. Catalyze other locally-owned small business growth;
7. Decrease food systems costs (including prices paid by consumers);
8. Increase market access to locally grown food (especially for vulnerable populations);
9. Decrease food miles traveled (especially by vulnerable populations);
10. Value-add to the food economy;
11. Increase food, farm and ranch net incomes;
12. Decrease barriers to market entry;
13. Enhance industry resilience;
14. Achieve long-term economic viability of a regional food hub(s);
15. Stabilize and grow the food and ag industry and agri food enterprises;
16. Maintain and conserve the farmland asset base and slow the loss of farms;
17. Increase the human capital and skills needed for ag production; and
18. Increase community awareness of how food is produced, distributed and the impact on individuals and local communities (sustainable farming practices; diversity in farm ownership; resilient food systems responsive to local needs).

**Manufacturing**

[Strategic Teaming Alliance Roundtables \(See Northrop Grumman Sentinel "Big Push" Initiative\)](#)



# *Priority Initiatives*



*Rural Rising*

## PRIORITY INITIATIVES

According to McKinsey’s model, the idea of the “big push” is to funnel a significant amount of investment into a particular area of need to create a sustainable, long-term, virtuous cycle of economic growth. This can take many forms but is most frequently associated with the attraction of a major employer or the construction of large-scale infrastructure. Due to its size, big-push investment usually requires involvement and funding from an overarching government body, such as the state or federal government.

### ***Sentinel (GBSD): “Big Push” Investment***

The CEDS Strategy Committee and member communities do not want to be caught flat-footed.

#### ***Background***

The U.S. Air Force’s LGM-35A Sentinel weapon system, formerly known as the Ground Based Strategic Deterrent (GBSD), is a critical modernization of the ground-based leg of the U.S. nuclear triad, the bedrock of U.S. national security. The Sentinel (GBSD) system replaces the aging Minuteman III intercontinental ballistic missile (ICBM) system, which has been in service for over 50 years. It includes the complete renovation of all 450 existing missile launch facilities, the construction of two dozen new missile alert facilities and 62 new communication towers within the missile fields overseen by Malmstrom Air Force Base, Minot Air Force Base in North Dakota and F.E. Warren Air Force Base in Wyoming. The 341<sup>st</sup> Missile Wing at Malmstrom is responsible for 150 launch facilities – the unmanned silos where missiles are located – and 15 missile alert facilities – where military personnel monitor and operate the system. They’re spread across a 13,800-square-mile missile field that covers parts of eight counties—three of which are in the Snowy Mountain Region (Fergus, Judith Basin, Wheatland).

Work will start at Warren before beginning at Malmstrom, so construction is expected to begin in Montana in 2025, with the building of several new facilities on the base, before shifting to the other locations. The current missiles will be moved to Malmstrom one at a time, before being shipped out of state to be decommissioned.

The existing facilities will have to be upgraded to be ready for the new missiles. All 150 launch facilities will be renovated. The existing 15 missile alert facilities will be renovated and replaced. Crews will build up to 1,200 miles of utility corridors connecting the various facilities.

#### ***Prime Contractor Northrop Grumman***

As the Sentinel (GBSD) prime contractor, Northrop Grumman is producing a modern, integrated system designed to be adaptable to meet future threats and keep pace with emerging technologies. A cornerstone capability of the triad, the system will support global stability by serving as a safe, secure, and credible deterrent that will protect our nation and assure allies for decades to come.



### *Reducing Risk through Digital Engineering*

The Sentinel (GBSD) system is the Air Force's first major acquisition program to earn the e-Programs designator. This revolutionary approach for what the government defines as a "mega project" leverages digital engineering, agile software, and open systems architecture to model and authenticate virtual designs, lowering risk and reducing the time it takes to field the system and new technologies.

### *Future Strategic Deterrence*

For the first time in history, the U.S. is facing two near-peer adversaries who are rapidly expanding and modernizing their nuclear weapons. Recognizing the need to maintain a credible deterrent amidst an evolving global security environment, the U.S. is modernizing each leg of the triad. Minuteman III has served as the ground-based leg of the triad since the 1970s and is the oldest deployed strategic ballistic missile in the world. It has undergone three service-life extension programs to ensure safety and reliability, but major components are aging out, including boosters and guidance systems.

### *Sentinel (GBSD) Teammates – Roles and Responsibilities*

The Northrop Grumman Sentinel (GBSD) nationwide team is developing innovative concepts, technologies, and solutions necessary to meet the Air Force schedule, while delivering a safe, secure, reliable, and effective Sentinel (GBSD) system. The team has invested significantly in the people, facilities and tools needed to be ready, and is committed to deliver a 21st century Sentinel (GBSD) that meets the nation's needs.

Aerojet Rocketdyne is providing Solid Rocket Motor (SRM) Stage 3 and Post Boost Propulsion System; Bechtel, the Launch System Infrastructure Engineering and Construction. CAE is providing Training Systems; Clark Construction, Infrastructure Program Management. Collins Aerospace is providing Command & Control and Training Systems; General Dynamics, Command & Control Systems, Digital Engineering Environment, and Aerospace Vehicle Equipment. HDT Global and Kratos Defense and Security Solutions are addressing the Transportation Systems; Honeywell, Guidance & Control Instruments and Booster Control. Lockheed Martin is providing Payload Support; and Textron Systems is providing the Re-entry System.

### *Workforce Hub*

The U.S. Air Force plans to develop housing in Lewistown for workers on the Sentinel project. While the exact site for Lewistown's worker housing has not yet been decided, design details are emerging. The workforce hub will occupy 50 to 60 acres and will include a self-contained site with a residential area, a common area and an office/training area and healthcare opportunities. The common area includes dining, kitchen, laundry, medical and recreational facilities for the workforce. There will be parking for 600 personal vehicles and 70 buses near the dormitories, with additional parking for 250 more vehicles built in conjunction with the training facilities. The buildings will be built for functionality rather than aesthetics.

### *Siting*

After 2-5 years, the workforce hub will be "disassembled and incorporated back into the landscape." Fergus County Commissioner SMDC's Board Chair Ross Butcher states that Northrop-Grumman and the military will decide what makes the most sense. SMDC's Board and staff are evaluating whether the airport business park may be a good location. Other possible locations include east of town on Highway 87, near the Big R store, or the hay ground near the fairgrounds. Siting it at the airport may kickstart commercial or industrial development.

To support the project, leaders are planning two "workforce hubs," one in Great Falls and one in Lewistown. Each will be around 50 to 60 acres and include housing, dining, medical and recreational facilities for work crews. Between the two locations, they will host more than 2,000 temporary workers – with up to 3,000 at the peak of construction. State Sen. Dan Bartel, R-Lewistown, says local leaders have already started conversations with the Air Force and their contractors, Northrop Grumman. He said he believes the project will have benefits for the areas he represents – including dollars coming into the local economy – but it's important for everyone to be planning ahead for when the work starts.

“This could be a huge positive for Lewistown and the surrounding community,” said Bartel. “As all communities, we have housing issues, but if we get ahead of the game, we should be able to work out those housing issues and work with Northrop Grumman when they come to town.”

Bartel said he hopes they can put permanent infrastructure in place for the Lewistown workforce hub, so that after work is completed, it can be converted for community uses – whether housing or something else.

“A lot of folks obviously are going to be impacted, and a lot of questions are going to be how they’re going to be impacted,” said Bartel. “But I think, as a whole, we’ve lived with these missiles for years – they were put in in the 60s and they’re being upgraded now – and so I think we’ll be able to monitor that.”

### *Snowy Mountain Development*

Through its APEX Accelerator (formerly Procurement Technical Assistance Center), SMDC staff have been working diligently with Northrop Grumman and the Montana Statewide APEX Program Manager to ready the region’s businesses for contracting opportunities associated with Sentinel. Given the project’s national security implications, Northrop is designing two systems in which businesses must be registered to be eligible to compete for Sentinel contracts. SMDC’s staff partner with MT APEX and Northrop to offer Strategic Teaming Alliance Roundtables to provide answers to questions about the project and process.

At the same time, SMDC is working with stakeholders to identify potential locations for the hub. Most importantly, SMDC will pursue funding to help offset the costs of development “before they come.” The CEDS Strategy Committee does not want to be caught flat-footed at the last minute and be forced to accept whatever infrastructure Northrop puts in place. Regional community members express concern that the workforce hub will look like the man camps of the Bakken oil field—and the crime, drugs, prostitution, theft, and infrastructure deterioration associated with it.

## ***Snowy Mountain Development: “Big Pull” Innovation***

McKinsey’s model does not address innovation from the context of “big pull”; however, Think Horizon Consulting explains “pull innovation” like this: If an organization identifies a real customer problem/need first, and then searches for a solution, this is PULL method. Organizations that are most successful with pull based innovation tend to be very customer centric and close to customers. Quite often the innovator may turn out to be a customer himself, who is fed up with the inability of existing players to meet his needs. Where push methods align capabilities with innovation explorations, the pull method aligns attractive markets with innovation exploration. Where the type of innovation for push methods focus on product, service or production innovation, pull methods focus on the business *model*, network, service channel and process innovations. Economic developers in the push method lead from a position of capability and drive it with technology. On the other hand, economic developers in the pull method lead from a position of challenging the status quo and drive it with customer insights and experience with the support of data-driven research.

Snowy Mountain Development Corporation challenged the status quo of economic development by innovating organization entity structure to establish the first-ever multi-county regional port authority in the State of Montana. (There are 15 single-county local port authorities currently operating in Montana.)

**Snowy Mountain Development Regional Port Authority** (“SMDA”) is a quasi-governmental entity organized under Montana State Law (7-14-1102, MCA). Its Employer Identification Number is 92-0250731. It is a tax exempt governmental unit.

### ***This is what SMDA is authorized to do under State law:***

1. Promote, stimulate, develop and advance the general welfare, commerce, economic development and prosperity of its jurisdiction and of the state and its citizens;
2. Endeavor to increase the volume of commerce within the jurisdiction of the port authority and the state through planning, advertising, acquisition, establishment, development, construction, improvement, maintenance, equipment, operation, regulation and protection of transportation, storage or other facilities that promote the safe, efficient and economical handling of commerce;
3. Support the creation, expansion, modernization, retention, and relocation of new and existing businesses and industry in the state and otherwise stimulate, assist in, and support the growth of all kinds of economic activity that will tend to promote commerce and business development, maintain the economic stability and prosperity of its jurisdiction and of the state, and thus provide maximum opportunities for employment and improvement in the standard of living of citizens of the state;
4. Promote economic development through the education and training of the region's citizens.

SMDA was formed/established by a joint resolution of the six county commissions of Fergus, Petroleum, Musselshell, Golden Valley, Wheatland and Judith Basin. It is governed by a seven-member board of directors comprised of one elected county commissioner from each county and one at-large director that rotates each term by county. All directors serve staggered 5-year terms.

### ***Background***

In September 2022, Snowy Mountain Development Corporation announced the creation of the Snowy Mountain Development Regional Port Authority (SMDA), a quasi-governmental entity established under Montana State law.

“A local port authority is not a new economic development tool in Montana; however, **a multi-county regional port authority has never been tried until now,**” said Sara Hudson, SMDA’s first Executive Director.

“This is likely due to the challenges of unifying and coordinating multiple county interests,” said Hudson. “Something of this magnitude often breaks down in the planning stage. Big plans present big problems,” Hudson added.

Over the last month, the County Commissions of Fergus, Petroleum, Musselshell, Golden Valley, Wheatland, and Judith Basin each adopted resolutions to participate in the regional authority to promote, stimulate, develop, and advance the general welfare, commerce, economic development, and prosperity in Central Montana.

“These are the same six counties that SMDC has served for more than 20 years—without conflicts among our members,” said Hudson, who also serves as SMDC’s Executive Director. “I have practiced both urban and rural economic development,” said Hudson, “and I can tell you from experience that partnership is survival in rural counties. This is a modern way of applying a traditional tool that other rural governments may seek to replicate.”

Despite SMDC’s resolutions with the six-county commissions designating SMDC as their local government economic development arm, SMDC’s 501(c)(3) status has prevented it from securing Federal and State funds designated for local governments. “Rural governments cannot afford to create, staff, and fund their own economic development departments,” said Ross Butcher, SMDA Board Chair and Fergus County Commissioner. “We must partner to spread the costs to develop,” said Paul McKenna, SMDA Vice Chair and Petroleum County Commissioner. We are cash-strapped and tax-fatigued,” said Hudson. “Fatigued enough to experiment,” added Dean Blomquist, SMDA Secretary/Treasurer and Golden Valley County Commissioner.

“But it is a calculated risk,” added Cody McDonald, SMDA Board Member and Judith Basin County Commissioner. Over the last 20 years, SMDC’s Board and staff have grown the organization’s assets to nearly \$8 million; secured technical staff in development and redevelopment, government contracting, and small business lending. “The combined impact of these services has contributed more than \$600 million to Central Montana’s economy,” said Bob Pancratz, SMDA Board Member and Musselshell County Commissioner. “We are standing on the shoulders of the giants who established and grew SMDC—and leveraging that success for SMDA,” said Jeff Sell, SMDA Board Member and Wheatland County Commissioner.

The partnership is timely given mounting inflation and housing, childcare, and workforce crises in all six counties. The smallest sliver of the State’s more-than-a-billion-dollar surplus could help us create and retain rural jobs; establish and grow rural businesses; link low-cost capital to high-cost rural development; and summon rural Montanans back home.

“But the stark reality,” said Hudson, “is that those billions-of-dollars of surplus are met with trillions-of-dollars of need. So, I don’t envy the hard choices our representatives will make in the next Legislative Session. But it won’t keep us from asking for a few bucks to be thrown our way too.”

SMDA and SMDC will be marketed together as **“Snowy Mountain Development—a public-private partnership of government and industry organized to build community and economic capital in Central Montana.”**

Over the next five years, SMDA will “flex the muscle” of *port* authority, leverage SMDC’s resources to gain resilience to external factors, and lead from the position of “public servant.”





# Appendices



*Rural Rising*

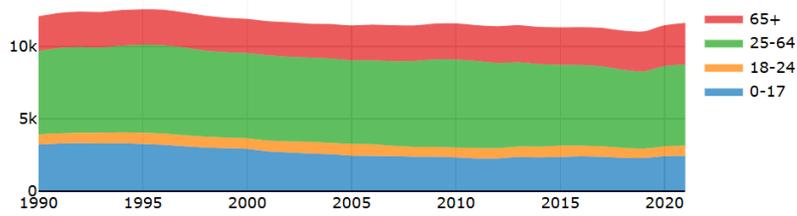


*Fergus County*



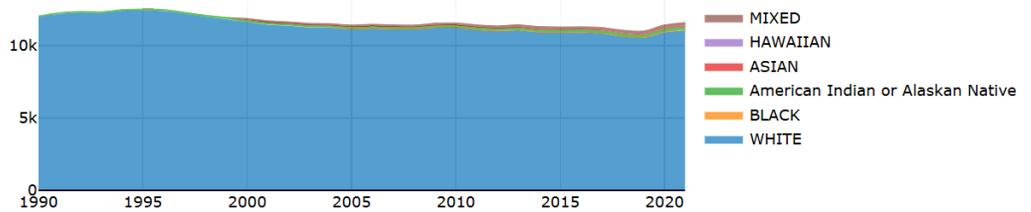
# Fergus County

## Population History (Census Bureau)



[Download SVG](#)

## Racial Makeup History (Census Bureau)

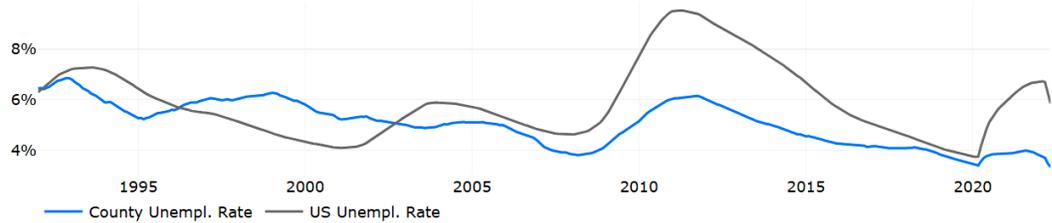


[Download SVG](#)

## Unemployment Rate (24-month avg. BLS)

US Average  
**5.85%**

Fergus County  
**3.34%**

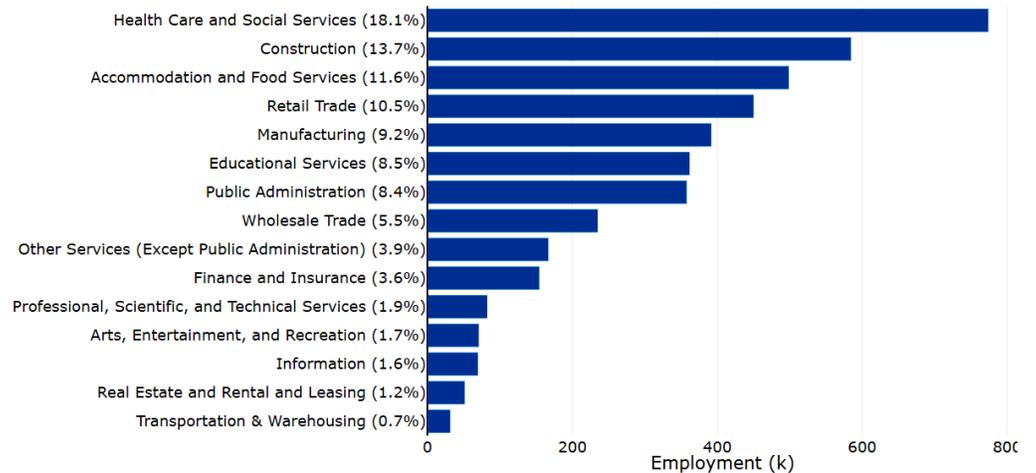


Report Date  
5/1/2022

Total Households  
**4,912**  
(ACS 2019)

Households with broadband subscription  
**3,863 (78.64%)**

## Top Industries

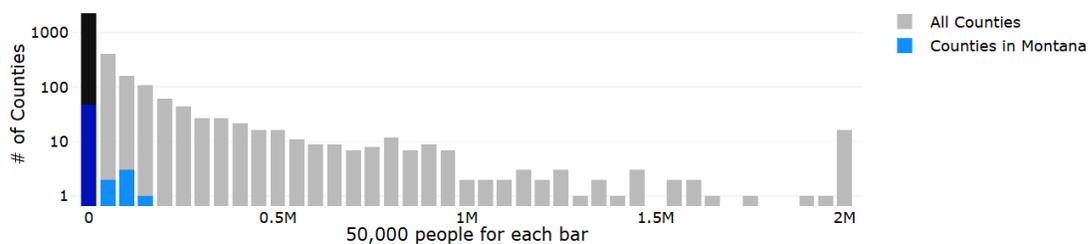


# Fergus County

## Population

(Census Bureau 2019)

**11,032**



[Download SVG](#)

## Population Density

(ACS 2019)

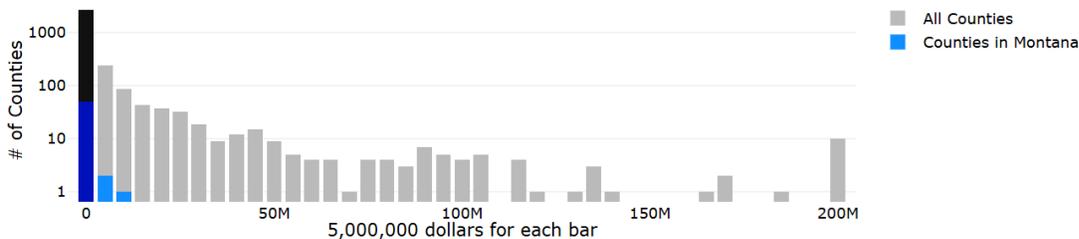
**3 people per sq. mile**



## GDP

(BEA 2018)

**\$516 M**

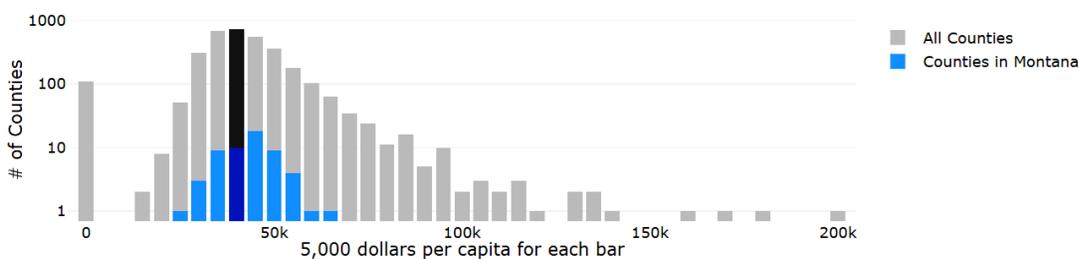


[Download SVG](#)

## Per Capita Income

(BEA 2019)

**\$44,026**



## DATA SOURCES

The population estimate, racial makeup, and population history data are coming from the Census Bureau's Population Estimates by Age, Sex, Race, and Hispanic Origin.

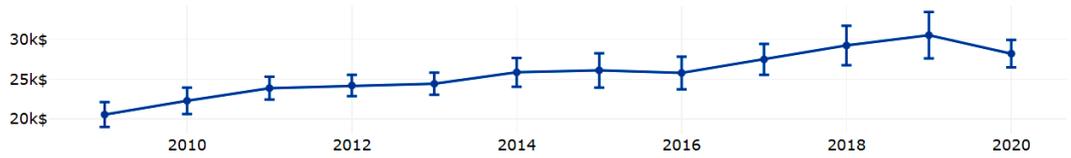
The Population Density, Median Household Income, and Per Capita Money Income are coming from the Census Bureau's American Community Survey, 5-year estimates.

The GDP, Per Capita Income, and Per Capita Personal Income (which is the same as the Per Capita Income data that is currently being displayed) are from the Bureau of Economic Analysis.

The Top Industries data is from the Census of Employment and Wages data from the Bureau of Labor Statistics and the Unemployment Rate data is LAUS from BLS.

# Fergus County

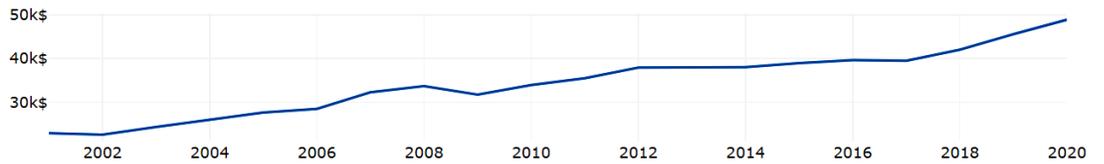
## Per Capita Money Income (5-year ACS)



[Download SVG](#)

The amount of money (only cash sources) earned per person. Released annually in December.

## Per Capita Personal Income (BEA 2019)



[Download SVG](#)

An estimate of income per person that includes not only cash sources of income, but also insurance, transfer payments, dividends, interest, and rent. Released annually in the spring.

# Fergus County

|                          |  |                                    |                   |                            |                       |                 |
|--------------------------|--|------------------------------------|-------------------|----------------------------|-----------------------|-----------------|
| 1/19/2020<br>- ongoing   |  <b>Biological</b>      | COVID-19 PANDEMIC                  | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 4508 |
| 5/18/2013<br>- 6/3/2013  |  <b>Flood</b>           | FLOODING                           | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 4127 |
| 4/3/2011<br>- 7/22/2011  |  <b>Severe Storm(s)</b> | SEVERE STORMS AND FLOODING         | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 1996 |
| 8/29/2005<br>- 10/1/2005 |  <b>Hurricane</b>       | HURRICANE KATRINA EVACUATION       | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 3253 |
| 7/12/2000<br>- 9/24/2000 |  <b>Fire</b>            | WILDFIRES                          | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 1340 |
| 9/5/1996<br>- 9/5/1996   |  <b>Fire</b>            | SHEPARD MOUNTAIN FIRE (CARBON CTY) | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2191 |
| STATEWIDE                |  |                                    |                   |                            |                       |                 |
| 8/12/1994<br>- 8/12/1994 |  <b>Fire</b>          | LITTLE WOLF FIRE                   | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2111 |
| STATEWIDE                |  |                                    |                   |                            |                       |                 |
| 2/23/1986<br>- 3/6/1986  |  <b>Flood</b>         | HEAVY RAINS, LANDSLIDES & FLOODING | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 761  |
| 8/27/1984<br>- 8/27/1984 |  <b>Fire</b>          | HOUGHTON CREEK NUMBER-2            | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2048 |
| STATEWIDE                |  |                                    |                   |                            |                       |                 |
| 8/27/1984<br>- 8/27/1984 |  <b>Fire</b>          | HAWKS CREEK FIRE                   | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2049 |
| STATEWIDE                |  |                                    |                   |                            |                       |                 |
| 8/26/1984<br>- 8/26/1984 |  <b>Fire</b>          | NORTH HILLS FIRE                   | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2047 |
| STATEWIDE                |  |                                    |                   |                            |                       |                 |
| 8/5/1979<br>- 8/5/1979   |  <b>Fire</b>          | WEST FORK - BARKER'S CREEK FIRE    | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2037 |
| STATEWIDE                |  |                                    |                   |                            |                       |                 |

# Fergus County

|                            |   |  |
|----------------------------|---|--|
| 7/15/1977<br>- 7/15/1977   | ! Fire  | Disaster # 2026  |
| STATEWIDE                  | <i>PATTEE CANYON FIRE</i>                     | Hazard Mitigation Individuals and Households Individual Assistance |
| 6/27/1975<br>- 6/27/1975   | ! Flood                                       | Disaster # 472   |
|                            | <i>RAINS, SHOWMELT, STORMS &amp; FLOODING</i> | Hazard Mitigation Individuals and Households Individual Assistance |
| 8/22/1973<br>- 8/22/1973   | ! Fire  | Disaster # 2012  |
| STATEWIDE                  | <i>PLEASANT VALLEY FIRE (NO. 125)</i>         | Hazard Mitigation Individuals and Households Individual Assistance |
| 8/17/1973<br>- 8/17/1973   | ! Fire  | Disaster # 2009  |
| STATEWIDE                  | <i>GOAT CREEK FIRE</i>                        | Hazard Mitigation Individuals and Households Individual Assistance |
| 8/15/1973<br>- 8/15/1973   | ! Fire  | Disaster # 2007  |
| STATEWIDE                  | <i>PREWITT CREEK FIRE</i>                     | Hazard Mitigation Individuals and Households Individual Assistance |
| 12/17/1964<br>- 12/17/1964 | ! Snow  | Disaster # 182   |
| STATEWIDE                  | <i>SEVERE WINTER STORM</i>                    | Hazard Mitigation Individuals and Households Individual Assistance |
| 6/8/1964<br>- 6/8/1964     | ! Flood                                       | Disaster # 172   |
| STATEWIDE                  | <i>HEAVY RAINS &amp; FLOODING</i>             | Hazard Mitigation Individuals and Households Individual Assistance |
| 6/5/1953<br>- 6/5/1953     | ! Flood                                       | Disaster # 5   |
| STATEWIDE                  | <i>FLOODS</i>                                 | Hazard Mitigation Individuals and Households Individual Assistance |

## DATA SOURCES

Data for the disaster declaration was generated from the [FEMA website](#) and is updated daily. Data for the EDA award was obtained from the EDA and is updated as the data becomes available.

## ADDITIONAL RESOURCES

FEMA Hazard Mitigation Plan Status ([FEMA](#)).

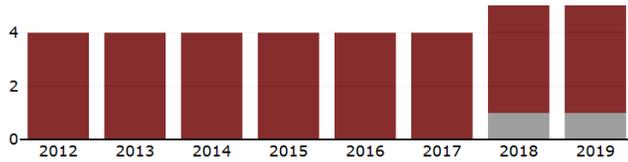
Resilience Analysis and Planning Tool (RAPT)([FEMA](#)).

# Fergus County

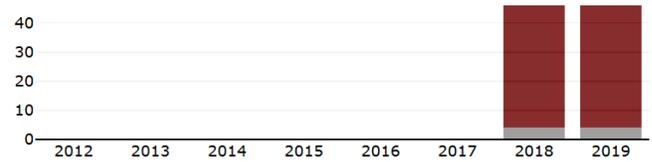
— Not Vulnerable — Vulnerable

## Utilities

Establishments



Employment

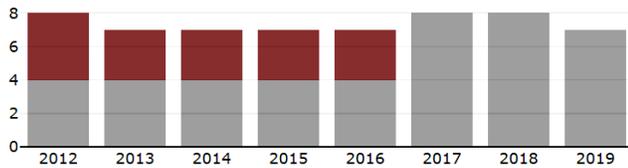


[Download SVG](#)

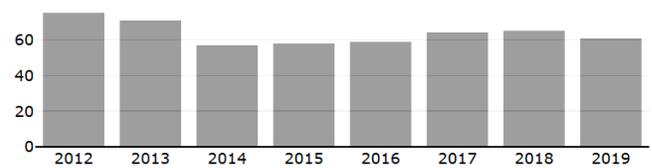
[Download SVG](#)

## Information

Establishments

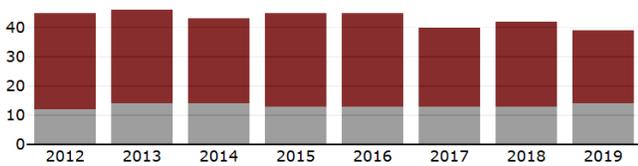


Employment

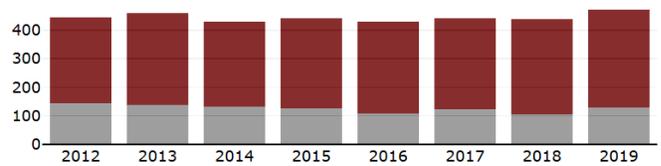


## Accommodation and Food Services

Establishments



Employment



The **Business Vulnerability Index (BVI)** presents information on the percentage of businesses in **Fergus County** that is believed to be most vulnerable to various natural disasters. The information comes from the U.S. Census Bureau's County Business Patterns. Businesses identified to be especially vulnerable to a disaster have the following characteristics:

1. dependent on supply chains.
2. have a high reliance on public utilities like water and electricity.
3. or have a large infrastructure footprint and low infrastructure mobility.

This information will **help practitioners and policymakers** in Fergus County to know the business sectors that **deserve more attention** in terms of disaster resiliency planning. Some data points are suppressed (missing) due to small employment size to avoid disclosure (confidentiality) or withheld because data do not meet publication standards.

# Fergus County

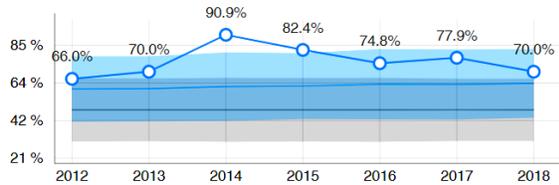
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Social Resilience

Social resilience deals with attributes of the individual members of communities.

### Educational Equity

Ratio of persons with more than a high school degree to those with a high school degree.

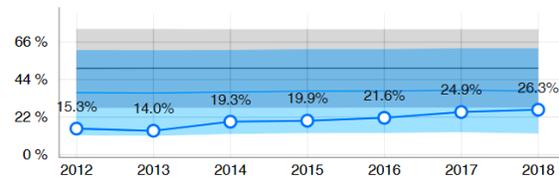


[Hide Detail](#)

Codes 391 (Bachelor's Degree or More) and 397 (Less Than a High School Degree) from the ACS Common Items Extract are used for this calculation. Calculation:  $[391] / [397]$

### Age

Proportion of the population below the age of 65.

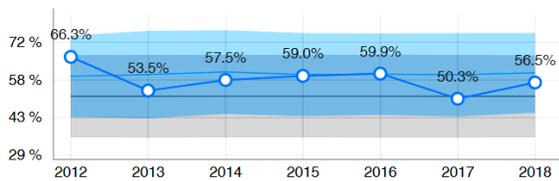


[Hide Detail](#)

Codes 300 (Total Population) and 317 (Population over 65) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([317] / [300])$

### Transportation Access

Households with access to a vehicle for transportation.

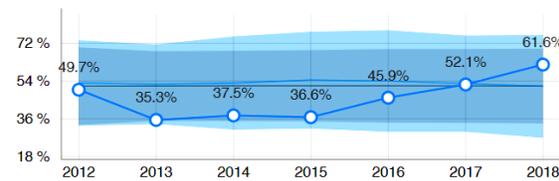


[Hide Detail](#)

Codes 304 (Households) and 412 (Households with No Vehicle) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([412] / [304])$

### Communication Capacity

Households/units with access to telephone.

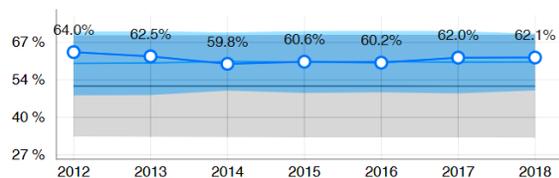


[Hide Detail](#)

Codes 303 (Housing Units) and 960 (Selected Housing Characteristics: No Telephone Service Available) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([960] / [303])$

### Language Capacity

English-speaking population.

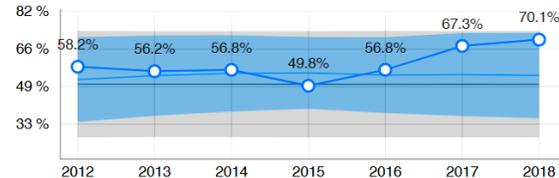


[Hide Detail](#)

Codes 770 (Language Spoken at Home: Population with age 5 and above) and 771 (Language Spoken at Home: Population with age 5 and above: English Only) from the ACS Common Items Extract are used for this calculation. Calculation:  $[771] / [770]$

### Special Needs

Population without a disability.



[Hide Detail](#)

Codes 300 (Total Population) and 413 (Population with Disability) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([413] / [300])$

# Fergus County

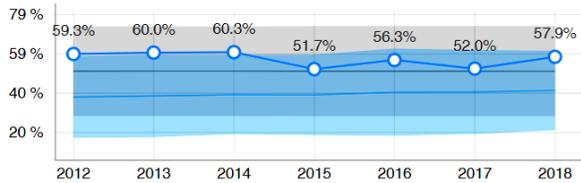
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Economic Resilience

Economic resilience deals with the financial and economic factors that contribute to the resilience of communities.

### Housing Capital

Proportion of owned or mortgaged housing units.

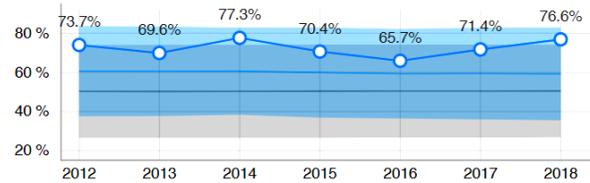


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Codes 303 (Housing Units) and 965 (SELECTED HOUSING CHARACTERISTICS: Mortgage Status: Owner Occupied Units with a Mortgage) and 966 (SELECTED HOUSING CHARACTERISTICS: Mortgage Status: Owner Occupied Units without a Mortgage) from the ACS Common Items Extract are used for this calculation. Calculation:  $((965) + [966]) / [303]$

### Employment

Proportion of the population in the workforce.

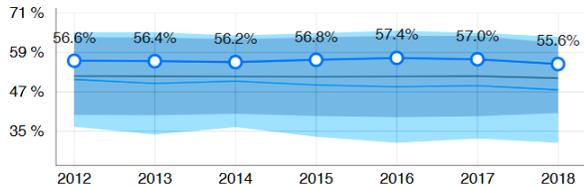


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Codes 300 (Total Population) and 341 (Employment 16 and Over) from the ACS Common Items Extract are used for this calculation. Calculation:  $[341] / [300]$

### Single Sector Employment Dependence

Proportion of the population employed in single sector workforce.

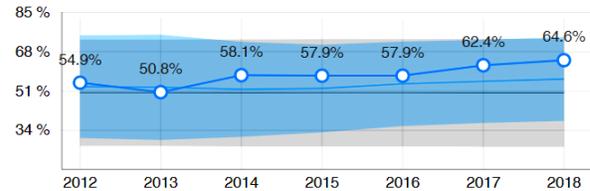


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Code 300 (Total Population) from the ACS Common Items Extract and employment numbers from the Census County Business Patterns (NAICS Codes 11 and 21) are used for this calculation. Calculation:  $1 - (([NAICS 11] + [NAICS 21]) / [300])$

### Employment (Female)

Female participation in the workforce.

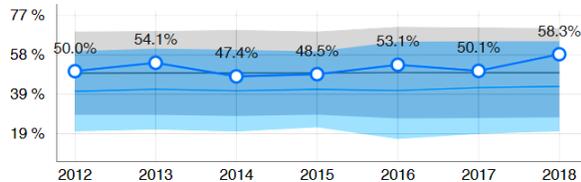


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Lines 88 (SEX BY AGE BY EMPLOYMENT STATUS FOR THE POPULATION 16 YEARS AND OVER: Female) and 90, 97, 104, 111, 118, 125, 132, 139, 146, 153, 160, 165, 170 (Female, Employed, by age bracket) from the ACS Table B23001 are used for this calculation. Calculation:  $[All\ but\ 88] / [88]$

### Health Access

Relative number of physicians per capita.



Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers for professions for physicians (occupational estimates for occupations between 291011 AND 291067) were used in this calculation. Calculation:  $[Employed\ in\ NAICS\ Codes] / [300]$

The Disaster Resilience Index **measures the capacity of Fergus County to recover from disaster events** without losing its socio-economic capacity. This information will help practitioners and policymakers to see where there are strengths and weaknesses within Fergus county in the context of vulnerability to disaster events. These insights are also useful for performing a **SWOT Analysis for economic recovery**.

The resilience scores are calculated using information collected by the [U.S. Census](#) and the framework provided by [Cutter et al. 2010](#).

# Fergus County

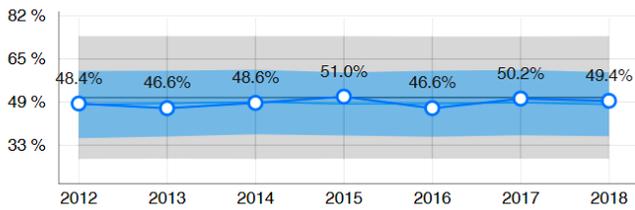
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Infrastructure Resilience

Infrastructure resilience deals with physical structures (housing, shelter, medical capacity, etc.) that exist within communities.

### Housing Type

Proportion of non-mobile homes.

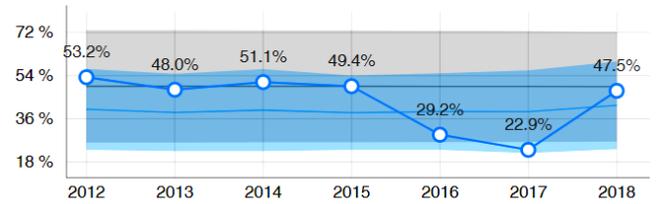


Hide Detail

Table B25024 Line 1 (Total Housing Units) and Table B25025 Line 10 (Mobile home) from the ACS were used in this calculation. Calculation:  $1 - ([B25025] / [B25001])$

### Shelter Capacity

Proportion of unoccupied rental units in an area.

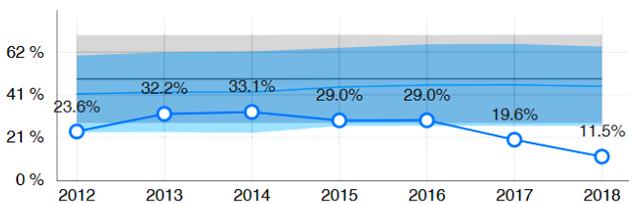


Hide Detail

Table B25004 Line 1 (Total), Line 2 (For rent), and Line 3 (Rented, not occupied) from the ACS were used for this calculation. Calculation:  $([Line 2] + [Line 3]) / [Line 1]$

### Housing Age

Proportion of housing units built between 1970 and 1989.

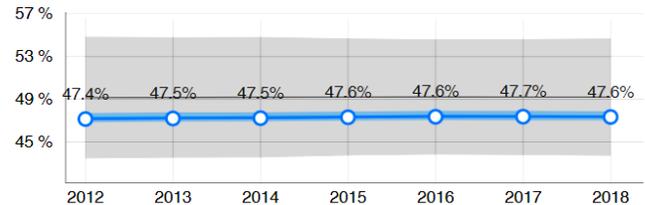


Hide Detail

Table B25001 Line 1 (Total Housing Units), Table B25034 Line 5 (Year Structure Built: 1980 to 1989), and Table B25034 Line 6 (Year Structure Built: 1970 to 1979) from the ACS were used for this calculation. Calculation:  $([Line 5] + [Line 6]) / [Line 1]$

### Sheltering Need

Number of hotels and motels per square mile.



Hide Detail

Uses NAICS Code 721110 (Hotels except Casino Hotels and Motels) from the Census County Business Patterns and the total square miles from the 2000 Census. Calculation:  $[NAICS 721110] / [Square Miles]$

The Disaster Resilience Index **measures the capacity of Fergus County to recover from disaster events** without losing its socioeconomic capacity. This information will help practitioners and policymakers to see where there are strengths and weaknesses within Fergus county in the context of vulnerability to disaster events. These insights are also useful for performing a **SWOT Analysis for economic recovery**.

The resilience scores are calculated using information collected by the [U.S. Census](#) and the framework provided by [\[Cutter et al. 2010\]](#).

# Fergus County

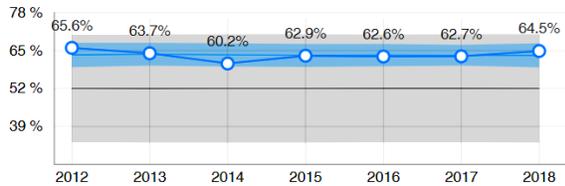
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Community Capital

Community Capital deals with the relationships between the individual and the community as a whole.

### Place Attachment - Migration

Proportion of the population that is not foreign-born.

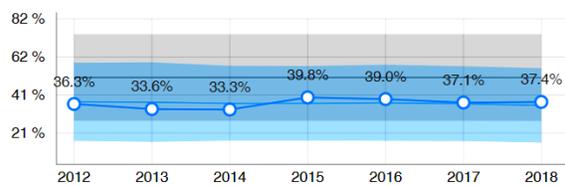


Hide Detail

Codes 300 (Total Population) and 763 (Foreign Born Population, excluding population born at sea) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([763] / [300])$

### Place Attachment - Born

Proportion of the population that resides in the same state of birth.

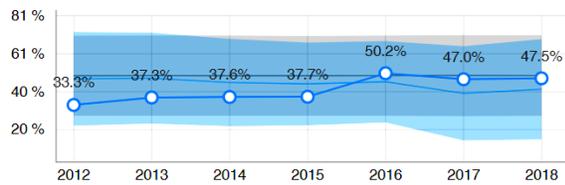


Hide Detail

Codes 747 (Total Birth Population) and 750 (Total Birth Population: Native: Born in same US state as of their residence) from the ACS Common Items Extract are used for this calculation. Calculation:  $[750] / [747]$

### Social Capital - Religion

Number of religious organizations per capita.

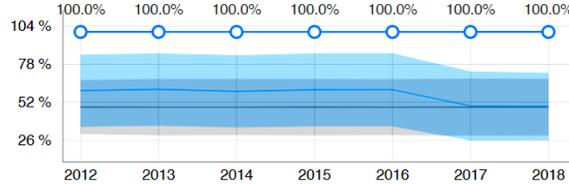


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 813110 (Religious Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 813110] / [300]$

### Social Capital - Civic Involvement

Number of civic organizations per capita.

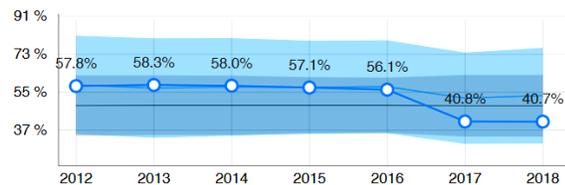


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 8134 (Civic Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 8134] / [300]$

### Social Capital - Advocacy

Number of social advocacy organizations per capita.

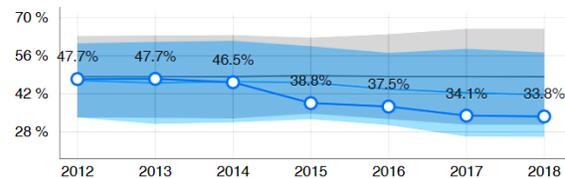


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 8133 (Social Advocacy Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 8133] / [300]$

### Innovation

Proportion of the population employed in a creative class occupation.



Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers for those employed in creative class occupations (NAICS codes in the creative class occupations) were used in this calculation. Calculation:  $[Employed\ in\ NAICS\ Codes] / [300]$



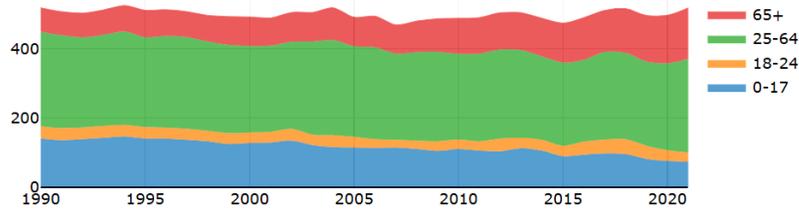


# *Petroleum County*



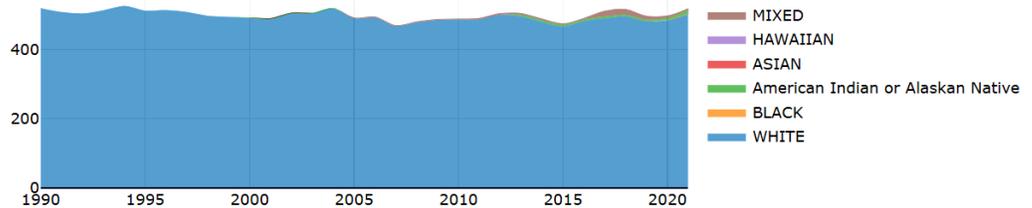
# Petroleum County

## Population History (Census Bureau)



[Download SVG](#)

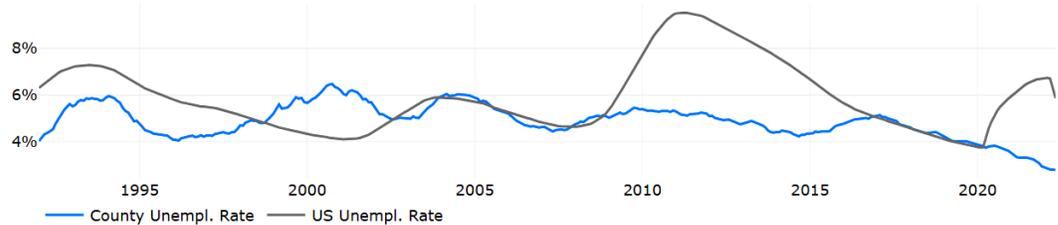
## Racial Makeup History (Census Bureau)



## Unemployment Rate (24-month avg. BLS)

US Average  
**5.85%**

Petroleum County  
**2.77%**



Report Date  
5/1/2022

[Download SVG](#)

Calculated by taking the sum of unemployed persons for one geography for the previous 24 months divided by the sum of the labor force for that geography for the previous 24 months. Released monthly as part of the Local Area Unemployment Statistics (LAUS) program.

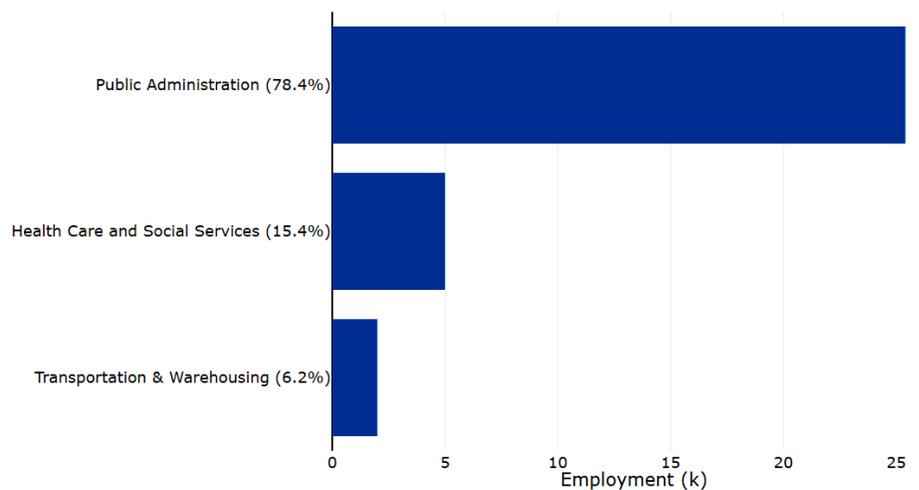
## Total Households

**204**  
(ACS 2019)

## Households with broadband subscription

**172 (84.31%)**

## Top Industries

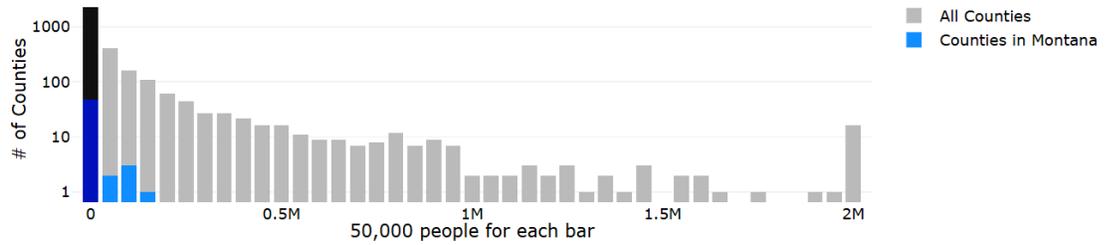


# Petroleum County

## Population

(Census Bureau 2019)

**497**



[Download SVG](#)

## Population Density

(ACS 2019)

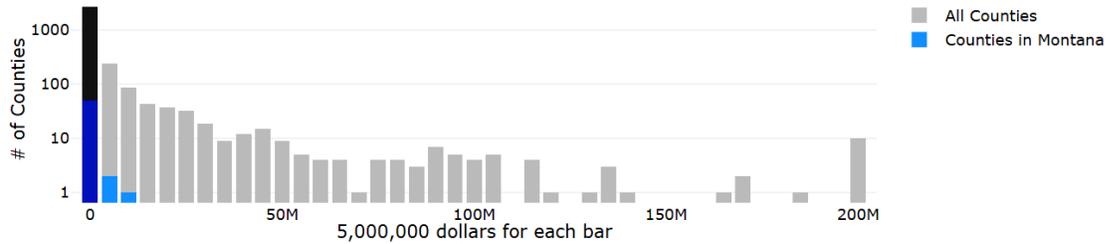
**0 people per sq. mile**



## GDP

(BEA 2018)

**\$13 M**

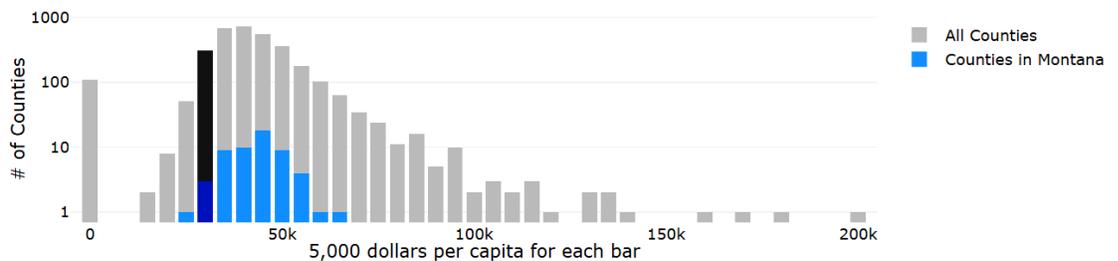


[Download SVG](#)

## Per Capita Income

(BEA 2019)

**\$34,028**



## DATA SOURCES

The population estimate, racial makeup, and population history data are coming from the Census Bureau's Population Estimates by Age, Sex, Race, and Hispanic Origin.

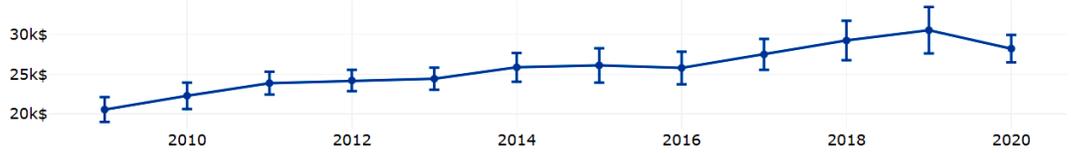
The Population Density, Median Household Income, and Per Capita Money Income are coming from the Census Bureau's American Community Survey, 5-year estimates.

The GDP, Per Capita Income, and Per Capita Personal Income (which is the same as the Per Capita Income data that is currently being displayed) are from the Bureau of Economic Analysis.

The Top Industries data is from the Census of Employment and Wages data from the Bureau of Labor Statistics and the Unemployment Rate data is LAUS from BLS.

# Petroleum County

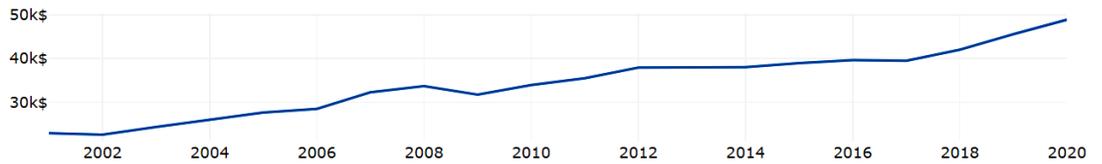
## Per Capita Money Income (5-year ACS)



[Download SVG](#)

The amount of money (only cash sources) earned per person. Released annually in December.

## Per Capita Personal Income (BEA 2019)

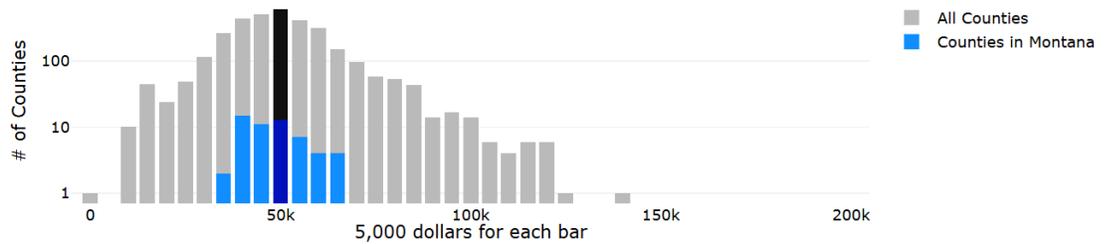


[Download SVG](#)

An estimate of income per person that includes not only cash sources of income, but also insurance, transfer payments, dividends, interest, and rent. Released annually in the spring.

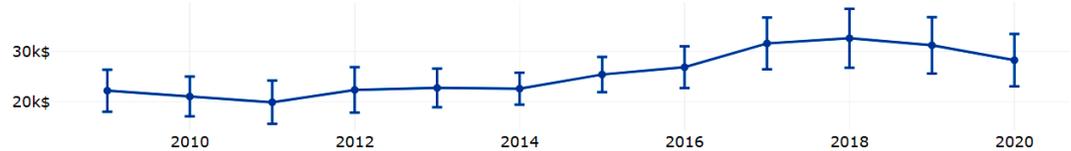
## Median Household Income (ACS 2019)

**\$51,250**



[Download SVG](#)

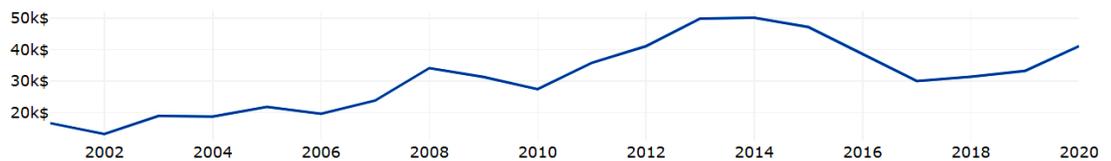
## Per Capita Money Income (5-year ACS)



[Download SVG](#)

The amount of money (only cash sources) earned per person. Released annually in December.

## Per Capita Personal Income (BEA 2019)



[Download SVG](#)

An estimate of income per person that includes not only cash sources of income, but also insurance, transfer payments, dividends, interest, and

# Petroleum County

|                          |  |                 |
|--------------------------|--|-----------------|
| 1/19/2020<br>- ongoing   |  <b>Biological</b>                | Disaster # 4508 |
|                          | <i>COVID-19 PANDEMIC</i>   |                 |
|                          | <a href="#">Hazard Mitigation</a> <a href="#">Individuals and Households</a> <a href="#">Individual Assistance</a> |                 |
| 4/11/2018<br>- 5/5/2018  |  <b>Flood</b>                     | Disaster # 4388 |
|                          | <i>FLOODING</i>  |                 |
|                          | <a href="#">Hazard Mitigation</a> <a href="#">Individuals and Households</a> <a href="#">Individual Assistance</a> |                 |
| 8/20/2014<br>- 8/24/2014 |  <b>Severe Storm</b>              | Disaster # 4198 |
|                          | <i>SEVERE STORMS, STRAIGHT-LINE WINDS, AND FLOODING</i>  |                 |
|                          | <a href="#">Hazard Mitigation</a> <a href="#">Individuals and Households</a> <a href="#">Individual Assistance</a> |                 |
| 5/18/2013<br>- 6/3/2013  |  <b>Flood</b>                     | Disaster # 4127 |
|                          | <i>FLOODING</i>  |                 |
|                          | <a href="#">Hazard Mitigation</a> <a href="#">Individuals and Households</a> <a href="#">Individual Assistance</a> |                 |
| 4/3/2011<br>- 7/22/2011  |  <b>Severe Storm(s)</b>           | Disaster # 1996 |
|                          | <i>SEVERE STORMS AND FLOODING</i>  |                 |
|                          | <a href="#">Hazard Mitigation</a> <a href="#">Individuals and Households</a> <a href="#">Individual Assistance</a> |                 |
| 8/29/2005<br>- 10/1/2005 |  <b>Hurricane</b>                | Disaster # 3253 |
|                          | <i>HURRICANE KATRINA EVACUATION</i>  |                 |
|                          | <a href="#">Hazard Mitigation</a> <a href="#">Individuals and Households</a> <a href="#">Individual Assistance</a> |                 |
| 7/12/2000<br>- 9/24/2000 |  <b>Fire</b>                    | Disaster # 1340 |
|                          | <i>WILDFIRES</i>   |                 |
|                          | <a href="#">Hazard Mitigation</a> <a href="#">Individuals and Households</a> <a href="#">Individual Assistance</a> |                 |
| 9/5/1996<br>- 9/5/1996   |  <b>Fire</b>                    | Disaster # 2191 |
| STATEWIDE                | <i>SHEPARD MOUNTAIN FIRE (CARBON CTY)</i>  |                 |
|                          | <a href="#">Hazard Mitigation</a> <a href="#">Individuals and Households</a> <a href="#">Individual Assistance</a> |                 |
| 8/20/1994<br>- 8/20/1994 |  <b>Fire</b>                    | Disaster # 2110 |
| STATEWIDE                | <i>WLDERNESS COMPLEX (LIBBY COMPLEX)</i>   |                 |
|                          | <a href="#">Hazard Mitigation</a> <a href="#">Individuals and Households</a> <a href="#">Individual Assistance</a> |                 |
| 8/12/1994<br>- 8/12/1994 |  <b>Fire</b>                    | Disaster # 2111 |
| STATEWIDE                | <i>LITTLE WOLF FIRE</i>  |                 |
|                          | <a href="#">Hazard Mitigation</a> <a href="#">Individuals and Households</a> <a href="#">Individual Assistance</a> |                 |
| 2/23/1986<br>- 3/6/1986  |  <b>Flood</b>                   | Disaster # 761  |
|                          | <i>HEAVY RAINS, LANDSLIDES &amp; FLOODING</i>  |                 |
|                          | <a href="#">Hazard Mitigation</a> <a href="#">Individuals and Households</a> <a href="#">Individual Assistance</a> |                 |
| 8/27/1984<br>- 8/27/1984 |  <b>Fire</b>                    | Disaster # 2048 |
| STATEWIDE                | <i>HOUGHTON CREEK NUMBER-2</i>   |                 |
|                          | <a href="#">Hazard Mitigation</a> <a href="#">Individuals and Households</a> <a href="#">Individual Assistance</a> |                 |

# Petroleum County

|                            |         |  |                 |
|----------------------------|---------|--|-----------------|
| 8/27/1984<br>- 8/27/1984   | ! Fire  | HAWKS CREEK FIRE   | Disaster # 2049 |
| STATEWIDE                  |         | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 8/26/1984<br>- 8/26/1984   | ! Fire  | NORTH HILLS FIRE   | Disaster # 2047 |
| STATEWIDE                  |         | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 8/5/1979<br>- 8/5/1979     | ! Fire  | WEST FORK - BARKER'S CREEK FIRE                                    | Disaster # 2037 |
| STATEWIDE                  |         | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 7/15/1977<br>- 7/15/1977   | ! Fire  | PATTEE CANYON FIRE   | Disaster # 2026 |
| STATEWIDE                  |         | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 8/22/1973<br>- 8/22/1973   | ! Fire  | PLEASANT VALLEY FIRE (NO. 125)                                     | Disaster # 2012 |
| STATEWIDE                  |         | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 8/17/1973<br>- 8/17/1973   | ! Fire  | GOAT CREEK FIRE  | Disaster # 2009 |
| STATEWIDE                  |         | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 8/15/1973<br>- 8/15/1973   | ! Fire  | PREWITT CREEK FIRE   | Disaster # 2007 |
| STATEWIDE                  |         | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 12/17/1964<br>- 12/17/1964 | ! Snow  | SEVERE WINTER STORM  | Disaster # 182  |
| STATEWIDE                  |         | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 6/8/1964<br>- 6/8/1964     | ! Flood | HEAVY RAINS & FLOODING   | Disaster # 172  |
| STATEWIDE                  |         | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 6/5/1953<br>- 6/5/1953     | ! Flood | FLOODS   | Disaster # 5    |
| STATEWIDE                  |         | Hazard Mitigation Individuals and Households Individual Assistance |                 |

## DATA SOURCES

Data for the disaster declaration was generated from the [FEMA website](#) and is updated daily. Data for the EDA award was obtained from the EDA and is updated as the data becomes available.

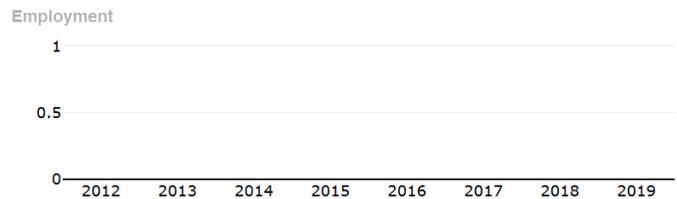
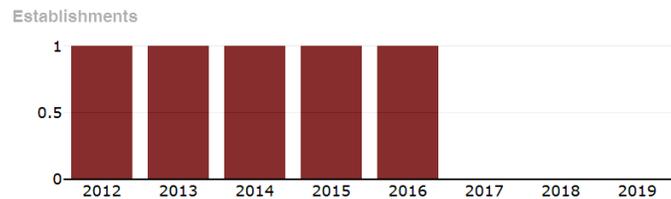
## ADDITIONAL RESOURCES

FEMA Hazard Mitigation Plan Status ([FEMA](#)).

Resilience Analysis and Planning Tool (RAPT) ([FEMA](#)).

# Petroleum County

## Utilities

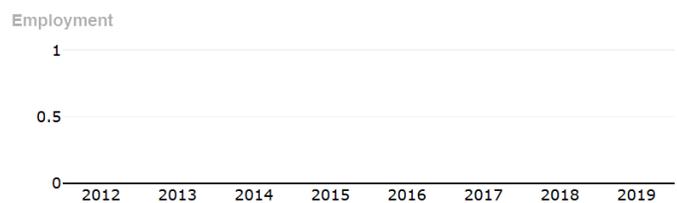
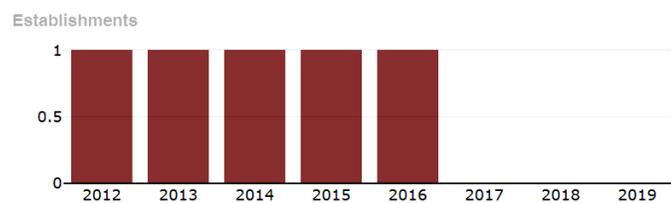


Not Vulnerable Vulnerable

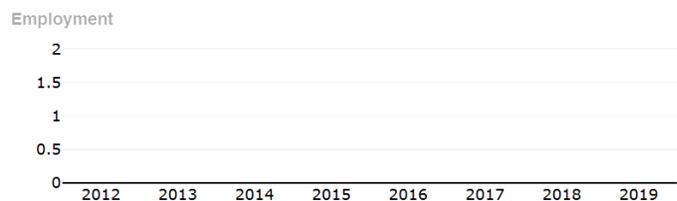
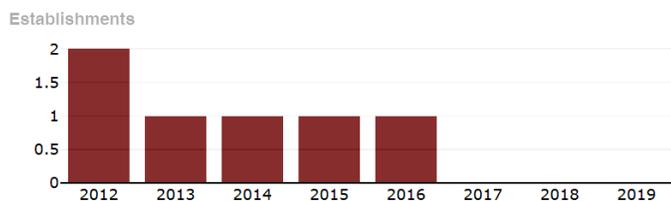
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## Information



## Accommodation and Food Services



The **Business Vulnerability Index (BVI)** presents information on the percentage of businesses in **Fergus County** that is believed to be most vulnerable to various natural disasters. The information comes from the U.S. Census Bureau's County Business Patterns. Businesses identified to be especially vulnerable to a disaster have the following characteristics:

1. dependent on supply chains.
2. have a high reliance on public utilities like water and electricity.
3. or have a large infrastructure footprint and low infrastructure mobility.

This information will **help practitioners and policymakers** in Fergus County to know the business sectors that **deserve more attention** in terms of disaster resiliency planning. Some data points are suppressed (missing) due to small employment size to avoid disclosure (confidentiality) or withheld because data do not meet publication standards.

# Petroleum County

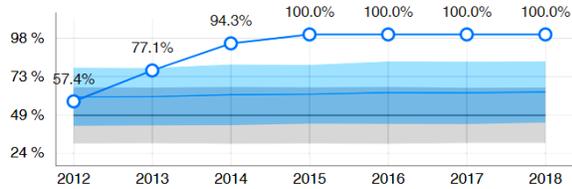
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Social Resilience

Social resilience deals with attributes of the individual members of communities.

### Educational Equity

Ratio of persons with more than a high school degree to those with a high school degree.

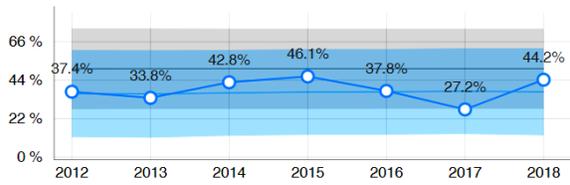


[Hide Detail](#)

Codes 391 (Bachelor's Degree or More) and 397 (Less Than a High School Degree) from the ACS Common Items Extract are used for this calculation. Calculation:  $[391] / [397]$

### Age

Proportion of the population below the age of 65.

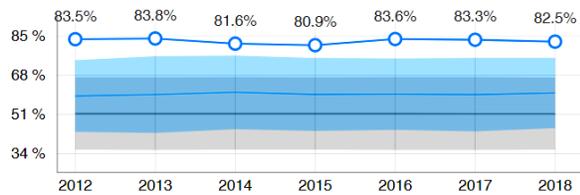


[Hide Detail](#)

Codes 300 (Total Population) and 317 (Population over 65) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([317] / [300])$

### Transportation Access

Households with access to a vehicle for transportation.

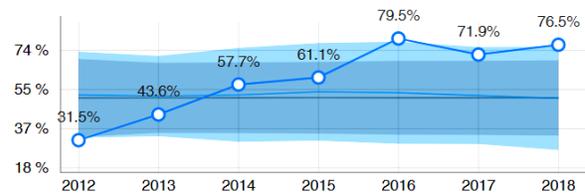


[Hide Detail](#)

Codes 304 (Households) and 412 (Households with No Vehicle) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([412] / [304])$

### Communication Capacity

Households/units with access to telephone.

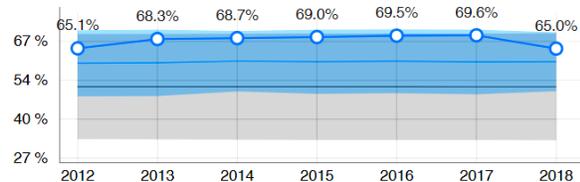


[Hide Detail](#)

Codes 303 (Housing Units) and 960 (Selected Housing Characteristics: No Telephone Service Available) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([960] / [303])$

### Language Capacity

English-speaking population.

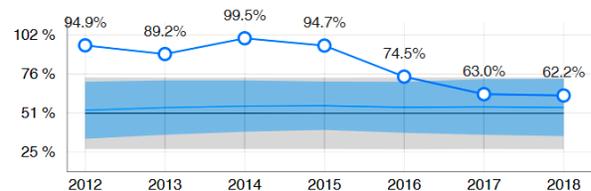


[Hide Detail](#)

Codes 770 (Language Spoken at Home: Population with age 5 and above) and 771 (Language Spoken at Home: Population with age 5 and above: English Only) from the ACS Common Items Extract are used for this calculation. Calculation:  $[771] / [770]$

### Special Needs

Population without a disability.



[Hide Detail](#)

Codes 300 (Total Population) and 413 (Population with Disability) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([413] / [300])$

# Petroleum County

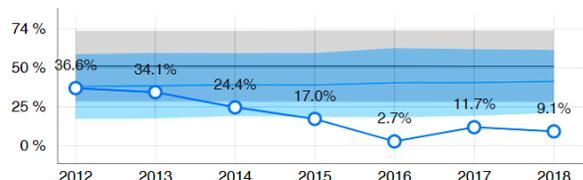
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Economic Resilience

Economic resilience deals with the financial and economic factors that contribute to the resilience of communities.

### Housing Capital

Proportion of owned or mortgaged housing units.

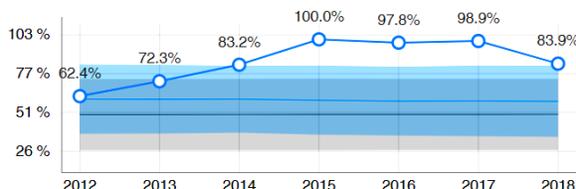


Hide Detail

Codes 303 (Housing Units) and 965 (SELECTED HOUSING CHARACTERISTICS: Mortgage Status: Owner Occupied Units with a Mortgage) and 966 (SELECTED HOUSING CHARACTERISTICS: Mortgage Status: Owner Occupied Units without a Mortgage) from the ACS Common Items Extract are used for this calculation. Calculation:  $((965) + [966]) / [303]$

### Employment

Proportion of the population in the workforce.

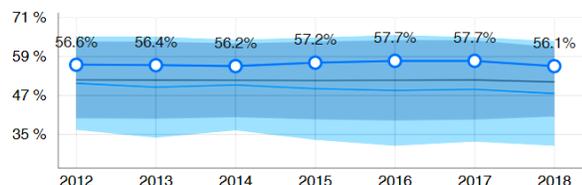


Hide Detail

Codes 300 (Total Population) and 341 (Employment 16 and Over) from the ACS Common Items Extract are used for this calculation. Calculation:  $[341] / [300]$

### Single Sector Employment Dependence

Proportion of the population employed in single sector workforce.

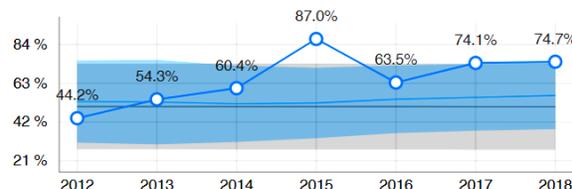


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers from the Census County Business Patterns (NAICS Codes 11 and 21) are used for this calculation. Calculation:  $1 - (([NAICS 11] + [NAICS 21]) / [300])$

### Employment (Female)

Female participation in the workforce.

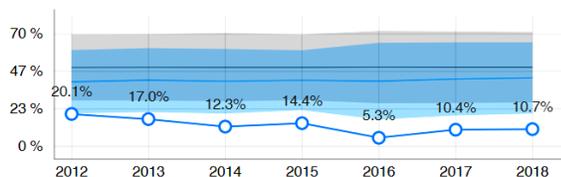


Hide Detail

Lines 88 (SEX BY AGE BY EMPLOYMENT STATUS FOR THE POPULATION 16 YEARS AND OVER: Female) and 90, 97, 104, 111, 118, 125, 132, 139, 146, 153, 160, 165, 170 (Female, Employed, by age bracket) from the ACS Table B23001 are used for this calculation. Calculation:  $[All\ but\ 88] / [88]$

### Health Access

Relative number of physicians per capita.



Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers for professions for physicians (occupational estimates for occupations between 291011 AND 291067) were used in this calculation. Calculation:  $[Employed\ in\ NAICS\ Codes] / [300]$

The Disaster Resilience Index **measures the capacity of Fergus County to recover from disaster events** without losing its socioeconomic capacity. This information will help practitioners and policymakers to see where there are strengths and weaknesses within Fergus county in the context of vulnerability to disaster events. These insights are also useful for performing a **SWOT Analysis for economic recovery**.

The resilience scores are calculated using information collected by the [U.S. Census](#) and the framework provided by [\[Cutter et al. 2010\]](#).

# Petroleum County

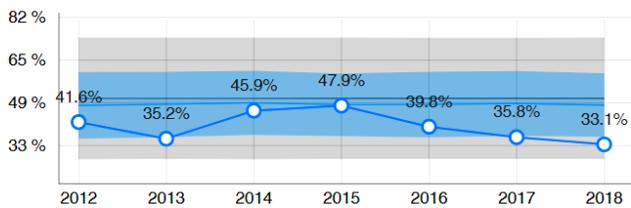
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Infrastructure Resilience

Infrastructure resilience deals with physical structures (housing, shelter, medical capacity, etc.) that exist within communities.

### Housing Type

Proportion of non-mobile homes.

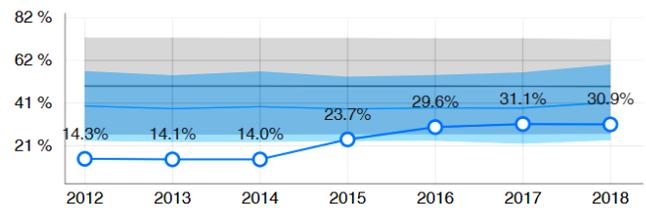


Hide Detail

Table B25024 Line 1 (Total Housing Units) and Table B25025 Line 10 (Mobile home) from the ACS were used in this calculation. Calculation:  $1 - ([B25025] / [B25001])$

### Shelter Capacity

Proportion of unoccupied rental units in an area.

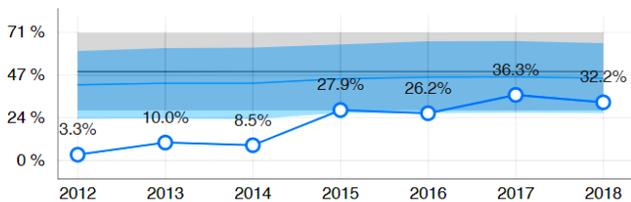


Hide Detail

Table B25004 Line 1 (Total), Line 2 (For rent), and Line 3 (Rented, not occupied) from the ACS were used for this calculation. Calculation:  $([Line 2] + [Line 3]) / [Line 1]$

### Housing Age

Proportion of housing units built between 1970 and 1989.

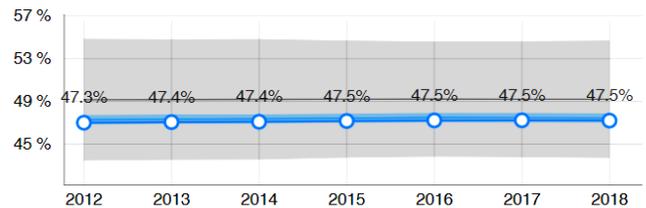


Hide Detail

Table B25001 Line 1 (Total Housing Units), Table B25034 Line 5 (Year Structure Built: 1980 to 1989), and Table B25034 Line 6 (Year Structure Built: 1970 to 1979) from the ACS were used for this calculation. Calculation:  $([Line 5] + [Line 6]) / [Line 1]$

### Sheltering Need

Number of hotels and motels per square mile.



Hide Detail

Uses NAICS Code 721110 (Hotels except Casino Hotels and Motels) from the Census County Business Patterns and the total square miles from the 2000 Census. Calculation:  $[NAICS 721110] / [Square Miles]$

The Disaster Resilience Index **measures the capacity of Fergus County to recover from disaster events** without losing its socioeconomic capacity. This information will help practitioners and policymakers to see where there are strengths and weaknesses within Fergus county in the context of vulnerability to disaster events. These insights are also useful for performing a **SWOT Analysis for economic recovery**.

The resilience scores are calculated using information collected by the [U.S. Census](#) and the framework provided by [\[Cutter et al. 2010\]](#).

# Petroleum County

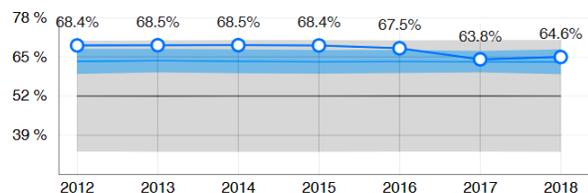
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Community Capital

Community Capital deals with the relationships between the individual and the community as a whole.

### Place Attachment - Migration

Proportion of the population that is not foreign-born.

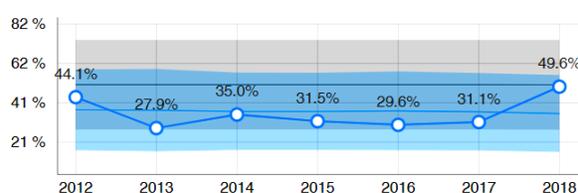


Hide Detail

Codes 300 (Total Population) and 763 (Foreign Born Population, excluding population born at sea) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([763] / [300])$

### Place Attachment - Born

Proportion of the population that resides in the same state of birth.

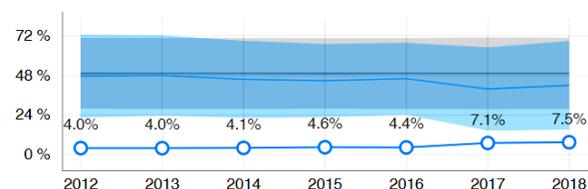


Hide Detail

Codes 747 (Total Birth Population) and 750 (Total Birth Population: Native: Born in same US state as of their residence) from the ACS Common Items Extract are used for this calculation. Calculation:  $[750] / [747]$

### Social Capital - Religion

Number of religious organizations per capita.

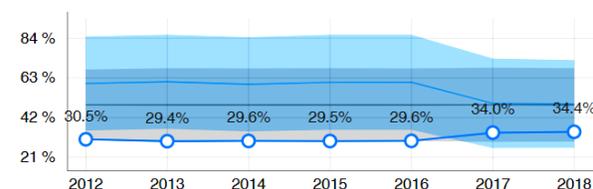


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 813110 (Religious Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 813110] / [300]$

### Social Capital - Civic Involvement

Number of civic organizations per capita.

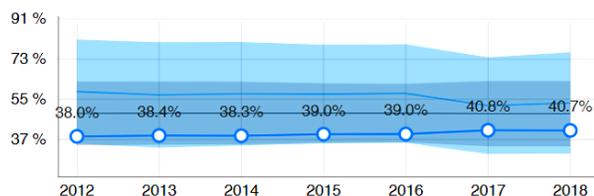


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 8134 (Civic Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 8134] / [300]$

### Social Capital - Advocacy

Number of social advocacy organizations per capita.

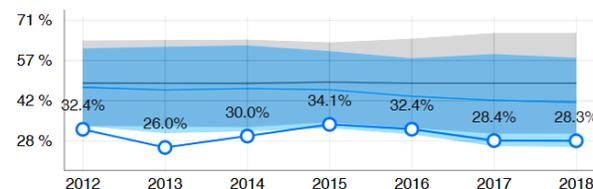


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 8133 (Social Advocacy Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 8133] / [300]$

### Innovation

Proportion of the population employed in a creative class occupation.



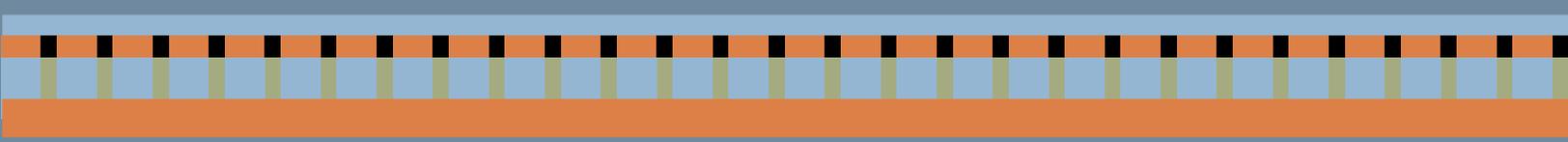
Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers for those employed in creative class occupations (NAICS codes in the creative class occupations) were used in this calculation. Calculation:  $[Employed\ in\ NAICS\ Codes] / [300]$



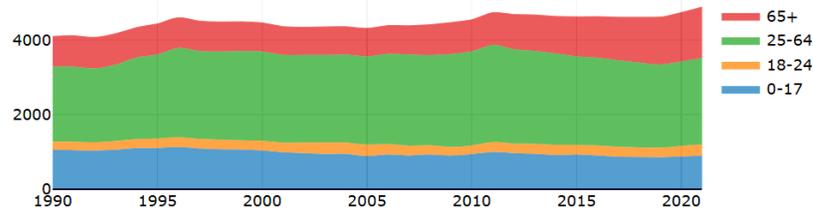


# *Musselshell County*



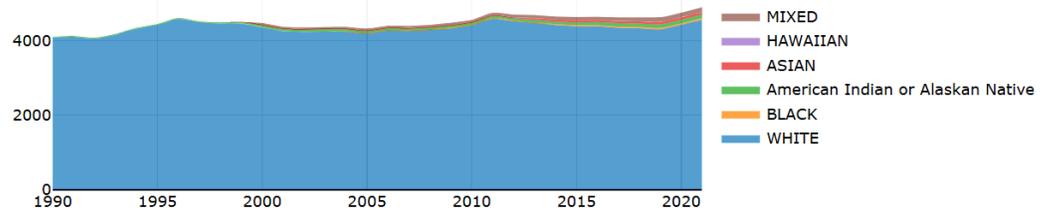
# Musselshell County

## Population History (Census Bureau)



[Download SVG](#)

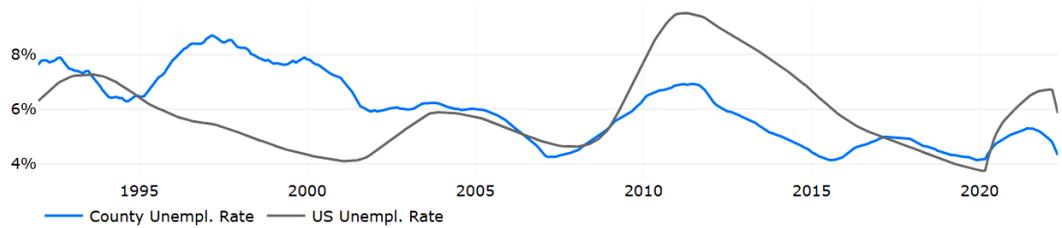
## Racial Makeup History (Census Bureau)



## Unemployment Rate (24-month avg. BLS)

US Average  
**5.85%**

Musselshell County  
**4.31%**



Report Date  
5/1/2022

[Download SVG](#)

Calculated by taking the sum of unemployed persons for one geography for the previous 24 months divided by the sum of the labor force for that geography for the previous 24 months. Released monthly as part of the Local Area Unemployment Statistics (LAUS) program.

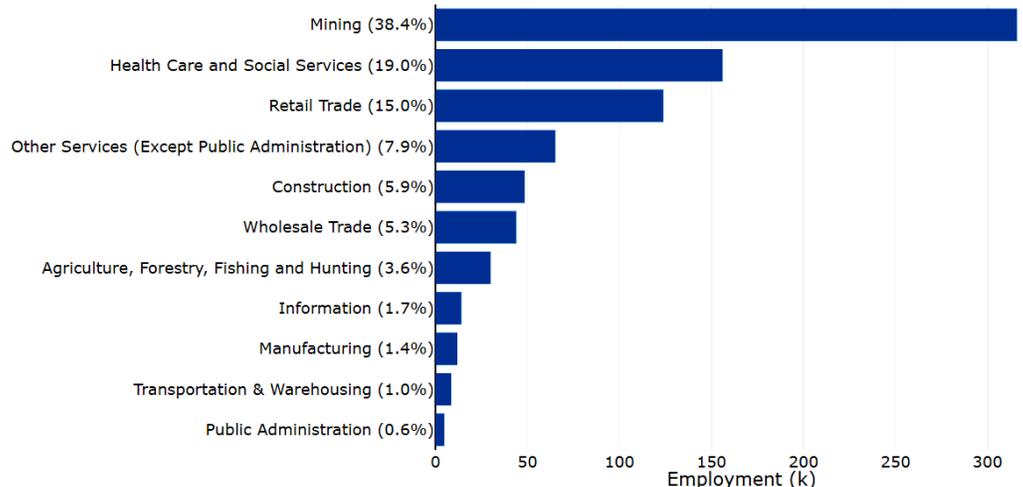
## Total Households

**2,181**  
(ACS 2019)

## Households with broadband subscription

**1,666 (76.39%)**

## Top Industries



# Musselshell County

## Population

(Census Bureau 2019)

**4,626**



[Download SVG](#)

## Population Density

(ACS 2019)

**3 people per sq. mile**

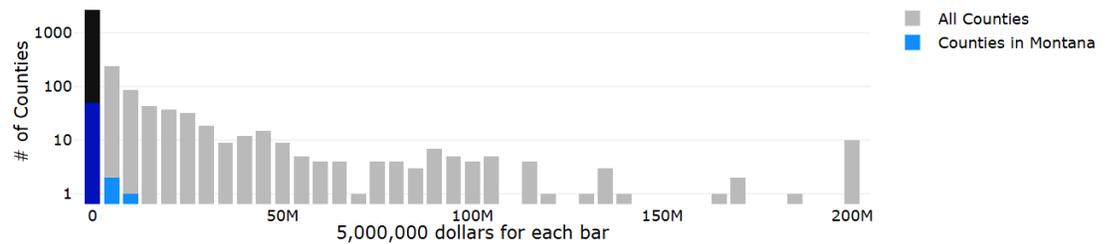


[Download SVG](#)

## GDP

(BEA 2018)

**\$284 M**

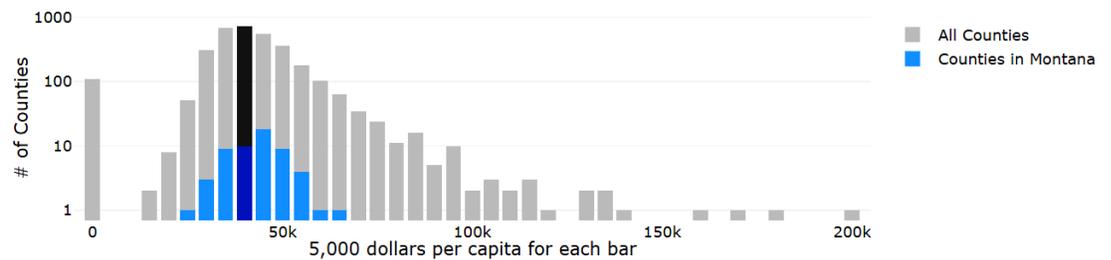


[Download SVG](#)

## Per Capita Income

(BEA 2019)

**\$44,810**



## DATA SOURCES

The population estimate, racial makeup, and population history data are coming from the Census Bureau's Population Estimates by Age, Sex, Race, and Hispanic Origin.

The Population Density, Median Household Income, and Per Capita Money Income are coming from the Census Bureau's American Community Survey, 5-year estimates.

The GDP, Per Capita Income, and Per Capita Personal Income (which is the same as the Per Capita Income data that is currently being displayed) are from the Bureau of Economic Analysis.

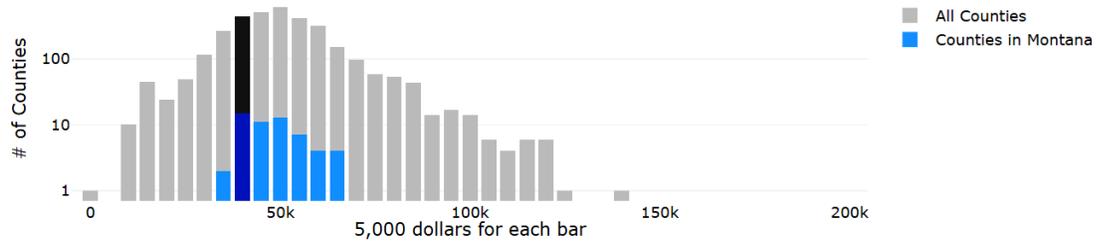
The Top Industries data is from the Census of Employment and Wages data from the Bureau of Labor Statistics and the Unemployment Rate data is LAUS from BLS.

# Musselshell County

## Median Household Income

(ACS 2019)

**\$43,274**



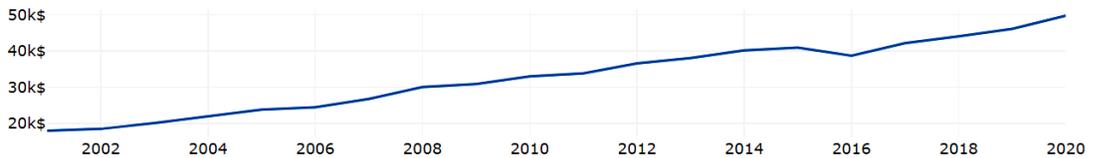
## Per Capita Money Income

(5-year ACS)



## Per Capita Personal Income

(BEA 2019)



An estimate of income per person that includes not only cash sources of income, but also insurance, transfer payments, dividends, interest, and rent. Released annually in the spring.

## DATA SOURCES

1. The population estimate, racial makeup, and population history data are coming from the Census Bureau's Population Estimates by Age, Sex, Race, and Hispanic Origin.
2. The Population Density, Median Household Income, and Per Capita Money Income are coming from the Census Bureau's American Community Survey, 5-year estimates.
3. The GDP, Per Capita Income, and Per Capita Personal Income (which is the same as the Per Capita Income data that is currently being displayed) are from the Bureau of Economic Analysis.
4. The Top Industries data is from the Census of Employment and Wages data from the Bureau of Labor Statistics and the Unemployment Rate data is LAUS from BLS.

## ADDITIONAL RESOURCES

Measuring Distress Platform ([StatsAmerica](#)).

USA Opportunity Zones ([StatsAmerica](#)).

# Musselshell County

|                          |  |  |                   |                            |                       |                 |
|--------------------------|--|--|-------------------|----------------------------|-----------------------|-----------------|
| 1/19/2020<br>- ongoing   |  <b>Biological</b>        | COVID-19 PANDEMIC                                | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 4508 |
| 4/30/2018<br>- 6/9/2018  |  <b>Flood</b>             | FLOODING   | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 4405 |
| 8/20/2014<br>- 8/24/2014 |  <b>Severe Storm</b>      | SEVERE STORMS, STRAIGHT-LINE WINDS, AND FLOODING | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 4198 |
| 2/28/2014<br>- 3/16/2014 |  <b>Flood</b>             | ICE JAMS AND FLOODING                            | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 4172 |
| 5/18/2013<br>- 6/3/2013  |  <b>Flood</b>             | FLOODING   | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 4127 |
| 6/26/2012<br>- 7/1/2012  |  <b>Fire</b>            | DAHL FIRE  | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2988 |
| 4/3/2011<br>- 7/22/2011  |  <b>Severe Storm(s)</b> | SEVERE STORMS AND FLOODING                       | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 1996 |
| 8/29/2005<br>- 10/1/2005 |  <b>Hurricane</b>       | HURRICANE KATRINA EVACUATION                     | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 3253 |
| 7/12/2000<br>- 9/24/2000 |  <b>Fire</b>            | WILDFIRES  | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 1340 |
| 7/24/1999<br>- 7/26/1999 |  <b>Fire</b>            | FISHEL CREEK FIRE COMPLEX                        | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2266 |
| 2/28/1997<br>- 8/5/1997  |  <b>Severe Storm(s)</b> | SEVERE STORMS, ICE JAMS, SNOW MELT, FLOODING     | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 1183 |
| 9/5/1996<br>- 9/5/1996   |  <b>Fire</b>            | SHEPARD MOUNTAIN FIRE (CARBON CTY)               | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2191 |
| STATEWIDE                |  |  |                   |                            |                       |                 |

# Musselshell County

|                          |                                   |  |
|--------------------------|-----------------------------------|--|
| 8/20/1994<br>- 8/20/1994 | ! Fire                            | Disaster # 2110  |
| STATEWIDE                | WLDERNESS COMPLEX (LIBBY COMPLEX) | Hazard Mitigation Individuals and Households Individual Assistance |
| 8/12/1994<br>- 8/12/1994 | ! Fire                            | Disaster # 2111  |
| STATEWIDE                | LITTLE WOLF FIRE                  | Hazard Mitigation Individuals and Households Individual Assistance |
| 8/27/1984<br>- 8/27/1984 | ! Fire                            | Disaster # 2048  |
| STATEWIDE                | HOUGHTON CREEK NUMBER-2           | Hazard Mitigation Individuals and Households Individual Assistance |
| 8/27/1984<br>- 8/27/1984 | ! Fire                            | Disaster # 2049  |
| STATEWIDE                | HAWKS CREEK FIRE                  | Hazard Mitigation Individuals and Households Individual Assistance |
| 8/26/1984<br>- 8/26/1984 | ! Fire                            | Disaster # 2047  |
| STATEWIDE                | NORTH HILLS FIRE                  | Hazard Mitigation Individuals and Households Individual Assistance |
| 8/5/1979<br>- 8/5/1979   | ! Fire                            | Disaster # 2037  |
| STATEWIDE                | WEST FORK - BARKER'S CREEK FIRE   | Hazard Mitigation Individuals and Households Individual Assistance |
| 8/21/1977<br>- 8/21/1977 | ! Drought                         | Disaster # 3050  |
|                          | DROUGHT                           | Hazard Mitigation Individuals and Households Individual Assistance |
| 7/15/1977<br>- 7/15/1977 | ! Fire                            | Disaster # 2026  |
| STATEWIDE                | PATTEE CANYON FIRE                | Hazard Mitigation Individuals and Households Individual Assistance |
| 8/22/1973<br>- 8/22/1973 | ! Fire                            | Disaster # 2012  |
| STATEWIDE                | PLEASANT VALLEY FIRE (NO. 125)    | Hazard Mitigation Individuals and Households Individual Assistance |
| 8/17/1973<br>- 8/17/1973 | ! Fire                            | Disaster # 2009  |
| STATEWIDE                | GOAT CREEK FIRE                   | Hazard Mitigation Individuals and Households Individual Assistance |

## DATA SOURCES

Data for the disaster declaration was generated from the [FEMA website](#) and is updated daily. Data for the EDA award was obtained from the EDA and is updated as the data becomes available.

## ADDITIONAL RESOURCES

FEMA Hazard Mitigation Plan Status ([FEMA](#)).

Resilience Analysis and Planning Tool (RAPT)([FEMA](#)).

# Musselshell County

|                            |   |                 |
|----------------------------|---|-----------------|
| 8/15/1973<br>- 8/15/1973   |  <b>Fire</b>           | Disaster # 2007 |
| STATEWIDE                  | <b>PREWITT CREEK FIRE</b><br>Hazard Mitigation Individuals and Households Individual Assistance         |                 |
| 12/17/1964<br>- 12/17/1964 |  <b>Snow</b>           | Disaster # 182  |
| STATEWIDE                  | <b>SEVERE WINTER STORM</b><br>Hazard Mitigation Individuals and Households Individual Assistance        |                 |
| 6/8/1964<br>- 6/8/1964     |  <b>Flood</b>          | Disaster # 172  |
| STATEWIDE                  | <b>HEAVY RAINS &amp; FLOODING</b><br>Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 6/5/1953<br>- 6/5/1953     |  <b>Flood</b>          | Disaster # 5    |
| STATEWIDE                  | <b>FLOODS</b><br>Hazard Mitigation Individuals and Households Individual Assistance                     |                 |

## DATA SOURCES

Data for the disaster declaration was generated from the [FEMA website](#) and is updated daily. Data for the EDA award was obtained from the EDA and is updated as the data becomes available.

## ADDITIONAL RESOURCES

FEMA Hazard Mitigation Plan Status ([FEMA](#)).

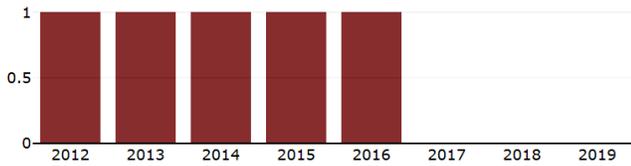
Resilience Analysis and Planning Tool (RAPT)([FEMA](#)).

# Musselshell County

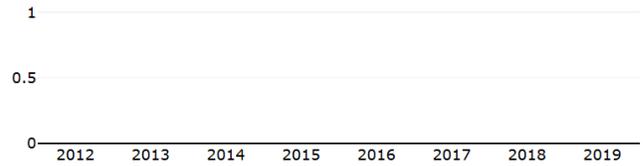
— Not Vulnerable — Vulnerable

## Utilities

Establishments



Employment

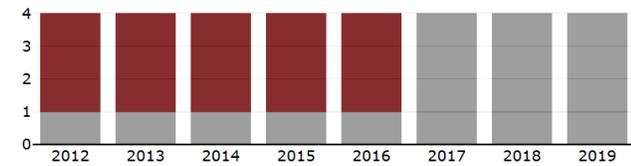


[Download SVG](#)

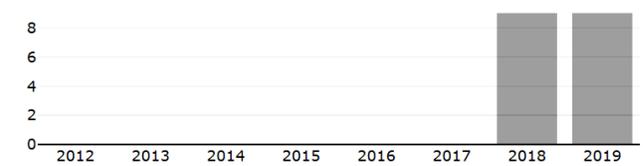
[Download SVG](#)

## Information

Establishments

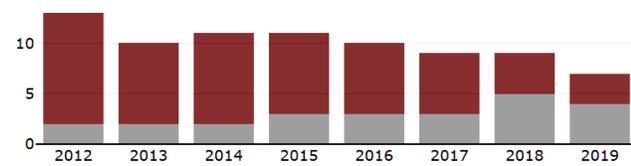


Employment

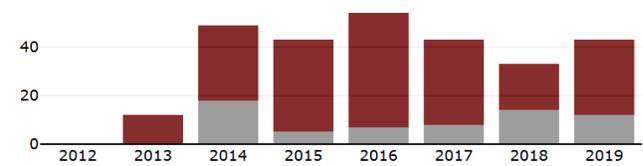


## Accommodation and Food Services

Establishments



Employment



The **Business Vulnerability Index (BVI)** presents information on the percentage of businesses in **Fergus County** that is believed to be most vulnerable to various natural disasters. The information comes from the U.S. Census Bureau's County Business Patterns. Businesses identified to be especially vulnerable to a disaster have the following characteristics:

1. dependent on supply chains.
2. have a high reliance on public utilities like water and electricity.
3. or have a large infrastructure footprint and low infrastructure mobility.

This information will **help practitioners and policymakers** in Fergus County to know the business sectors that **deserve more attention** in terms of disaster resiliency planning. Some data points are suppressed (missing) due to small employment size to avoid disclosure (confidentiality) or withheld because data do not meet publication standards.

# Musselshell County

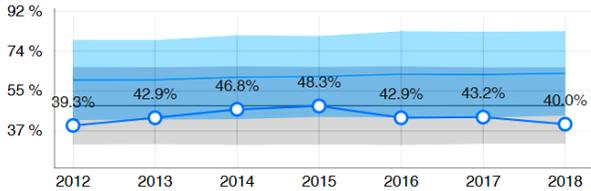
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Social Resilience

Social resilience deals with attributes of the individual members of communities.

### Educational Equity

Ratio of persons with more than a high school degree to those with a high school degree.

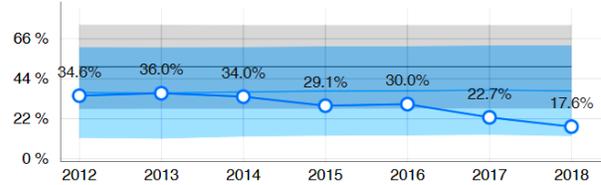


Hide Detail

Codes 391 (Bachelor's Degree or More) and 397 (Less Than a High School Degree) from the ACS Common Items Extract are used for this calculation. Calculation:  $[391] / [397]$

### Age

Proportion of the population below the age of 65.

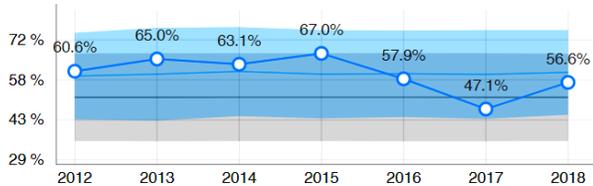


Hide Detail

Codes 300 (Total Population) and 317 (Population over 65) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([317] / [300])$

### Transportation Access

Households with access to a vehicle for transportation.

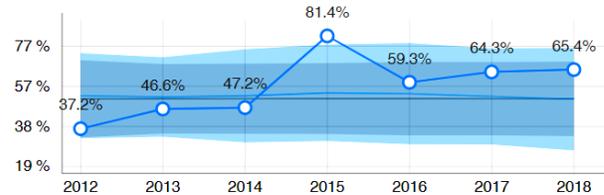


Hide Detail

Codes 304 (Households) and 412 (Households with No Vehicle) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([412] / [304])$

### Communication Capacity

Households/units with access to telephone.

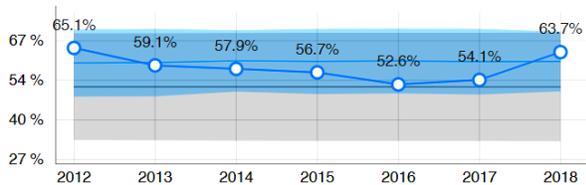


Hide Detail

Codes 303 (Housing Units) and 960 (Selected Housing Characteristics: No Telephone Service Available) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([960] / [303])$

### Language Capacity

English-speaking population.

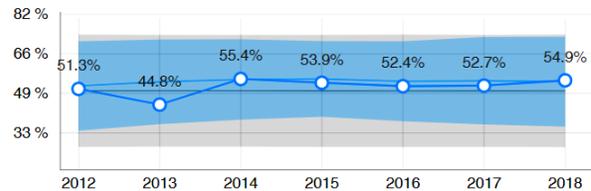


Hide Detail

Codes 770 (Language Spoken at Home: Population with age 5 and above) and 771 (Language Spoken at Home: Population with age 5 and above: English Only) from the ACS Common Items Extract are used for this calculation. Calculation:  $[771] / [770]$

### Special Needs

Population without a disability.



Hide Detail

Codes 300 (Total Population) and 413 (Population with Disability) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([413] / [300])$

# Musselshell County

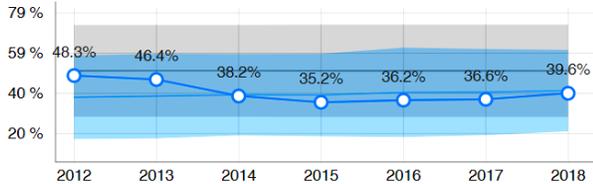
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Economic Resilience

Economic resilience deals with the financial and economic factors that contribute to the resilience of communities.

### Housing Capital

Proportion of owned or mortgaged housing units.

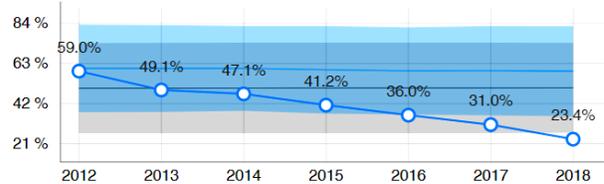


Hide Detail

Codes 303 (Housing Units) and 965 (SELECTED HOUSING CHARACTERISTICS: Mortgage Status: Owner Occupied Units with a Mortgage) and 966 (SELECTED HOUSING CHARACTERISTICS: Mortgage Status: Owner Occupied Units without a Mortgage) from the ACS Common Items Extract are used for this calculation. Calculation:  $[(965) + (966)] / (303)$

### Employment

Proportion of the population in the workforce.

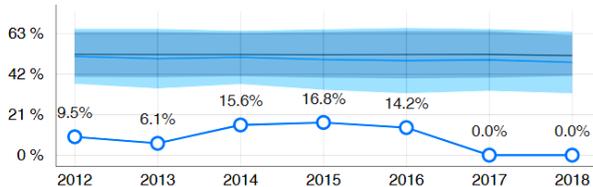


Hide Detail

Codes 300 (Total Population) and 341 (Employment 16 and Over) from the ACS Common Items Extract are used for this calculation. Calculation:  $[341] / [300]$

### Single Sector Employment Dependence

Proportion of the population employed in single sector workforce.

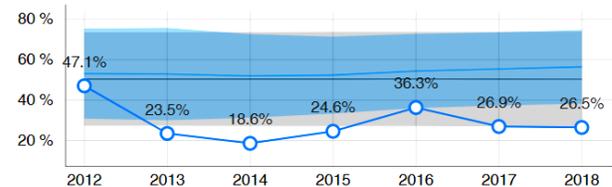


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers from the Census County Business Patterns (NAICS Codes 11 and 21) are used for this calculation. Calculation:  $1 - (([NAICS 11] + [NAICS 21]) / [300])$

### Employment (Female)

Female participation in the workforce.

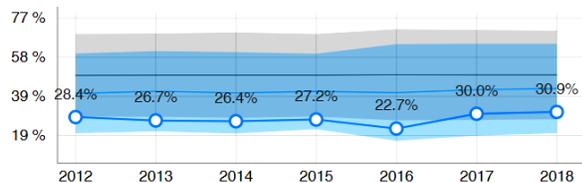


Hide Detail

Lines 88 (SEX BY AGE BY EMPLOYMENT STATUS FOR THE POPULATION 16 YEARS AND OVER: Female) and 90, 97, 104, 111,118, 125, 132, 139, 146, 153, 160, 165, 170 (Female, Employed, by age bracket) from the ACS Table B23001 are used for this calculation. Calculation:  $[All\ but\ 88] / [88]$

### Health Access

Relative number of physicians per capita.



Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers for professions for physicians (occupational estimates for occupations between 291011 AND 291067) were used in this calculation. Calculation:  $[Employed\ in\ NAICS\ Codes] / [300]$

The Disaster Resilience Index **measures the capacity of Fergus County to recover from disaster events** without losing its socio-economic capacity. This information will help practitioners and policymakers to see where there are strengths and weaknesses within Fergus county in the context of vulnerability to disaster events. These insights are also useful for performing a **SWOT Analysis for economic recovery**.

The resilience scores are calculated using information collected by the [U.S. Census](#) and the framework provided by [\[Cutter et al. 2010\]](#).

# Musselshell County

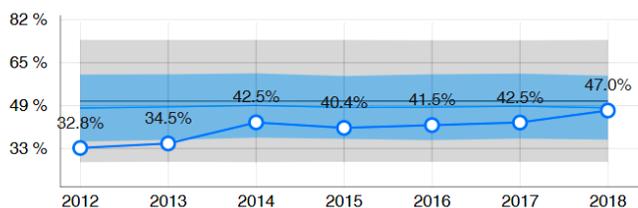
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Infrastructure Resilience

Infrastructure resilience deals with physical structures (housing, shelter, medical capacity, etc.) that exist within communities.

### Housing Type

Proportion of non-mobile homes.

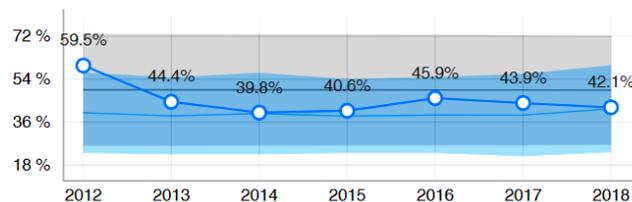


Hide Detail

Table B25024 Line 1 (Total Housing Units) and Table B25025 Line 10 (Mobile home) from the ACS were used in this calculation. Calculation:  $1 - ([B25025] / [B25001])$

### Shelter Capacity

Proportion of unoccupied rental units in an area.

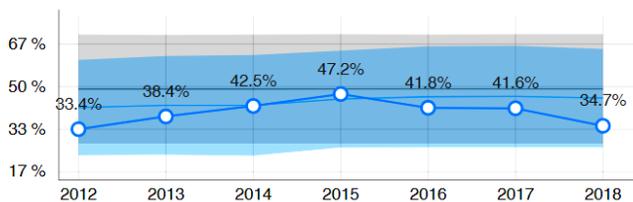


Hide Detail

Table B25004 Line 1 (Total), Line 2 (For rent), and Line 3 (Rented, not occupied) from the ACS were used for this calculation. Calculation:  $([Line 2] + [Line 3]) / [Line 1]$

### Housing Age

Proportion of housing units built between 1970 and 1989.

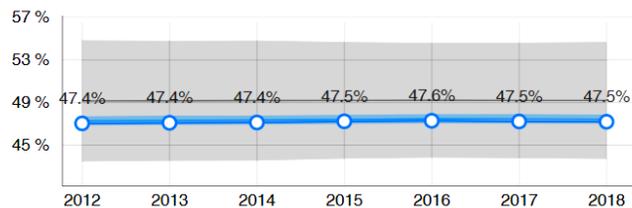


Hide Detail

Table B25001 Line 1 (Total Housing Units), Table B25034 Line 5 (Year Structure Built: 1980 to 1989), and Table B25034 Line 6 (Year Structure Built: 1970 to 1979) from the ACS were used for this calculation. Calculation:  $([Line 5] + [Line 6]) / [Line 1]$

### Sheltering Need

Number of hotels and motels per square mile.



Hide Detail

Uses NAICS Code 721110 (Hotels except Casino Hotels and Motels) from the Census County Business Patterns and the total square miles from the 2000 Census. Calculation:  $[NAICS 721110] / [Square Miles]$

The Disaster Resilience Index **measures the capacity of Fergus County to recover from disaster events** without losing its socioeconomic capacity. This information will help practitioners and policymakers to see where there are strengths and weaknesses within Fergus county in the context of vulnerability to disaster events. These insights are also useful for performing a **SWOT Analysis for economic recovery**.

The resilience scores are calculated using information collected by the [U.S. Census](#) and the framework provided by [Cutter et al. 2010](#).

# Musselshell County

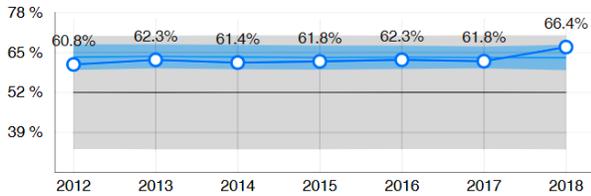
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Community Capital

Community Capital deals with the relationships between the individual and the community as a whole.

### Place Attachment - Migration

Proportion of the population that is not foreign-born.

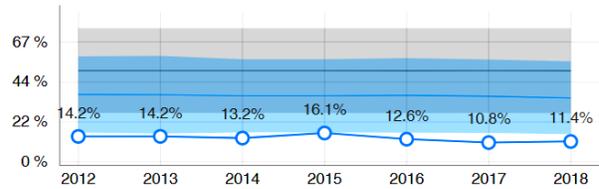


[Hide Detail](#)

Codes 300 (Total Population) and 763 (Foreign Born Population, excluding population born at sea) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([763] / [300])$

### Place Attachment - Born

Proportion of the population that resides in the same state of birth.

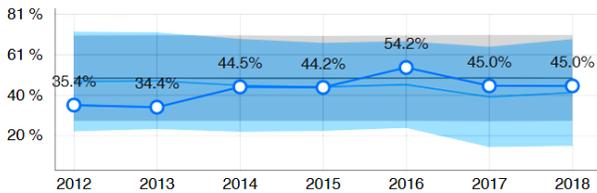


[Hide Detail](#)

Codes 747 (Total Birth Population) and 750 (Total Birth Population: Native: Born in same US state as of their residence) from the ACS Common Items Extract are used for this calculation. Calculation:  $[750] / [747]$

### Social Capital - Religion

Number of religious organizations per capita.

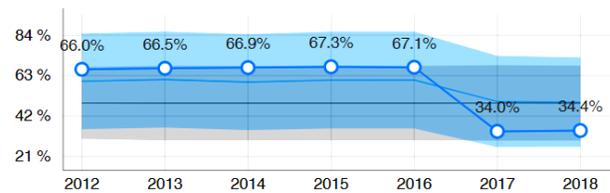


[Hide Detail](#)

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 813110 (Religious Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 813110] / [300]$

### Social Capital - Civic Involvement

Number of civic organizations per capita.

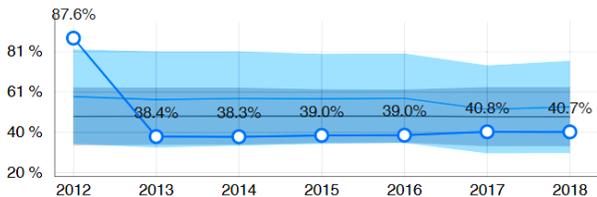


[Hide Detail](#)

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 8134 (Civic Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 8134] / [300]$

### Social Capital - Advocacy

Number of social advocacy organizations per capita.

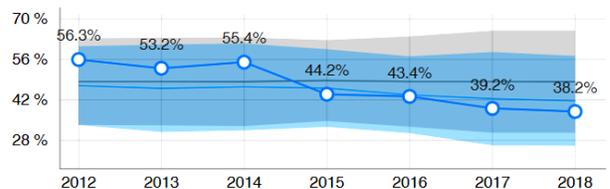


[Hide Detail](#)

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 8133 (Social Advocacy Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 8133] / [300]$

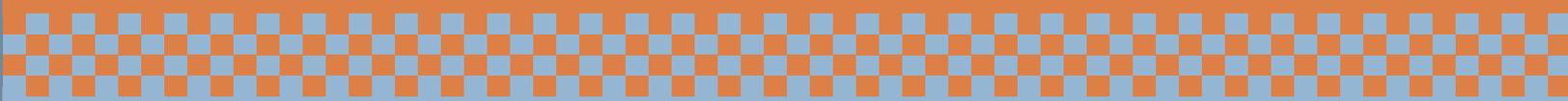
### Innovation

Proportion of the population employed in a creative class occupation.

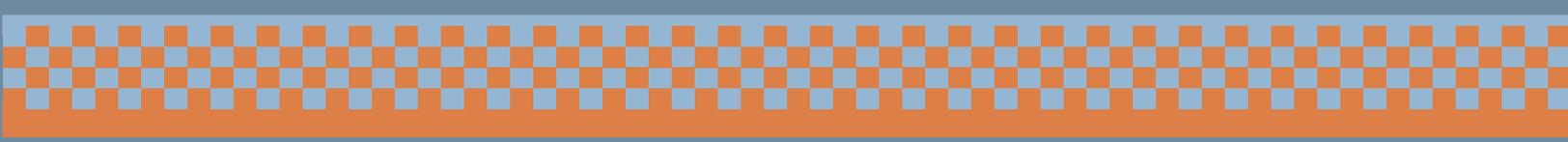


[Hide Detail](#)

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers for those employed in creative class occupations (NAICS codes in the creative class occupations) were used in this calculation. Calculation:  $[Employed\ in\ NAICS\ Codes] / [300]$

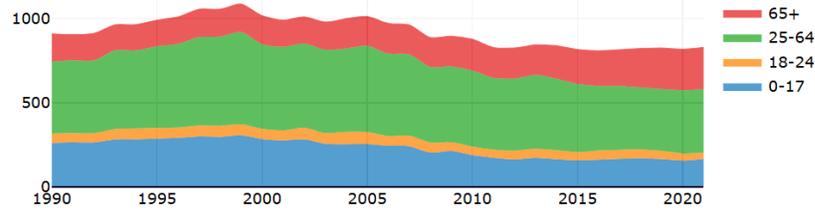


*Golden Valley County*



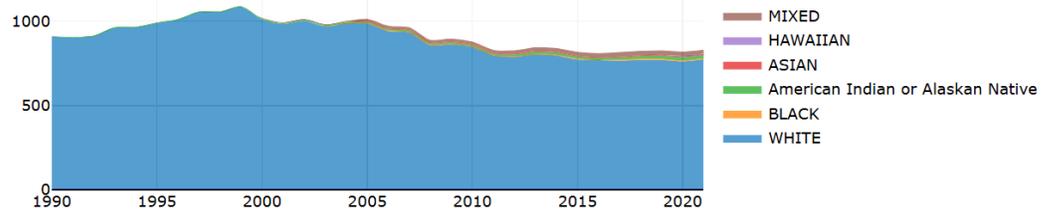
# Golden Valley County

## Population History (Census Bureau)



[Download SVG](#)

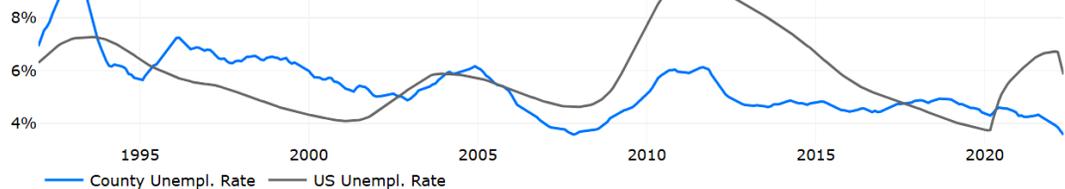
## Racial Makeup History (Census Bureau)



## Unemployment Rate (24-month avg. BLS)

**US Average**  
**5.85%**

**Golden Valley County**  
**3.57%**



Report Date  
5/1/2022

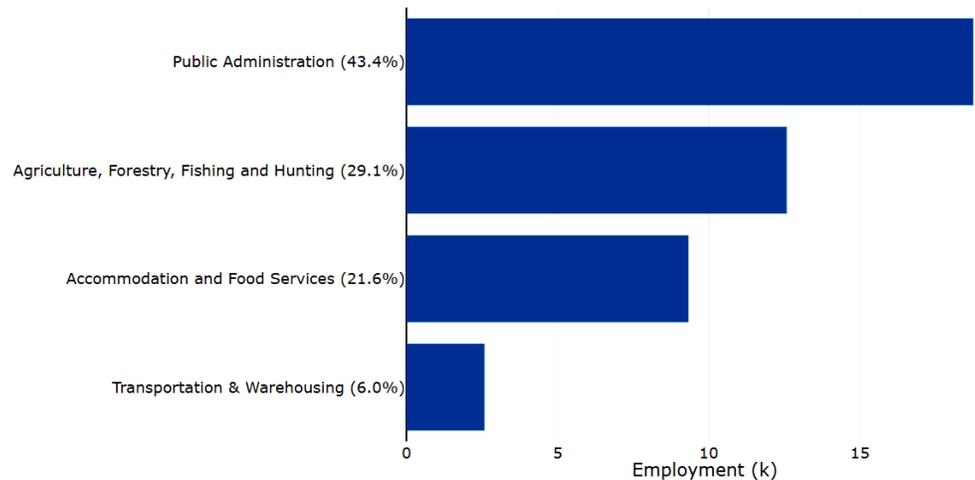
[Download SVG](#)

Calculated by taking the sum of unemployed persons for one geography for the previous 24 months divided by the sum of the labor force for that geography for the previous 24 months. Released monthly as part of the Local Area Unemployment Statistics (LAUS) program.

**Total Households**  
**351**  
(ACS 2019)

**Households with broadband subscription**  
**250 (71.23%)**

## Top Industries

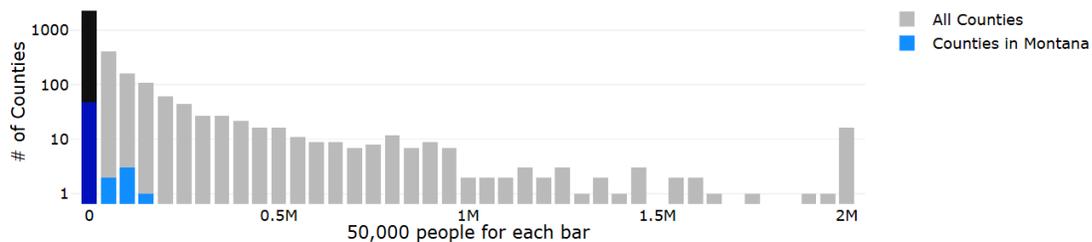


# Golden Valley County

## Population

(Census Bureau 2019)

**827**



[Download SVG](#)

## Population Density

(ACS 2019)

**1 people per sq. mile**

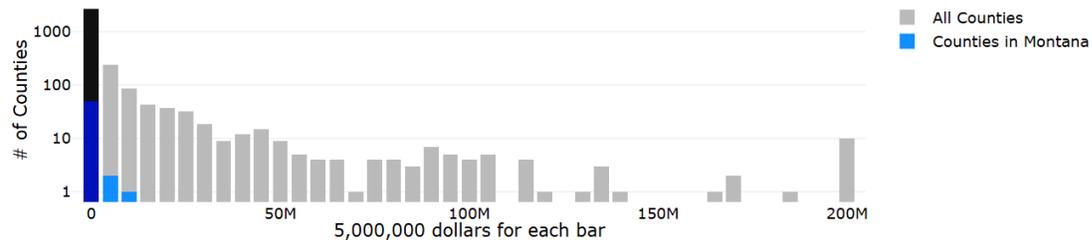


[Download SVG](#)

## GDP

(BEA 2018)

**\$25 M**

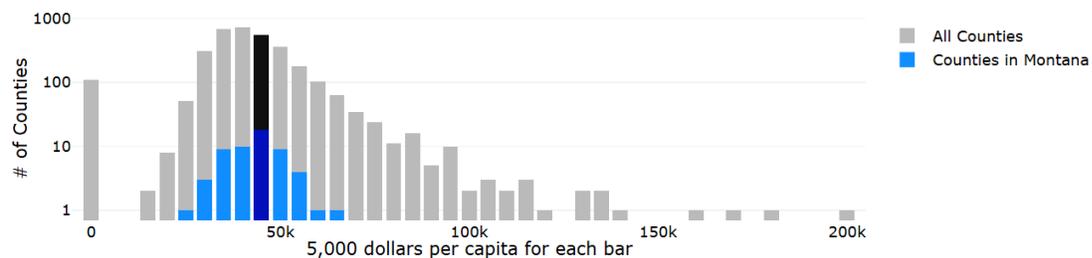


[Download SVG](#)

## Per Capita Income

(BEA 2019)

**\$49,935**



## DATA SOURCES

The population estimate, racial makeup, and population history data are coming from the Census Bureau's Population Estimates by Age, Sex, Race, and Hispanic Origin.

The Population Density, Median Household Income, and Per Capita Money Income are coming from the Census Bureau's American Community Survey, 5-year estimates.

The GDP, Per Capita Income, and Per Capita Personal Income (which is the same as the Per Capita Income data that is currently being displayed) are from the Bureau of Economic Analysis.

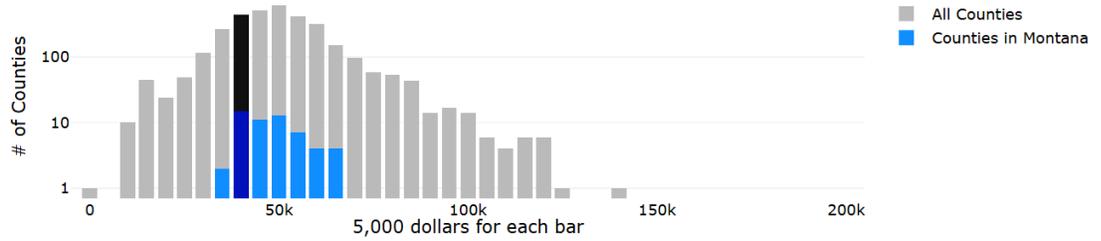
The Top Industries data is from the Census of Employment and Wages data from the Bureau of Labor Statistics and the Unemployment Rate data is LAUS from BLS.

# Golden Valley County

## Median Household Income

(ACS 2019)

**\$43,875**



[Download SVG](#)

## Per Capita Money Income

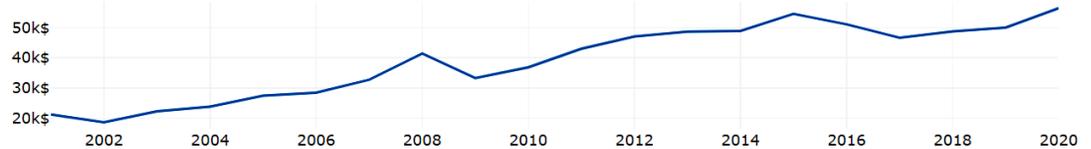
(5-year ACS)



[Download SVG](#)

## Per Capita Personal Income

(BEA 2019)



[Download SVG](#)

An estimate of income per person that includes not only cash sources of income, but also insurance, transfer payments, dividends, interest, and rent. Released annually in the spring.

## DATA SOURCES

1. The population estimate, racial makeup, and population history data are coming from the Census Bureau's Population Estimates by Age, Sex, Race, and Hispanic Origin.
2. The Population Density, Median Household Income, and Per Capita Money Income are coming from the Census Bureau's American Community Survey, 5-year estimates.
3. The GDP, Per Capita Income, and Per Capita Personal Income (which is the same as the Per Capita Income data that is currently being displayed) are from the Bureau of Economic Analysis.
4. The Top Industries data is from the Census of Employment and Wages data from the Bureau of Labor Statistics and the Unemployment Rate data is LAUS from BLS.

## ADDITIONAL RESOURCES

Measuring Distress Platform ([StatsAmerica](#)).

USA Opportunity Zones ([StatsAmerica](#)).

# Golden Valley County

|                          |  |                                    |                   |                            |                       |                 |
|--------------------------|--|------------------------------------|-------------------|----------------------------|-----------------------|-----------------|
| 1/19/2020<br>- ongoing   |  <b>Biological</b>      | COVID-19 PANDEMIC                  | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 4508 |
| 4/30/2018<br>- 6/9/2018  |  <b>Flood</b>           | FLOODING                           | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 4405 |
| 2/28/2014<br>- 3/16/2014 |  <b>Flood</b>           | ICE JAMS AND FLOODING              | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 4172 |
| 4/3/2011<br>- 7/22/2011  |  <b>Severe Storm(s)</b> | SEVERE STORMS AND FLOODING         | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 1996 |
| 8/29/2005<br>- 10/1/2005 |  <b>Hurricane</b>       | HURRICANE KATRINA EVACUATION       | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 3253 |
| 7/12/2000<br>- 9/24/2000 |  <b>Fire</b>          | WILDFIRES                          | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 1340 |
| 9/5/1996<br>- 9/5/1996   |  <b>Fire</b>          | SHEPARD MOUNTAIN FIRE (CARBON CTY) | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2191 |
| STATEWIDE                |  |                                    |                   |                            |                       |                 |
| 8/20/1994<br>- 8/20/1994 |  <b>Fire</b>          | WLDERNESS COMPLEX (LIBBY COMPLEX)  | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2110 |
| STATEWIDE                |  |                                    |                   |                            |                       |                 |
| 8/12/1994<br>- 8/12/1994 |  <b>Fire</b>          | LITTLE WOLF FIRE                   | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2111 |
| STATEWIDE                |  |                                    |                   |                            |                       |                 |
| 8/27/1984<br>- 8/27/1984 |  <b>Fire</b>          | HOUGHTON CREEK NUMBER-2            | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2048 |
| STATEWIDE                |  |                                    |                   |                            |                       |                 |
| 8/27/1984<br>- 8/27/1984 |  <b>Fire</b>          | HAWKS CREEK FIRE                   | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2049 |
| STATEWIDE                |  |                                    |                   |                            |                       |                 |

# Golden Valley County

|                            |  |                 |
|----------------------------|--|-----------------|
| 8/26/1984<br>- 8/26/1984   | ! Fire   | Disaster # 2047 |
| STATEWIDE                  | <b>NORTH HILLS FIRE</b><br>Hazard Mitigation Individuals and Households Individual Assistance                |                 |
| 8/5/1979<br>- 8/5/1979     | ! Fire   | Disaster # 2037 |
| STATEWIDE                  | <b>WEST FORK - BARKER'S CREEK FIRE</b><br>Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 8/21/1977<br>- 8/21/1977   | ! Drought  | Disaster # 3050 |
|                            | <b>DROUGHT</b><br>Hazard Mitigation Individuals and Households Individual Assistance                         |                 |
| 7/15/1977<br>- 7/15/1977   | ! Fire   | Disaster # 2026 |
| STATEWIDE                  | <b>PATTEE CANYON FIRE</b><br>Hazard Mitigation Individuals and Households Individual Assistance              |                 |
| 8/22/1973<br>- 8/22/1973   | ! Fire   | Disaster # 2012 |
| STATEWIDE                  | <b>PLEASANT VALLEY FIRE (NO. 125)</b><br>Hazard Mitigation Individuals and Households Individual Assistance  |                 |
| 8/17/1973<br>- 8/17/1973   | ! Fire   | Disaster # 2009 |
| STATEWIDE                  | <b>GOAT CREEK FIRE</b><br>Hazard Mitigation Individuals and Households Individual Assistance                 |                 |
| 8/15/1973<br>- 8/15/1973   | ! Fire   | Disaster # 2007 |
| STATEWIDE                  | <b>PREWITT CREEK FIRE</b><br>Hazard Mitigation Individuals and Households Individual Assistance              |                 |
| 12/17/1964<br>- 12/17/1964 | ! Snow   | Disaster # 182  |
| STATEWIDE                  | <b>SEVERE WINTER STORM</b><br>Hazard Mitigation Individuals and Households Individual Assistance             |                 |
| 6/8/1964<br>- 6/8/1964     | ! Flood  | Disaster # 172  |
| STATEWIDE                  | <b>HEAVY RAINS &amp; FLOODING</b><br>Hazard Mitigation Individuals and Households Individual Assistance      |                 |
| 6/5/1953<br>- 6/5/1953     | ! Flood  | Disaster # 5    |
| STATEWIDE                  | <b>FLOODS</b><br>Hazard Mitigation Individuals and Households Individual Assistance                          |                 |

## DATA SOURCES

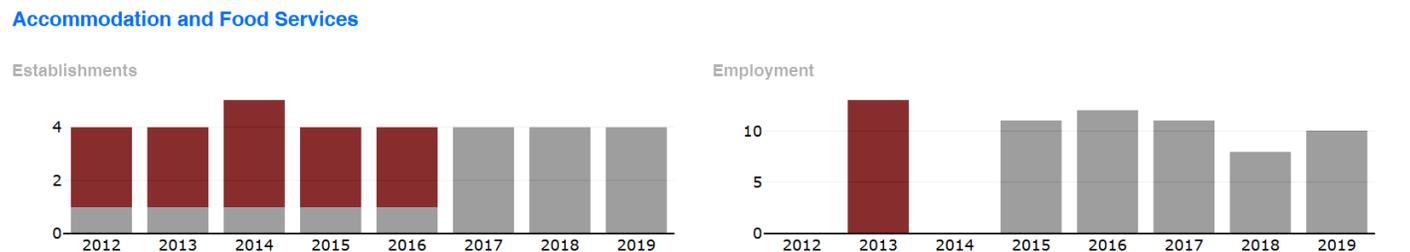
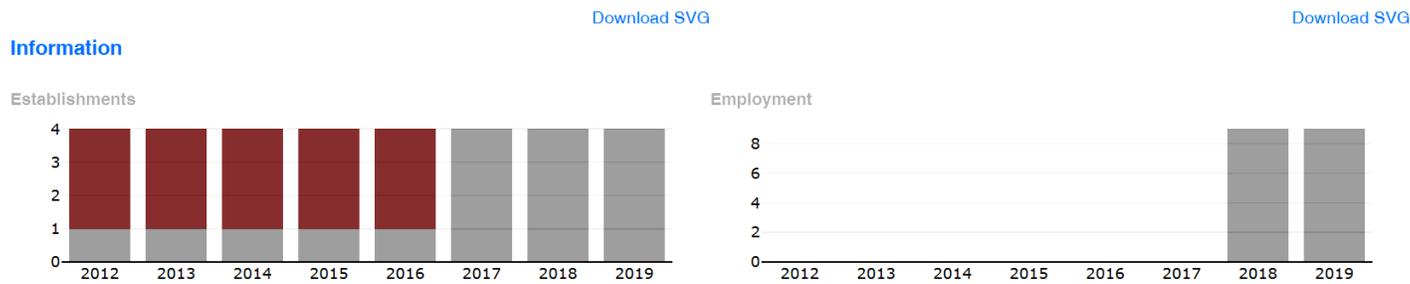
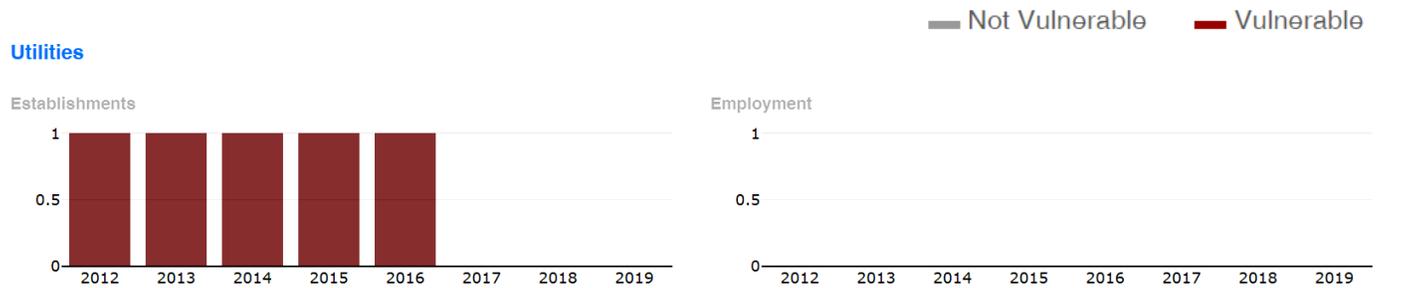
Data for the disaster declaration was generated from the [FEMA website](#) and is updated daily. Data for the EDA award was obtained from the EDA and is updated as the data becomes available.

## ADDITIONAL RESOURCES

FEMA Hazard Mitigation Plan Status ([FEMA](#)).

Resilience Analysis and Planning Tool (RAPT)([FEMA](#)).

# Golden Valley County



The **Business Vulnerability Index (BVI)** presents information on the percentage of businesses in **Fergus County** that is believed to be most vulnerable to various natural disasters. The information comes from the U.S. Census Bureau's County Business Patterns. Businesses identified to be especially vulnerable to a disaster have the following characteristics:

1. dependent on supply chains.
2. have a high reliance on public utilities like water and electricity.
3. or have a large infrastructure footprint and low infrastructure mobility.

This information will **help practitioners and policymakers** in Fergus County to know the business sectors that **deserve more attention** in terms of disaster resiliency planning. Some data points are suppressed (missing) due to small employment size to avoid disclosure (confidentiality) or withheld because data do not meet publication standards.

# Golden Valley County

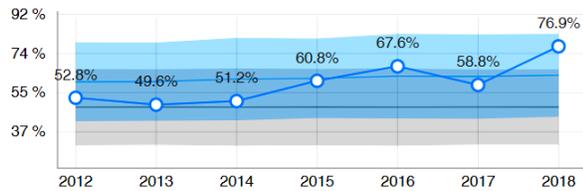
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Social Resilience

Social resilience deals with attributes of the individual members of communities.

### Educational Equity

Ratio of persons with more than a high school degree to those with a high school degree.

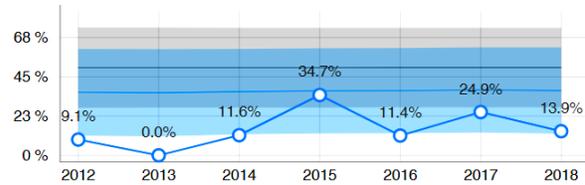


Hide Detail

Codes 391 (Bachelor's Degree or More) and 397 (Less Than a High School Degree) from the ACS Common Items Extract are used for this calculation. Calculation:  $[391] / [397]$

### Age

Proportion of the population below the age of 65.

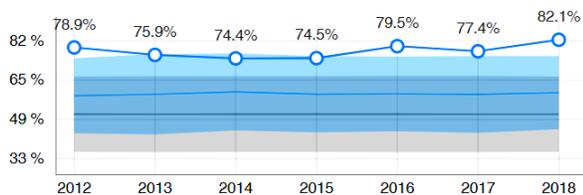


Hide Detail

Codes 300 (Total Population) and 317 (Population over 65) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([317] / [300])$

### Transportation Access

Households with access to a vehicle for transportation.

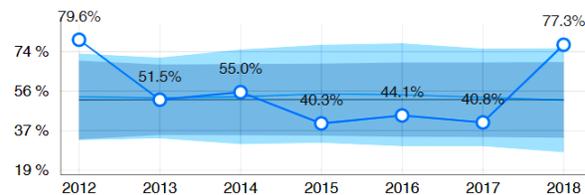


Hide Detail

Codes 304 (Households) and 412 (Households with No Vehicle) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([412] / [304])$

### Communication Capacity

Households/units with access to telephone.

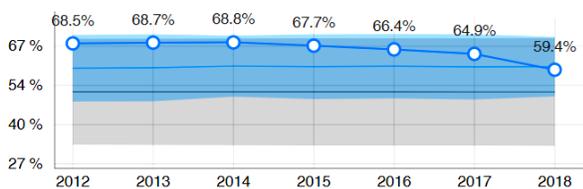


Hide Detail

Codes 303 (Housing Units) and 960 (Selected Housing Characteristics: No Telephone Service Available) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([960] / [303])$

### Language Capacity

English-speaking population.

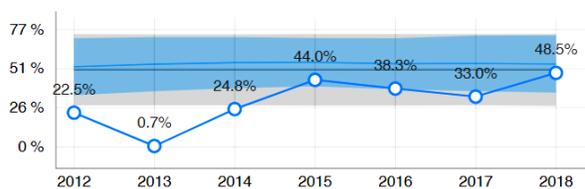


Hide Detail

Codes 770 (Language Spoken at Home: Population with age 5 and above) and 771 (Language Spoken at Home: Population with age 5 and above: English Only) from the ACS Common Items Extract are used for this calculation. Calculation:  $[771] / [770]$

### Special Needs

Population without a disability.



Hide Detail

Codes 300 (Total Population) and 413 (Population with Disability) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([413] / [300])$

# Golden Valley County

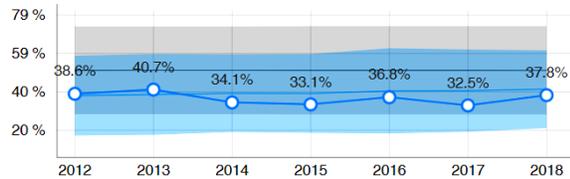
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Economic Resilience

Economic resilience deals with the financial and economic factors that contribute to the resilience of communities.

### Housing Capital

Proportion of owned or mortgaged housing units.

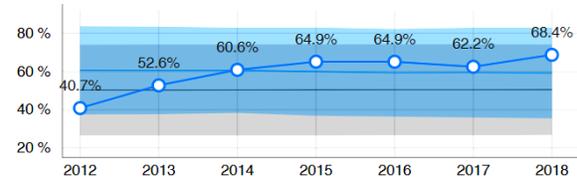


Hide Detail

Codes 303 (Housing Units) and 965 (SELECTED HOUSING CHARACTERISTICS: Mortgage Status: Owner Occupied Units with a Mortgage) and 966 (SELECTED HOUSING CHARACTERISTICS: Mortgage Status: Owner Occupied Units without a Mortgage) from the ACS Common Items Extract are used for this calculation. Calculation:  $[(965) + (966)] / (303)$

### Employment

Proportion of the population in the workforce.

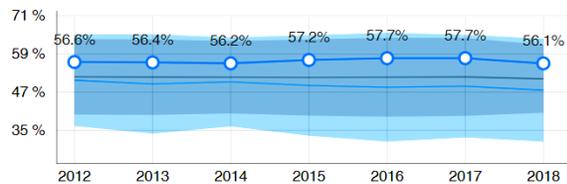


Hide Detail

Codes 300 (Total Population) and 341 (Employment 16 and Over) from the ACS Common Items Extract are used for this calculation. Calculation:  $[341] / [300]$

### Single Sector Employment Dependence

Proportion of the population employed in single sector workforce.

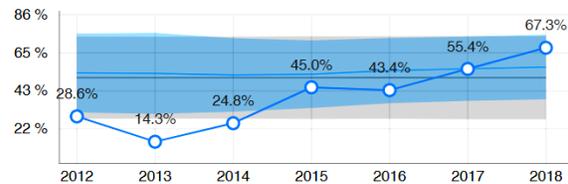


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers from the Census County Business Patterns (NAICS Codes 11 and 21) are used for this calculation. Calculation:  $1 - (([NAICS 11] + [NAICS 21]) / [300])$

### Employment (Female)

Female participation in the workforce.

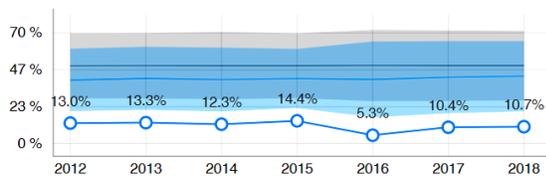


Hide Detail

Lines 88 (SEX BY AGE BY EMPLOYMENT STATUS FOR THE POPULATION 16 YEARS AND OVER: Female) and 90, 97, 104, 111, 118, 125, 132, 139, 146, 153, 160, 165, 170 (Female, Employed, by age bracket) from the ACS Table B23001 are used for this calculation. Calculation:  $[All\ but\ 88] / [88]$

### Health Access

Relative number of physicians per capita.



Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers for professions for physicians (occupational estimates for occupations between 291011 AND 291067) were used in this calculation. Calculation:  $[Employed\ in\ NAICS\ Codes] / [300]$

The Disaster Resilience Index **measures the capacity of Fergus County to recover from disaster events** without losing its socioeconomic capacity. This information will help practitioners and policymakers to see where there are strengths and weaknesses within Fergus county in the context of vulnerability to disaster events. These insights are also useful for performing a **SWOT Analysis for economic recovery**.

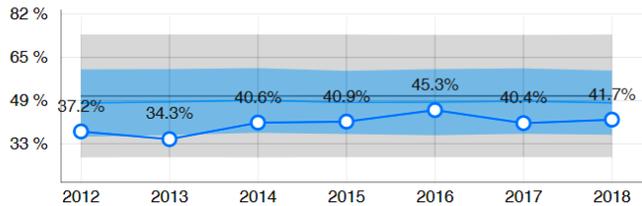
The resilience scores are calculated using information collected by the [U.S. Census](#) and the framework provided by [Cutter et al. 2010](#).

# Golden Valley County

— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Housing Type

Proportion of non-mobile homes.

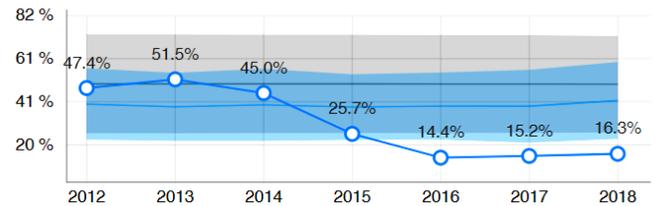


Hide Detail

Table B25024 Line 1 (Total Housing Units) and Table B25025 Line 10 (Mobile home) from the ACS were used in this calculation. Calculation:  $1 - ([B25025] / [B25001])$

## Shelter Capacity

Proportion of unoccupied rental units in an area.

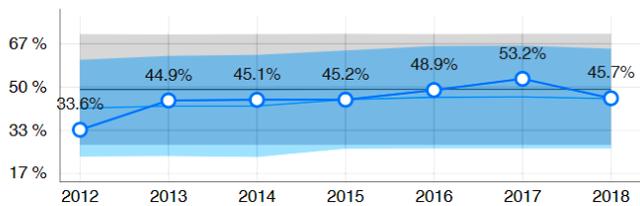


Hide Detail

Table B25004 Line 1 (Total), Line 2 (For rent), and Line 3 (Rented, not occupied) from the ACS were used for this calculation. Calculation:  $([Line 2] + [Line 3]) / [Line 1]$

## Housing Age

Proportion of housing units built between 1970 and 1989.

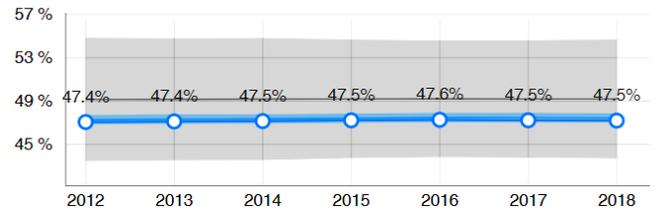


Hide Detail

Table B25001 Line 1 (Total Housing Units), Table B25034 Line 5 (Year Structure Built: 1980 to 1989), and Table B25034 Line 6 (Year Structure Built: 1970 to 1979) from the ACS were used for this calculation. Calculation:  $([Line 5] + [Line 6]) / [Line 1]$

## Sheltering Need

Number of hotels and motels per square mile.



Hide Detail

Uses NAICS Code 721110 (Hotels except Casino Hotels and Motels) from the Census County Business Patterns and the total square miles from the 2000 Census. Calculation:  $[NAICS 721110] / [Square Miles]$

The Disaster Resilience Index **measures the capacity of Fergus County to recover from disaster events** without losing its socioeconomic capacity. This information will help practitioners and policymakers to see where there are strengths and weaknesses within Fergus county in the context of vulnerability to disaster events. These insights are also useful for performing a **SWOT Analysis for economic recovery**.

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# Golden Valley County

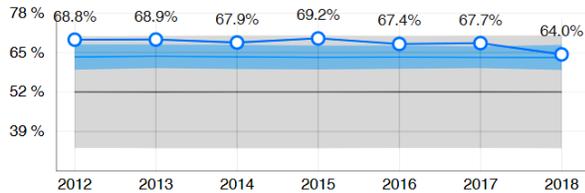
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Community Capital

Community Capital deals with the relationships between the individual and the community as a whole.

### Place Attachment - Migration

Proportion of the population that is not foreign-born.

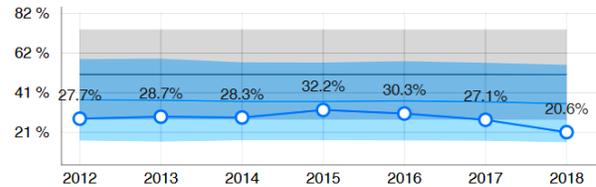


Hide Detail

Codes 300 (Total Population) and 763 (Foreign Born Population, excluding population born at sea) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([763] / [300])$

### Place Attachment - Born

Proportion of the population that resides in the same state of birth.

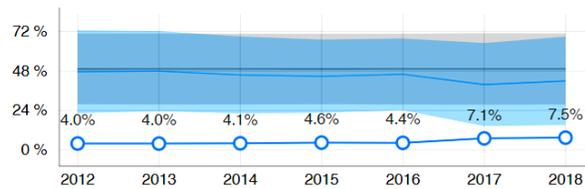


Hide Detail

Codes 747 (Total Birth Population) and 750 (Total Birth Population: Native: Born in same US state as of their residence) from the ACS Common Items Extract are used for this calculation. Calculation:  $[750] / [747]$

### Social Capital - Religion

Number of religious organizations per capita.

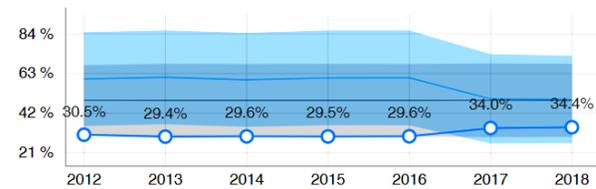


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 813110 (Religious Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 813110] / [300]$

### Social Capital - Civic Involvement

Number of civic organizations per capita.

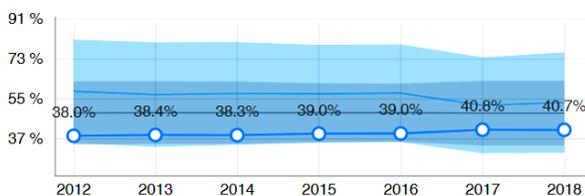


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 8134 (Civic Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 8134] / [300]$

### Social Capital - Advocacy

Number of social advocacy organizations per capita.

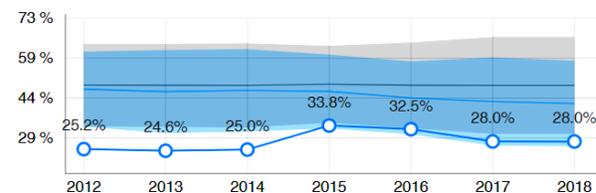


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 8133 (Social Advocacy Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 8133] / [300]$

### Innovation

Proportion of the population employed in a creative class occupation.



Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers for those employed in creative class occupations (NAICS codes in the creative class occupations) were used in this calculation. Calculation:  $[Employed\ in\ NAICS\ Codes] / [300]$

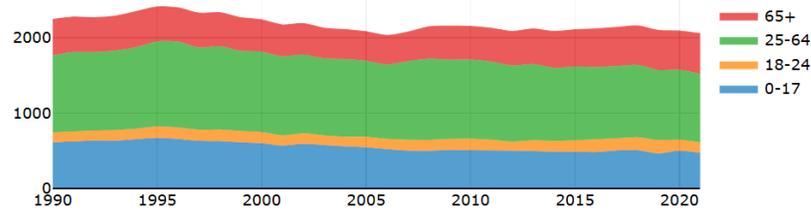




# *Wheatland County*

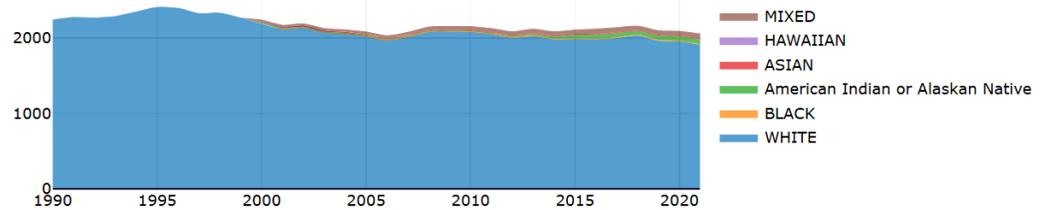
# Wheatland County

## Population History (Census Bureau)



[Download SVG](#)

## Racial Makeup History (Census Bureau)

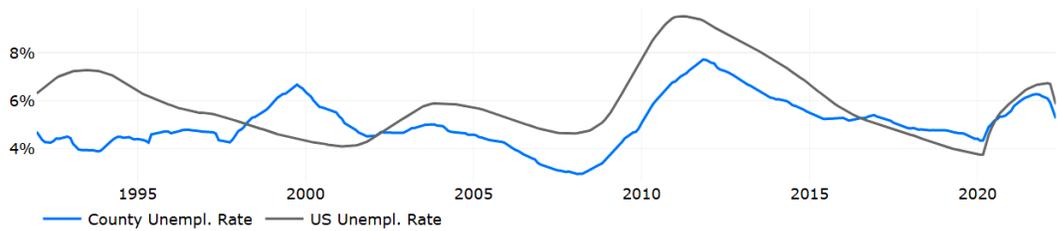


[Download SVG](#)

## Unemployment Rate (24-month avg. BLS)

US Average  
**5.85%**

Wheatland County  
**5.26%**



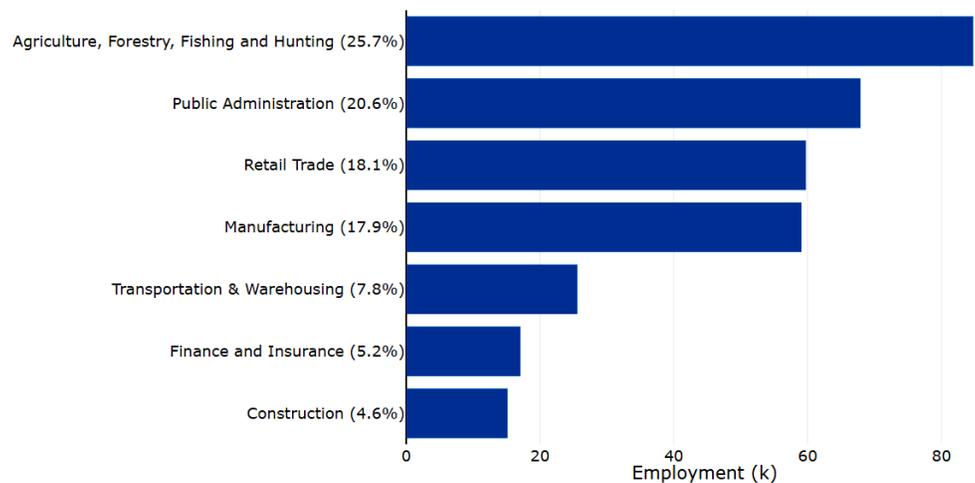
Report Date  
5/1/2022

Calculated by taking the sum of unemployed persons for one geography for the previous 24 months divided by the sum of the labor force for that geography for the previous 24 months. Released monthly as part of the Local Area Unemployment Statistics (LAUS) program.

Total Households  
**792**  
(ACS 2019)

Households with broadband subscription  
**567 (71.59%)**

## Top Industries

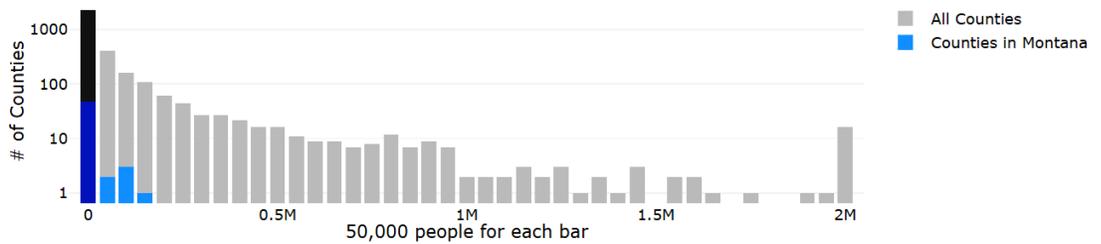


# Wheatland County

## Population

(Census Bureau 2019)

**2,102**



[Download SVG](#)

## Population Density

(ACS 2019)

**2 people per sq. mile**

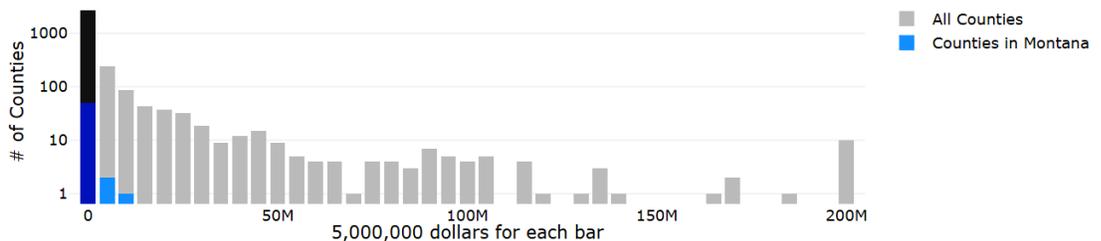


[Download SVG](#)

## GDP

(BEA 2018)

**\$80 M**

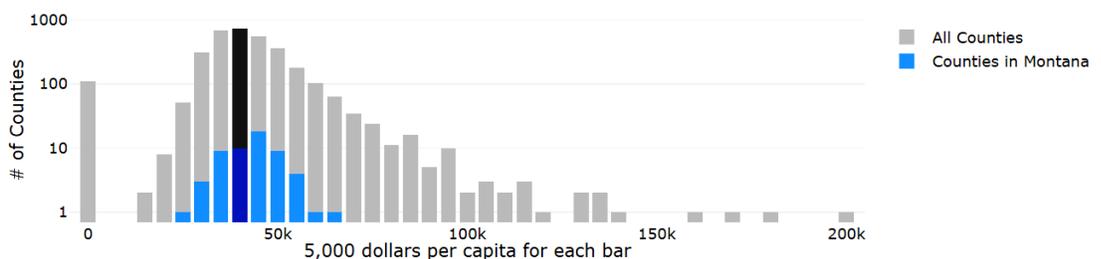


[Download SVG](#)

## Per Capita Income

(BEA 2019)

**\$40,321**



## DATA SOURCES

The population estimate, racial makeup, and population history data are coming from the Census Bureau's Population Estimates by Age, Sex, Race, and Hispanic Origin.

The Population Density, Median Household Income, and Per Capita Money Income are coming from the Census Bureau's American Community Survey, 5-year estimates.

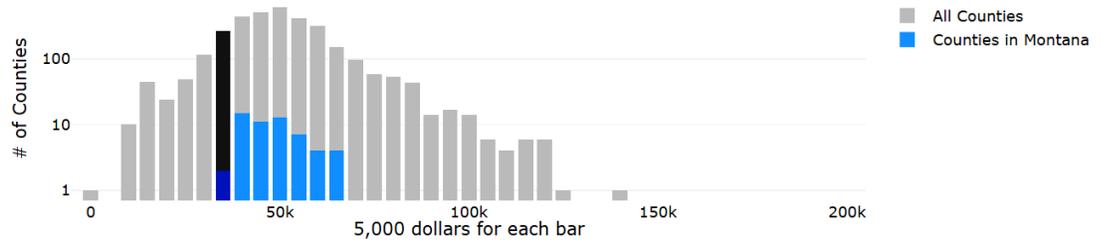
The GDP, Per Capita Income, and Per Capita Personal Income (which is the same as the Per Capita Income data that is currently being displayed) are from the Bureau of Economic Analysis.

The Top Industries data is from the Census of Employment and Wages data from the Bureau of Labor Statistics and the Unemployment Rate data is LAUS from BLS.

# Wheatland County

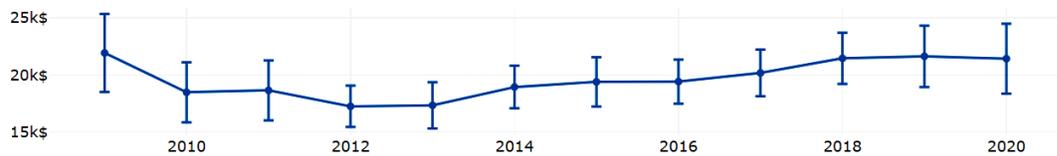
## Median Household Income (ACS 2019)

**\$39,655**



[Download SVG](#)

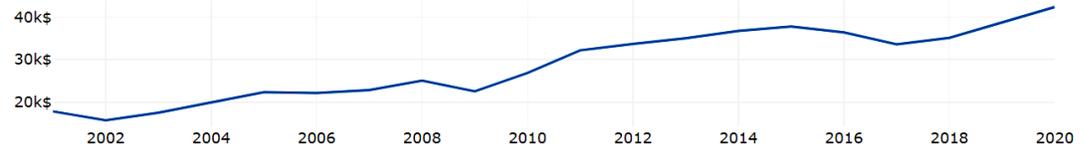
## Per Capita Money Income (5-year ACS)



[Download SVG](#)

The amount of money (only cash sources) earned per person. Released annually in December.

## Per Capita Personal Income (BEA 2019)



[Download SVG](#)

An estimate of income per person that includes not only cash sources of income, but also insurance, transfer payments, dividends, interest, and rent. Released annually in the spring.

## DATA SOURCES

1. The population estimate, racial makeup, and population history data are coming from the Census Bureau's Population Estimates by Age, Sex, Race, and Hispanic Origin.
2. The Population Density, Median Household Income, and Per Capita Money Income are coming from the Census Bureau's American Community Survey, 5-year estimates.
3. The GDP, Per Capita Income, and Per Capita Personal Income (which is the same as the Per Capita Income data that is currently being displayed) are from the Bureau of Economic Analysis.
4. The Top Industries data is from the Census of Employment and Wages data from the Bureau of Labor Statistics and the Unemployment Rate data is LAUS from BLS.

## ADDITIONAL RESOURCES

Measuring Distress Platform ([StatsAmerica](#)).  
USA Opportunity Zones ([StatsAmerica](#)).

# Wheatland County

|                          |                          |  |                 |
|--------------------------|--------------------------|--|-----------------|
| 1/19/2020<br>- ongoing   | ! <b>Biological</b>      | COVID-19 PANDEMIC  | Disaster # 4508 |
|                          |                          | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 2/28/2014<br>- 3/16/2014 | ! <b>Flood</b>           | ICE JAMS AND FLOODING  | Disaster # 4172 |
|                          |                          | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 4/3/2011<br>- 7/22/2011  | ! <b>Severe Storm(s)</b> | SEVERE STORMS AND FLOODING   | Disaster # 1996 |
|                          |                          | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 8/29/2005<br>- 10/1/2005 | ! <b>Hurricane</b>       | HURRICANE KATRINA EVACUATION                                       | Disaster # 3253 |
|                          |                          | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 7/12/2000<br>- 9/24/2000 | ! <b>Fire</b>            | WILDFIRES  | Disaster # 1340 |
|                          |                          | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 2/28/1997<br>- 8/5/1997  | ! <b>Severe Storm(s)</b> | SEVERE STORMS,ICE JAMS, SNOW MELT, FLOODING                        | Disaster # 1183 |
|                          |                          | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 9/5/1996<br>- 9/5/1996   | ! <b>Fire</b>            | SHEPARD MOUNTAIN FIRE (CARBON CTY)                                 | Disaster # 2191 |
| STATEWIDE                |                          | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 8/20/1994<br>- 8/20/1994 | ! <b>Fire</b>            | WLDERNESS COMPLEX (LIBBY COMPLEX)                                  | Disaster # 2110 |
| STATEWIDE                |                          | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 8/12/1994<br>- 8/12/1994 | ! <b>Fire</b>            | LITTLE WOLF FIRE   | Disaster # 2111 |
| STATEWIDE                |                          | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 8/27/1984<br>- 8/27/1984 | ! <b>Fire</b>            | HOUGHTON CREEK NUMBER-2  | Disaster # 2048 |
| STATEWIDE                |                          | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 8/27/1984<br>- 8/27/1984 | ! <b>Fire</b>            | HAWKS CREEK FIRE   | Disaster # 2049 |
| STATEWIDE                |                          | Hazard Mitigation Individuals and Households Individual Assistance |                 |

# Wheatland County

|                            |  |                 |
|----------------------------|--|-----------------|
| 8/5/1979<br>- 8/5/1979     | ! Fire   | Disaster # 2037 |
| STATEWIDE                  | WEST FORK - BARKER'S CREEK FIRE                                    |                 |
|                            | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 7/15/1977<br>- 7/15/1977   | ! Fire   | Disaster # 2026 |
| STATEWIDE                  | PATTEE CANYON FIRE   |                 |
|                            | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 6/27/1975<br>- 6/27/1975   | ! Flood  | Disaster # 472  |
|                            | RAINS, SHOWMELT, STORMS & FLOODING                                 |                 |
|                            | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 8/22/1973<br>- 8/22/1973   | ! Fire   | Disaster # 2012 |
| STATEWIDE                  | PLEASANT VALLEY FIRE (NO. 125)                                     |                 |
|                            | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 8/17/1973<br>- 8/17/1973   | ! Fire   | Disaster # 2009 |
| STATEWIDE                  | GOAT CREEK FIRE  |                 |
|                            | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 8/15/1973<br>- 8/15/1973   | ! Fire   | Disaster # 2007 |
| STATEWIDE                  | PREWITT CREEK FIRE   |                 |
|                            | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 12/17/1964<br>- 12/17/1964 | ! Snow   | Disaster # 182  |
| STATEWIDE                  | SEVERE WINTER STORM  |                 |
|                            | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 6/8/1964<br>- 6/8/1964     | ! Flood  | Disaster # 172  |
| STATEWIDE                  | HEAVY RAINS & FLOODING   |                 |
|                            | Hazard Mitigation Individuals and Households Individual Assistance |                 |
| 6/5/1953<br>- 6/5/1953     | ! Flood  | Disaster # 6    |
| STATEWIDE                  | FLOODS   |                 |
|                            | Hazard Mitigation Individuals and Households Individual Assistance |                 |

## DATA SOURCES

Data for the disaster declaration was generated from the [FEMA website](#) and is updated daily. Data for the EDA award was obtained from the EDA and is updated as the data becomes available.

## ADDITIONAL RESOURCES

FEMA Hazard Mitigation Plan Status ([FEMA](#)).

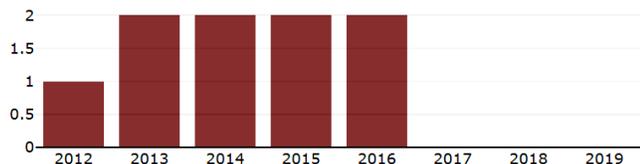
Resilience Analysis and Planning Tool (RAPT)([FEMA](#)).

# Wheatland County

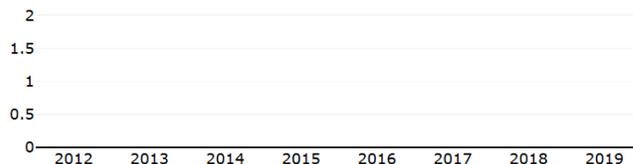
— Not Vulnerable — Vulnerable

## Utilities

Establishments



Employment

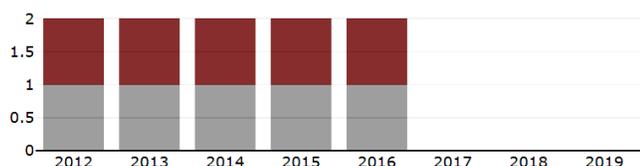


[Download SVG](#)

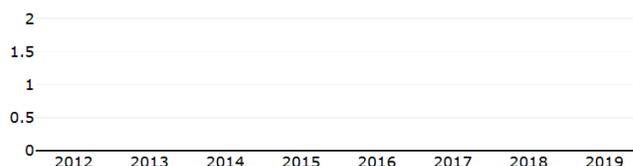
[Download SVG](#)

## Information

Establishments

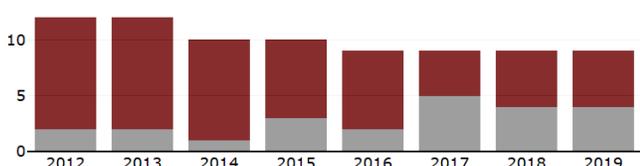


Employment

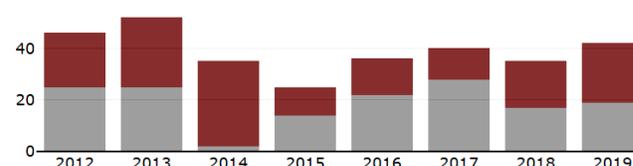


## Accommodation and Food Services

Establishments



Employment



The **Business Vulnerability Index (BVI)** presents information on the percentage of businesses in **Fergus County** that is believed to be most vulnerable to various natural disasters. The information comes from the U.S. Census Bureau's County Business Patterns. Businesses identified to be especially vulnerable to a disaster have the following characteristics:

1. dependent on supply chains.
2. have a high reliance on public utilities like water and electricity.
3. or have a large infrastructure footprint and low infrastructure mobility.

This information will **help practitioners and policymakers** in Fergus County to know the business sectors that **deserve more attention** in terms of disaster resiliency planning. Some data points are suppressed (missing) due to small employment size to avoid disclosure (confidentiality) or withheld because data do not meet publication standards.

# Wheatland County

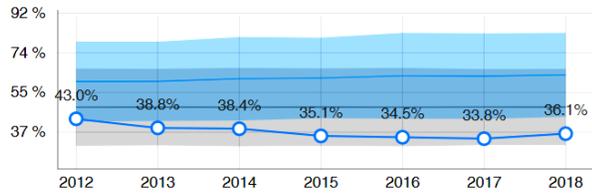
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Social Resilience

Social resilience deals with attributes of the individual members of communities.

### Educational Equity

Ratio of persons with more than a high school degree to those with a high school degree.

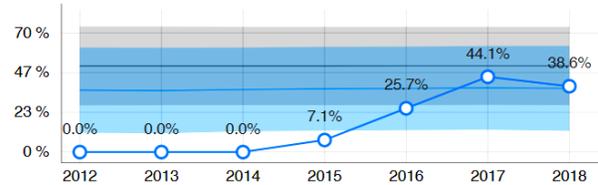


Hide Detail

Codes 391 (Bachelor's Degree or More) and 397 (Less Than a High School Degree) from the ACS Common Items Extract are used for this calculation. Calculation:  $[391] / [397]$

### Age

Proportion of the population below the age of 65.

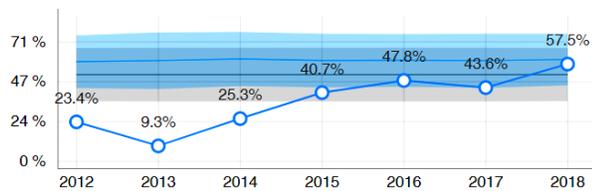


Hide Detail

Codes 300 (Total Population) and 317 (Population over 65) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([317] / [300])$

### Transportation Access

Households with access to a vehicle for transportation.

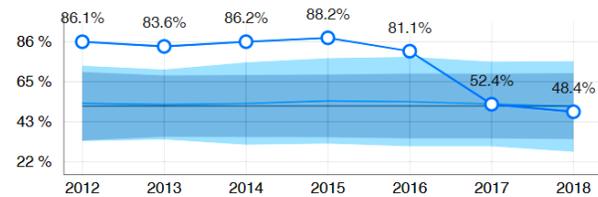


Hide Detail

Codes 304 (Households) and 412 (Households with No Vehicle) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([412] / [304])$

### Communication Capacity

Households/units with access to telephone.

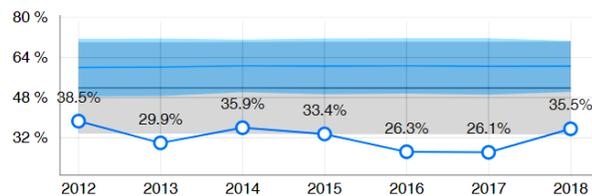


Hide Detail

Codes 303 (Housing Units) and 960 (Selected Housing Characteristics: No Telephone Service Available) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([960] / [303])$

### Language Capacity

English-speaking population.

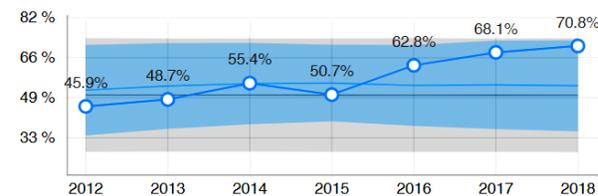


Hide Detail

Codes 770 (Language Spoken at Home: Population with age 5 and above) and 771 (Language Spoken at Home: Population with age 5 and above: English Only) from the ACS Common Items Extract are used for this calculation. Calculation:  $[771] / [770]$

### Special Needs

Population without a disability.



Hide Detail

Codes 300 (Total Population) and 413 (Population with Disability) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([413] / [300])$

# Wheatland County

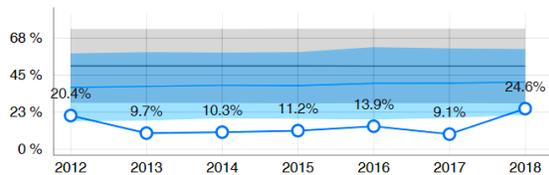
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Economic Resilience

Economic resilience deals with the financial and economic factors that contribute to the resilience of communities.

### Housing Capital

Proportion of owned or mortgaged housing units.

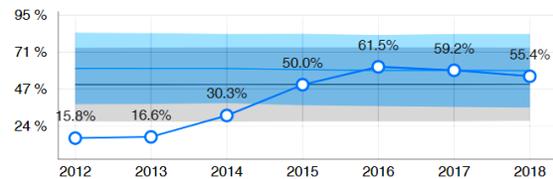


Hide Detail

Codes 303 (Housing Units) and 965 (SELECTED HOUSING CHARACTERISTICS: Mortgage Status: Owner Occupied Units with a Mortgage) and 966 (SELECTED HOUSING CHARACTERISTICS: Mortgage Status: Owner Occupied Units without a Mortgage) from the ACS Common Items Extract are used for this calculation. Calculation:  $[(965) + (966)]/[303]$

### Employment

Proportion of the population in the workforce.

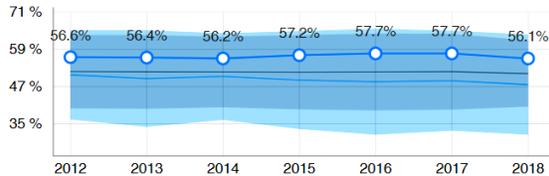


Hide Detail

Codes 300 (Total Population) and 341 (Employment 16 and Over) from the ACS Common Items Extract are used for this calculation. Calculation:  $[341] / [300]$

### Single Sector Employment Dependence

Proportion of the population employed in single sector workforce.

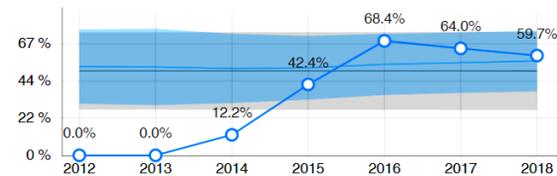


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers from the Census County Business Patterns (NAICS Codes 11 and 21) are used for this calculation. Calculation:  $1 - (([NAICS 11] + [NAICS 21]) / [300])$

### Employment (Female)

Female participation in the workforce.

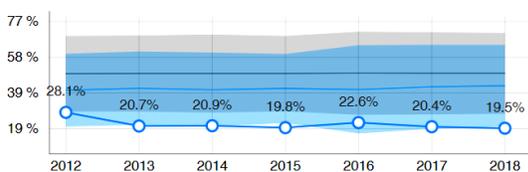


Hide Detail

Lines 88 (SEX BY AGE BY EMPLOYMENT STATUS FOR THE POPULATION 16 YEARS AND OVER: Female) and 90, 97, 104, 111, 118, 125, 132, 139, 146, 153, 160, 165, 170 (Female, Employed, by age bracket) from the ACS Table B23001 are used for this calculation. Calculation:  $[All\ but\ 88] / [88]$

### Health Access

Relative number of physicians per capita.



Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers for professions for physicians (occupational estimates for occupations between 291011 AND 291067) were used in this calculation. Calculation:  $[Employed\ in\ NAICS\ Codes] / [300]$

The Disaster Resilience Index **measures the capacity of Fergus County to recover from disaster events** without losing its socioeconomic capacity. This information will help practitioners and policymakers to see where there are strengths and weaknesses within Fergus county in the context of vulnerability to disaster events. These insights are also useful for performing a **SWOT Analysis for economic recovery**.

The resilience scores are calculated using information collected by the U.S. Census and the framework provided by [Cutter et al. 2010].

# Wheatland County

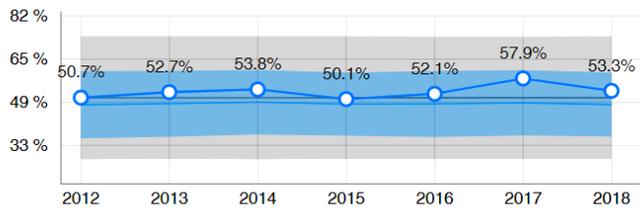
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Infrastructure Resilience

Infrastructure resilience deals with physical structures (housing, shelter, medical capacity, etc.) that exist within communities.

### Housing Type

Proportion of non-mobile homes.

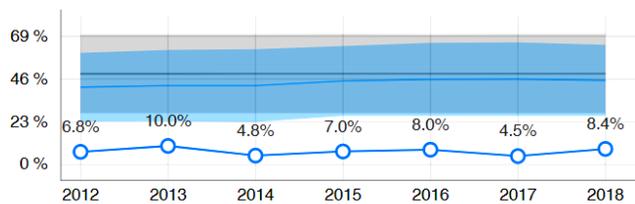


Hide Detail

Table B25024 Line 1 (Total Housing Units) and Table B25025 Line 10 (Mobile home) from the ACS were used in this calculation. Calculation:  $1 - ([B25025] / [B25001])$

### Housing Age

Proportion of housing units built between 1970 and 1989.

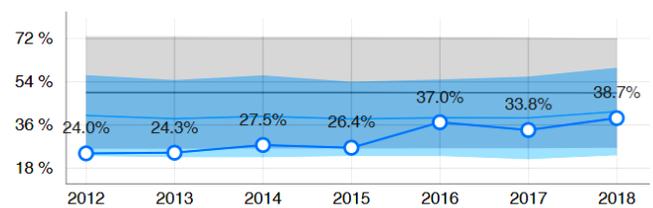


Hide Detail

Table B25001 Line 1 (Total Housing Units), Table B25034 Line 5 (Year Structure Built: 1980 to 1989), and Table B25034 Line 6 (Year Structure Built: 1970 to 1979) from the ACS were used for this calculation. Calculation:  $([Line 5] + [Line 6]) / [Line 1]$

### Shelter Capacity

Proportion of unoccupied rental units in an area.

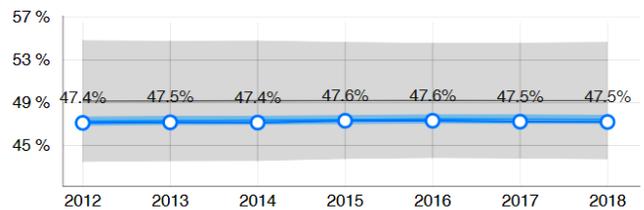


Hide Detail

Table B25004 Line 1 (Total), Line 2 (For rent), and Line 3 (Rented, not occupied) from the ACS were used for this calculation. Calculation:  $([Line 2] + [Line 3]) / [Line 1]$

### Sheltering Need

Number of hotels and motels per square mile.



Hide Detail

Uses NAICS Code 721110 (Hotels except Casino Hotels and Motels) from the Census County Business Patterns and the total square miles from the 2000 Census. Calculation:  $[NAICS 721110] / [Square Miles]$

The Disaster Resilience Index **measures the capacity of Fergus County to recover from disaster events** without losing its socioeconomic capacity. This information will help practitioners and policymakers to see where there are strengths and weaknesses within Fergus county in the context of vulnerability to disaster events. These insights are also useful for performing a **SWOT Analysis for economic recovery**.

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# Wheatland County

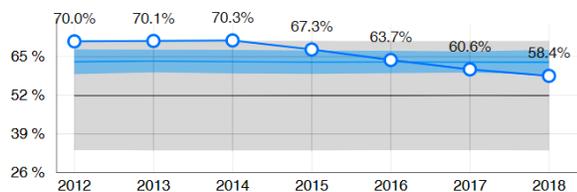
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Community Capital

Community Capital deals with the relationships between the individual and the community as a whole.

### Place Attachment - Migration

Proportion of the population that is not foreign-born.

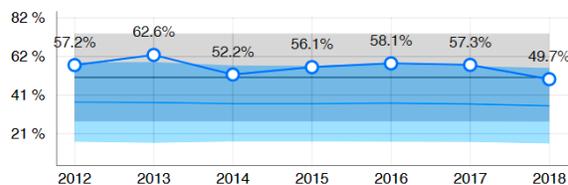


Hide Detail

Codes 300 (Total Population) and 763 (Foreign Born Population, excluding population born at sea) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([763] / [300])$

### Place Attachment - Born

Proportion of the population that resides in the same state of birth.

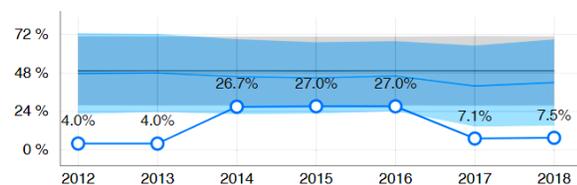


Hide Detail

Codes 747 (Total Birth Population) and 750 (Total Birth Population: Native: Born in same US state as of their residence) from the ACS Common Items Extract are used for this calculation. Calculation:  $[750] / [747]$

### Social Capital - Religion

Number of religious organizations per capita.

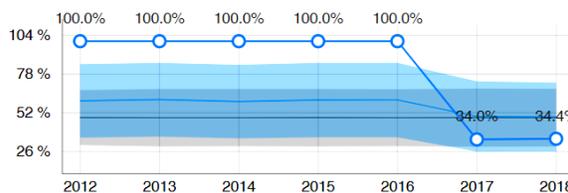


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 813110 (Religious Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 813110] / [300]$

### Social Capital - Civic Involvement

Number of civic organizations per capita.

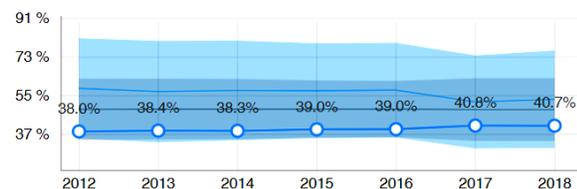


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 8134 (Civic Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 8134] / [300]$

### Social Capital - Advocacy

Number of social advocacy organizations per capita.

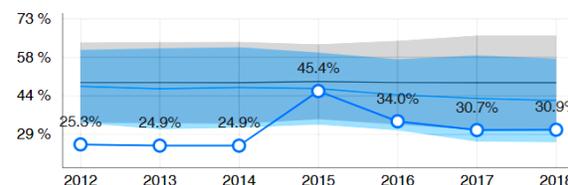


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 8133 (Social Advocacy Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 8133] / [300]$

### Innovation

Proportion of the population employed in a creative class occupation.



Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers for those employed in creative class occupations (NAICS codes in the creative class occupations) were used in this calculation. Calculation:  $[Employed\ in\ NAICS\ Codes] / [300]$

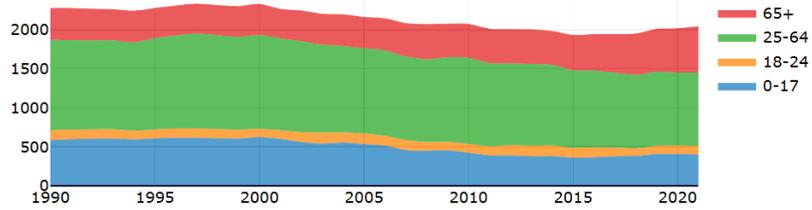




# Judith Basin County

## Population History

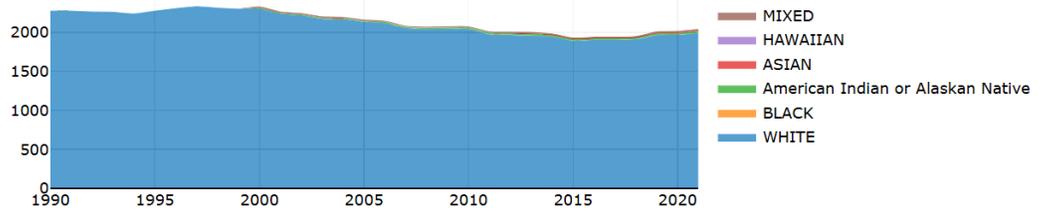
(Census Bureau)



[Download SVG](#)

## Racial Makeup History

(Census Bureau)



[Download SVG](#)

## Unemployment Rate

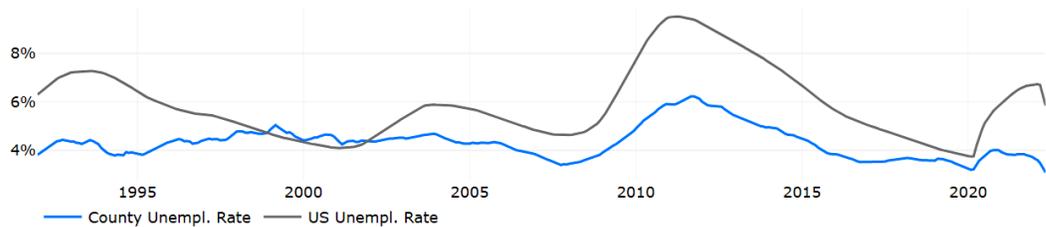
(24-month avg. BLS)

US Average

**5.85%**

Judith Basin County

**3.08%**



[Download SVG](#)

Calculated by taking the sum of unemployed persons for one geography for the previous 24 months divided by the sum of the labor force for that geography for the previous 24 months. Released monthly as part of the Local Area Unemployment Statistics (LAUS) program.

Report Date

5/1/2022

## Total Households

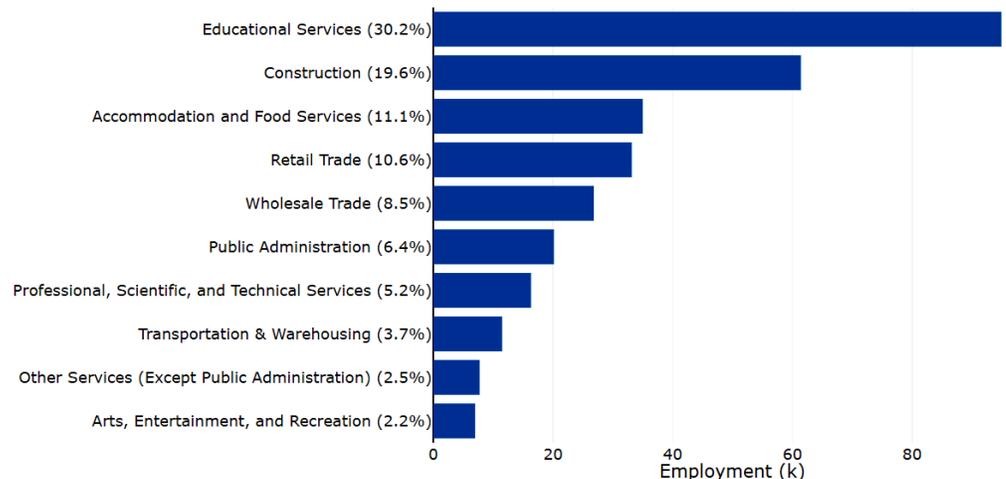
**906**

(ACS 2019)

## Households with broadband subscription

**688 (75.94%)**

## Top Industries

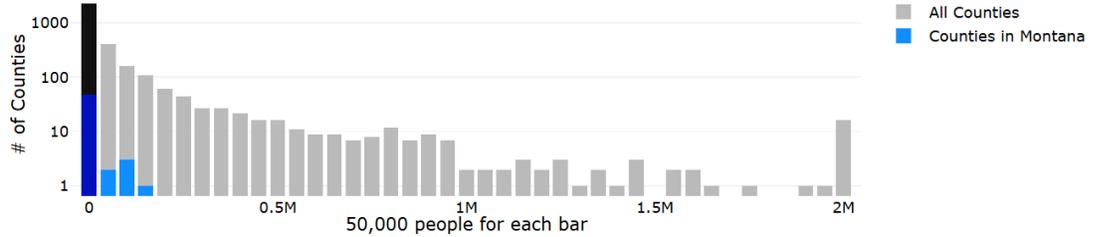


# Judith Basin County

## Population

(Census Bureau 2019)

**2,010**



[Download SVG](#)

## Population Density

(ACS 2019)

**1 people per sq. mile**

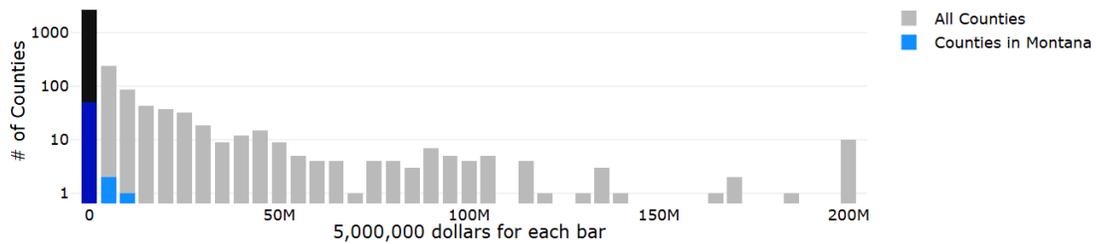


[Download SVG](#)

## GDP

(BEA 2018)

**\$104 M**

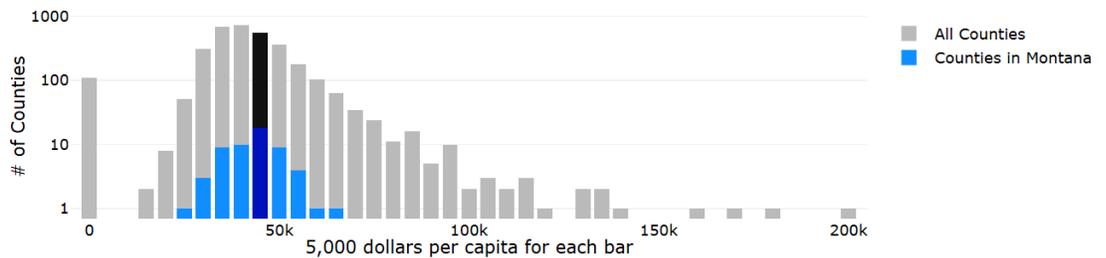


[Download SVG](#)

## Per Capita Income

(BEA 2019)

**\$48,136**



## DATA SOURCES

The population estimate, racial makeup, and population history data are coming from the Census Bureau's Population Estimates by Age, Sex, Race, and Hispanic Origin.

The Population Density, Median Household Income, and Per Capita Money Income are coming from the Census Bureau's American Community Survey, 5-year estimates.

The GDP, Per Capita Income, and Per Capita Personal Income (which is the same as the Per Capita Income data that is currently being displayed) are from the Bureau of Economic Analysis.

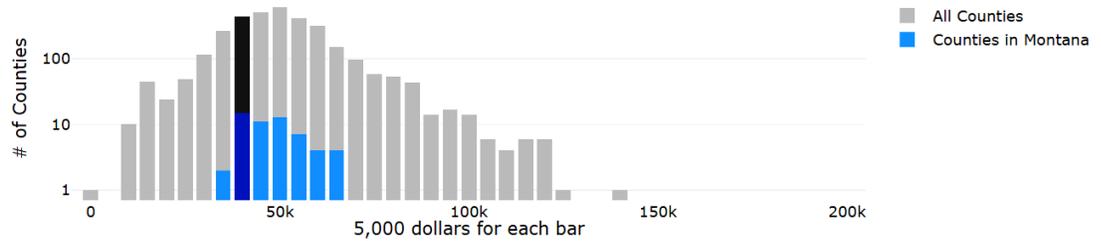
The Top Industries data is from the Census of Employment and Wages data from the Bureau of Labor Statistics and the Unemployment Rate data is LAUS from BLS.

# Judith Basin County

## Median Household Income

(ACS 2019)

**\$43,661**



[Download SVG](#)

## Per Capita Money Income

(5-year ACS)

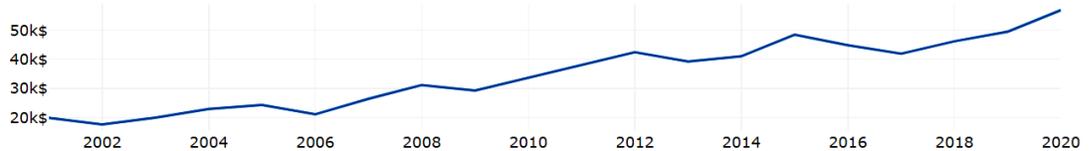


[Download SVG](#)

The amount of money (only cash sources) earned per person. Released annually in December.

## Per Capita Personal Income

(BEA 2019)



[Download SVG](#)

An estimate of income per person that includes not only cash sources of income, but also insurance, transfer payments, dividends, interest, and rent. Released annually in the spring.

## DATA SOURCES

1. The population estimate, racial makeup, and population history data are coming from the Census Bureau's Population Estimates by Age, Sex, Race, and Hispanic Origin.
2. The Population Density, Median Household Income, and Per Capita Money Income are coming from the Census Bureau's American Community Survey, 5-year estimates.
3. The GDP, Per Capita Income, and Per Capita Personal Income (which is the same as the Per Capita Income data that is currently being displayed) are from the Bureau of Economic Analysis.
4. The Top Industries data is from the Census of Employment and Wages data from the Bureau of Labor Statistics and the Unemployment Rate data is LAUS from BLS.

## ADDITIONAL RESOURCES

Measuring Distress Platform ([StatsAmerica](#)).

USA Opportunity Zones ([StatsAmerica](#)).

# Judith Basin County

|                          |  |  |                   |                            |                       |                 |
|--------------------------|--|--|-------------------|----------------------------|-----------------------|-----------------|
| 1/19/2020<br>- ongoing   |  <b>Biological</b>      | COVID-19 PANDEMIC                            | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 4508 |
| 4/3/2011<br>- 7/22/2011  |  <b>Severe Storm(s)</b> | SEVERE STORMS AND FLOODING                   | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 1996 |
| 8/29/2005<br>- 10/1/2005 |  <b>Hurricane</b>       | HURRICANE KATRINA EVACUATION                 | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 3253 |
| 7/12/2000<br>- 9/24/2000 |  <b>Fire</b>            | WILDFIRES                                    | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 1340 |
| 2/28/1997<br>- 8/5/1997  |  <b>Severe Storm(s)</b> | SEVERE STORMS, ICE JAMS, SNOW MELT, FLOODING | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 1183 |
| 9/5/1996<br>- 9/5/1996   |  <b>Fire</b>           | SHEPARD MOUNTAIN FIRE (CARBON CTY)           | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2191 |
| STATEWIDE                |  |  |                   |                            |                       |                 |
| 8/20/1994<br>- 8/20/1994 |  <b>Fire</b>          | WLDERNESS COMPLEX (LIBBY COMPLEX)            | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2110 |
| STATEWIDE                |  |  |                   |                            |                       |                 |
| 8/12/1994<br>- 8/12/1994 |  <b>Fire</b>          | LITTLE WOLF FIRE                             | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2111 |
| STATEWIDE                |  |  |                   |                            |                       |                 |
| 8/27/1984<br>- 8/27/1984 |  <b>Fire</b>          | HOUGHTON CREEK NUMBER-2                      | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2048 |
| STATEWIDE                |  |  |                   |                            |                       |                 |
| 8/27/1984<br>- 8/27/1984 |  <b>Fire</b>          | HAWKS CREEK FIRE                             | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2049 |
| STATEWIDE                |  |  |                   |                            |                       |                 |
| 8/26/1984<br>- 8/26/1984 |  <b>Fire</b>          | NORTH HILLS FIRE                             | Hazard Mitigation | Individuals and Households | Individual Assistance | Disaster # 2047 |
| STATEWIDE                |  |  |                   |                            |                       |                 |

# Judith Basin County

|                            |                                    |  |
|----------------------------|------------------------------------|--|
| 8/5/1979<br>- 8/5/1979     | ! Fire                             | Disaster # 2037  |
| STATEWIDE                  | WEST FORK - BARKER'S CREEK FIRE    | Hazard Mitigation Individuals and Households Individual Assistance |
| 7/15/1977<br>- 7/15/1977   | ! Fire                             | Disaster # 2026  |
| STATEWIDE                  | PATTEE CANYON FIRE                 | Hazard Mitigation Individuals and Households Individual Assistance |
| 6/27/1975<br>- 6/27/1975   | ! Flood                            | Disaster # 472   |
|                            | RAINS, SHOWMELT, STORMS & FLOODING | Hazard Mitigation Individuals and Households Individual Assistance |
| 8/22/1973<br>- 8/22/1973   | ! Fire                             | Disaster # 2012  |
| STATEWIDE                  | PLEASANT VALLEY FIRE (NO. 125)     | Hazard Mitigation Individuals and Households Individual Assistance |
| 8/17/1973<br>- 8/17/1973   | ! Fire                             | Disaster # 2009  |
| STATEWIDE                  | GOAT CREEK FIRE                    | Hazard Mitigation Individuals and Households Individual Assistance |
| 8/15/1973<br>- 8/15/1973   | ! Fire                             | Disaster # 2007  |
| STATEWIDE                  | PREWITT CREEK FIRE                 | Hazard Mitigation Individuals and Households Individual Assistance |
| 12/17/1964<br>- 12/17/1964 | ! Snow                             | Disaster # 182   |
| STATEWIDE                  | SEVERE WINTER STORM                | Hazard Mitigation Individuals and Households Individual Assistance |
| 6/8/1964<br>- 6/8/1964     | ! Flood                            | Disaster # 172   |
| STATEWIDE                  | HEAVY RAINS & FLOODING             | Hazard Mitigation Individuals and Households Individual Assistance |
| 6/5/1953<br>- 6/5/1953     | ! Flood                            | Disaster # 5   |
| STATEWIDE                  | FLOODS                             | Hazard Mitigation Individuals and Households Individual Assistance |

## DATA SOURCES

Data for the disaster declaration was generated from the [FEMA website](#) and is updated daily. Data for the EDA award was obtained from the EDA and is updated as the data becomes available.

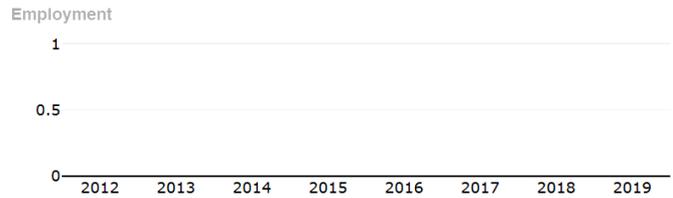
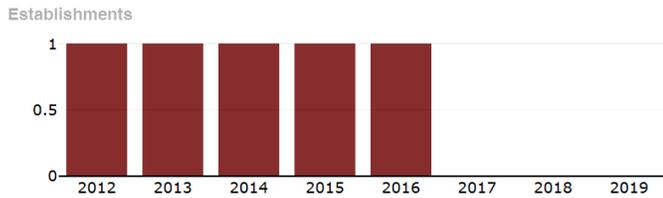
## ADDITIONAL RESOURCES

FEMA Hazard Mitigation Plan Status ([FEMA](#)).  
Resilience Analysis and Planning Tool (RAPT)([FEMA](#)).

# Judith Basin County

■ Not Vulnerable ■ Vulnerable

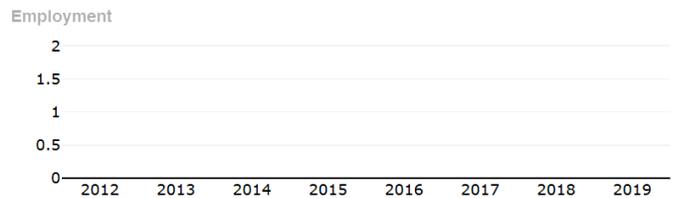
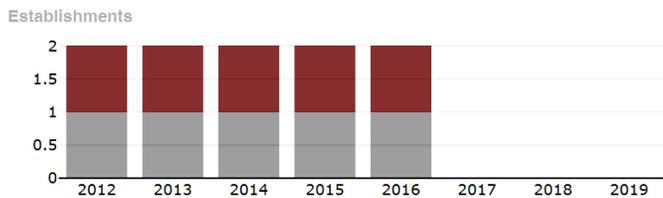
## Utilities



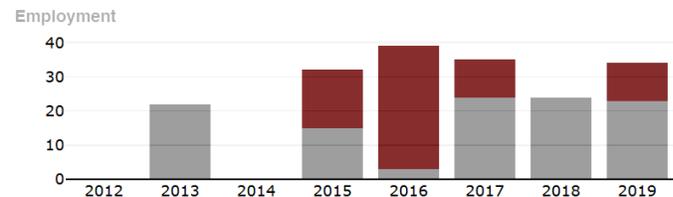
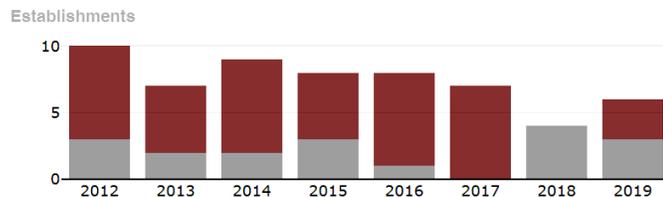
[Download SVG](#)

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## Information



## Accommodation and Food Services



The **Business Vulnerability Index (BVI)** presents information on the percentage of businesses in **Fergus County** that is believed to be most vulnerable to various natural disasters. The information comes from the U.S. Census Bureau's County Business Patterns. Businesses identified to be especially vulnerable to a disaster have the following characteristics:

1. dependent on supply chains.
2. have a high reliance on public utilities like water and electricity.
3. or have a large infrastructure footprint and low infrastructure mobility.

This information will **help practitioners and policymakers** in Fergus County to know the business sectors that **deserve more attention** in terms of disaster resiliency planning. Some data points are suppressed (missing) due to small employment size to avoid disclosure (confidentiality) or withheld because data do not meet publication standards.

# Judith Basin County

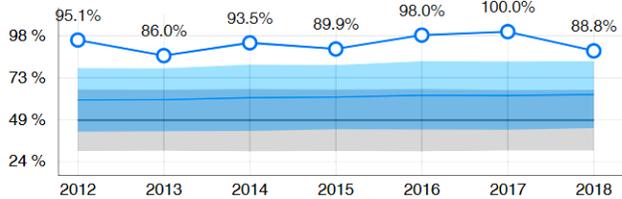
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Social Resilience

Social resilience deals with attributes of the individual members of communities.

### Educational Equity

Ratio of persons with more than a high school degree to those with a high school degree.

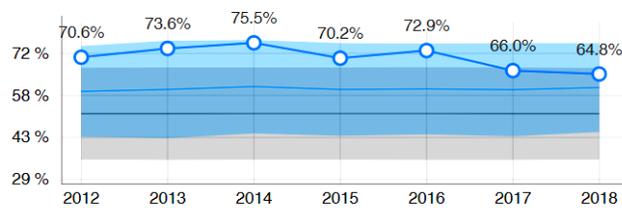


[Hide Detail](#)

Codes 391 (Bachelor's Degree or More) and 397 (Less Than a High School Degree) from the ACS Common Items Extract are used for this calculation. Calculation:  $[391] / [397]$

### Transportation Access

Households with access to a vehicle for transportation.

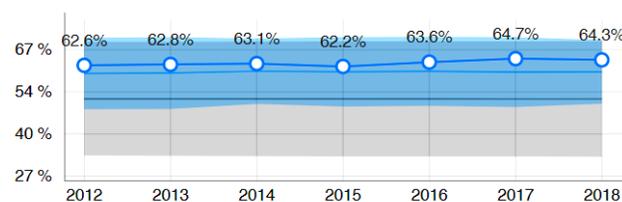


[Hide Detail](#)

Codes 304 (Households) and 412 (Households with No Vehicle) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([412] / [304])$

### Language Capacity

English-speaking population.

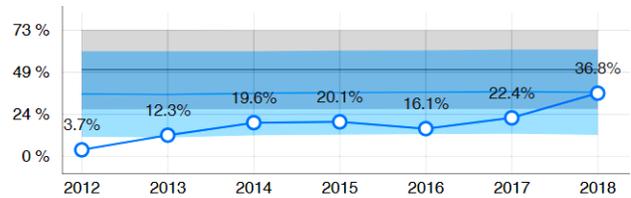


[Hide Detail](#)

Codes 770 (Language Spoken at Home: Population with age 5 and above) and 771 (Language Spoken at Home: Population with age 5 and above: English Only) from the ACS Common Items Extract are used for this calculation. Calculation:  $[771] / [770]$

### Age

Proportion of the population below the age of 65.

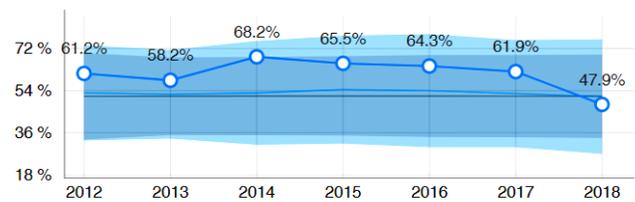


[Hide Detail](#)

Codes 300 (Total Population) and 317 (Population over 65) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([317] / [300])$

### Communication Capacity

Households/units with access to telephone.

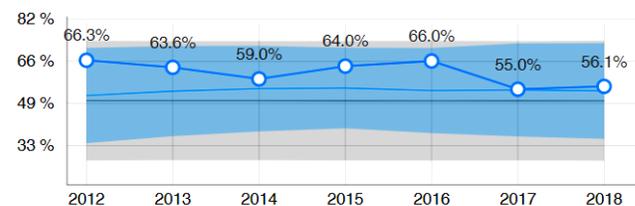


[Hide Detail](#)

Codes 303 (Housing Units) and 960 (Selected Housing Characteristics: No Telephone Service Available) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([960] / [303])$

### Special Needs

Population without a disability.



[Hide Detail](#)

Codes 300 (Total Population) and 413 (Population with Disability) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([413] / [300])$

# Judith Basin County

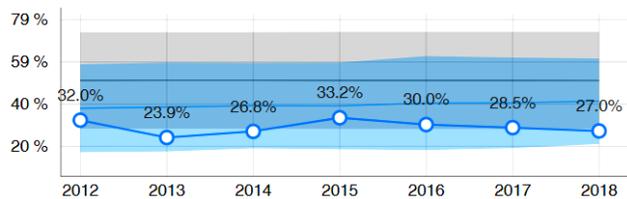
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Economic Resilience

Economic resilience deals with the financial and economic factors that contribute to the resilience of communities.

### Housing Capital

Proportion of owned or mortgaged housing units.

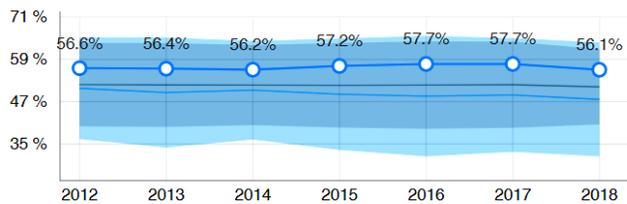


Hide Detail

Codes 303 (Housing Units) and 965 (SELECTED HOUSING CHARACTERISTICS: Mortgage Status: Owner Occupied Units with a Mortgage) and 966 (SELECTED HOUSING CHARACTERISTICS: Mortgage Status: Owner Occupied Units without a Mortgage) from the ACS Common Items Extract are used for this calculation. Calculation:  $([965] + [966]) / [303]$

### Single Sector Employment Dependence

Proportion of the population employed in single sector workforce.

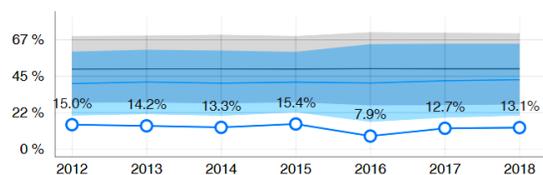


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers from the Census County Business Patterns (NAICS Codes 11 and 21) are used for this calculation. Calculation:  $1 - (([NAICS 11] + [NAICS 21]) / [300])$

### Health Access

Relative number of physicians per capita.

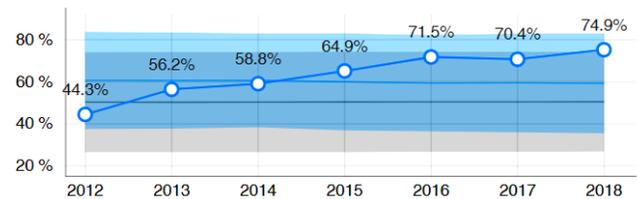


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers for professions for physicians (occupational estimates for occupations between 291011 AND 291067) were used in this calculation. Calculation:  $[Employed\ in\ NAICS\ Codes] / [300]$

### Employment

Proportion of the population in the workforce.

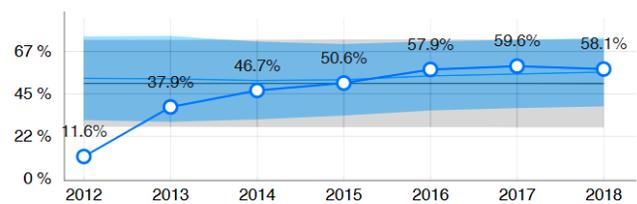


Hide Detail

Codes 300 (Total Population) and 341 (Employment 16 and Over) from the ACS Common Items Extract are used for this calculation. Calculation:  $[341] / [300]$

### Employment (Female)

Female participation in the workforce.



Hide Detail

Lines 88 (SEX BY AGE BY EMPLOYMENT STATUS FOR THE POPULATION 16 YEARS AND OVER: Female) and 90, 97, 104, 111, 118, 125, 132, 139, 146, 153, 160, 165, 170 (Female, Employed, by age bracket) from the ACS Table B23001 are used for this calculation. Calculation:  $[All\ but\ 88] / [88]$

The Disaster Resilience Index **measures the capacity of Fergus County to recover from disaster events** without losing its socioeconomic capacity. This information will help practitioners and policy-makers to see where there are strengths and weaknesses within Fergus county in the context of vulnerability to disaster events. These insights are also useful for performing a **SWOT Analysis for economic recovery**.

The resilience scores are calculated using information collected by the [U.S. Census](#) and the framework provided by [Cutter et al. 2010](#).

# Judith Basin County

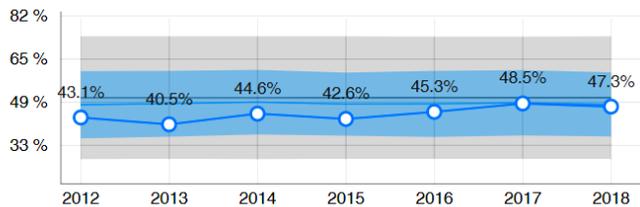
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Infrastructure Resilience

Infrastructure resilience deals with physical structures (housing, shelter, medical capacity, etc.) that exist within communities.

### Housing Type

Proportion of non-mobile homes.

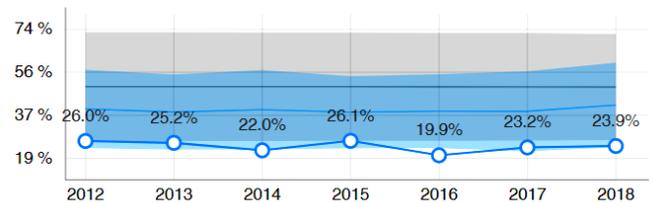


Hide Detail

Table B25024 Line 1 (Total Housing Units) and Table B25025 Line 10 (Mobile home) from the ACS were used in this calculation. Calculation:  $1 - ([B25025] / [B25001])$

### Shelter Capacity

Proportion of unoccupied rental units in an area.

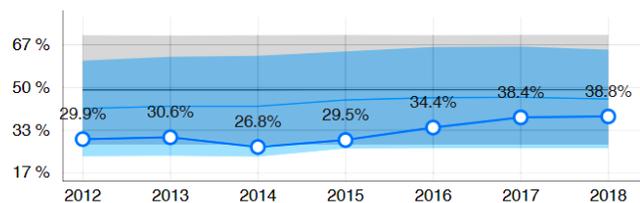


Hide Detail

Table B25004 Line 1 (Total), Line 2 (For rent), and Line 3 (Rented, not occupied) from the ACS were used for this calculation. Calculation:  $([Line 2] + [Line 3]) / [Line 1]$

### Housing Age

Proportion of housing units built between 1970 and 1989.

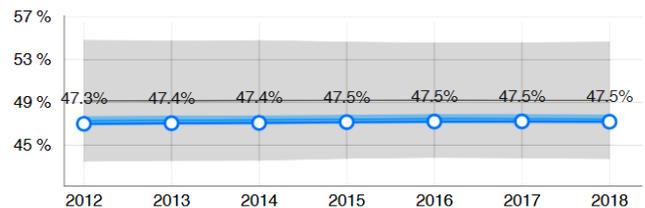


Hide Detail

Table B25001 Line 1 (Total Housing Units), Table B25034 Line 5 (Year Structure Built: 1980 to 1989), and Table B25034 Line 6 (Year Structure Built: 1970 to 1979) from the ACS were used for this calculation. Calculation:  $([Line 5] + [Line 6]) / [Line 1]$

### Sheltering Need

Number of hotels and motels per square mile.



Hide Detail

Uses NAICS Code 721110 (Hotels except Casino Hotels and Motels) from the Census County Business Patterns and the total square miles from the 2000 Census. Calculation:  $[NAICS 721110] / [Square Miles]$

The Disaster Resilience Index **measures the capacity of Fergus County to recover from disaster events** without losing its socioeconomic capacity. This information will help practitioners and policymakers to see where there are strengths and weaknesses within Fergus county in the context of vulnerability to disaster events. These insights are also useful for performing a **SWOT Analysis for economic recovery**.

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# Judith Basin County

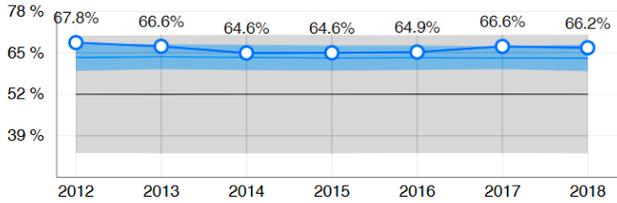
— This County    ■ State Average(+standard deviation)    ■ US Average(+standard deviation)

## Community Capital

Community Capital deals with the relationships between the individual and the community as a whole.

### Place Attachment - Migration

Proportion of the population that is not foreign-born.

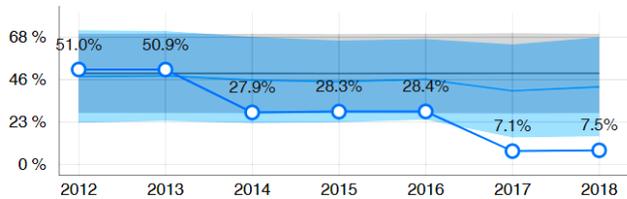


Hide Detail

Codes 300 (Total Population) and 763 (Foreign Born Population, excluding population born at sea) from the ACS Common Items Extract are used for this calculation. Calculation:  $1 - ([763] / [300])$

### Social Capital - Religion

Number of religious organizations per capita.

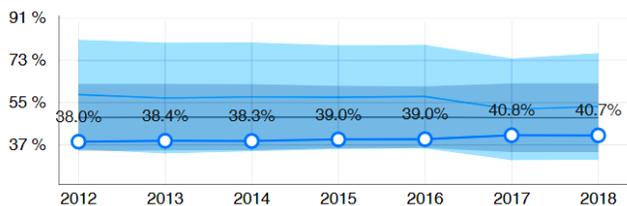


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 813110 (Religious Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 813110] / [300]$

### Social Capital - Advocacy

Number of social advocacy organizations per capita.

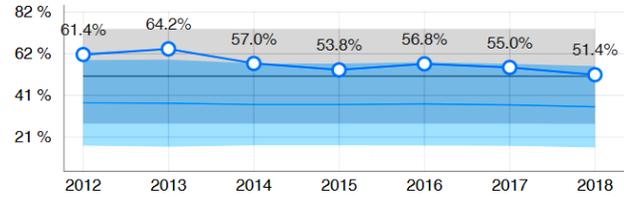


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 8133 (Social Advocacy Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 8133] / [300]$

### Place Attachment - Born

Proportion of the population that resides in the same state of birth.

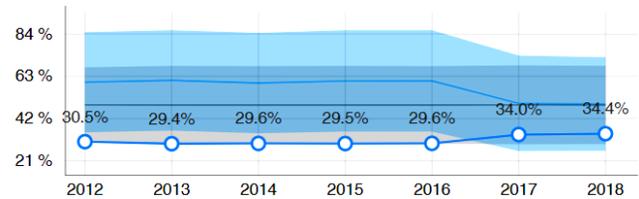


Hide Detail

Codes 747 (Total Birth Population) and 750 (Total Birth Population: Native: Born in same US state as of their residence) from the ACS Common Items Extract are used for this calculation. Calculation:  $[750] / [747]$

### Social Capital - Civic Involvement

Number of civic organizations per capita.

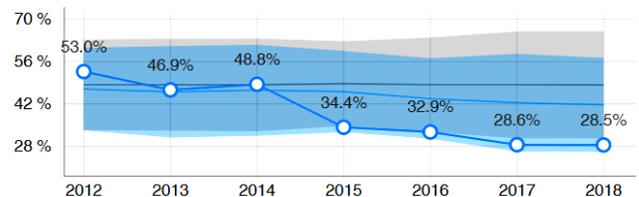


Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and total establishments under NAICS Code 8134 (Civic Organizations) from the Census County Business Patterns were used for this calculation. Calculation:  $[NAICS\ 8134] / [300]$

### Innovation

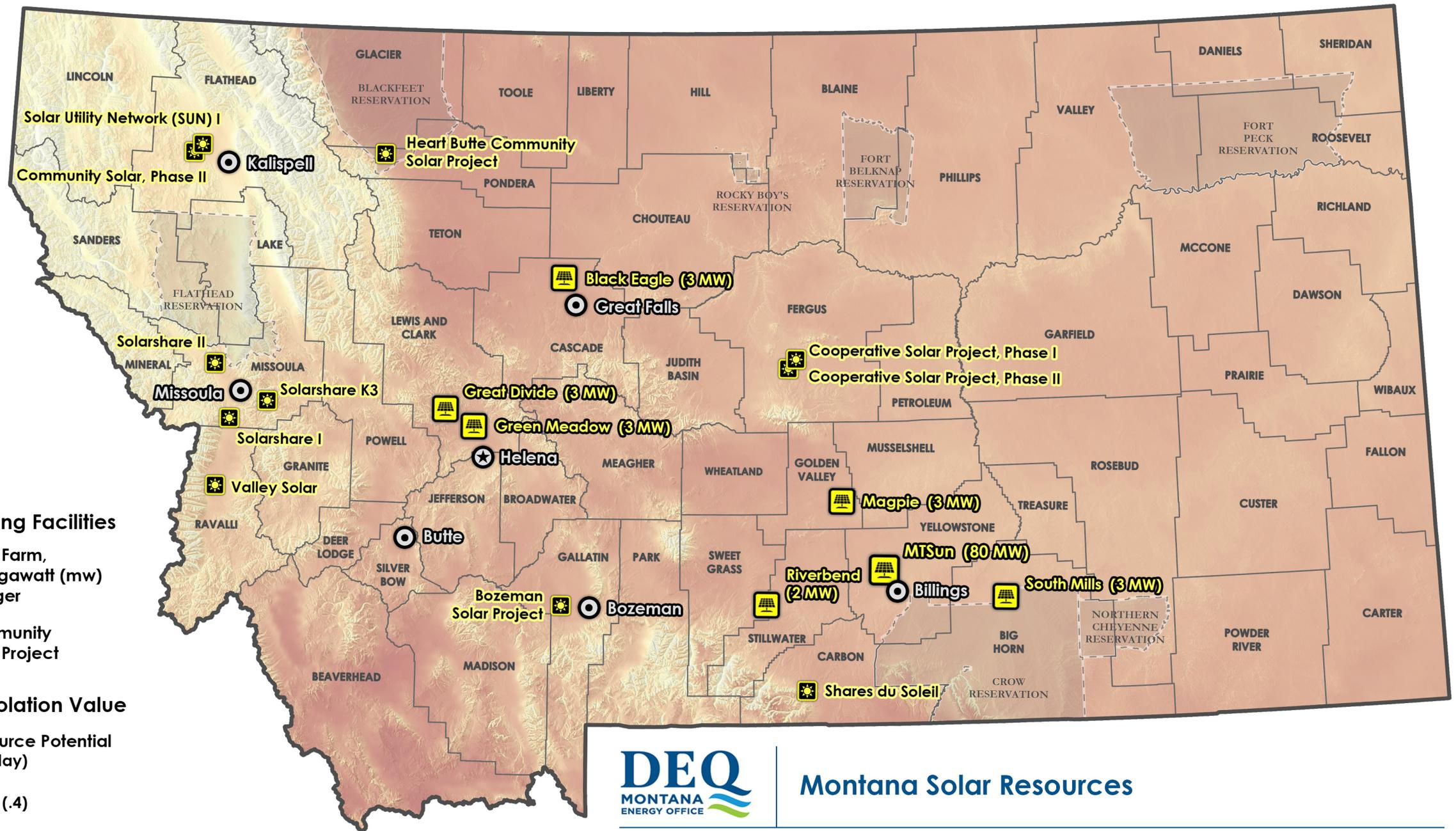
Proportion of the population employed in a creative class occupation.



Hide Detail

Code 300 (Total Population) from the ACS Common Items Extract and employment numbers for those employed in creative class occupations (NAICS codes in the creative class occupations) were used in this calculation. Calculation:  $[Employed\ in\ NAICS\ Codes] / [300]$



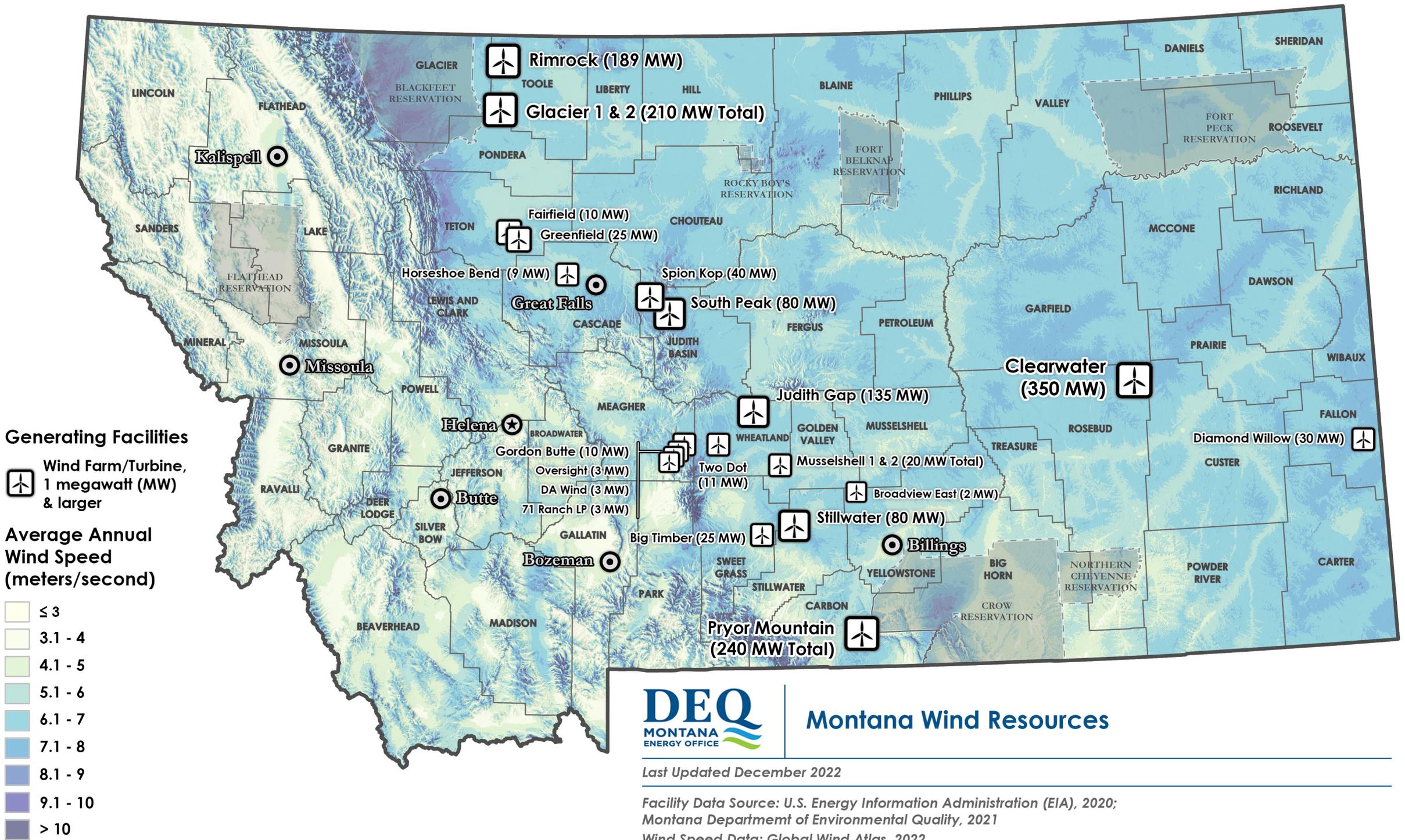


## Montana Solar Resources

Last Updated December 2022

Facility Data Source: U.S. Energy Information Administration (EIA), 2020;  
Montana Department of Environmental Quality, 2021

Solar Insolation Data Source: Global Solar Atlas, 2022



**Generating Facilities**

 Wind Farm/Turbine, 1 megawatt (MW) & larger

**Average Annual Wind Speed (meters/second)**

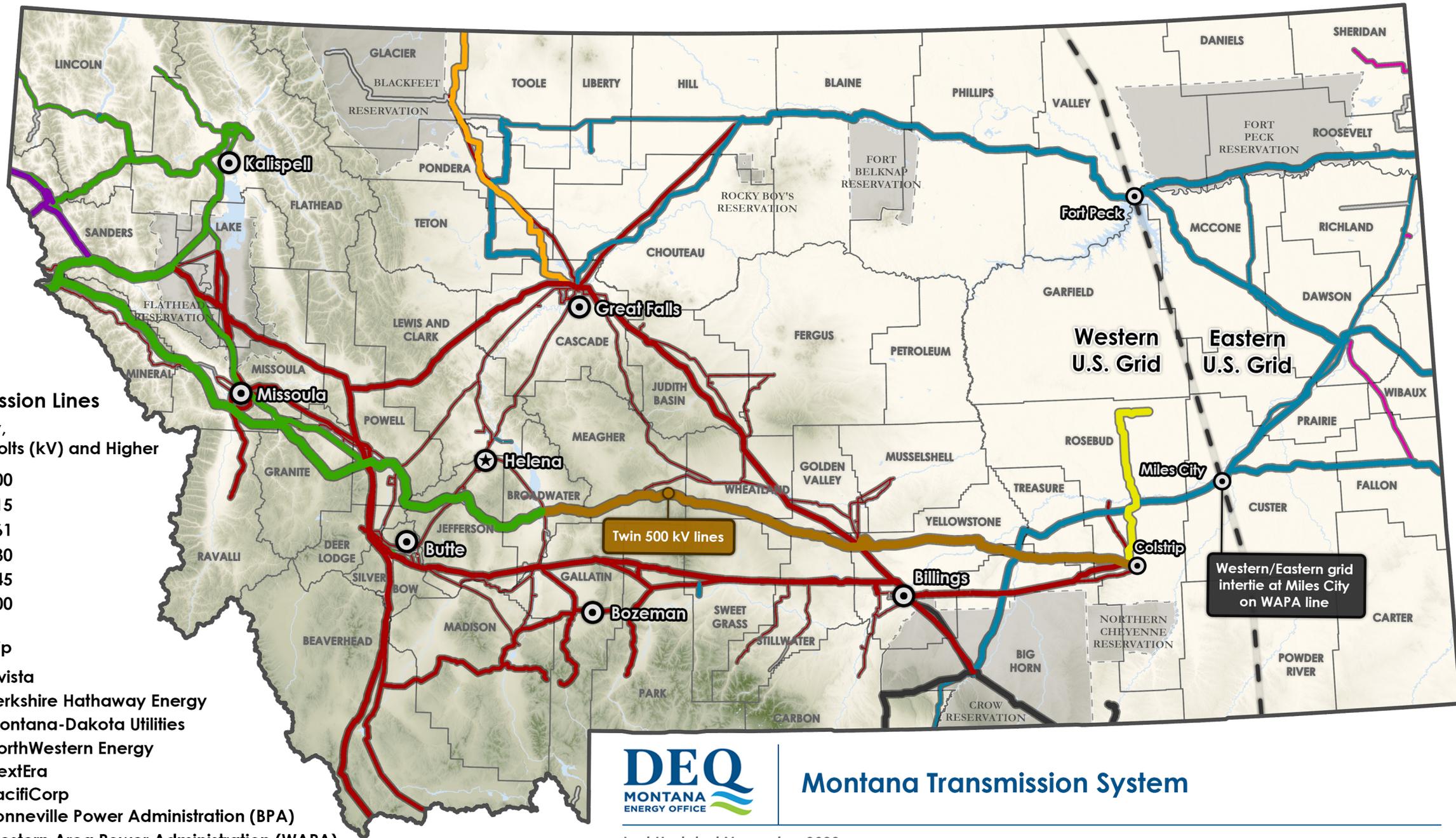
-  ≤ 3
-  3.1 - 4
-  4.1 - 5
-  5.1 - 6
-  6.1 - 7
-  7.1 - 8
-  8.1 - 9
-  9.1 - 10
-  > 10



**Montana Wind Resources**

Last Updated December 2022

Facility Data Source: U.S. Energy Information Administration (EIA), 2020;  
 Montana Department of Environmental Quality, 2021  
 Wind Speed Data: Global Wind Atlas, 2022



**Transmission Lines**  
Capacity,  
100 Kilovolts (kV) and Higher

- 100
- 115
- 161
- 230
- 345
- 500

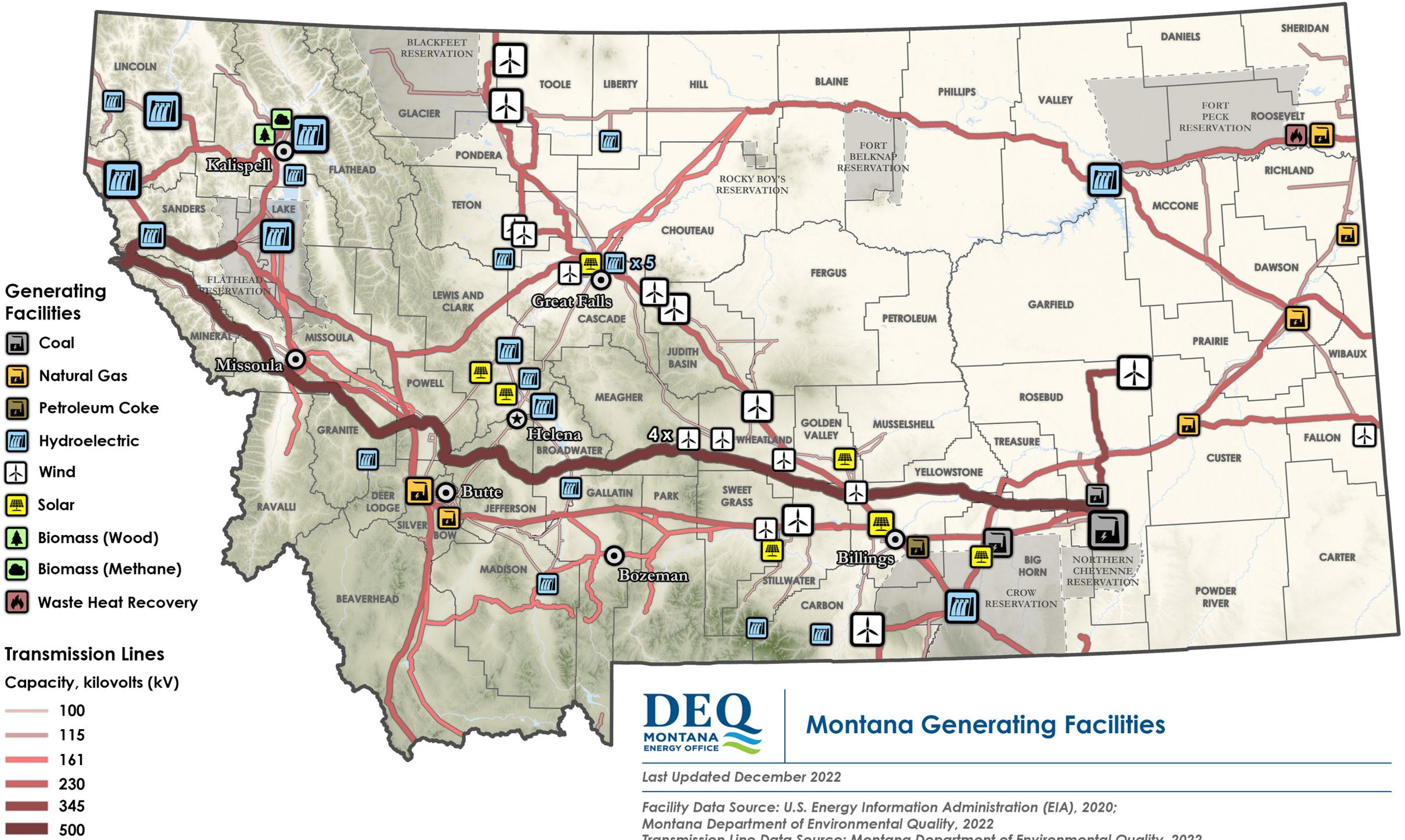
- Ownership**
- Avista
  - Berkshire Hathaway Energy
  - Montana-Dakota Utilities
  - NorthWestern Energy
  - NextEra
  - PacifiCorp
  - Bonneville Power Administration (BPA)
  - Western Area Power Administration (WAPA)
  - Colstrip Transmission System Owners
  - Other



**Montana Transmission System**

Last Updated November 2022

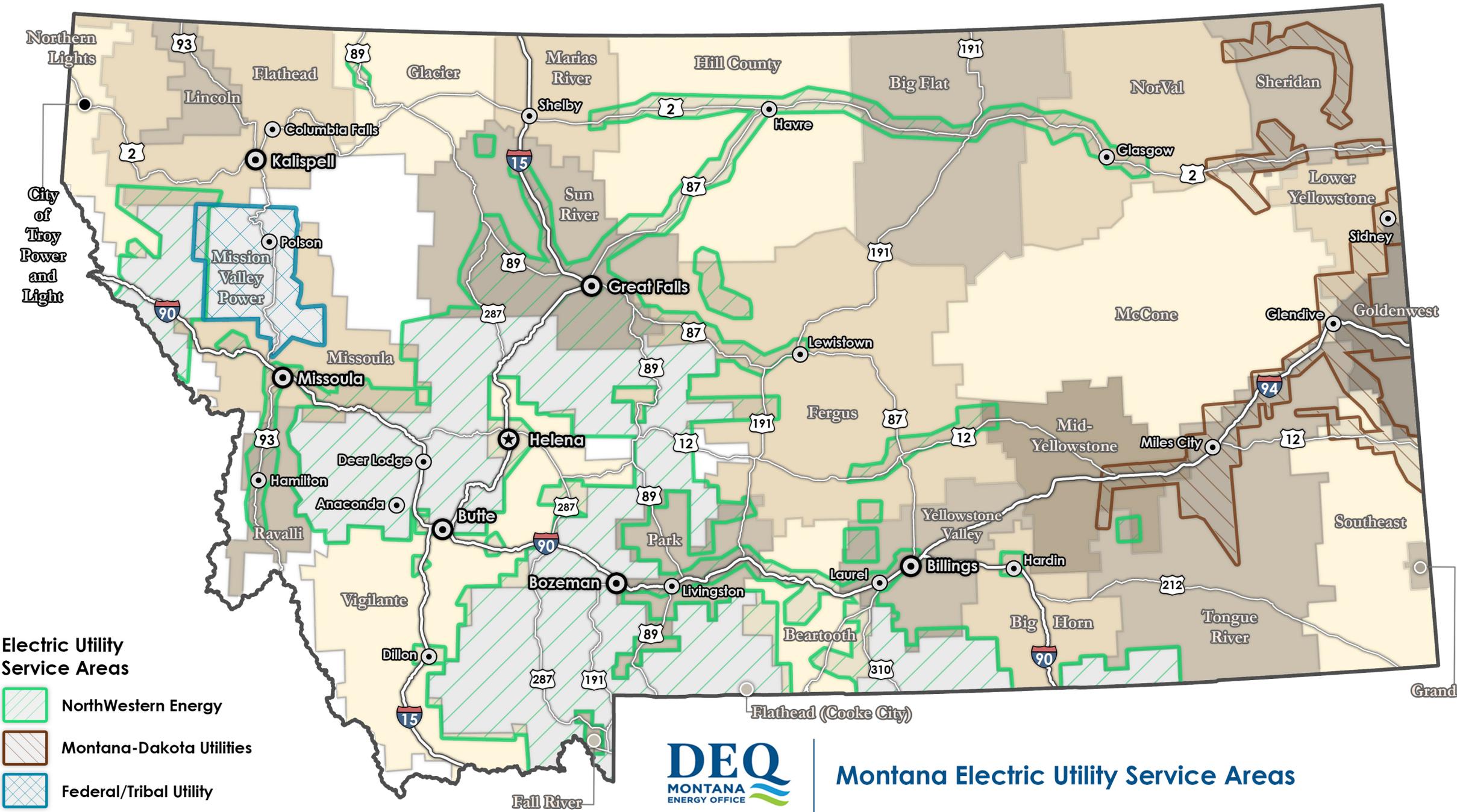
Transmission Line Data Source: Montana Department of Environmental Quality, 2022



## Montana Generating Facilities

Last Updated December 2022

Facility Data Source: U.S. Energy Information Administration (EIA), 2020;  
 Montana Department of Environmental Quality, 2022  
 Transmission Line Data Source: Montana Department of Environmental Quality, 2022

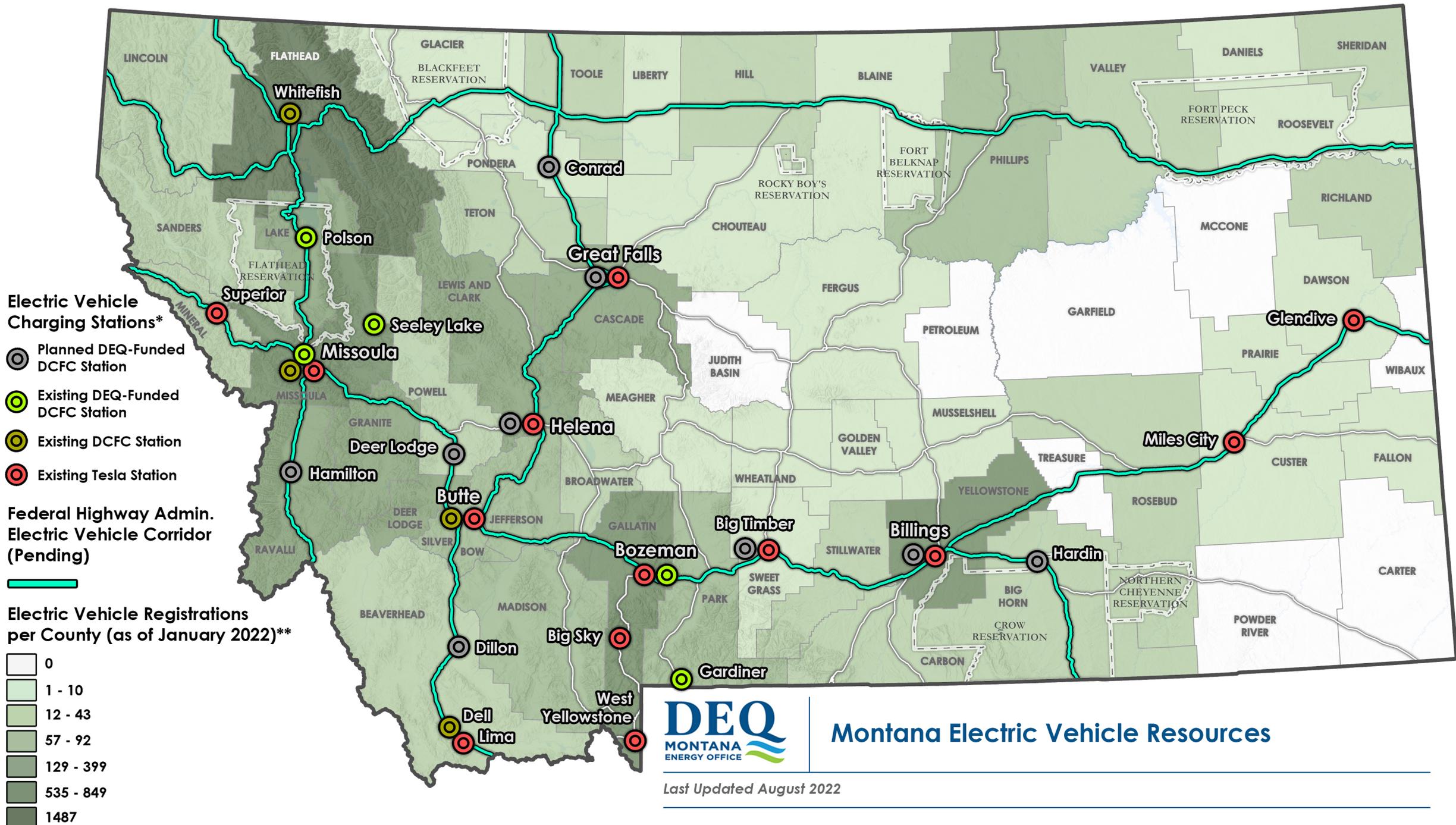


## Montana Electric Utility Service Areas

Last Updated September 2022

Service Area Data Source: U.S. Department of Homeland Security (DHS),  
 Homeland Infrastructure Foundation-Level Data (HIFLD), 2021;  
 Montana-Dakota Utilities Company, 2022

Utility service area boundaries shown on this map are approximate



## Montana Electric Vehicle Resources

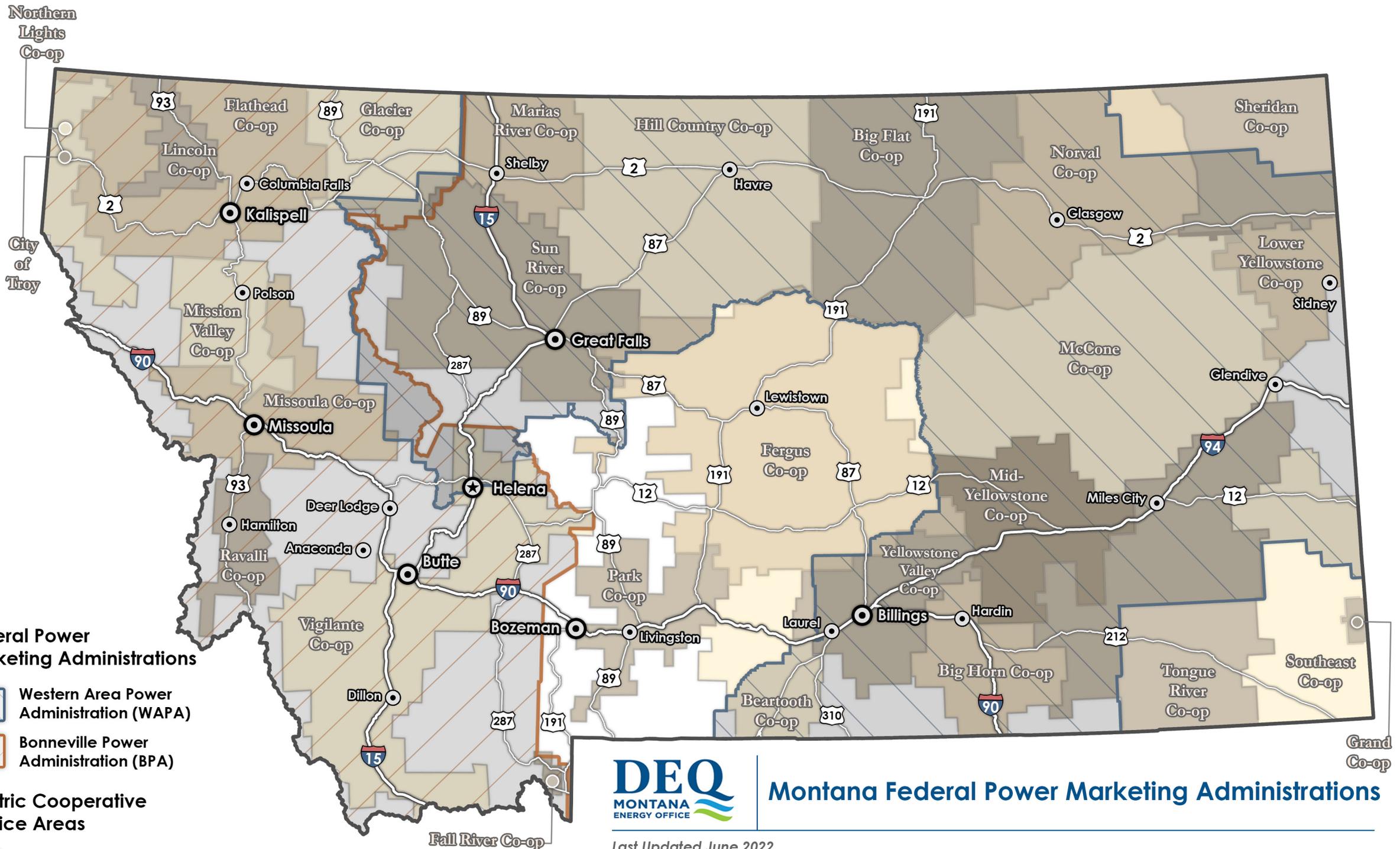
Last Updated August 2022

Charging Station Data Source: Montana Department of Environmental Quality, 2021

Registration Data Source: Montana Department of Justice, Motor Vehicle Division, 2022

\*DCFC = Direct Current Fast Charging

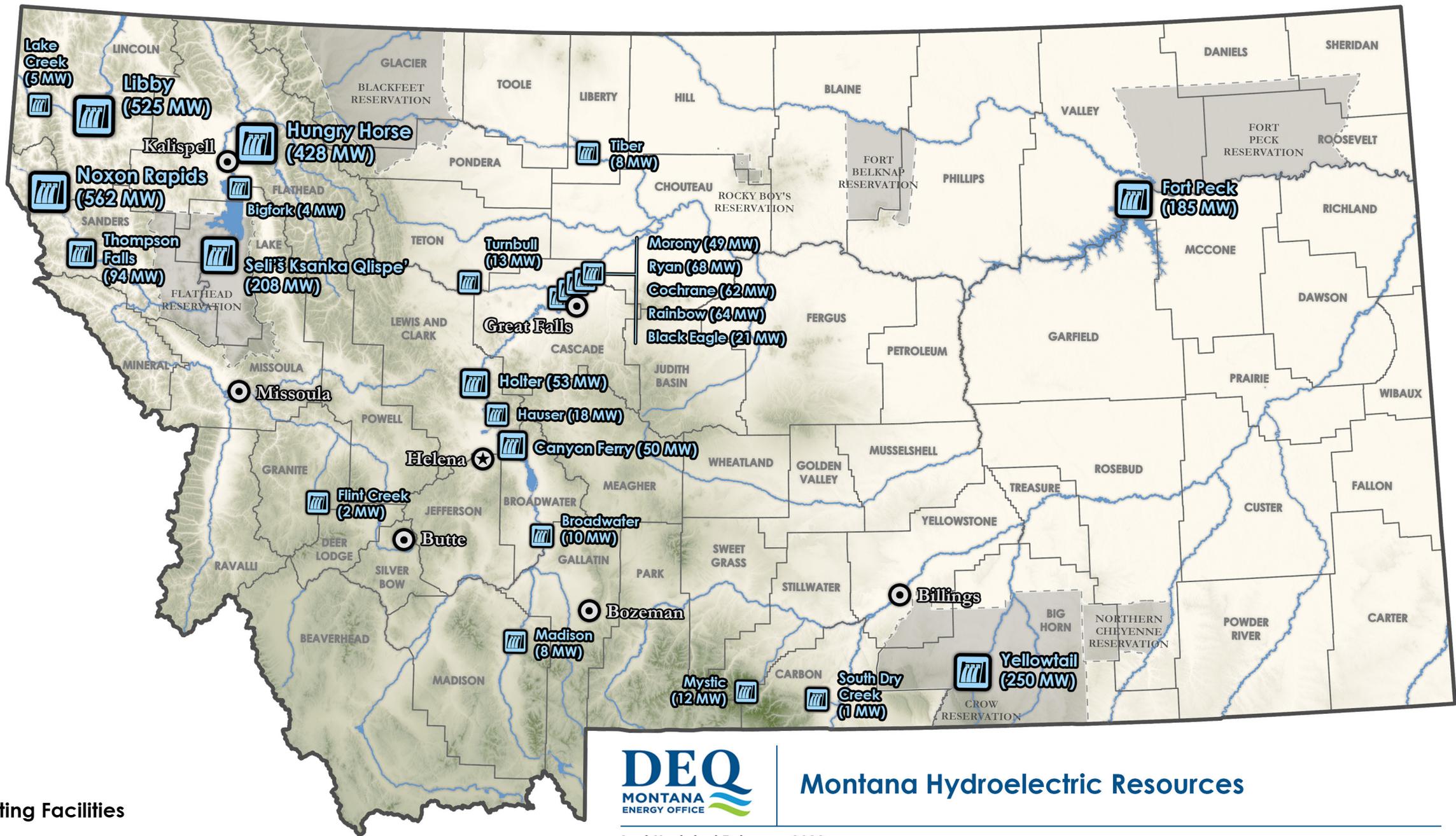
\*\*Includes battery electric vehicles and plug-in hybrid electric vehicles.



## Montana Federal Power Marketing Administrations

Last Updated June 2022

Service Area Data Source: U.S. Department of Homeland Security (DHS),  
 Homeland Infrastructure Foundation-Level Data (HIFLD), 2021;  
 Bonneville Power Administration Geospatial Open Data, 2022

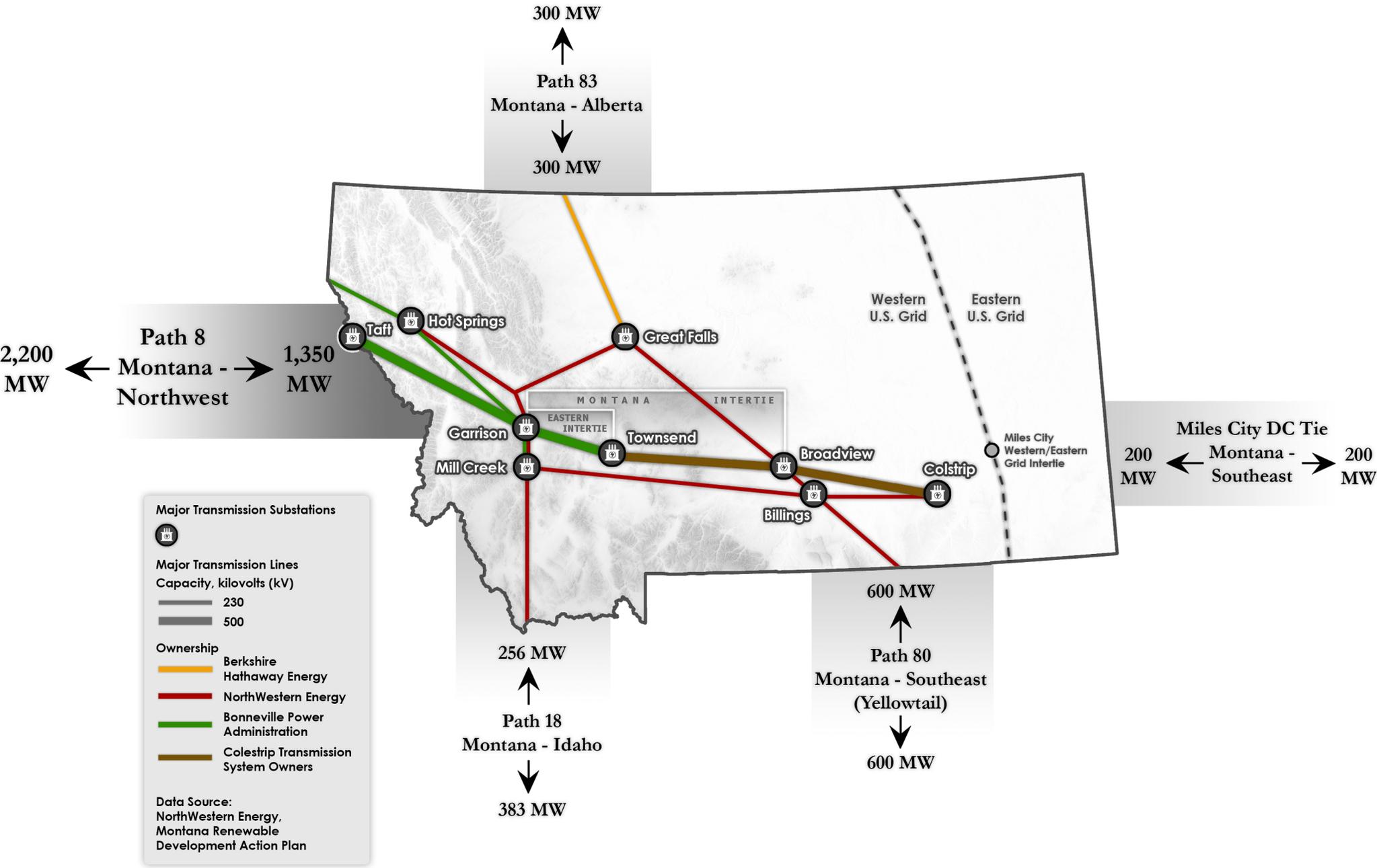


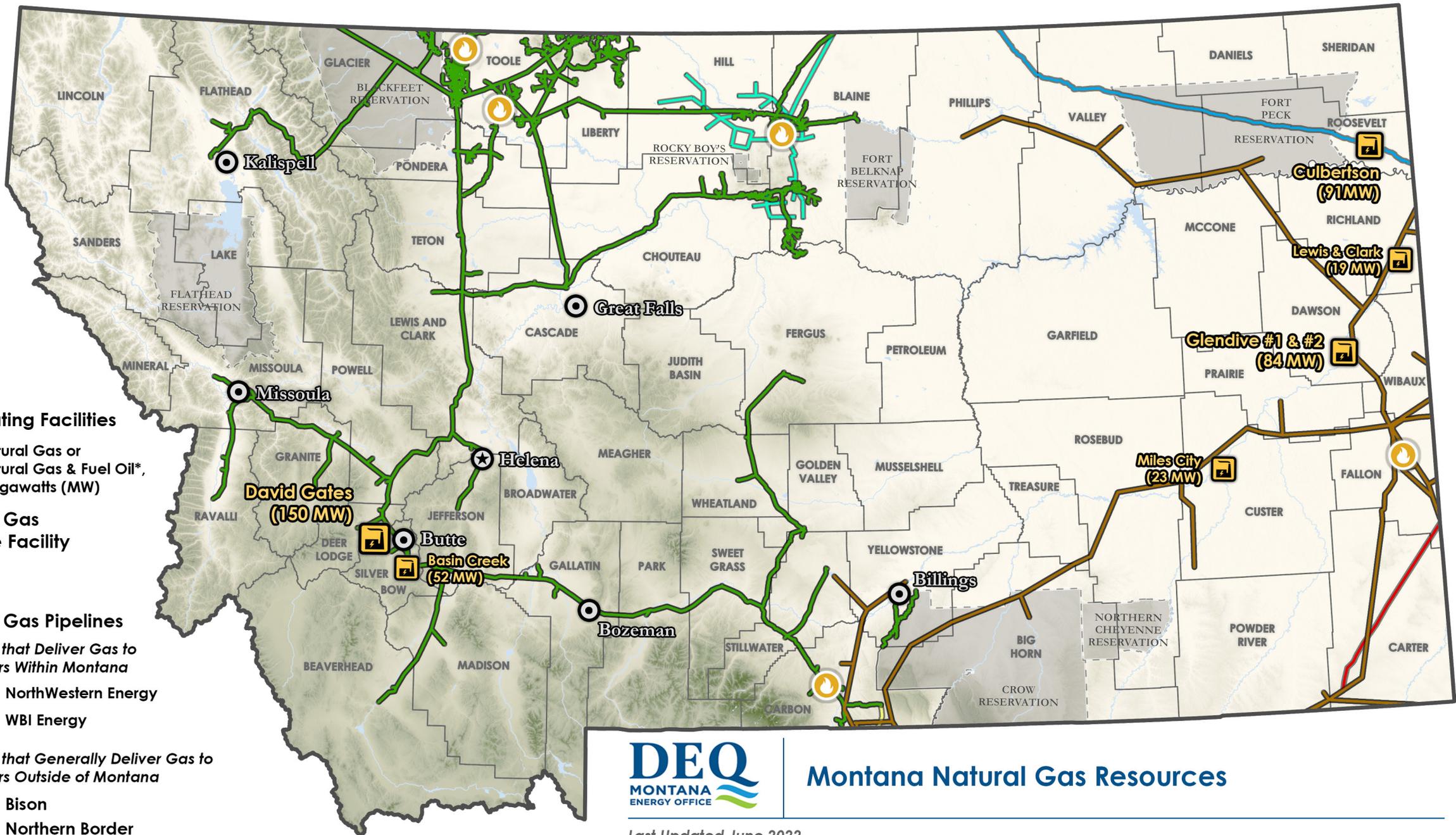
## Montana Hydroelectric Resources

Last Updated February 2022

Facility Data Source: U.S. Energy Information Administration (EIA), 2020

Generating Facilities  
 Hydroelectric,  
 1 megawatt (MW) & larger





**Generating Facilities**

Natural Gas or Natural Gas & Fuel Oil\*, megawatts (MW)

**Natural Gas Storage Facility**



**Natural Gas Pipelines**

*Pipelines that Deliver Gas to Customers Within Montana*

- NorthWestern Energy
- WBI Energy

*Pipelines that Generally Deliver Gas to Customers Outside of Montana*

- Bison
- Northern Border
- Have



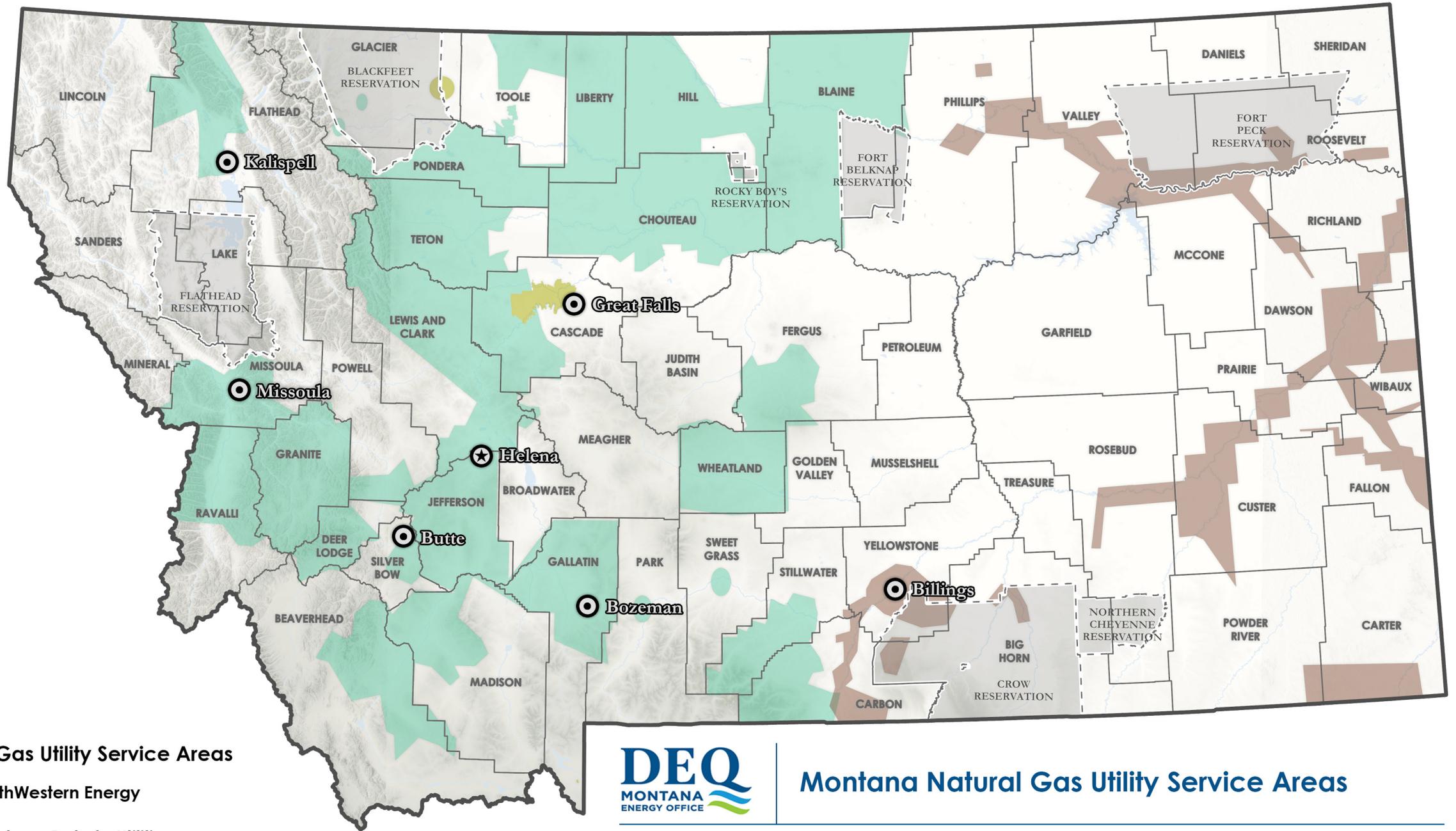
**Montana Natural Gas Resources**

Last Updated June 2022

Facility Data Source: U.S. Energy Information Administration (EIA), 2020

Pipeline Data Source: U.S. Energy Information Administration (EIA), 2020

\*Culbertson, Glendive 1 & 2, and Miles City are rated to operate with either natural gas or #2 fuel, but have been predominantly fueled by natural gas in recent years.



**Natural Gas Utility Service Areas**

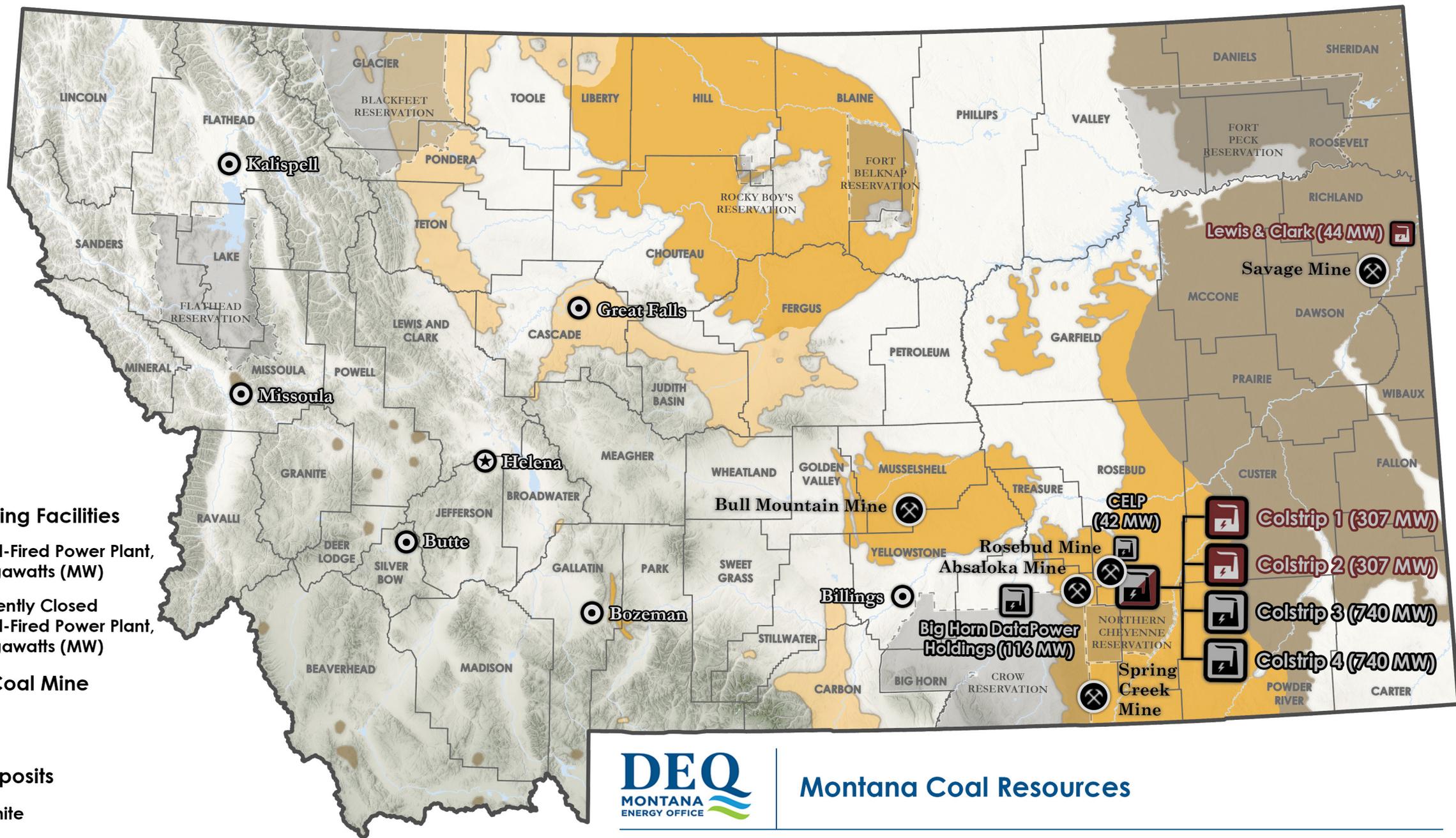
- NorthWestern Energy
- Montana-Dakota Utilities
- Energy West



**Montana Natural Gas Utility Service Areas**

Last Updated June 2022

Service Area Data Source: U.S. Department of Homeland Security (DHS),  
 Homeland Infrastructure Foundation-Level Data (HIFLD), 2021;  
 Montana-Dakota Utilities Company, 2022



**Generating Facilities**

-  Coal-Fired Power Plant, megawatts (MW)
-  Recently Closed Coal-Fired Power Plant, megawatts (MW)

**Active Coal Mine**



**Coal Deposits**

-  Lignite
-  Medium and High Volatile Bituminous
-  Subbituminous



**Montana Coal Resources**

Last Updated June 2022

Facility Data Source: U.S. Energy Information Administration (EIA), 2020

Coal Deposit Data Source: U.S. Geological Survey, Eastern Energy Resources Science Center (EERSC), 2019



Refinery



Refined Product Terminal



Pipelines

— Crude Product Pipeline\*

→ Refined Product Pipeline\*

- - - - Railroad Link



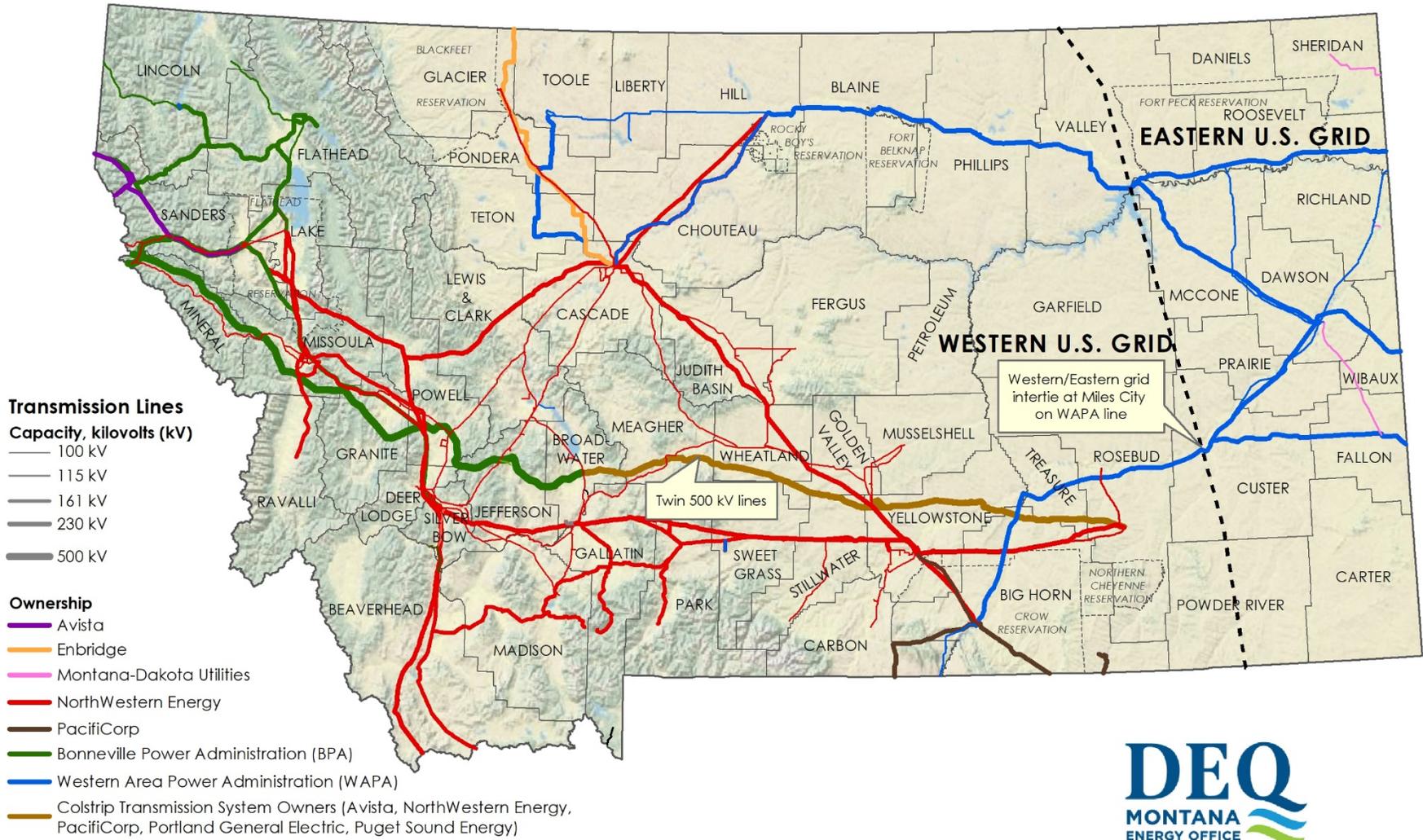
## Montana Petroleum Resources

Last Updated April 2022

\*Direction of arrow indicates directional flow of product

Pipeline Data Source: U.S. Energy Information Administration (EIA), 2020

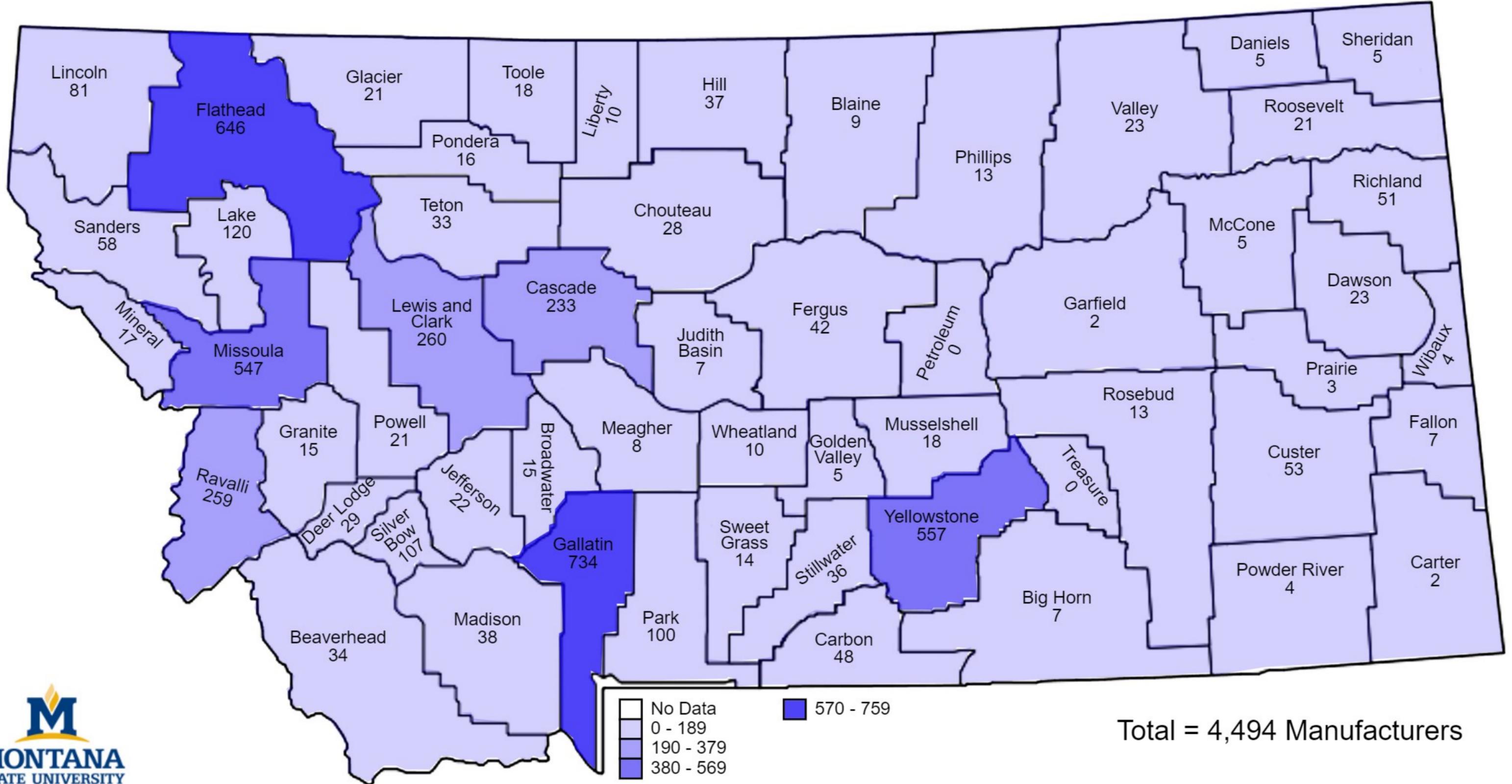
# Montana Transmission Lines



Last updated January 2018



# Number of Montana Manufacturers 2023







# *Disaster and Resiliency*



*Rural Rising*

## Economic & Disaster Resilience

The viability of an economy is directly related to its capacity for economic and disaster resilience.

Disasters can be natural, manmade, and/or economic. The severity of their impact varies, largely in terms of financial and physical damage, and length. Most disasters disrupt not only a community but, in many cases, an entire region. The purpose of this chapter is to explore how disasters might influence the Central Montana region, and how jurisdictions can work together to mitigate future events.

There are varying ways a disaster can create disruption. The closing of a major industry may weaken a municipality's economy and cause a ripple effect through the supply chain and across the region. The result is an economic disaster. This is amplified in the rural communities that make up the Central Montana region. Limited employment opportunities and the loss of a major business may result in a high percentage of workers becoming displaced. Man-made disasters are caused by human action or inaction, and may result in long-term consequences on an environmental, financial, and social level.

Natural disasters are the most common disasters and result from natural processes. Examples include flooding, tornados, drought, earthquakes, and winter weather. With the exception of drought, the disaster events are usually short-term, but the ongoing or permanent effects may influence not only individuals but communities and regions for long periods of time.

The Agency for Toxic Substances and Disease Registry (ATSDR) Geospatial Research, Analysis, and Services Program (GRASP) developed the Social Vulnerability Index (SVI) <sup>1</sup> using U.S. Census data to determine the social vulnerability of every census tract. This data can then be used by emergency managers, planners, and other key officials to identify which areas within a region or community will be most vulnerable when disaster strikes. Factors such as poverty, lack of transportation, and housing density, give planners essential information for response, thereby decreasing human suffering and financial burden placed on a community during and after a disaster occurs. This same data can also be used to prepare communities to minimize the potential impacts prior to a disaster. Multi-Hazard Mitigation Plans and Community Wildfire Protection Plans are additional tools for preparation. These plans are produced by emergency management directors, consultants, and engineering firms with the assistance of local stakeholders, citizens, and decision makers.

SMDC recognizes that disasters cannot be mitigated without partnerships. All six counties have a designated Disaster and Emergency Services Coordinator who is instrumental in responding and recovering from disasters as well as the development of local Multi-hazard Mitigation Plans. The counties of Judith Basin, Fergus and Petroleum partnered with Montana Disaster and Emergency Services to update their Multi-hazard Mitigation Plans in 2022. This process is ongoing and is scheduled for completion in December of 2023. These counties are part of the Central Region Hazard Mitigation Plan. <https://mitigationplanmt.com/central.html#> The counties of Wheatland, Golden Valley and Musselshell updated their individual respective plans in 2021. SMDC served as an active participant and stakeholder in the revision of these respective plans.

These documents not only provide risks specific to the area, such as identifying a body of water that routinely floods, it also demonstrates planned and critical-thinking mitigation strategies. The purpose of Multi-Hazard Mitigation Plans (MHMP) is to reduce costs associated with repetitive loss or damages resulting from recurring natural disasters. For example, a community that routinely floods due to a nearby river might identify this in an MHMP. This allows officials to seek out and secure funds to minimize the impact of future flooding. Flood buyout programs are a common

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<sup>1</sup> Centers for Disease Control and Prevention/Agency for Toxic Substances and Disease Registry/Geospatial Research, Analysis, and Services Program. CDC/ATSDR Social Vulnerability Index Interactive Map 2020 Database Montana. [https://www.atsdr.cdc.gov/placeandhealth/svi/interactive\\_map.html](https://www.atsdr.cdc.gov/placeandhealth/svi/interactive_map.html). Accessed on January 5, 2023.

example. MHMPs must meet Federal Emergency Management Agency (FEMA) federal guidelines/expectations on how to mitigate identified risks in order to receive federal mitigation funding.

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### Hazards Assessed & Solutions

Losses are expected in disasters. Communities must determine what can be done to prevent damages and what are acceptable losses. For the most part, due to the unpredictability, extent, and impact, natural disasters cannot be completely mitigated. However, elected officials, businesses, and residents can take steps to reduce the damages from the various events.

Communities along streams and rivers can use planning and zoning guidelines to limit or prohibit development in floodplains and flood zones. Municipalities near larger bodies of water can build levee systems and floodwalls to prevent areas of their communities from being inundated with flood water. Similarly, several communities rely on stormwater systems to reduce flooding from heavy rain events.

Assessing floodplains and floodways is a starting place for communities. Understanding the areas potentially impacted allows cities and counties to use planning and zoning to limit development in flood-prone areas. Additionally, maintaining compliance with the National Flood Insurance Program (NFIP) not only protects families and homes but can also reduce insurance premiums.

Communities can become part of the Community Rating System (CRS) by meeting the minimum NFIP floodplain management requirements. Other steps jurisdictions can take involve educating the public on the dangers of flooding and precautions they can take. Public works should have alternate routes for primary arterials and collector roads in flood liable areas. Communities should partner with county and state department of transportations to ensure this includes county and state highways. Officials, businesses, and residents can take steps to reduce the threat of flooding by buying out repetitive loss structures, constructing and maintaining floodwalls/levees, mosquito control, routinely removing debris from creeks and streams, and cleaning stormwater systems/ditches/culverts.

FEMA's Community Status Book Report for MONTANA identifies the following communities as participating in the National Flood Program<sup>2</sup> as of 1/18/2023:

| FEMA CID | County        | Community Name       |
|----------|---------------|----------------------|
| 300019#  | Fergus        | Fergus County        |
| 300022#  | Fergus        | City of Lewistown    |
| 300100#  | Fergus        | Town of Moore        |
| 300152A  | Golden Valley | Golden Valley County |
| 300031A  | Golden Valley | Town of Lavina       |
| 300032A  | Golden Valley | Town of Ryegate      |
| 300174A  | Musselshell   | Musselshell County   |
| 300050A  | Musselshell   | City of Roundup      |

<sup>2</sup> <https://www.fema.gov/cis/MT.pdf>

|         |           |                   |
|---------|-----------|-------------------|
| 300161A | Petroleum | Petroleum County  |
| 300172# | Wheatland | Wheatland County  |
| 300175# | Wheatland | City of Harlowton |

FEMA's Community Status Book Report for MONTANA identifies the following communities as **NOT** participating in the National Flood Program<sup>3</sup> as of 1/18/2023:

| FEMA CID | County | Community Name |
|----------|--------|----------------|
| 300021#  | Fergus | Grass Range    |

As mentioned in MHMP's, jurisdictions indicate a strong likelihood for severe winter storms. Damages can be substantial. Severe winter storms leave residents without power for an extended periods of time and can restrict travel. Unlike other natural events, winter storms can have cascading impacts. For example, snow and ice can accumulate on power lines, which are knocked down by strong winds. The loss of power combined with low temperatures can affect water/ wastewater systems and cause pipes in homes and businesses to freeze and burst. Prolonged electrical outages can create larger issues. Heavy, wet snow on roofs can result in damages or even failure, resulting in collapses. This is particularly relevant in rural communities with older buildings and little routine building inspections. Snows can also lead to flooding. Severe winter storms certainly impact local and state economies and can cause tremendous stress on employers, the workforce, and local and state budgets.

Communities and businesses can work together to provide mitigation strategies, including winter weather schedules, insurance policies that cover damages, education, and plans for public shelters and health check-ups for the elderly. In cases when first responders are unable to assist due to storm conditions, watching the National Weather Service (NWS) for advanced notice of storms can help prepare for severe snow/ice conditions. Families can take advance steps prior to storms arriving, including gathering food, water, batteries if road closures occur or the inability to leave one's home were to happen. Wrapping pipes in heat tape, insulating pipes (if exposed to elements), or draining pipes reduces the chance of water leakage/pipe bursts.

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Drought is a slow-onset natural hazard that largely impacts geographical areas, making it more difficult to detect than quick-onset natural hazards. This is because other natural hazards are more visible and have structural impacts while droughts are not. Furthermore, this disaster duration can occur over long periods. Perhaps the best-known example of a long-term drought took place during the 1930s Dust Bowl, which affected millions of acres of farmland and lasted decades. This hazard can have an extreme impact on Montana's agricultural economy, in regards to losses in crop yields/quality, increased disease damage, wildlife damage, insect infestation, grazing conditions for livestock, and increased probability for wildfires.

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Economic conditions resulting from drought include reduced harvests and increased production costs. Little can be done to avoid droughts. The U.S. Department of Agriculture (USDA) has programs set in place such as the Farm Service Agency (FSA) as well as a list of resources to assist in persistent drought conditions. Crop insurance and conservation and livestock assistance is also available for farmers. Cost estimations, agent locators, livestock insurance locators, and summary of business query tools are just a few tools that can be found on the USDA site to prepare against crop and livestock losses. Mitigation strategies involve soil conservation, climate change best practices, identifying alternative drought resistant crops, and sound water preservation activities.

Fires can affect communities in two ways. In rural areas, the threat of wildfires is typically a seasonal event tied to hot, windy, and dry summer weather, and is usually exacerbated by drought conditions. Dry lightning or a careless act can result in 1,000s of acres being burned. Many times, the fire may jeopardize farms, communities, crops, livestock, etc. Fires can also be caused by human error, which become economic disasters. The small towns that dot the SMDC region are historic, and many times lack adequate water infrastructure and rely on volunteer firefighters. They display character and charm; however, many of the facilities are out of compliance with current, accepted building codes, i.e. electrical, heating, fire suppression, etc., which puts them at a higher risk.

Communities can do little to mitigate large wildfires; however, steps that should be taken include removal of debris, controlled burns, education, and training firefighters.

City leaders, chamber of commerce(s), companies, homeowners all play a role in mitigating urban fires. Chambers and insurers should routinely offer business resiliency courses that include mitigation plan preparation. Plans might include steps employees should follow after a disruption; what insurance policies should be in place to avoid loss of revenue, teaching redundancy, etc. Workshops may help community leaders recognize hazards and ways to mitigate them. Cities and fire districts can work together to better train volunteer firefighters, improve fire call pay, and enhance equipment. Additional steps that can be taken include building and rental inspection programs, code enforcement, upgrading water systems to ensure adequate water pressure, education, and training. Emergency management and disaster planning is essential to disaster relief. Following a disaster, a specific cycle must be implemented immediately. Each phase in this cycle is as important as the next, but without each in place and planned out response may lead to delays, questions, and failure.

SMDC staff will work with communities in this region and guide them through the mitigating and preparation processes for all potential hazards identified. The foundation of this work is educating municipalities of the four phases of emergency management: Mitigation, Preparedness, Response, and Recovery. Protection against said hazards in the development district region will rely on resilience. Resilience is the capability to anticipate risk, limit impact, and bounce back quickly through survival, adaptability, development, and growth in the face of tempestuous change. Assets for locals are businesses in the communities, employees of the businesses, major employers, and the locals themselves. SMDC's assets are the communities within the development district; protecting them by providing information and tools necessary to begin their mitigation steps. The loss of even one business can become an economic disaster, especially in rural communities.

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Drought is a slow-onset natural hazard that largely impacts geographical areas, making it more difficult to detect than quick-onset natural hazards. This is because other natural hazards are more visible and have structural impacts while droughts are not. Furthermore, this disaster duration can occur over long periods. Perhaps the best-known example of a long-term drought took place during the 1930s Dust Bowl, which affected millions of acres of farmland and lasted decades. This hazard can have an extreme impact on Montana's agricultural economy, in regards to losses in crop yields/quality, increased disease damage, wildlife damage, insect infestation, grazing conditions for livestock, and increased probability for wildfires.

Economic conditions resulting from drought include reduced harvests and increased production costs. Little can be done to avoid droughts. The U.S. Department of Agriculture (USDA) has programs set in place such as the Farm Service Agency (FSA) as well as a list of resources to assist in persistent drought conditions. Crop insurance and conservation and livestock assistance is also available for farmers. Cost estimations, agent locators, livestock insurance locators, and summary of business query tools are just a few tools that can be found on the USDA site to prepare against crop and livestock losses. Mitigation strategies involve soil conservation, climate change best practices, identifying alternative drought resistant crops, and sound water preservation activities.

Fires can affect communities in two ways. In rural areas, the threat of wildfires is typically a seasonal event tied to hot, windy, and dry summer weather, and is usually exacerbated by drought conditions. Dry lightning or a careless act can result in 1,000s of acres being burned. Many times, the fire may jeopardize farms, communities, crops, livestock, etc. Fires can also be caused by human error, which become economic disasters. The small towns that dot the SMDC region are historic, and many times lack adequate water infrastructure and rely on volunteer firefighters. They display character and charm; however, many of the facilities are out of compliance with current, accepted building codes, i.e. electrical, heating, fire suppression, etc., which puts them at a higher risk.

Communities can do little to mitigate large wildfires; however, steps that should be taken include removal of debris, controlled burns, education, and training firefighters. City leaders, chamber of commerce(s), companies, homeowners all play a role in mitigating urban fires. Chambers and insurers should routinely offer business resiliency courses that include mitigation plan preparation. Plans might include steps employees should follow after a disruption; what insurance policies should be in place to avoid loss of revenue, teaching redundancy, etc. Workshops may help community leaders recognize hazards and ways to mitigate them. Cities and fire districts can work together to better train volunteer firefighters, improve fire call pay, and enhance equipment. Additional steps that can be taken include building and rental inspection programs, code enforcement, upgrading water systems to ensure adequate water pressure, education, and training.

Emergency management and disaster planning is essential to disaster relief. Following a disaster, a specific cycle must be implemented immediately. Each phase in this cycle is as important as the next, but without each in place and planned out response may lead to delays, questions, and failure.

SMDC staff will work with communities in this region and guide them through the mitigating and preparation processes for all potential hazards identified. The foundation of this work is educating municipalities of the four phases of emergency management: Mitigation, Preparedness, Response, and Recovery. Protection against said hazards in the development district region will rely on resilience. Resilience is the capability to anticipate risk, limit impact, and bounce back quickly through survival, adaptability, development, and growth in the face of tempestuous change. Assets for locals are businesses in the communities, employees of the businesses, major employers, and the locals themselves. SMDC's assets are the communities within the development district; protecting them by providing information and tools necessary to begin their mitigation

steps. The loss of even one business can become an economic disaster, especially in rural communities.



# CDC/ATSDR Social Vulnerability Index (SVI)

A tool to identify socially vulnerable communities



## CDC/ATSDR SVI

### What is social vulnerability?

Every community must prepare for and respond to hazardous events, whether a natural disaster like a tornado or disease outbreak, or a human-made event such as a harmful chemical spill. A number of factors, including poverty, lack of access to transportation, and crowded housing may weaken a community's ability to prevent human suffering and financial loss in a disaster. These factors are known as **social vulnerability**.

### What is the CDC/ATSDR Social Vulnerability Index?

ATSDR's Geospatial Research, Analysis & Services Program (GRASP) created databases to help emergency response planners and public health officials identify and map communities that will most likely need support before, during, and after a hazardous event.



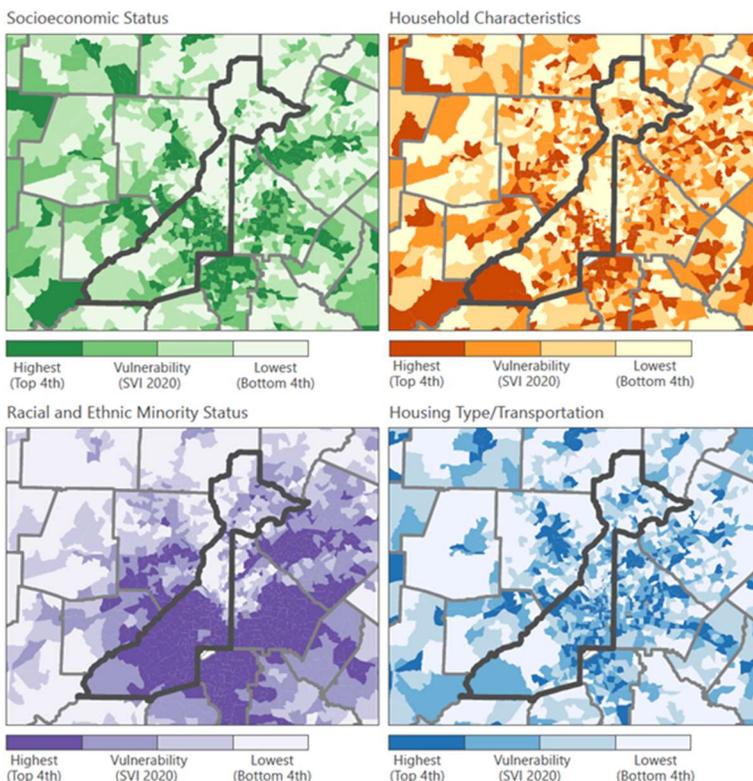
Hurricane Sandy - Breezy Point, NY

Photographer - Pauline Tran

The CDC/ATSDR SVI uses U.S. Census data to determine the social vulnerability of every census tract. Census tracts are subdivisions of counties for which the Census collects statistical data. The SVI ranks each tract on 16 social factors, including poverty, lack of vehicle access, and crowded housing, and groups them into four related themes. Maps of the four themes are

shown in the figure below. Each tract receives a separate ranking for each of the four themes, as well as an overall ranking.

### CDC/ATSDR SVI Themes



### How can the CDC/ATSDR SVI help communities be better prepared?

The SVI can help public health officials and local planners better prepare for and respond to emergency events like hurricanes, disease outbreaks, or exposure to dangerous chemicals.

CDC/ATSDR SVI databases and maps can be used to:

- Estimate the amount of needed supplies like food, water, medicine, and bedding.
- Help decide how many emergency personnel are required to assist people.
- Identify areas in need of emergency shelters.
- Plan the best way to evacuate people, accounting for those who have special needs, such as people without vehicles, the elderly, or people who do not understand English well.
- Identify communities that will need extra funding and support before, during, and after a disaster.

Maps show the range of vulnerability in Fulton County, Georgia for the four themes.

For more information, please visit <http://svi.cdc.gov> or contact the CDC/ATSDR SVI Coordinator ([svi\\_coordinator@cdc.gov](mailto:svi_coordinator@cdc.gov)).

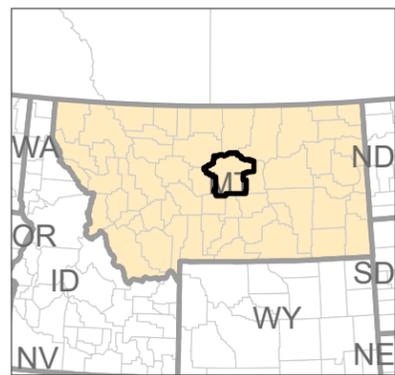
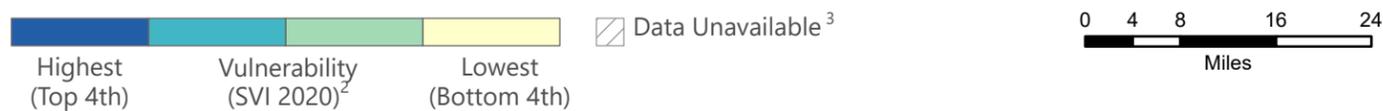
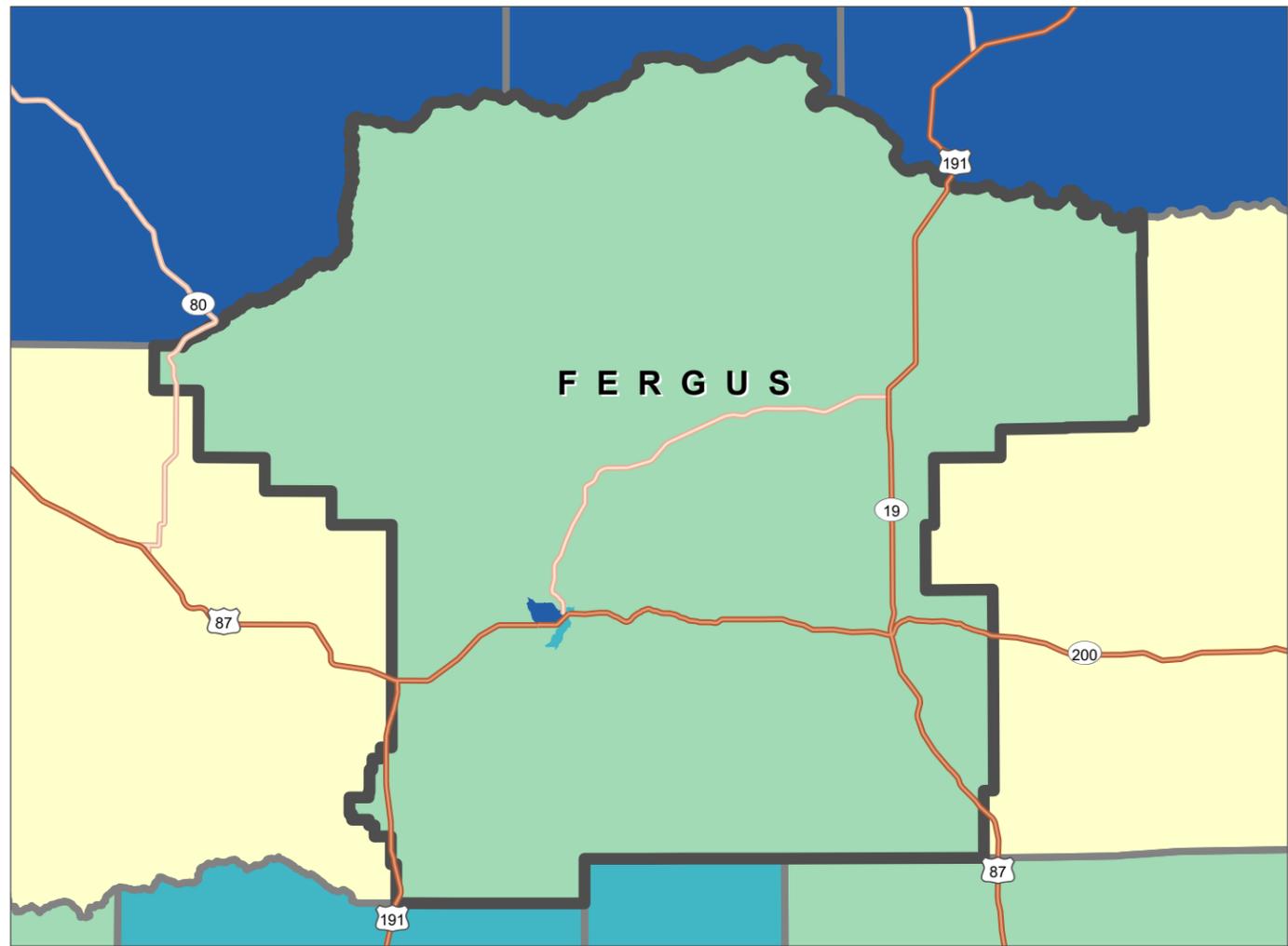


Geospatial Research Analysis, and Services Program (GRASP)  
Division of Toxicology and Human Health Sciences, ATSDR



Centers for Disease Control and Prevention  
Agency for Toxic Substances and Disease Registry

Overall Social Vulnerability<sup>1</sup>



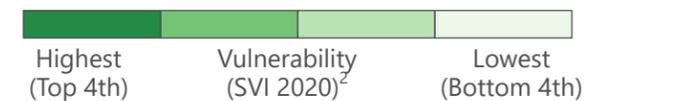
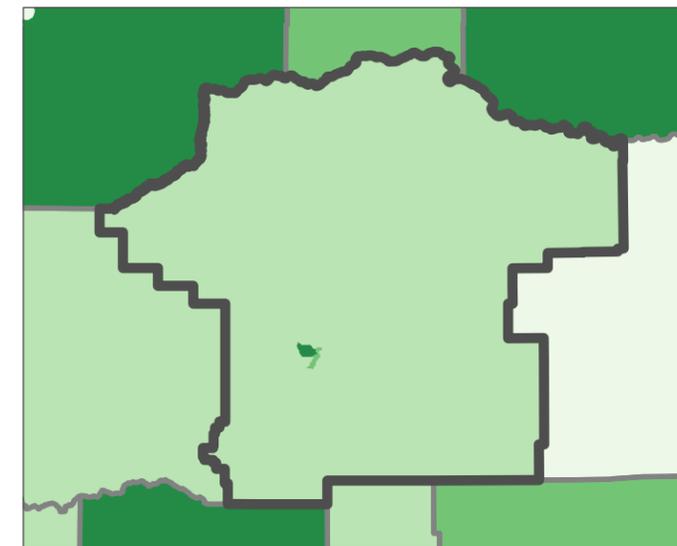
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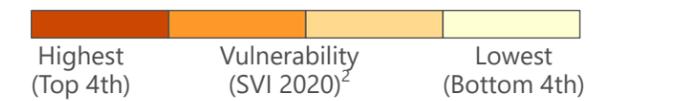
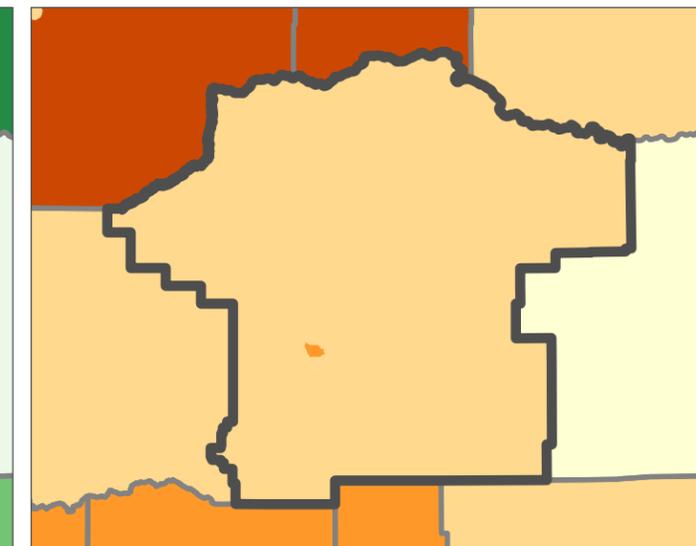
CDC/ATSDR SVI Themes



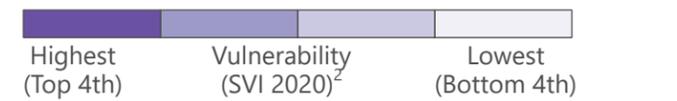
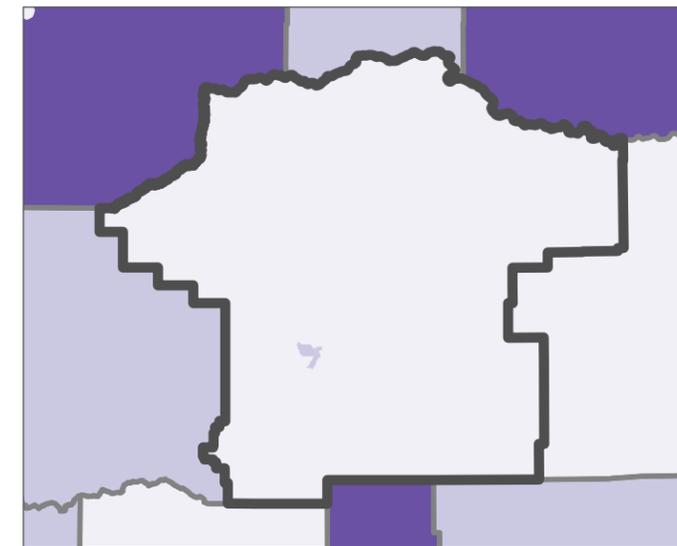
Socioeconomic Status<sup>5</sup>



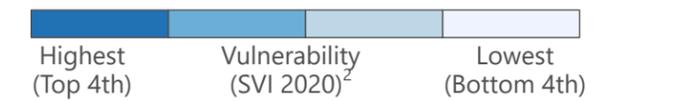
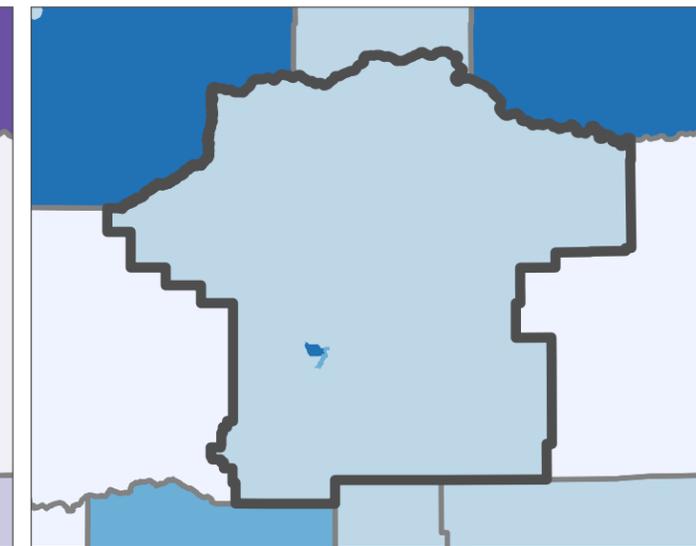
Household Characteristics<sup>6</sup>



Racial and Ethnic Minority Status<sup>7</sup>



Housing Type/Transportation<sup>8</sup>

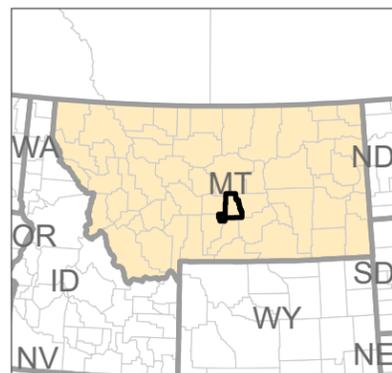
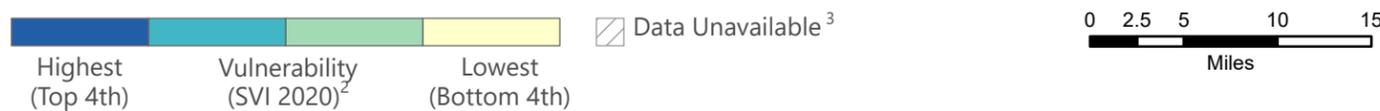
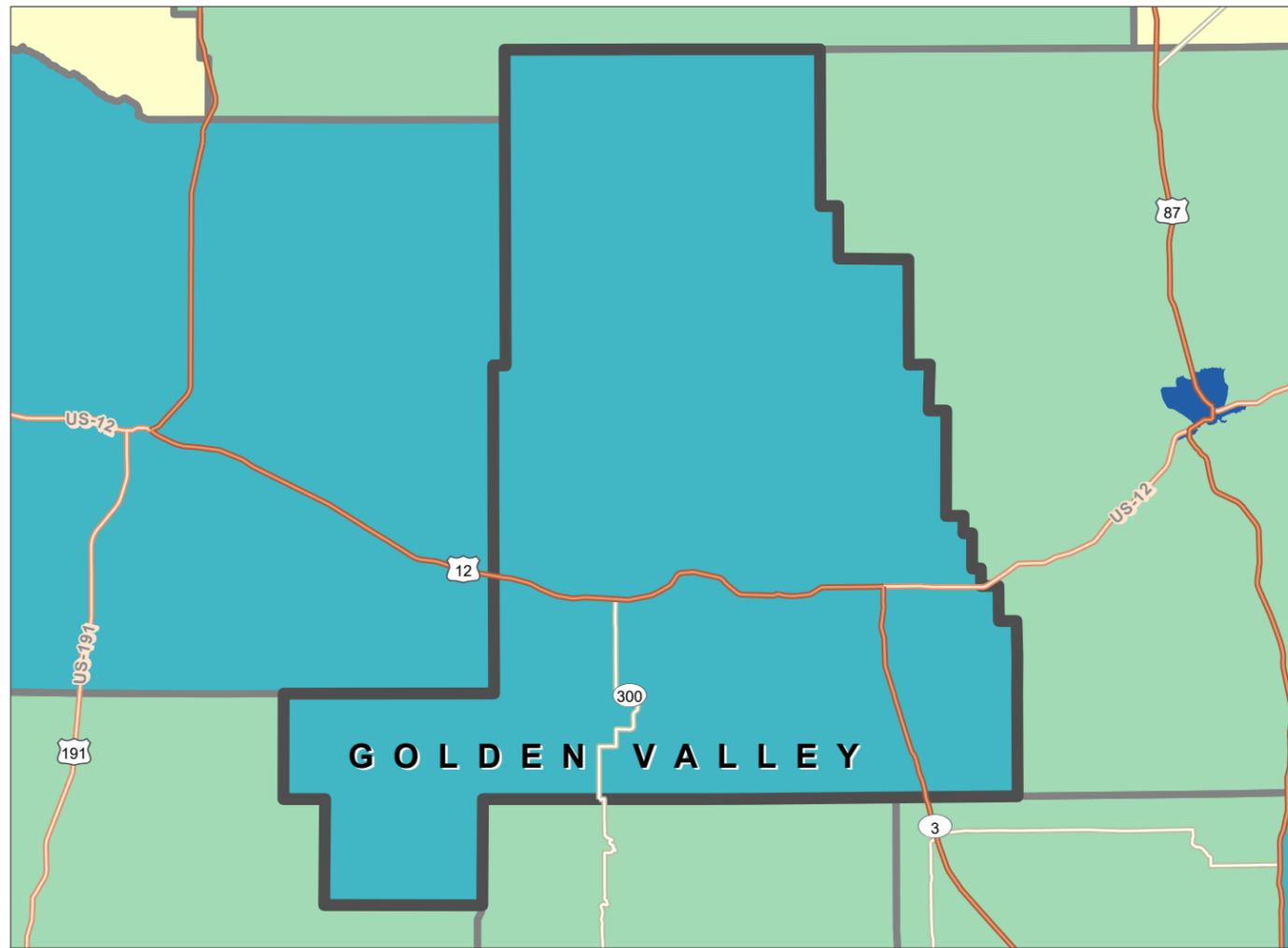


**Data Sources:** <sup>2</sup>CDC/ATSDR/GRASP, U.S. Census Bureau, Esri® StreetMap™ Premium.

**Notes:** <sup>1</sup>Overall Social Vulnerability: All 16 variables. <sup>3</sup>Census tracts with 0 population. <sup>4</sup>The CDC/ATSDR SVI combines percentile rankings of US Census American Community Survey (ACS) 2016-2020 variables, for the state, at the census tract level. <sup>5</sup>Socioeconomic Status: Below 150% Poverty, Unemployed, Housing Costs Burden, No High School Diploma, No Health Insurance. <sup>6</sup>Household Characteristics: Aged 65 and Older, Aged 17 and Younger, Civilian with a Disability, Single-Parent Household, English Language Proficiency. <sup>7</sup>Race/Ethnicity: Hispanic or Latino (of any race); Black and African American, Not Hispanic or Latino; American Indian and Alaska Native, Not Hispanic or Latino; Asian, Not Hispanic or Latino; Native Hawaiian and Other Pacific Islander, Not Hispanic or Latino; Two or More Races, Not Hispanic or Latino; Other Races, Not Hispanic or Latino. <sup>8</sup>Housing Type/Transportation: Multi-Unit Structures, Mobile Homes, Crowding, No Vehicle, Group Quarters.

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## Overall Social Vulnerability<sup>1</sup>

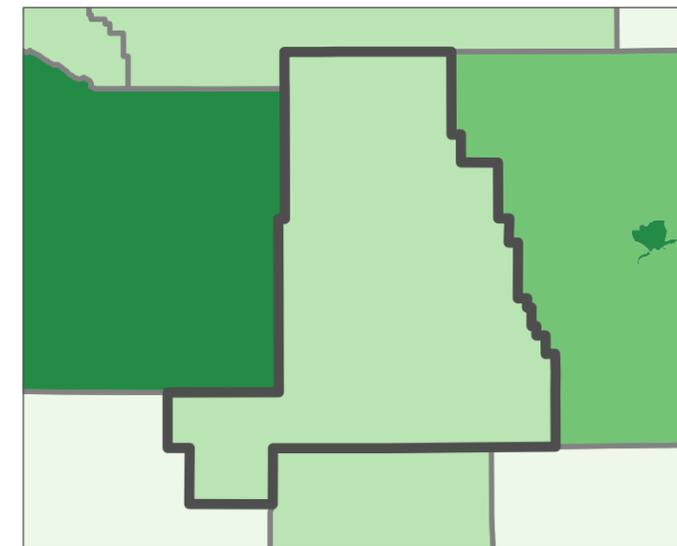


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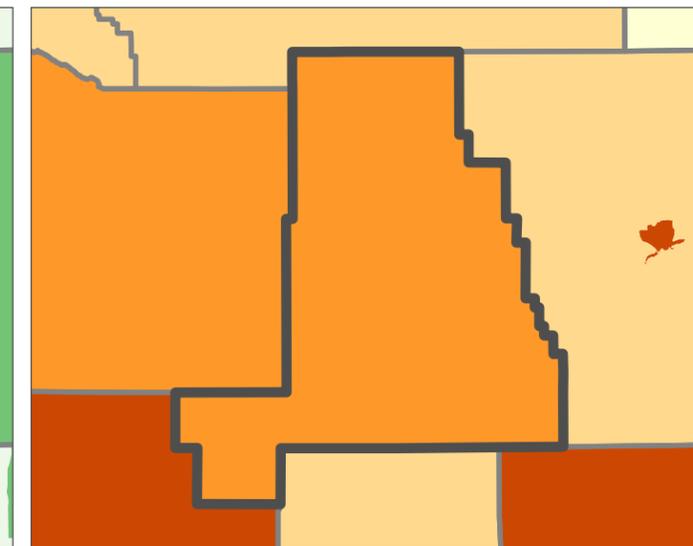
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## CDC/ATSDR SVI Themes

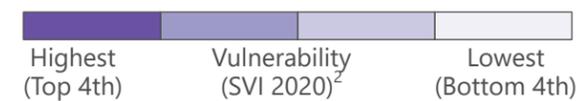
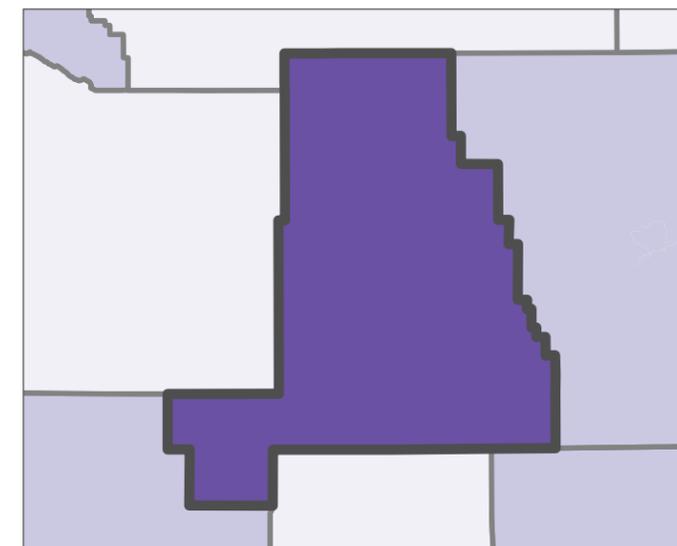
### Socioeconomic Status<sup>5</sup>



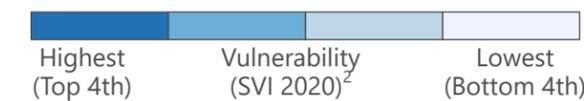
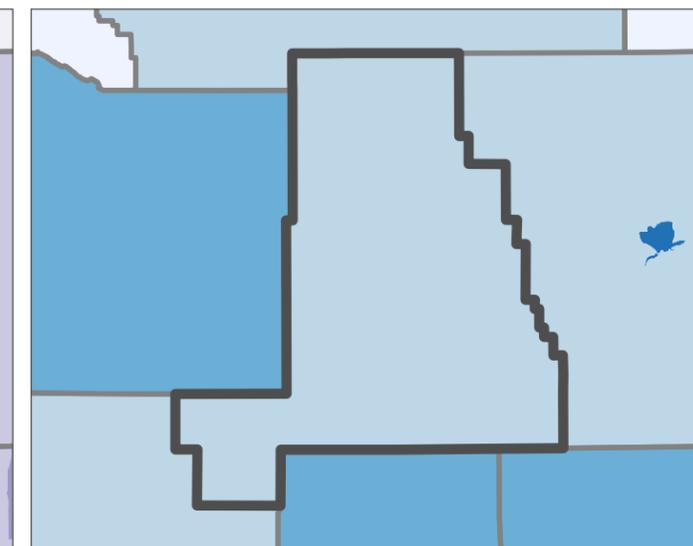
### Household Characteristics<sup>6</sup>



### Racial and Ethnic Minority Status<sup>7</sup>



### Housing Type/Transportation<sup>8</sup>



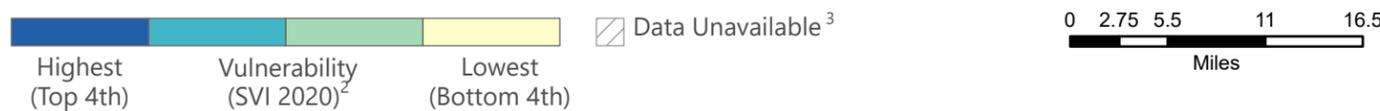
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**Projection:** NAD 1983 StatePlane Montana FIPS 2500.

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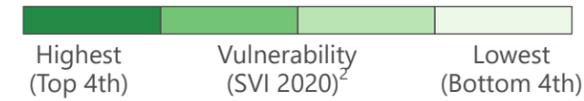
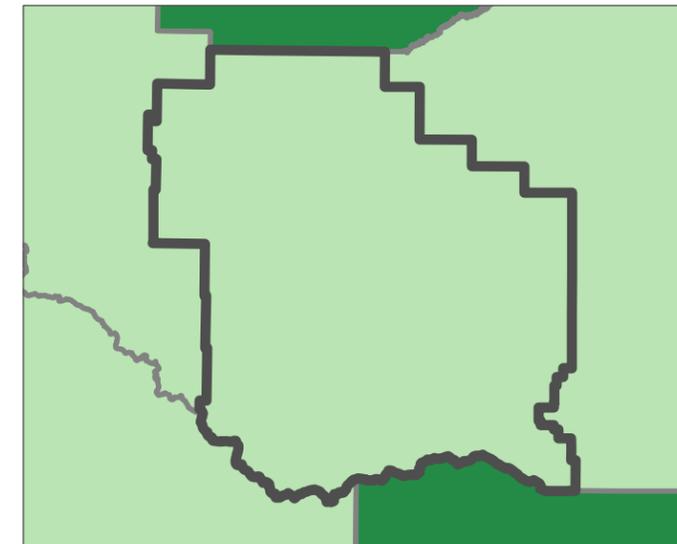


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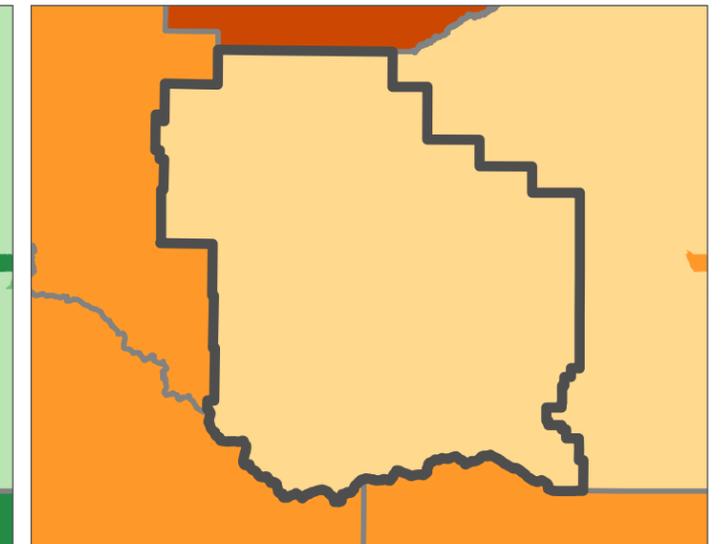
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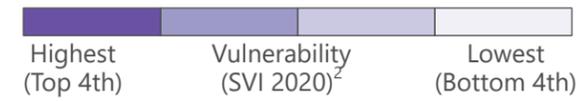
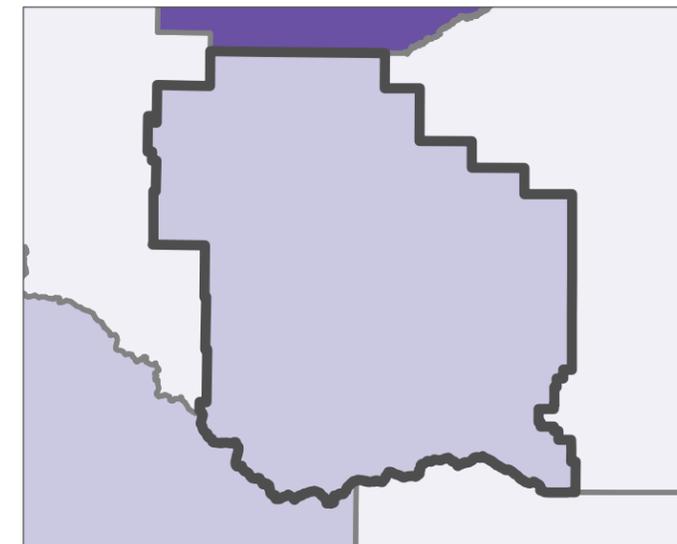
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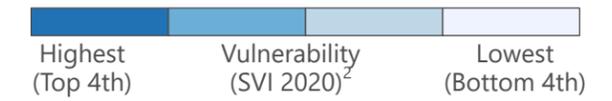
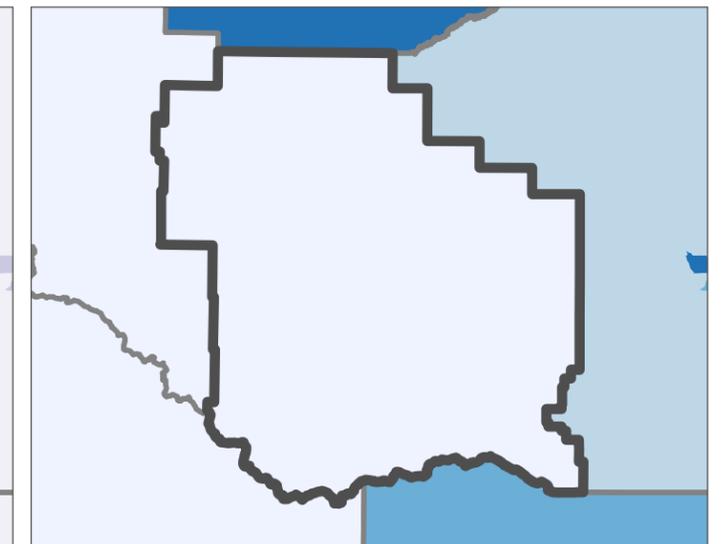
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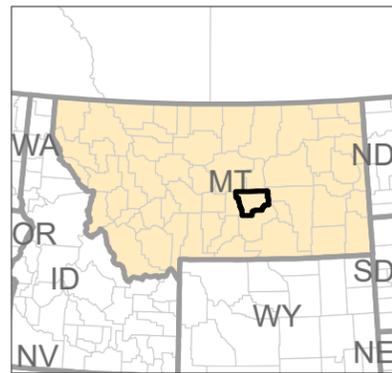
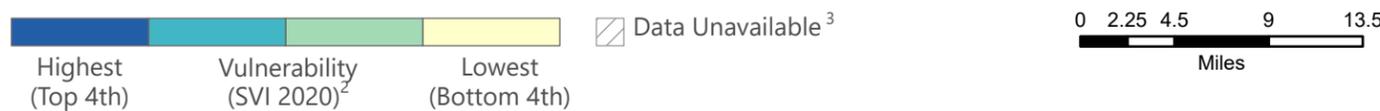
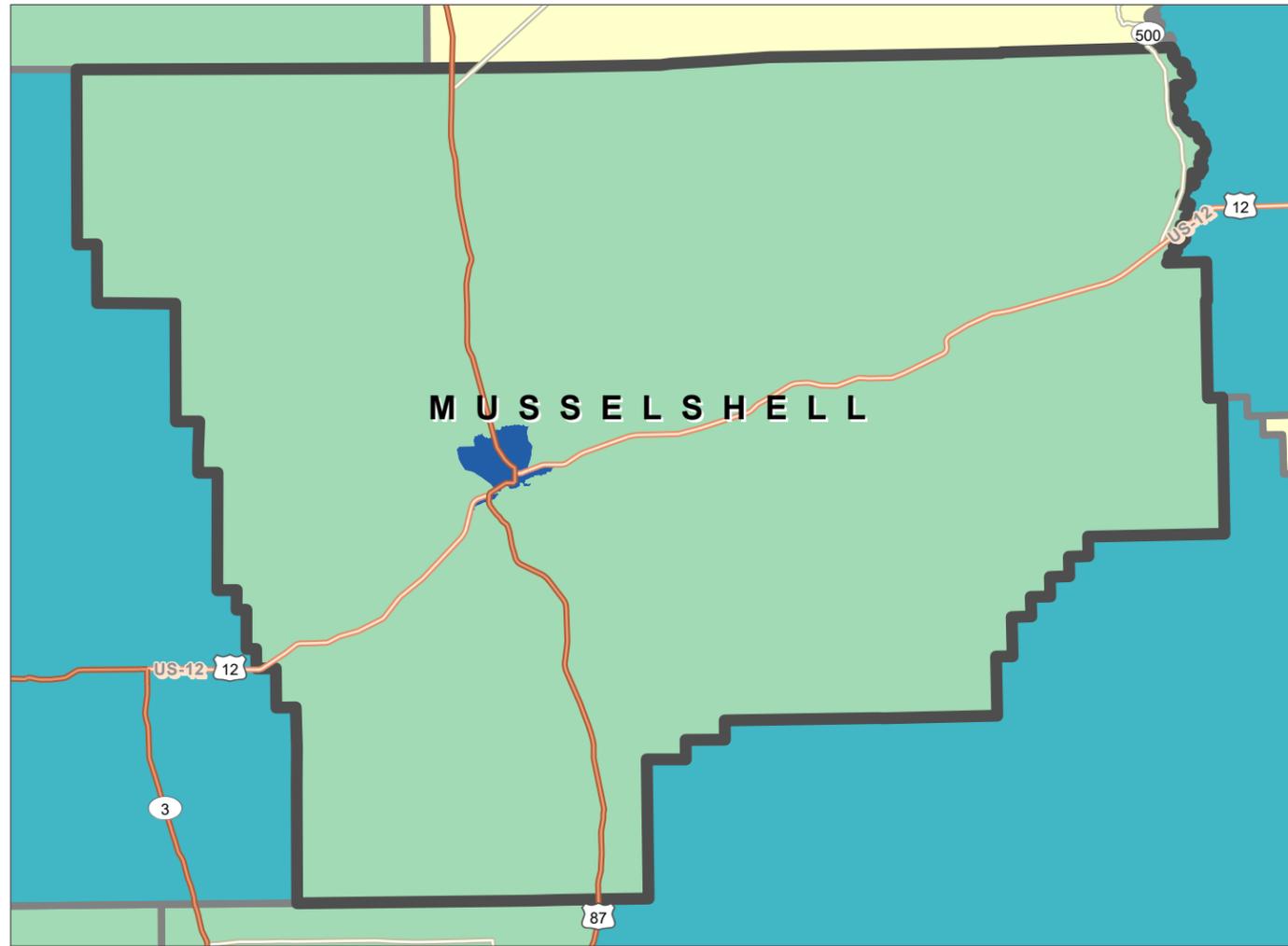


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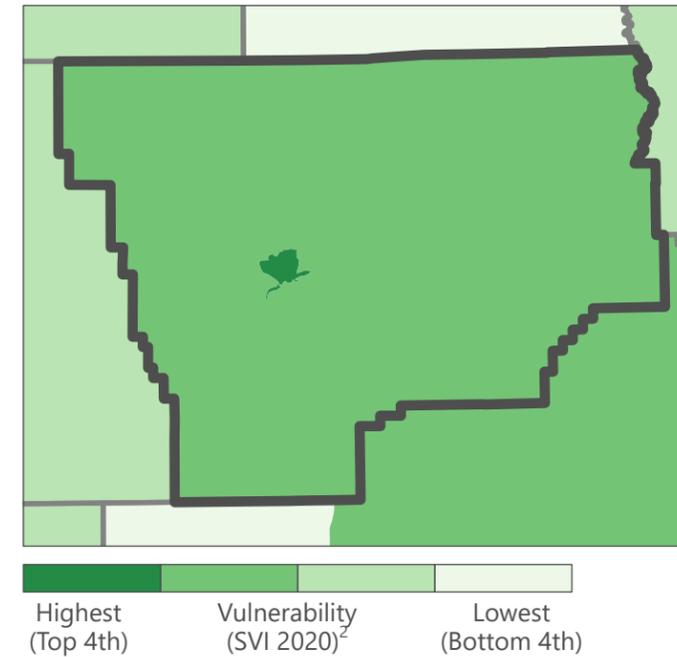


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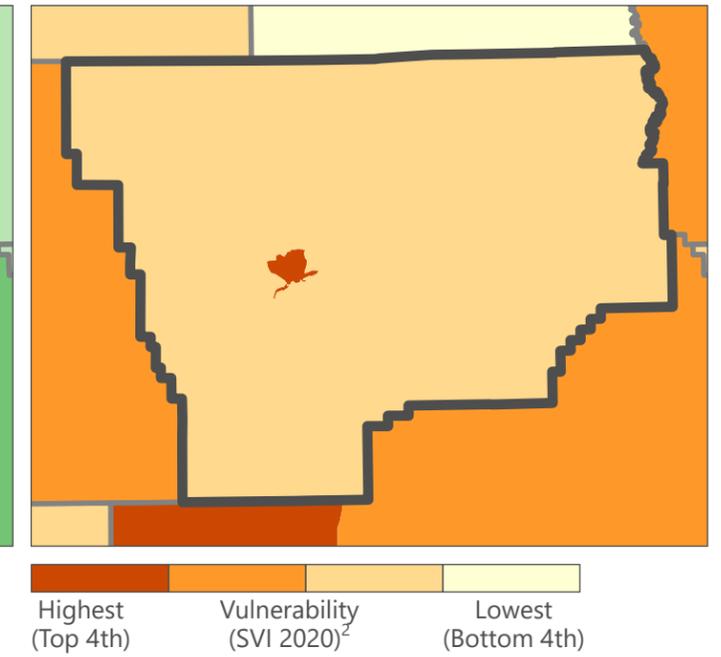
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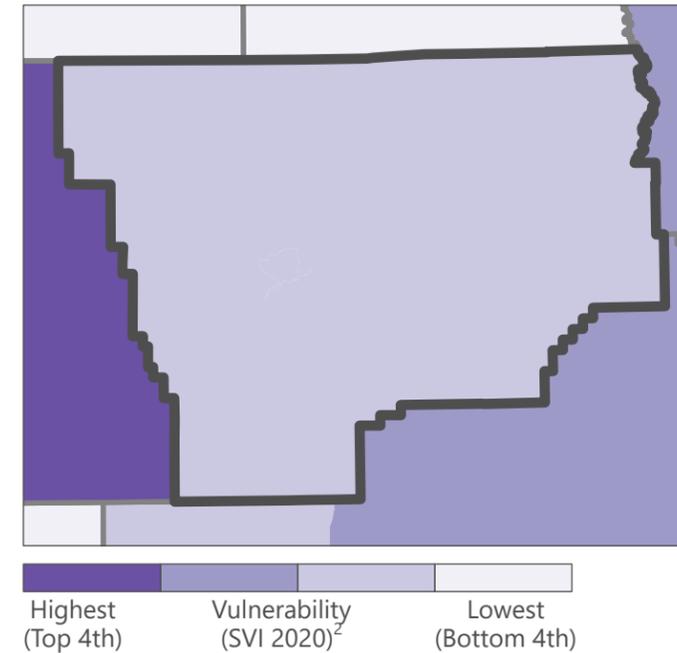
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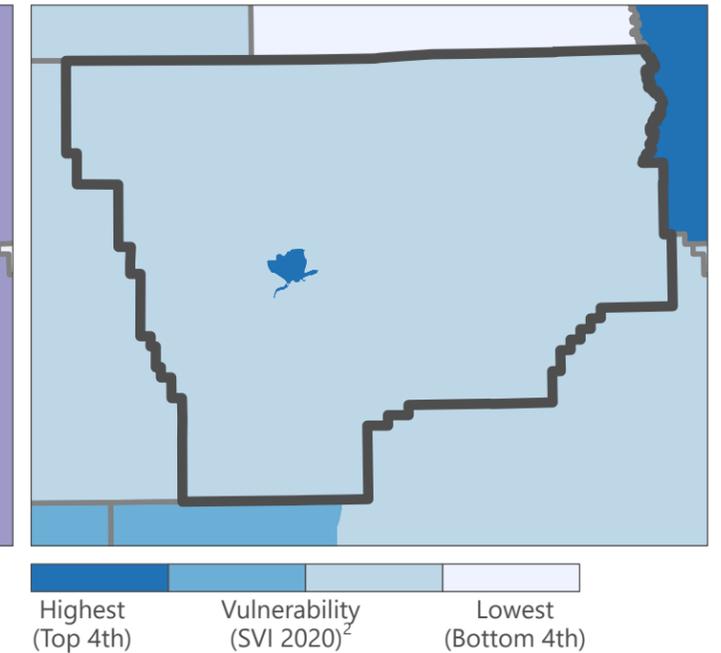
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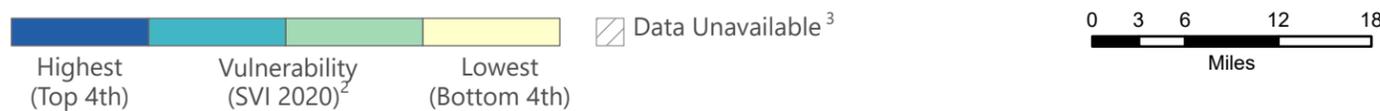
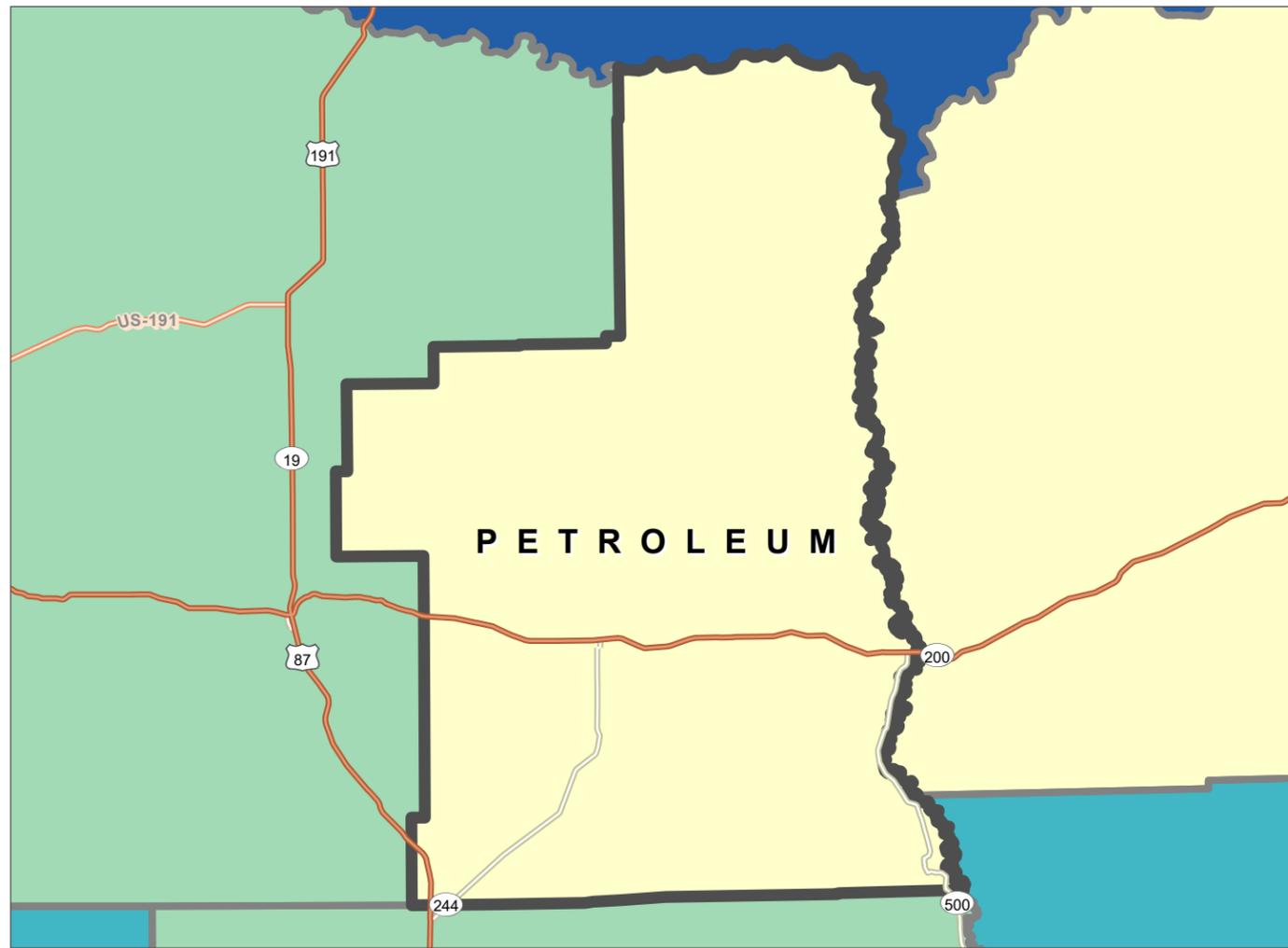


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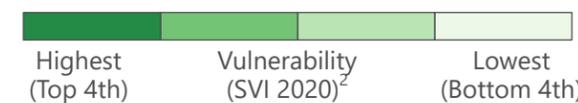
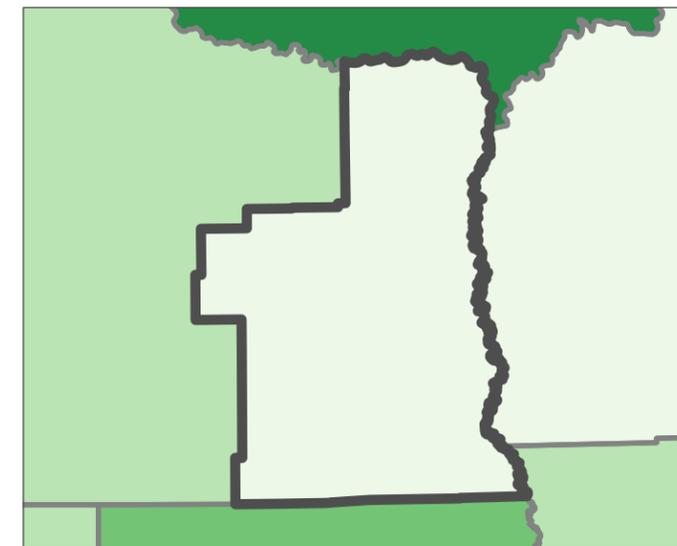


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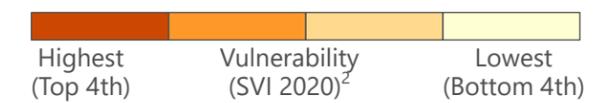
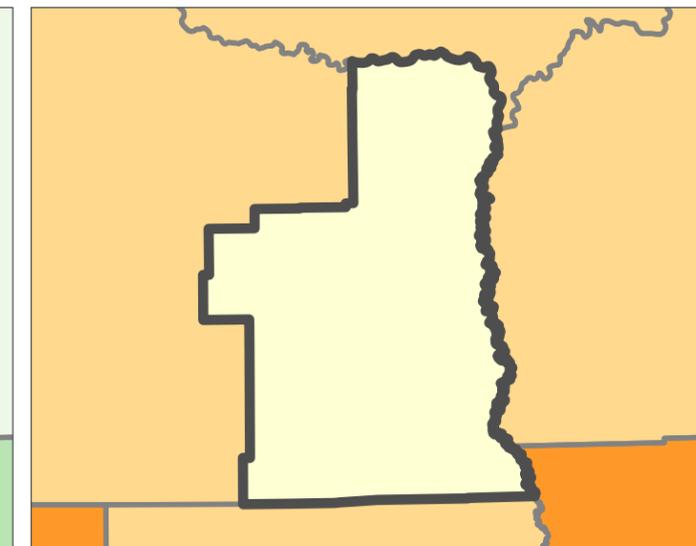
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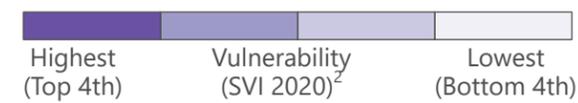
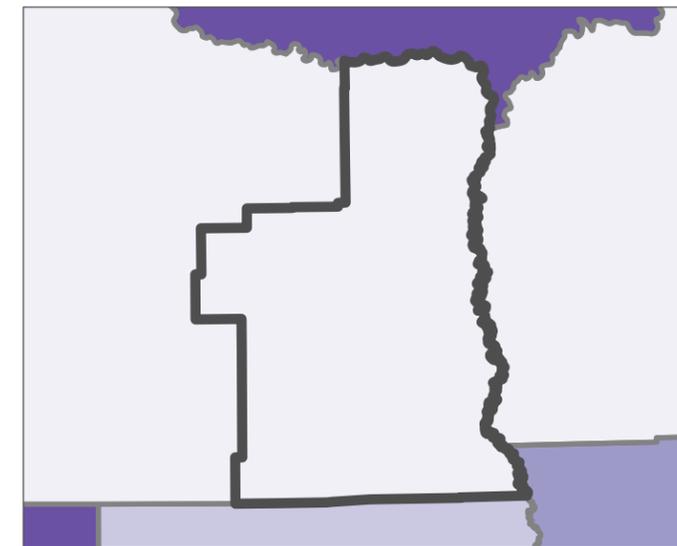
Socioeconomic Status<sup>5</sup>



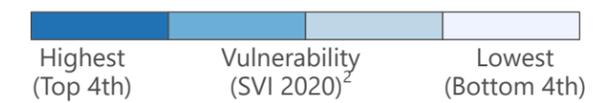
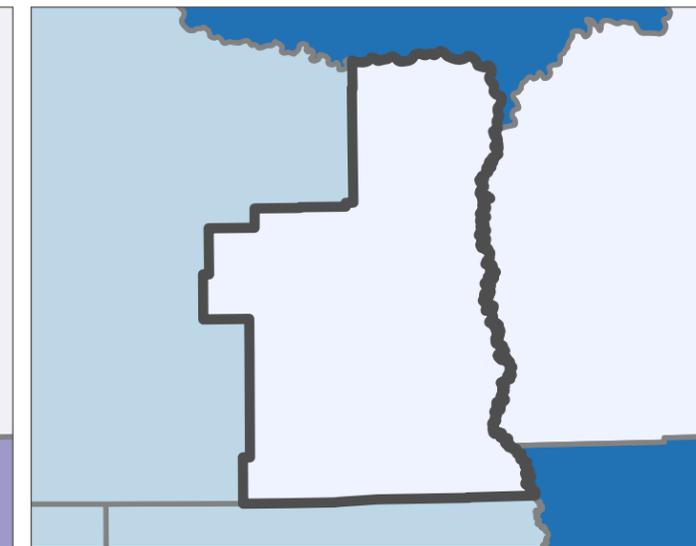
Household Characteristics<sup>6</sup>



Racial and Ethnic Minority Status<sup>7</sup>



Housing Type/Transportation<sup>8</sup>

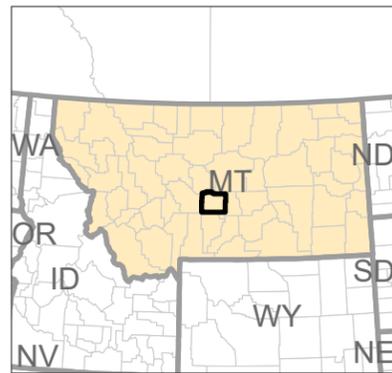
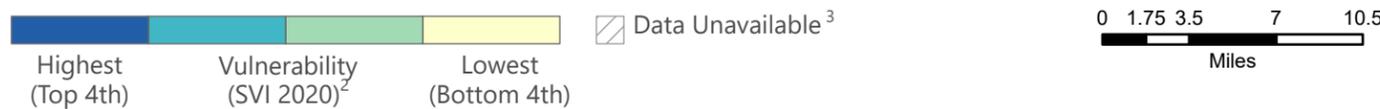
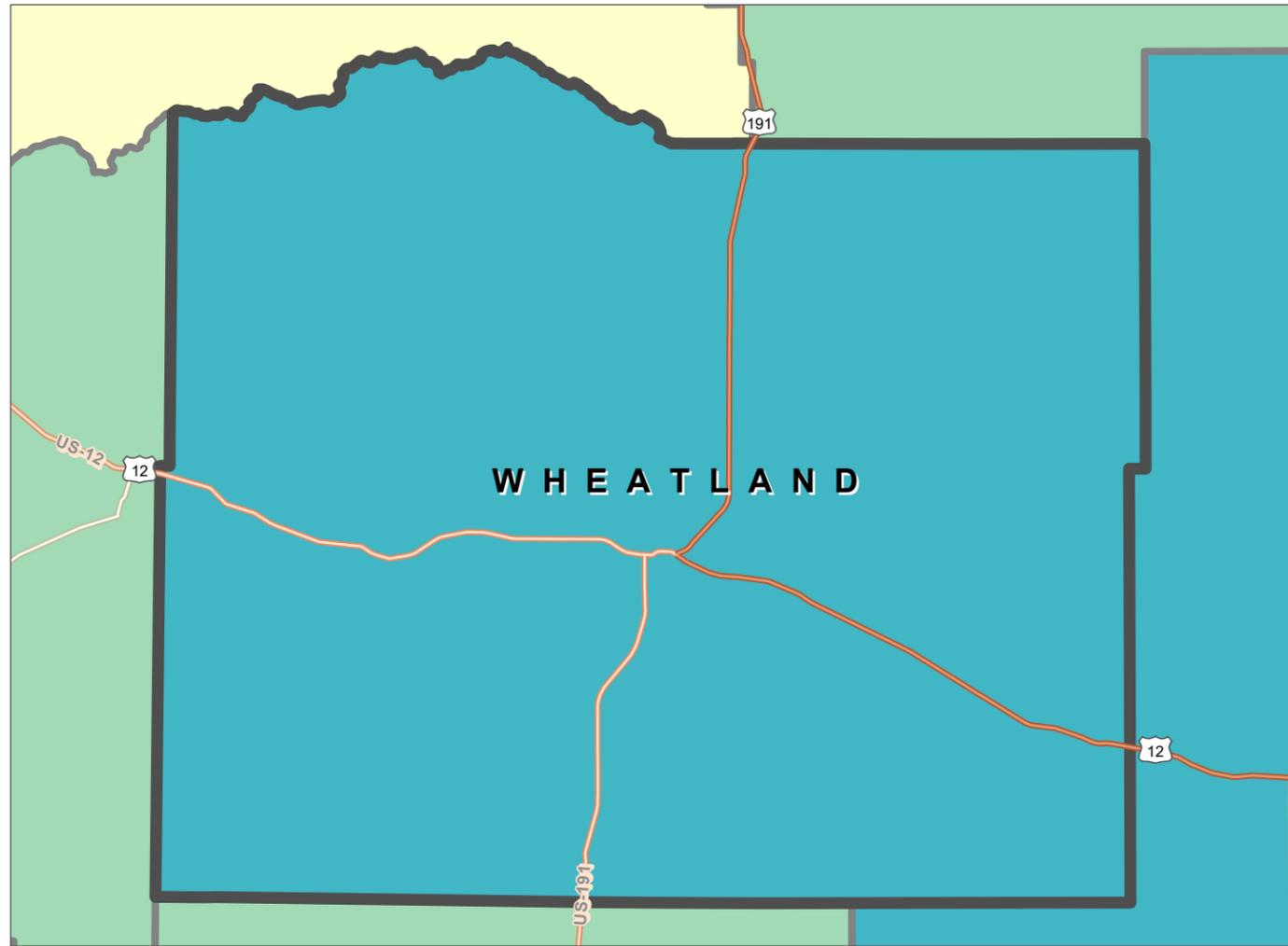


**Data Sources:** <sup>2</sup>CDC/ATSDR/GRASP, U.S. Census Bureau, Esri® StreetMap™ Premium.

**Notes:** <sup>1</sup>Overall Social Vulnerability: All 16 variables. <sup>3</sup>Census tracts with 0 population. <sup>4</sup>The CDC/ATSDR SVI combines percentile rankings of US Census American Community Survey (ACS) 2016-2020 variables, for the state, at the census tract level. <sup>5</sup>Socioeconomic Status: Below 150% Poverty, Unemployed, Housing Costs Burden, No High School Diploma, No Health Insurance. <sup>6</sup>Household Characteristics: Aged 65 and Older, Aged 17 and Younger, Civilian with a Disability, Single-Parent Household, English Language Proficiency. <sup>7</sup>Race/Ethnicity: Hispanic or Latino (of any race); Black and African American, Not Hispanic or Latino; American Indian and Alaska Native, Not Hispanic or Latino; Asian, Not Hispanic or Latino; Native Hawaiian and Other Pacific Islander, Not Hispanic or Latino; Two or More Races, Not Hispanic or Latino; Other Races, Not Hispanic or Latino. <sup>8</sup>Housing Type/Transportation: Multi-Unit Structures, Mobile Homes, Crowding, No Vehicle, Group Quarters.

**References:** Flanagan, B.E., et al., A Social Vulnerability Index for Disaster Management. *Journal of Homeland Security and Emergency Management*, 2011. 8(1).  
CDC/ATSDR SVI web page: <https://www.atsdr.cdc.gov/placeandhealth/svi/index.html>.

Overall Social Vulnerability<sup>1</sup>

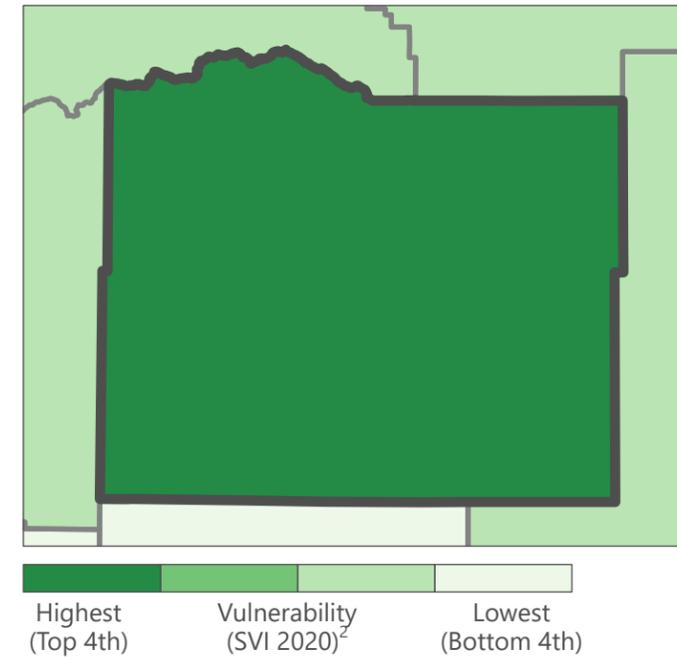


**Social vulnerability** refers to a community's capacity to prepare for and respond to the stress of hazardous events ranging from natural disasters, such as tornadoes or disease outbreaks, to human-caused threats, such as toxic chemical spills. The **CDC/ATSDR Social Vulnerability Index (CDC/ATSDR SVI 2020)<sup>4</sup> County Map** depicts the social vulnerability of communities, at census tract level, within a specified

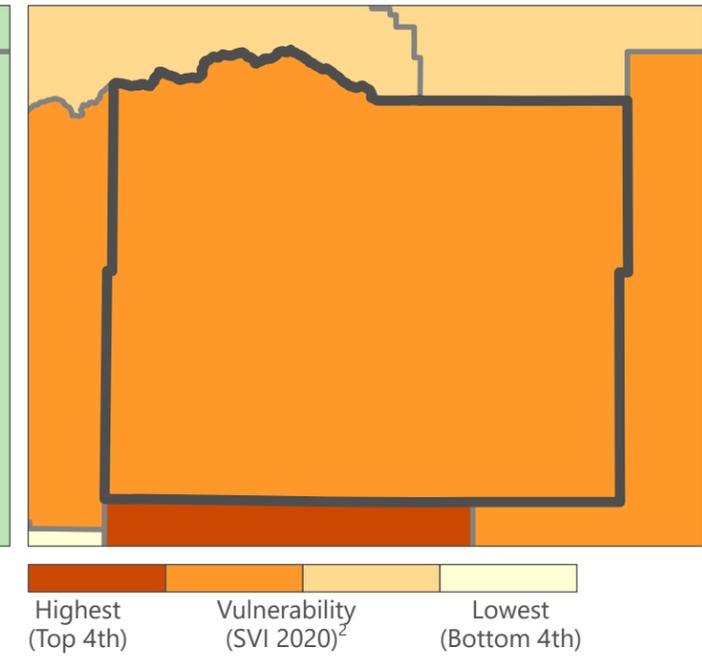
county. CDC/ATSDR SVI 2020 groups **sixteen census-derived factors** into **four themes** that summarize the extent to which the area is socially vulnerable to disaster. The factors include economic data as well as data regarding education, family characteristics, housing, language ability, ethnicity, and vehicle access. Overall Social Vulnerability combines all the variables to provide a comprehensive assessment.

CDC/ATSDR SVI Themes

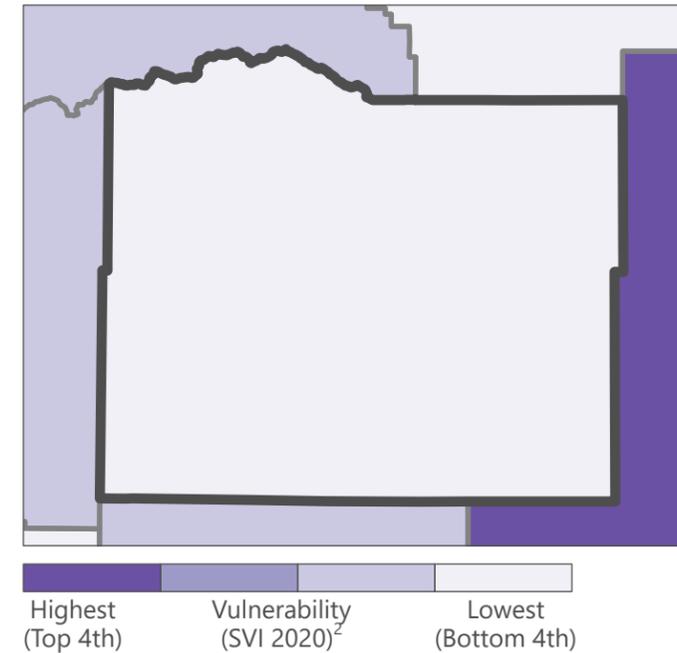
Socioeconomic Status<sup>5</sup>



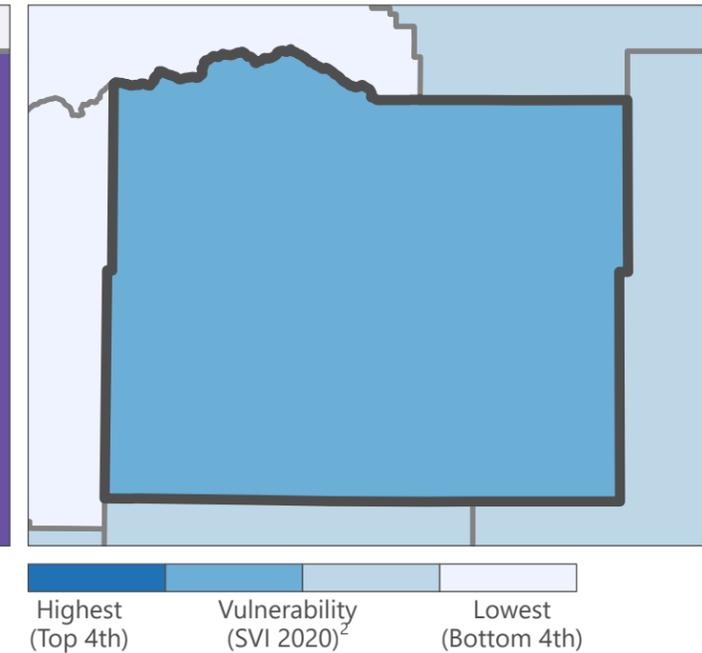
Household Characteristics<sup>6</sup>



Racial and Ethnic Minority Status<sup>7</sup>



Housing Type/Transportation<sup>8</sup>



**Data Sources:** <sup>2</sup>CDC/ATSDR/GRASP, U.S. Census Bureau, Esri® StreetMap™ Premium.

**Notes:** <sup>1</sup>Overall Social Vulnerability: All 16 variables. <sup>3</sup>Census tracts with 0 population. <sup>4</sup>The CDC/ATSDR SVI combines percentile rankings of US Census American Community Survey (ACS) 2016-2020 variables, for the state, at the census tract level. <sup>5</sup>Socioeconomic Status: Below 150% Poverty, Unemployed, Housing Costs Burden, No High School Diploma, No Health Insurance. <sup>6</sup>Household Characteristics: Aged 65 and Older, Aged 17 and Younger, Civilian with a Disability, Single-Parent Household, English Language Proficiency. <sup>7</sup>Race/Ethnicity: Hispanic or Latino (of any race); Black and African American, Not Hispanic or Latino; American Indian and Alaska Native, Not Hispanic or Latino; Asian, Not Hispanic or Latino; Native Hawaiian and Other Pacific Islander, Not Hispanic or Latino; Two or More Races, Not Hispanic or Latino; Other Races, Not Hispanic or Latino. <sup>8</sup>Housing Type/Transportation: Multi-Unit Structures, Mobile Homes, Crowding, No Vehicle, Group Quarters.

**References:** Flanagan, B.E., et al., A Social Vulnerability Index for Disaster Management. *Journal of Homeland Security and Emergency Management*, 2011. 8(1).  
CDC/ATSDR SVI web page: <https://www.atsdr.cdc.gov/placeandhealth/svi/index.html>.



# BROWNFIELDS

A 'brownfield' is typically an industrial or commercial property that is abandoned, idled or underused. These sites would likely be viable commercial, industrial or public use properties if they could be cleared of suspected contamination.

Snowy Mountain Development Corporation is the lead partner in the Central Montana Brownfields Coalition and is the current recipient of EPA's Brownfields Cooperative Agreements BF96809001-7, and 4B96883401-0. The coalition covers an area which includes the following eleven counties in Central Montana: Fergus, Judith Basin, Petroleum, Musselshell, Golden Valley, Wheatland, Meagher, Broadwater, Park, Gallatin, and Lewis and Clark.

The overall goal of the Snowy Mountain Development Corporation's Regional Brownfields Program is to promote redevelopment and create vitality within our downtowns and Main Street communities by returning brownfield properties to active commercial use or public greenspace. Our targeted priority areas are Roundup, Harlowton, Winnett, Lavina, Stanford, and Lewistown. Reutilization of historically productive properties creates employment opportunities, increases municipal tax revenue, enhances community appearance, and protects the public's health. <https://www.smdcbrownfields.com/>

SMDC has funding from the EPA to cleanup brownfield sites in the SMDC Region and has received \$7,700,000 over the past decade to perform petroleum and hazardous waste cleanup. SMDC works closely with Montana Department of Environmental Quality (MT-DEQ) staff to promote redevelopment of brownfields properties, including enrolling properties in Montana DEQ's Brownfields program. <http://deq.mt.gov/Land/brownfields>

No one should ever buy a property with past commercial use without first doing a Phase 1 assessment, the minimum **due diligence** needed to avoid federal liability. SMDC works closely with both EPA and MT-DEQ for conducting environmental site assessments of properties through EPA's Regional Targeted Brownfields Assessment Program at no cost to the owner or prospective buyer. Don't let a Brownfields site continue to blight your community and take up valuable space! Contact us to see if EPA or MT-DEQ can do an Environmental Assessment for you at no cost.

SMDC may be able to provide technical assistance, access to consultants that will conduct site investigations and remedial planning, outreach to the community and site neighbors, and other environmental management support as necessary. SMDC staff will assist the applicant in enrolling in the MT-DEQ Brownfields and Petroleum Tank Release Compensation Board programs and can bridge the gap between a privately owned site and government officials.

Assessments and cleanups will only be conducted on eligible properties where owner permission has been granted. Since these funds are limited and participation is totally voluntary, we can only help those that ask. If the assessment determines that cleanup is needed, SMDC and its partners will help property owners seek funds to undertake the cleanup.



Figure 1  
**Brownfields Project Area**  
**Central Montana Brownfields Coalition**  
**Project-Wide QAPP**

Figure 1: Central Montana Brownfields Coalition Map of Service Area

## ENDNOTES

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<sup>1</sup> ["Rural rising: Economic development strategies for America's heartland,"](#) McKinsey & Company, March 2022

<sup>2</sup> [America at work: A national mosaic and roadmap for tomorrow,](#) Walmart, February 2019.

<sup>3</sup> Rural rising, *Ibid.*

<sup>4</sup> The King Hutterite Colony in Moore (Fergus County) offers walking tours for visitors to learn about Hutterite culture and way of life. The tour lasts for about 1.5 hours and shows the communal lifestyle of the Hutterites. The King Colony was featured on the National Geographic Channel show "American Colony, Meet the Hutterites".

<sup>5</sup> [ESRI Tapestry Segmentation.](#)

<sup>6</sup> Montana's Wind Energy: An Economic Analysis, Anna Rieck, August 2020, unpublished.

<sup>7</sup> [Montana's Rural Health Plan, 2021.](#) Montana Department of Public Health & Human Services (DPHHS) Office of Inspector General (OIG), Undated.









*Rural Rising*